

University of Split School of Medicine Strategy



2021 - 2027

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Dean's foreword

The School of Medicine in Split (USSM) is among the leading research and teaching institutions in the Republic of Croatia in the field of biomedicine and health. Since its foundation in 1997, the School has been continuously educating doctors of medicine in the Croatian language, and since 2011, doctors of medicine in the English language, as well as doctors of dental medicine and masters of pharmacy. Furthermore, the School organizes five doctoral schools and a series of postgraduate university specialist studies. The study program in English was recognized very quickly on the foreign market, and the initial enrollment quota of 30 students grew to 60 students per year in just several years. The multicultural environment, strong academic achievements that have ensured the recognition of the School in the world, and the appeal of the geographical location attract students from all countries. The program currently has 300 students, primarily from Germany, Norway, and Sweden, but also from more distant countries such as the USA, Canada, India, and even the Middle East. The School has developed a unique model of cooperation with Regiomed Kliniken, a healthcare institution in Germany, and as a result of this collaboration in the academic year 2021/2022 the first generation of German students graduated from the USSM. The recognition of the School on the international academic scene was achieved through the publication of research papers in internationally recognized journals, as well as by leading and participating in European projects.

This document defines the strategic framework of the planned development of the overall activity of the School of Medicine in Split for the period from 2021 to 2027. The strategy is based on the Strategy of the University of Split 2021-2025, the EU Strategic Plans for the period 2020-2024, the document Horizon 2020: The EU Program for Research and Innovation (2014-2020), and Smart specialization strategy of the Republic of Croatia for the period from 2016 to 2020.

In the upcoming period, the School's activities will be focused on encouraging excellence in students and on the modernization of existing study programs. Proactive work will be directed towards the development of incentives for young researchers and greater involvement of School employees in the European research area. Furthermore, special attention will be placed on the improvement of the internal organization of the School, the rationalization of operations, and efforts to improve the infrastructure of the School.

The USSM's Faculty Council adopted the USSM Strategy 2021-2027 at the 23rd regular session held on October 27, 2022.

Dean
Professor Ante Tonkić

1. Introduction

1.1. School of Medicine history from establishment to present day

The study program of medicine in Split started in the fall of 1974 as the regional study program of the School of Medicine in Zagreb, when only part of the courses from the curriculum were conducted in Split. The complete study program in Split started in 1979 with the enrollment of first year students. Teaching took place in the Military Hospital, the Institute of Naval Medicine and at several faculties of the University of Split. School of Medicine in Split moved to the Bishop's Palace building in 1980. The Healthcare Center of Split and some departments of the Hospital in Firule were also used as teaching units, and when the Republic of Croatia gained independency in 1994, the study program was given two buildings of the Croatian Navy in Križine - the area where the School is still located today. Previously used buildings were returned to the original owner and the School completely moved out in 1997, when the reconstruction of the larger building in Križine, known today as building A, was completed. An additional building - building B - was later built on the premises of the smaller building.

The relocation was followed by the most important event in the history of studying medicine in this region - the founding of the University of Split School of Medicine. It took place on March 26, 1997, the date on which the Day of the School is celebrated. Upon its foundation, on April 17 of the same year, the Faculty Council and the Dean's Board were constituted, and in the fall, the first students started classes. The first generation of Doctors of Medicine graduated in 2003 with a diploma from the School of Medicine in Split. Two years after its foundation, the first postgraduate study program - Basic and Clinical Medical Sciences - was launched at the School, and from 2002 to 2010, when the University Department of Health Studies was founded, the School also conducted professional studies: Physical Therapy, Medical Radiology and Nursing.

The development of the School was accompanied by the establishment of new laboratories, centers, and departments, and by publishing activities with publications authored by School's teachers. Study programs were constantly modernized and enriched with new courses and contents. After the implementation of the Bologna Process in 2008, the study program Dental Medicine was launched. The implementation of an increasing number of postgraduate study programs in Croatian and English in 2010 led to the foundation of the Doctoral School, which connected the activities of all postgraduate studies thus becoming the first such school in the Republic of Croatia. In cooperation with the Faculty of Chemistry and Technology in Split, the Study of Pharmacy was launched in 2011, and in the same year, the study program Medicine in English began with its work. The development of the School's research and teaching activities was a strong driving force for strengthening its international cooperation with other universities, colleges and scientific institutions in Europe and the world, such as

the *Medical College of Wisconsin* and *Penn State University* in the USA and the Canadian University of Ottawa.

The School facilities were significantly increased in 2012 with the opening of building B, recognizable by its large amphitheater, which, due to its exceptional architectural features, became a popular place for holding various scientific and cultural events in Split, and where, in 2016, the collaboration agreement was signed with the REGIOMED clinic from Coburg in Germany, one of the teaching units of the School. The education of German students at the undergraduate and postgraduate medical studies in Split has also begun to meet the needs of that institution.

In the last five years, the Center for Translational Research in Biomedicine, the Center for Evidence-Based Clinical Medicine, the Center for Clinical Skills, and the Center for Healthcare Work were established, and the Dental Academicus area was put into use for teaching at the study program Dental Medicine.

From the initial scientific productivity with about one hundred papers indexed in the WOS database, thanks to the dedicated research work of its teachers and associates, the School surpassed the number of five thousand research papers this year.

1.2. Organization of the School of Medicine in Split

The organizational units of the School of Medicine in Split are research and teaching organizational units (research and teaching departments), teaching organizational units (teaching departments), research organizational units (centers and laboratories), library and the dean's office.

On the basis of the logical connection and similarity of the research and teaching processes carried out in them, the following research and teaching departments have been established at the School: Research and Teaching Department of Anatomy, Histology and Embryology, Research and Teaching Department of Integrative Physiology, Research and Teaching Department of Neuroscience, Research and Teaching Department of Basic and Clinical Pharmacology, Research and Teaching Department of Pharmacy, toxicology and pharmacogenetics, and the Research and Teaching Department of Biology and Human Genetics.

The following pre-clinical teaching departments operate at the School: Department of Medical Physics and Biophysics, Department of Medical Biology, Department of Histology and Embryology, Department of Anatomy, Department of Psychological Medicine, Department of Medical Chemistry and Biochemistry, Department of Immunology and Medical Genetics, Department of for Physiology, Department of Research in Biomedicine and Health, Department of Neuroscience, Department of Pharmacology, Department of Medical Humanities.

The following clinical teaching departments operate at the School: Department of Pathology, Department of Forensic Medicine, Department of Pathophysiology, Department of Medical Microbiology and Parasitology, Department of Medical Propedeutics, Department of Medical Radiology, Department of Clinical Oncology, Department of Internal Medicine, Department of anesthesiology and intensive care medicine, Department of psychiatry, Department of neurology, Department of infectious diseases, Department of dermatovenerology, Department of surgery, Department of otorhinolaryngology, Department of ophthalmology, Department of gynecology and obstetrics, Department of pediatrics, Department of family medicine, Department of public health, Department of Physical and Rehabilitation Medicine, Department of Nuclear Medicine, Department of Clinical Skills, Diploma Thesis Department, and Department of Urology.

For the purposes of Dental Medicine program, the School has established the following departments: Department of Dental Prosthetics, Department of Oral Medicine and Periodontology, Department of Restorative Dental Medicine and Endodontics, Department of Orthodontics, Department of Oral Surgery.

For the purposes of Pharmacy program, the following departments have been established at the School: Department of Pharmacy, and Department of Toxicology and Pharmacogenetics.

The following centers have been established at the School for the purpose of conducting multidisciplinary scientific research: Center for Clinical Skills, Center for Sleep Medicine, Center for Evidence-Based Medicine, Center for Translational Research in Biomedicine, Center for Health Activity, Croatian Center for Global Health.

Clinics and clinical departments are healthcare institutions or parts of healthcare institutions where healthcare activities are carried out, and clinical teaching and research are carried out.

The teaching units of the School are healthcare and other institutions where classes can be held providing that staff, spatial and technical prerequisites are met.

1.3. School Administration

The School is managed by the dean and the Faculty Council. The School is represented by the dean, who is assisted in his work by vice-deans and committees, and whose number and scope of work are subject to change. The Faculty Council is the main governing body of the School, whose jurisdiction and composition are directly prescribed by the Statute of the School of Medicine. The Faculty Council appoints committees (permanent and temporary) as expert bodies of the Faculty Council.

1.4. The School of Medicine Statute

Issues of organization, activities and business operations of the School of Medicine in Split, powers and decision-making methods of faculty bodies, organization and conduct of studies, status of teachers, researchers, associates and other employees, status of students and other important issues for the activity and business operations of the School are regulated by the Statute.

2. Vision and mission of the School

2. 1. Vision

The vision of the School is to promote the excellence of the medical profession by unifying scientific research, teaching, and professional activities with the aim of achieving optimal knowledge and skills, paired with responsibility and ethical behavior of health workers in order to serve the community. With its excellence, the School serves as an example for the general regional community and a role model for the Croatian academic community, and on the international level it represents Croatia as a country that respects and applies European criteria and thereby meets European standards of excellence.

2.2. Mission

The mission of the School is determined by the principles intended to achieve its vision:

➤ *Excellence of employees and students*

The School is a place of work and training of the best medical experts, researchers and teachers, and a place of study for excellent students from Croatia and abroad.

➤ *High quality professional research and teaching content*

The School maintains and enriches educational content which keeps up with the modern global standards of the medical profession, the wider academic community, and the Croatian society in general.

➤ *High quality research work*

Scientific research work and scientific production are the most important indicator of merit and success of the School, but also the basis on which the survival of the academic community and the School rests. The School strengthens and maintains its

reputation as an institution where internationally recognized research projects take place in accordance with the School's research priorities, scientific training of young staff, and systematic lifelong training of all profiles of health professionals.

➤ *International reputation*

The School systematically persists in strengthening its international reputation by adopting the best European standards and criteria for ensuring the quality of work and by conducting international reviews and evaluations of excellence.

➤ *Serving the community*

The School expands the social responsibility of the School of Medicine by promoting health and disease prevention in the immediate and wider community. The School is aware of the social responsibility of medicine and incorporates this awareness into all strategic and active determinants of its activities. It encourages active participation of teachers and students in the promotion of health and healthy lifestyle habits and the implementation of measures to prevent and combat the spread of disease.

➤ *Good management*

The School constantly improves and promotes all processes of efficient management, primarily in accordance with the principles and acts that prescribe quality assurance and the establishment and development of financial management and control systems.

➤ *State-of-the-art infrastructure*

The School insists on achieving and maintaining a high standard of quality and equipment of buildings and the surroundings, teaching spaces and research laboratories with the aim of ensuring a healthy, safe and stimulating professional environment.

➤ *Sustainability and self-financing*

The School creates the conditions for a significantly higher share of self-financing in its financial plans and activities. This is achieved by allocating part of its research, intellectual, and professional assets towards activities that can bring profit, such as copyright protection, patents and intellectual services, as well as by opening new contents and organizational units to provide the highest quality of professional medical diagnostic and therapeutic services, and educational and promotional activities.

3. SWOT analysis of the School of Medicine in Split

Internal factors	
<i>S (strength)</i>	<i>How to use it?</i>
<i>Total quality control</i>	Establish the Office for Quality Assurance; implement activities from the Quality Manual; maintain a favorable ratio of the number of students per teacher; balance the teaching load of teachers and associates.
<i>Visible strategic process and ambition</i>	Create synergy in the interdisciplinary fields of science, biomedicine, technology and innovation; encourage the cooperation of preclinical, clinical and public health groups of the School and teaching units in conducting translational research.
<i>Good interpersonal relations and enthusiasm</i>	Improve the activity of the ALUMNI USSM association; develop a system of rewarding individuals and organizational units which are the most successful in implementing strategic goals.
<i>Highly motivated teachers and students</i>	Conduct training to strengthen competences for mentoring graduate and doctoral theses; increase the quality and quantity of available learning resources; improve the system of rewarding the best students; include students in professional and scientific projects of the School; increase the studying success in all study programs; provide support and counseling to the students of the School
<i>Considering the context, an excellent number and quality of research publications</i>	Profile and strengthen research groups; increase the number of PhDs; increase the number and quality of published papers; increase the number of research and development projects; establish a fund to support researchers; increase the number of intellectual property applications.
<i>Efficient management of limited resources.</i>	Increase the funds invested in equipping and maintaining teaching laboratories and lecture halls; increase the number of teaching units of the School and facilitate their collaboration.
<i>Educated new professional and teaching staff in the field of Pharmacy and Dental Medicine</i>	Reduce external cooperation and the financial costs of such cooperation, and in this way also control the quality of teaching more easily.
<i>Significant digital transformation of the School</i>	Invest in ICT used in teaching and in other teaching infrastructure; develop the digitization system.

Good international reputation of the School and opportunities for networking

Increase the number of students and teachers in the system of incoming and outgoing inter-university mobility; increase the number of inter-institutional agreements in order to facilitate incoming and outgoing mobility; encourage outgoing and incoming mobility of researchers; establish a fund to finance the outgoing mobility of researchers.

Significant profit from own activities, especially from the study program Medicine in English

Increase the number of study programs that are conducted entirely in a foreign language, increase the share of own income in the School's budget.

W (weakness)

How to minimize it?

Serious deficit of staff (teaching, research and administrative)

Increasing the number of teaching units of the School; increase cooperation with researchers and teachers from foreign universities; encourage incoming and outgoing mobility of researchers; strengthen the integration of research work and the teaching process.

The lack of teaching staff employed at the School requires the participation of healthcare professionals employed in healthcare institutions that serve as teaching units, which results in difficulties in quality control.

Educate new professional and teaching staff in the fields of Pharmacy and Dental Medicine; strengthen teacher competencies; conduct an internal assessment of the quality assurance system; ensure continuous monitoring of student satisfaction.

Huge teaching load significantly limits the possibilities for engaging in research work at an internationally competitive level.

Maintain a favorable ratio of the number of students per teacher; balance the teaching load of teachers and associates; increase funds for financing research and innovation from international sources; ensure institutional support for inclusion in partnerships in international projects; encourage the outgoing mobility of researchers.

Serious lack of space and financial resources

Increase the share of own income in the School's budget; increase the number of study programs that are conducted entirely in a foreign language; build additional infrastructure to implement the long-term development plans of the School.

Lack of adequately equipped space for practical and clinical teaching

Increase the funds invested in equipping and maintaining teaching laboratories and lecture halls; increase the number of teaching units of the School.

Limited access to important and relevant journals and insufficient space for the School library

Increase the quality and quantity of available learning resources.

Productivity of doctoral studies

Conduct training to strengthen competencies for mentoring of doctoral theses; increase the number of defended doctoral theses

External factors	
O (opportunity)	How to use it?
<i>Access to European funding</i>	Increase funding for research and innovation from international sources; ensure the financing of a part of capital investments with available sources of financing (EU funds); ensure institutional support for inclusion in partnerships in international projects; strengthen the role of the Faculty Secretariat in finalizing contracts, especially when drafting international contracts.
<i>Membership in ERASMUS and other institutional networks</i>	Increase the number of students and teachers in incoming and outgoing inter-university mobility; increase the number of inter-institutional agreements to facilitate incoming and outgoing mobility; encourage outgoing and incoming mobility of researchers; establish a fund to finance the outgoing mobility of researchers.
<i>Favorable geographical location and Mediterranean climate; the appeal of study programs (Medicine, Dental Medicine and Pharmacy)</i>	Increase the share of own income in the School's budget; increase the number of study programs that are conducted entirely in a foreign language.
T (threat)	How to minimize it?
<i>Insufficient financing from the state</i>	Increase the share of own income in the School's budget; increase the number of study programs that are conducted entirely in a foreign language.
<i>Detachment of the healthcare system and the higher education</i>	Establish the University Hospital
<i>Loss of teaching and research infrastructure due to the collapse of part of the Basic Medical Sciences building</i>	Repair the Basic Medical Sciences building; prepare the documentation for the new building (Biomedical Teaching Center).
<i>An increasing number of competitive medical study programs in English in the area</i>	Support professional, cultural, social and sports activities of students; ensure systematic support for student sports and physical and health education; provide space for the work of student associations; provide support and counseling for the students of the School.
<i>Unexpected emergencies such as pandemics, natural disasters, and wars</i>	Ensure good management at all levels; ensure coordination at the state, county, university and school levels; adhere to all international, state and professional guidelines.

4. Strategic goals of the School of Medicine in Split

This strategic document is divided into three key areas that encompass the overall activity of the School:

- Teaching
- Science, research, and public role
- Organization and business operations infrastructure development, and quality assurance system

Each area defines the main strategic goals with specific goals/tasks, indicators and/or target values and bearers, i.e., the persons/bodies of the School responsible for their achievement, and foreseen deadlines. The strategy foresees that responsible persons/bodies define action plans every year and submit reports on their implementation to the Faculty Council. The strategy is aligned with the current strategy of the University of Split, and national and EU strategies. The strategy of the School of Medicine covers the period until 2025. In case of adoption of new superior strategic documents, the strategic goals will be revised as needed to harmonize with them.

4.1. Teaching

Considering the mission of the School and teaching as its fundamental activity, it is necessary to continuously improve teaching. It should be adapted and aimed at students and their needs by encouraging student-centered learning, and at the same time it should be aligned with the demands of the labor market. Learning outcomes should be the basis for substantive improvement of teaching, and in this process, it is necessary to ensure the cooperation of teaching staff and students. Learning outcomes should be based on real needs and must be implementable in the teaching process. Learning outcomes should be harmonized with other higher education institutions in the Republic of Croatia that run related study programs. In doing so, the best experiences from related study programs conducted at prestigious international universities should be adapted. Special emphasis should be placed on the acquisition of practical knowledge and skills through the creation of catalogs for all study programs.

To improve the teaching process, it is extremely important to work on teacher competencies through continuous training of all, and especially young colleagues, in a methodical and didactic sense to acquire and improve the knowledge and skills needed to enhance the quality of the teaching process.

Students should continue to be active participants in creating the content and framework of teaching activities. The implementation of higher education based on learning outcomes at university integrated undergraduate, graduate and postgraduate studies is achieved through the following goals:

- Ensuring high quality and efficient education based on learning outcomes
- Encouraging excellence in students, student activities, work of student associations and support for student life and standards
- Modernization of existing study programs
- Ensuring high employability of students of different study programs based on learning outcomes
- Systematic development of lifelong education programs
- Increasing the incoming and outgoing mobility of students

Specific activities that need to be carried out to achieve the goals, the indicators that measure the success of the implementation of individual tasks, and the deadlines in which the goals are expected to be achieved are presented below.

4.1.1. Ensuring high quality and effective education based on learning outcomes

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Maintain a favorable ratio of the number of students per teacher</i>	Number of students and teachers in a favorable ratio	School management	Until the end of the period
2.	<i>Optimization of the teaching load of teachers and associates</i>	Analysis of the teaching load of teachers and associates	School management	End of the calendar year for the previous academic year
3.	<i>Increase the success of studying in all study programs</i>	The number of students who gained the right in the previous academic year to enroll in a higher academic year	Vice dean for teaching, Teaching committee, Vice deans for individual study programs, Office for Quality Assurance	End of the calendar year for the previous academic year
4.	<i>Carry out continuous training of teachers to improve the teaching process to enhance teacher competencies and quality of teaching</i>	Number of teachers who completed the training program	Vice dean for teaching, Teaching committee, Vice deans for individual study programs, Office for Quality Assurance, Committee for advancement of teaching competencies	End of the calendar year for the previous academic year
5.	<i>Ensure continuous monitoring of student satisfaction</i>	Improve systems for monitoring student satisfaction	Quality Assurance Board, Teaching committee	Continuous
6.	<i>Involvement of employers' representatives in the teaching process</i>	Monitoring the number and teaching load of employer representatives	Committee for Human Resources, Heads of Departments, Vice deans for individual study programs, Vice dean for teaching	Continuous
7.	<i>Conduct training to strengthen competences for mentoring of graduate and doctoral theses</i>	The number of trainings and teacher participation in training at the annual level	Vice dean for teaching and vice dean for science, Chair of the Diploma Thesis department and members of the Diploma thesis department	End of the calendar year for the previous academic year

4.1.2. Encouraging excellence in students, student activities, work of student associations and support for student life and standards

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Improve the system of awarding the best students (revision of the Ordinance on awards)</i>	YES/NO	School management, Teaching Committee, Faculty Council, student associations	Until the end of the academic year 2022/2023
2.	<i>Improve the system of student involvement in work groups for the evaluation of study programs and the educational process</i>	Number of students involved	School management	Until the end of the period
3.	<i>Support professional, cultural and social activities of students</i>	Number of supported professional, cultural and social activities of students	School management and student associations	Continuous
4.	<i>Provide systematic support for student sports and physical and health education</i>	YES/NO	School management, Committee for PE	Continuous
5.	<i>Provide space for the work of student associations</i>	Number of student associations that have been provided space	School management	Continuous
6.	<i>Provide support and counseling to students of the School</i>	Activities of the Counseling Center for students	Vide-Dean for Teaching i Teaching Committee u in collaboration with the Counseling Center	Continuous

4.1.3. Modernization of existing study programs

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Harmonization of learning outcomes of study programs with the valid Croatian qualification framework</i>	Number of harmonized study programs	School Management	By the end of the period
2.	<i>Increase the number of integrated undergraduate, graduate and specialist postgraduate study programs</i>	Number of accredited study programs	School Management, Teaching units	By the end of the period
3.	<i>Increase the number of study programs that are conducted entirely in a foreign language</i>	Number of study programs that are conducted entirely in a foreign language	School Management, Faculty Council	By the end of the period
4.	<i>Adjust the share of e-learning in study programs in accordance with the Regulations on the study programs</i>	Number of courses per study program in which e-learning is used	Vice-Dean for Teaching, Teaching Committee, Heads of teaching units	By the end of the period
5.	<i>Increase the quality and quantity of available learning resources</i>	Number of new published editions and e-form editions of university teaching texts	School Management, Heads of teaching units, Library	By the end of the period
6.	<i>Invest in ICT used in teaching and other teaching infrastructure</i>	Number of newly acquired or modernized ICT equipment	School Management, IT department	Continuous
7.	<i>Revise the criteria for encouraging the publication of own teaching materials</i>	YES/NO	School Management, Committee for Publishing	By the end of the period

8.	<i>Defining the needs for integrated undergraduate and graduate studies in accordance with the expected needs of the labour market or systematically determining the enrolment quota</i>	Feedback from external stakeholders and former students in cooperation with the Alumni Association	School Management and Faculty Council, USSM Alumni association	Continuous
9.	<i>Invited lectures by representatives of employers</i>	Number of lectures held	School Management, Heads of doctoral and specialist study programs	Continuous

4.1.4. Ensuring high employability of students of different study programs based on learning outcomes

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Increase the capacity for the implementation of professional practice and professional training</i>	Number of teaching units included in students' professional practice	School Management, Office for professional practice	End of the calendar year for the previous academic year
2.	<i>Improve the methodology of monitoring the employability of graduates</i>	YES/NO	School Management, Office for Quality Assurance	Continuous
3.	<i>Monitor the needs for practical competences in the labor market</i>	YES/NO	School Management, Office for Quality Assurance	continuous
4.	<i>Connect students with employers on Career Day and similar events</i>	YES/NO	School Management, Student Organizations, Office for Quality Assurance	Until the end of the academic year

5.	<i>Develop a system of examination and monitoring of employers' satisfaction</i>	YES/NO	School Management, Office for Quality Assurance	System developed by 2023
6.	<i>Improve the activity of the USSM ALUMNI association</i>	Number of activities / number of members	School management, USSM Alumni association	continuous

4.1.5. Systematic development of lifelong learning programs

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Increase the number of lifelong learning programs outside of study programs</i>	Number of lifelong learning programs outside of study programs	School management, teaching units	Until the end of the period
2.	<i>Strengthen teaching capacities by involving experts outside the existing framework of the academic community in programs of lifelong education</i>	Increasing the number of experts involved in the programs	School management, teaching units	Until the end of the period

4.1.6. Increasing the incoming and outgoing mobility of students

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Increase the number of students in the system of incoming and outgoing inter-university mobility</i>	Number of students and number of visits in mobility programs	Quality Assurance Office, Office for International Relations, <i>ERASMUS</i> coordinator, Vice-Dean for Teaching and Vice-Deans for study	By the end of each calendar year
2.	<i>Increase the number of teachers in incoming and outgoing inter-university mobility</i>	Number of teachers and number of visits in mobility programs	Quality Assurance Office, Office for International Relations, <i>ERASMUS</i> coordinator	By the end of each calendar year
3.	<i>Increase the number of inter-institutional contracts in order to facilitate incoming and outgoing mobility</i>	Number of contracts with institutions inside and outside the EU	School Management	By the end of each calendar year
4.	<i>Increase cooperation with s researchers and teachers from foreign universities</i>	The number of external associates from other foreign universities involved in the research and teaching process	School Management and all teachers	By the end of each calendar year
5.	<i>Establish the Office for International Relations</i>	Developed guidelines and measures for increasing mobility and the number of teachers, students and non-teaching staff in mobility programs	School Management	By the end of each calendar year

4.2. Research and innovations

Research and innovations are one of the basic activities of the School of Medicine defined by the adoption of the Science Strategy 2021 - 2027. According to the Strategy, the research mission of the School of Medicine is to educate capable health workers who will improve medical activity, education and science with their professional work and knowledge. The student is at the center of the teaching and research process, and they apply knowledge from basic and clinical medical sciences, and public health through responsible actions in professional work, research, and innovation, while respecting the principles of research excellence and creativity, research integrity and ethics. The research mission of the USSM is based on translational research in biomedicine through connecting the fields of basic sciences, public health, and clinical sciences. The School wishes to preserve good academic values and practices through respect for fellow researchers from biomedicine and healthcare and to encourage researchers who are skilled in obtaining domestic and international projects that result in the advancement of science, application in the scientific process, and improvement of medical profession. Stimulating research environment in which every researcher has freedom in his work and access to research infrastructure will contribute to successful integration into the research area and values of the European Union, which will in turn encourage the development of society based on the research findings.

The University of Split School of Medicine will develop as a research and innovation higher education institution integrated into the European and global research space with the ultimate goal of becoming a leading institution in the southeastern part of Europe in the field of biomedical research, comparable to similar institutions in the western countries of the European Union. Strategic goals, tasks, measures and deadlines are clearly defined and are based on real data from the analysis of scientific progress. The School has defined criteria to encourage and reward scientific excellence and innovative research, especially by encouraging translational research in biomedicine based on the newly established Center for Translational Research in cooperation with the University of Split.

In the implementation of the set goals, it is necessary to strengthen human resources, for which it will be necessary to allocate considerable financial resources in order to encourage employment and the application of competitive European projects, as well as the continuous renewal of the scientific and research infrastructure in order to increase and recognize the scientific productivity of the School. The goals of the School's science development in the coming period are as follows:

- Focus on research with a high level of scientific and innovation activity.
- Inclusion in the European research area.
- Greater inclusion of students in research projects and incentives for young scientists.

4.2.1. Focus on research with a high level of science and innovation activity.

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Profile and strengthen research groups</i>	Number of research groups, number of registered projects compared to the previous year	Vide-Dean for Research and teachers	By the end of the academic year
2.	<i>Encourage the cooperation of preclinical, clinical and public health groups of the School and teaching units in translational research</i>	Number of joint publications and doctoral dissertations compared to the previous year	Vide-Dean for Research and teachers	By the end of the academic year
3.	<i>Create synergy in the interdisciplinary fields of science, biomedicine, technology and innovation</i>	Number of joint publications and doctoral dissertations compared to the previous year	Vide-Dean for Research and teachers	By the end of the academic year
4.	<i>Increase the number of defended PhDs</i>	Number of PhDs compared to the previous year	Council of the Doctoral School, Committee for Doctorates, Vide-Dean for Research	By the end of the academic year
5.	<i>Increase the number of published research papers</i>	Number of published research papers compared to the previous year	Vide-Dean for Research, Research groups	By the end of the academic year
6.	<i>Increase the quality of published research papers</i>	The number of research papers in journals indexed in WoS databases in the Q1 or Q2 quartile compared to the previous year	Vide-Dean for Research, Research groups	By the end of the academic year
7.	<i>Increase the number of scientific research and development projects</i>	Number of projects compared to the previous year	School Management, Research groups	By the end of the academic year
8.	<i>Establish a fund to support researchers</i>	YES/NO	School Management	By the end of the academic year
9.	<i>Establish a Center for Translational Research in Biomedicine</i>	YES/NO	School Management	By the end of the academic year
10.	<i>Increase the number of intellectual property applications</i>	Ordinance for the protection of intellectual property	School Management	By the end of the academic year

4.2.2. Inclusion in the European research area

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Increase funding for scientific research and innovation from international sources</i>	The number of project applications compared to the previous year	School Management, Research Office	Continuous
2.	<i>Provide institutional support for inclusion in partnerships in international projects</i>	YES/NO	School Management, Research Office and Office for International Affairs	Continuous
3.	<i>Encourage outgoing and incoming mobility of researchers</i>	The number of domestic postdoctoral fellows who continued their postdoctoral training at a foreign institution and foreign postdoctoral fellows who continued their postdoctoral training at our institution for a duration of ≥ 6 months	School Management, Research Office and Office for International Affairs	Continuous
4.	<i>Ensure a fund to finance the mobility of researchers</i>	YES/NO	School Management, Research Office and Office for International Affairs	Continuous

4.2.3. Greater involvement of students in research projects and incentives for young researchers

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Involvement of graduate study program students in research work and projects of the School</i>	The number of students involved in the projects, the number of joint publications, the number of scientific papers resulting from the graduate theses of the students	School Management, Research Office	By the end of the academic year
2.	<i>Developing support programs for young researchers</i>	Defined procedure for application and evaluation of the support program for young researchers	School Management, Research Office	By the end of the academic year
3.	<i>Developing support for young researchers in publishing research papers</i>	Developed procedure to support young researchers in achieving the conditions for obtaining a doctorate in science	School Management, Research Office	By the end of the academic year

4.3. Organization and business operations, infrastructure development and quality assurance system

The School's Committee for Quality Assurance is an advisory body to the dean and the Faculty Council. The committee plans, coordinates and analyzes the evaluation procedures of the entire scientific research system and the system of higher education at the School, as well as all other activities in accordance with the Regulations and the Quality Assurance Handbook. Quality assurance is an ongoing process integrated into the teaching, research, innovation, and administrative work of the School. Based on the report of the Committee, the management establishes a system for evaluating research and teaching, professional, and administrative work.

In the organizational sense, it is necessary to ensure systematic and transparent monitoring of all human resources and to ensure sufficient financial and spatial prerequisites for the unobstructed development of the School. The School needs to develop in accordance with the highest standards of management and quality assurance, and the necessary prerequisites for this are the adoption of a series of documents that would ensure the recognition and encouragement of excellence in all organizational units. In addition, it is necessary to continuously rationalize operations and realistically plan and implement all capital investments and ensure their responsible implementation.

In the upcoming period, it is particularly important to continuously work on the quality assurance of teaching through the work of the eponymous Board and the implementation of the activities listed in the Quality Manual. The School continuously develops and improves the quality management system based on self-evaluation and student surveys, periodic internal and external evaluations and on the cooperation of internal and external stakeholders. The use of modern technologies should be ensured for this segment of work, which should enable a wide coverage of the activities planned in the manual.

Furthermore, it is necessary to provide and improve all the necessary teaching infrastructure to make it easier for both students and teachers to achieve the best possible results of the teaching process. The mentioned infrastructure includes the enhancement of technology, which can make the teaching process significantly more interesting, dynamic, modern and of higher quality.

To achieve efficient organization and operations, infrastructure development and quality assurance system, we set the following specific goals:

- Reaching the highest level of quality, organization and responsibility through strategic management
- Improvement of the organization and infrastructure of the School
- Diversification of funding and rationalization of operations
- Strengthening the public role of the School

Specific activities that need to be carried out to achieve the goals, the indicators that measure the success of the implementation of individual tasks, and the deadlines in which the goals are expected to be achieved are presented below.

4.3.1. Reaching the highest level of quality, organization and responsibility through strategic management

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Establish the Office for Quality Assurance</i>	YES/NO	School Management	December 22
2.	<i>Ensure optimal personnel, spatial and other conditions</i>	YES/NO	School Management	Continuous
3.	<i>Produce annual reports and an activity plan for the improvement of the quality system</i>	YES/NO	Committee for Quality Assurance, Office for Quality Assurance, Faculty Council	By the end of the calendar year
4.	<i>Analysis of study success</i>	YES/NO	Committee for Quality Assurance, Office for Quality Assurance, Faculty Council, Teaching Committee	By the end of the calendar year
5.	<i>Balancing the teaching load of teachers and associates</i>	YES/NO	School Management, Committee for Quality Assurance, Office for Quality Assurance, Teaching Committee, Heads of Departments	By the end of the calendar year
6.	<i>Creating rules and procedures for conducting teacher evaluation</i>	YES/NO	Committee for Quality Assurance, Office for Quality Assurance, Faculty Council	December 2022
7.	<i>Periodic internal evaluation of the quality assurance system</i>	YES/NO	Committee for the implementation of internal periodic assessment of the quality assurance system, Faculty Council	Once every two years
8.	<i>Updating of the Ordinance on Quality and the Quality Assurance System Handbook</i>	YES/NO	Committee for Quality Assurance, Office for Quality Assurance, Faculty Council	Continuous, in accordance with the amendments to the higher acts of the University

9.	<i>Defining procedures for conducting surveys, providing feedback on survey results, follow-up and other forms of communication with students and other stakeholders</i>	YES/NO	Committee for Quality Assurance, Office for Quality Assurance, Faculty Council	Continuous
10.	<i>Implementing activities from the Quality Assurance Handbook</i>	Implementation of all planned activities	School Management, Committee for Quality Assurance	Continuous
11.	<i>Ensure continuous monitoring of student satisfaction</i>	YES/NO	School Management, Committee for Quality Assurance, Teaching Committee	Continuous
12.	<i>Defining procedures for determining compliance of knowledge tests with expected learning outcomes</i>	YES/NO	School Management, Committee for Quality Assurance, Teaching Committee	Continuous

4.3.2. Improvement of the organization and infrastructure of the School

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Increase the inclusion of students in the work of the School's bodies</i>	The number of students involved in the Faculty Council, USSM committees and boards and the number of their activities	Faculty Council	Continuous
2.	<i>Enable participation in trainings for employees of professional and administrative services</i>	YES/NO	School Management, Heads of professional administrative services	Continuous
3.	<i>Develop a system of rewarding individuals and organizational units that are the most successful in implementing strategic goals</i>	YES/NO	School Management, Faculty Council	Kraj 2022.
4.	<i>Improve the system of business digitization at all levels</i>	YES/NO	School Management, IT department	Continuous

5.	<i>Define clear procedures and procedures in the business process</i>	YES/NO	School Management, Heads of professional administrative services	By the end of the period
6.	<i>Strengthen legal support for the work of the School when concluding contracts</i>	YES/NO	School Management	Continuous
7.	<i>Increase the efficiency of the School's operations in the administrative segment</i>	Reduction of external services	School Management	Continuous
8.	<i>Improve public relations</i>	Create a public relations protocol	School Management	Continuous
9.	<i>Report on the results of the work of the Faculty and its employees</i>	Publishing news through appropriate communication channels	School Management	Continuous
10.	<i>Increase funding of equipment and maintenance teaching laboratories and lecture halls</i>	Change in the amount of invested funds compared to the previous period	School Management	Yearly
11.	<i>Build additional spatial infrastructure to achieve the long-term development plans of the School</i>	YES/NO	School Management	By the end of the period
12.	<i>Improve the Croatian and English versions of the Faculty's website</i>	YES/NO	IT department	Continuous

4.3.3. Diversification of the School's financing and rationalization of operations

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Increase the share of own income in the School's budget</i>	Percentage of own income in the School budget	School Management	Every calendar year
2.	<i>Rational spending and planning of available funds on an annual basis</i>	Adoption and implementation of the financial plan	School Management, Finance and accounting department, Faculty Council	Every calendar year
3.	<i>Responsible planning and implementation of capital investments for a three-year period</i>	YES/NO	School Management, Finance and accounting department, Faculty Council, Heads of organizational units	A three-year plan adopted every year
4.	<i>Rationalization of overhead costs while maintaining comfortable working conditions for employees</i>	The amount of overhead expenses	School Management	Continuous
5.	<i>Ensuring the financing of a part of capital investments with available sources of financing</i>	The number of applications to the adequate line of financing of a part of the capital investment for the expansion of the School's infrastructure	School Management	By the end of the period

4.3.4. Strengthening the School's public role

	<i>Goal</i>	<i>Indicator and/or target value</i>	<i>Lead</i>	<i>Deadline</i>
1.	<i>Increase the number of students who volunteer or actively participate in civil organizations</i>	Number of students, comparison with the previous period	School Management, student associations	By the end of the period
2.	<i>Conduct research or professional projects for public and civil society organizations/institutions and business entities or in partnership with the aforementioned organizations</i>	Number of projects	School Management, all research and teaching staff, student associations	By the end of the period
3.	<i>Create annual plans for the popularization of science and define the necessary human and material resources for their implementation</i>	YES/NO	School Management, Research Office, all research and teaching staff, student associations	By the end of the period
4.	<i>Include external stakeholders in working groups for the evaluation of study programs and the educational process</i>	YES/NO	School Management	By the end of the period
5.	<i>Organize and participate in public debates, forums, seminars related to environmental development and offer solutions for current social problems</i>	YES/NO	School Management, Employees from research and teaching ranks	Continuous
6.	<i>Conduct scientific and professional research and participate in the implementation of projects in cooperation with civil society associations</i>	Number of projects	Research Office, Employees from research and teaching ranks	Continuous