

Pursuant to Articles 14, 15 and 16 of the Statute of Algebra University and in accordance with the Act on Higher Education and Scientific Activities, the Senate of Algebra University enacted at its 4<sup>th</sup> session, held on 26<sup>th</sup> March 2024, the following

## **BOOK OF REGULATIONS ON THE INTERNAL ORGANISATION AND WORKPLACE STRUCTURE OF ALGEBRA UNIVERSITY**

### **1. GENERAL PROVISIONS**

---

#### **Article 1**

- (1) The Book of Regulations on the Internal Organisation and Workplace Structure of Algebra University (hereinafter: *Book of Regulations*) determines the internal organisation of Algebra University, the structure of workplaces, the conditions that must be met by candidates for performing work in organisational units which falls under the registered activity of Algebra University, and working procedures.
- (2) Workplace descriptions and the organisational scheme according to the structure established within this Book of Regulations are an appendix to the Book of Regulations. Workplace descriptions will also be used as a supplement to employment contracts for employees in order to define their basic responsibilities.
- (3) The Rector of Algebra University is authorised in an organisational sense to make changes in the number of employees and the structure of workplaces and to introduce new organisational units with the approval of the Senate in accordance with the Statute of Algebra University and with the obligation to amend this Book of Regulations if it is necessary to describe the actual situation within the organisation.

#### **Article 2**

- (1) Algebra University builds its internal organisation in accordance with its Statute and the Development Strategy, using to the greatest extent the resources provided by the Founder.

#### **Article 3**

- (1) Algebra University confirms that the greatest internal value of an organisation are its employees. In this sense, it is in the strategic interest of Algebra University to continue building its staff through the construction of organisational and work culture, but also professional knowledge and high professional and/or scientific specialisation.

### **2. INTERNAL ORGANISATION**

---

#### **Article 4**

- (1) For the performance of registered activities at Algebra University, two subsystems are established: business and academic with organisational units as follows:

#### **ACADEMIC AND EDUCATIONAL SUBSYSTEM**

1. General Secretariat
2. Vice-Rectorate for Quality
3. Vice-Rectorate for Academic Affairs

- a. University Departments
  - i. Study Programmes
- b. Departments
4. Vice-Rectorate for International Cooperation
  - a. International Cooperation
5. Vice-Rectorate for Science and Research
  - a. Support to Scientific Research Activities
  - b. International Scientific Research Projects
6. Sector for Professional Services
  - a. Student Office
  - b. Teaching Support Office
  - c. Career Centre
  - d. Student Support Centre
  - e. Library
  - f. Institute for the Quality of Education
7. Sector for Quality and Development of Adult Education
  - a. Development of Educational Contents
  - b. Lecturer Development
  - c. Recruitment and Selection of Lecturers
  - d. Documentation

## **BUSINESS SUBSYSTEM**

1. Controlling and Finance Sector
  2. Accounting Sector
  3. IT Sector
  4. Project Management Sector
  5. Lifelong Education Sales Sector
  6. Sector for Application and Implementation of EU Projects
  7. Marketing Communications Management Sector
  8. Facilities and Office Management Sector
  9. Human Resources Management Sector
- (2) Part of the employees in these units, especially in the business subsystem, may be employed by the Founder and provide support for the activities of Algebra University, which will be regulated by financial relations. The Founder and Algebra University will not enter special contracts in this regard.

### **3. ACADEMIC SUBSYSTEM**

---

#### **GENERAL SECRETARIAT**

##### **Article 5**

- (1) The organisational unit of the General Secretariat performs its activities within key activities as follows:

##### **Management of official documentation of Algebra University**

- preparing, writing and updating the University's documentation, in accordance with the Law and other relevant acts
- informing all stakeholders about the publication of acts of the University
- managing the sessions of the Senate
- preparing invitations to the sessions and preparing the agenda
- drawing up the minutes of the sessions

##### **Monitoring opportunities and proposing key strategic partnerships and projects**

- monitoring opportunities for the development of the institution and participating in the preparation of project proposals, in cooperation with other departments
- identifying and gathering strategic partners for the implementation of projects
- participating in the realisation of key development projects, in the role of an expert
- representing the institution at domestic and international gatherings in higher education, i.e. participating in the drafting of normative acts as a representative of the institution

#### **VICE-RECTORATE FOR QUALITY**

##### **Article 6**

- (1) The Vice-Rectorate for Quality organisational unit is led by the Vice-Rector for Quality, who is appointed by the Rector with the consent of the Senate. The workplace description of the Vice-Rector for Quality can be found in Appendix 3 of this Book of Regulations.
- (2) The organisational unit of the Vice-Rectorate for Quality performs its activities within key activities as follows:
- taking care of all segments of quality assurance from the preparation of documentation to the implementation of agreed quality assurance activities
  - participation and organisation as well as implementation of parts of tasks related to study programme amendments, initial programme accreditations, re-accreditations, initial university accreditations, joint studies, double-degree programmes
  - management of the Quality Committee
  - conducting and documenting the internal assessment of the quality assurance system
  - coordinating activities and preparing the necessary documentation in the process of the external assessment of the quality assurance system
  - proposing guidelines for the development of studies, programmes and the institution

## **VICE-RECTORATE FOR ACADEMIC AFFAIRS**

### **Article 7**

- (1) The organisational unit Vice-Rectorate for Academic Affairs is led by the Vice-Rector for Academic Affairs, who is appointed by the Rector with the consent of the Senate. The workplace description of the Vice -Rector for Academic Affairs can be found in Appendix 3 of this Book of Regulations.
- (2) The organisational unit of the Vice-Rectorate for Academic Affairs performs its activities within key activities as follows:
  - ensuring the quality of classes and exams
  - identification of teachers' development needs and implementation of teacher training and development
  - coordinating the preparation and organisation of semestral teaching
  - preparing data for the payment to external associates

## **UNIVERSITY DEPARTMENTS AND STUDY PROGRAMMES**

- (3) The university department is established as a set of related study programmes, and it consists of the head of the university department and the heads of study programmes who manage the studies within the university department. These functions are appointed by the Rector with the consent of the Senate. Workplace descriptions of Heads of University Departments and Heads of Study Programmes can be found in Appendix 3 of this Book of Regulations.
- (4) The organisational unit of university departments performs its activities within key activities as follows:
  - development of study programmes and management of study programme activities
  - initiation and coordination of study programme changes
  - monitoring the study programme quality
  - participation in promotional activities of study programme

## **DEPARTMENTS**

- (5) A department is established for related study disciplines, and it consists of the head, teachers and associates of Algebra University involved in the teaching process in these disciplines. The head of the department is appointed by the Rector with the consent of the Senate. The workplace description of Head of Departments can be found in Appendix 3 of this Book of Regulations.
- (6) Departments represent a organisational unit of Algebra University, where the following key activities are performed:
  - preparation of proposals for curricula and their amendments within the framework of study disciplines that belong to individual departments
  - participation in the detection, selection and development of teaching staff
  - ensuring the quality of exam questions and conducted exams in the domain of the department's content
  - coordination of the personal development and teaching quality of lecturers (in cooperation with other departments)
  - proposing professional and scientific projects from the content domain of study disciplines covered by individual departments
  - implementation of teaching activities, professional and scientific research and projects

- proposing personnel solutions within the department's activities
- proposing the acquisition of scientific and professional literature that covers study contents that fall within the domain of a particular department
- proposing the acquisition of equipment and software products necessary for the realisation of study contents covered by individual departments
- other tasks aiming to improve the teaching activities of Algebra University in accordance with the Law and the Statute of Algebra University

## **VICE-RECTORATE FOR INTERNATIONAL COOPERATION**

### **Article 8**

- (1) The organisational unit of the Vice-Rectorate for International Cooperation is headed by the Vice-Rector for International Cooperation, who is appointed by the Rector with the consent of the Senate. The workplace description of the Vice-Rector for International Cooperation can be found in Appendix 3 of this Book of Regulations.
- (2) The organisational unit of the Vice-Rectorate for International Cooperation performs its activities within key activities as follows:
  - initiating international cooperation and signing international contracts with educational, scientific, research and other institutions
  - organisation of production, maintenance and preparation of content for brochures and materials in a foreign language
  - organisation of participation in foreign fairs and visits to foreign universities
  - organisation of International Weekends and similar events

## **INTERNATIONAL COOPERATION**

- coordinating international schools and the process of internationalisation
- recruiting, advising and admitting foreign students
- coordination of activities on projects related to internationalisation and student mobility
- design and implementation of activities for students in order to encourage outgoing international mobility
- arranging and conducting cooperation with international partners and other institutions

## **VICE-RECTORATE FOR SCIENCE AND RESEARCH**

### **Article 9**

- (1) The organisational unit of the Vice-Rectorate for Science and Research is headed by the Vice-Rector for Science and Research, who is appointed by the Rector with the consent of the Senate, and consists of the vice-rector for science and research, the head and the coordinator for science and research. The workplace descriptions of all three functions can be found in Appendix 3 of this Book of Regulations.
- (2) The organisational unit of the Vice-Rectorate for Science and Research performs its activities within key activities as follows:
  - proposing long-term and short-term scientific research goals of the institution
  - monitoring the achievement of the institution's scientific and research goals
  - directing towards the connecting and integrating of different areas and fields of the scientific and artistic work of the institution

- proposing institutional prerequisites in finding scientific research projects and partners who would cooperate with the institution, including mediation
- management of activities in the field of intellectual property rights as part of scientific research projects
- maintaining a repository of relevant information from the field of scientific research activities

#### **SUPPORT TO SCIENTIFIC RESEARCH ACTIVITY**

- supervising the implementation of the institution's scientific and research goals
- providing support to teachers in the implementation of scientific research projects
- providing support to teachers in the procedure of appointment to scientific-teaching and teaching positions and titles

#### **INTERNATIONAL SCIENTIFIC RESEARCH PROJECTS**

- preparing research projects and writing research proposals
- analysing the existing literature, scientific databases and scientific achievements related to the research challenge
- setting up a hypothesis that will be verified (proved or refuted) by the research itself
- detailed research planning and research design creation (deciding which research methods will be used: experiment, observations, measurements etc.)
- analysing the obtained data through mathematical and statistical procedures and making conclusions and explanations
- writing scientific/professional reports, books and works (articles)
- publication of works in scientific journals and presentation at scientific gatherings or conferences
- cooperation in other professional and research projects of the University
- participation in national and international conferences, seminars and workshops

#### **SECTOR FOR PROFESSIONAL SERVICES**

##### **Article 10**

- (1) The organisational unit of the Sector for Professional Services performs its activities within key activities as follows:
- organising elections for student representatives and coordinators
  - holding meetings and coordination and solving complaints and challenges presented by students
  - advising students on more complex problems, which includes written, telephone and oral consultations with students and parents
  - dealing with special complaints and student requests
  - developing an organisation that puts the focus on the student and their needs in the foreground

#### **STUDENT OFFICE**

- support for students in administrative activities (registration/deregistration of exams, preparation of data, issuance of certificates etc.)
- performing tasks related to billing, contracting and scholarship
- maintaining the entire documentation of students
- preparation of status documents used by the Student Department to support studies and students

## **LIBRARY**

- ordering teaching materials from publishers (mainly books) as requested by colleagues from the teaching and teacher support department or heads of departments and study programmes,
- care about the distribution of books and the responsibility of students in Infoeduka
- handling returned books

## **STUDENT SUPPORT CENTRE**

- monitoring and timely identification of students who need support/counselling and proactive approach (either individually or in groups)
- active monitoring of students in their work, especially those who are at risk of dropping out/problems in their studies
- counselling, i.e. professional assistance to students who have life problems (developmental or situational) and who do not have any serious psychopathological difficulties
- clearly identifying situations in which professional/expert help is needed and ensuring further monitoring through information on forms of support
- informing and motivating students about the activities planned for them and monitoring their engagement
- elaboration of the action framework within which improvements and solutions as well as new approaches related to providing support to students and improving their well-being will be actively and continuously proposed
- close cooperation with other departments and teams at Algebra University, lecturers and other stakeholders important in providing support to students

## **CAREER CENTRE**

- advisory role from the moment of admitting the applicant until the end of their studies
- constant monitoring of students, guiding them through the curriculum and electives in accordance with demonstrated results and predispositions
- support to the implementation of graduate theses at employers' in cooperation with mentors and help and guidance towards employers' projects
- active work with internal mentors at the employer's during student internship
- special services for employers who provide scholarships to students (information about study results...)
- support for the student union and help in organising student activities
- work and permanent communication with the alumni community and conducting an analysis of study success
- periodic surveying of alumni students and their employers for the development of studies
- contact with the alumni community and organisation of events for the alumni community

## **TEACHING SUPPORT OFFICE**

- development and support to the quality assurance system
- administration and documentation as support to teaching and teachers
- preparation of teaching materials and accompanying teaching materials
- planning and maintaining the class schedule

- support to the implementation of online classes
- implementation and organisation of student certification
- development and support of the Infoeduka system

#### **INSTITUTE FOR THE QUALITY OF EDUCATION**

- organisation and implementation of workshops for school employees
- participation in various gatherings organised by other organisations and partners
- encouraging student excellence in schools during various competitions
- organisation of the conference "Excellence in Education"

#### **SECTOR FOR QUALITY AND DEVELOPMENT OF ADULT EDUCATION**

##### **Article 11**

- (1) The organisational unit of the Sector for Quality and Development of Adult Education performs its activities within key activities as follows:

#### **DEVELOPMENT OF EDUCATIONAL CONTENTS**

- analysing the communicated needs of business areas for the development of educational content based on the development strategies of the business area
- systematising and articulating the needs of business areas and transforming agreements into goals and guidelines for the development of educational content
- finding, hiring and coordinating authors and other external associates (proofreaders, translators, illustrators, graphic designers etc.)
- providing support to authors regarding the didactic-methodical segments of projects
- registration of manuals in the National and University Library along with obtaining ISBN and CIP numbers
- verifying education programme at the Agency for Adult Education with prior guidance and cooperation with authors and making corrections until the final positive expert opinion is obtained
- introduction of innovative methods of teaching content creation

#### **LECTURER DEVELOPMENT**

- organising and carrying out all the necessary activities so that the lecturer would have everything they needs for work (e-mail account, access to business systems, work instructions, manuals etc.)
- organising a kick-off meeting with lecturers and getting to know the mentor and other stakeholders (class implementation team and similar)
- introducing lecturers to the content, methodical and didactic aspects of teaching and to the method of teaching
- monitoring lecturers' work through various tools (student feedback, survey system, insights into classes etc.) and proposing actions to improve the quality of teaching
- recognition of the development needs and potential of lecturers
- design and implementation of development activities for lecturers
- development and maintenance of the mentoring system
- undertaking activities to increase the engagement of lecturers



## **RECRUITMENT AND SELECTION OF LECTURERS**

- carrying out pre-planned activities for finding lecturers: advertising on portals and social networks, searching internal databases, looking for recommendations, searching social networks and the like
- carrying out pre-planned lecturer selection activities: receiving CVs, reading CVs, conducting selection interviews, organisation and implementation of introductory lectures
- coordinating the selection process with all involved stakeholders: mentors, head of the business area, etc.
- managing the database of potential candidates
- negotiating conditions with potential lecturers and final agreements
- informing all involved registered candidates about the selection status and final outcome

## **DOCUMENTATION**

- creation and regular updating of the entire andragogical documentation
- processing of learners' requests and preparation of certificates
- administration of lecturers' documentation
- registration of education programmes and education groups in the database of the Agency for Vocational Education and Training and Adult Education
- collecting and sending the documentation necessary for the verification of the PO to the Ministry of Science and Education

## **4. BUSINESS SUBSYSTEM**

---

### ***CONTROLLING AND FINANCE SECTOR***

#### **Article 12**

- (1) The organisational unit of the Controlling and Finance Sector performs its activities within key activities as follows:
- leading the process of multi-year strategic planning and financial projections of the organisation's development
  - managing the process of planning and monitoring the organisational profit and loss account (P&L)
  - elaboration of functional specifications for further development of the Corporate Performance Management (CPM) system
  - sales assistance in price formation
  - simulation analysis for admissions planning purposes
  - assistance in planning and managing material and human resources
  - other finance and planning work

### ***ACCOUNTING SECTOR***

#### **Article 13**

- (1) The organisational unit of the Accounting Sector performs its activities within key activities as follows:
- preparation of financial documents and acts of Algebra University
  - monitoring of legal regulations related to financial and accounting business

- making calculations for creating price lists of products and services
- organising and maintaining bookkeeping in order to ensure data that enable:
  - monitoring the operations of Algebra University, insight into the state and movement of funds, monitoring the due dates of receivables and liabilities, etc.
  - financial affairs in connection with commercial projects, through time deposits
  - disposition of funds on accounts, accounting source document approval and treasury operations
- payment of salaries
- initiating proceedings for forced collection of receivables
- other accounting tasks

## **IT SECTOR**

### **Article 14**

(1) The organisational unit of the IT Sector performs its activities within key activities as follows:

- maintenance of computer and network equipment
- maintenance, procurement and licensing of software equipment
- procurement of equipment
- repair of computer and other equipment
- support to teachers in classroom preparation
- administering users and access rights
- resource and system protection
- other computer infrastructure maintenance and support work
- adding and administering user rights to information systems
- support for online testing system and e-learning system
- support and development of the web conference system
- maintenance and coordination of access to the CARNET AAI system and reporting to CARNET
- other tasks of the maintenance of information systems

## **PROJECT MANAGEMENT SECTOR**

### **Article 15**

(1) The organisational unit of the Project Management Sector performs its activities within key activities as follows:

- preparation and coordination of activities related to the participation of Algebra University in international projects
- monitoring of published public tenders in the field of activities of Algebra University
- making applications and project proposals
- informing internal users about the possibilities of financing activities through international and domestic projects
- providing administrative support for project implementation and reporting progress to donors

## **HIGHER EDUCATION ADMISSIONS OFFICE**

### **Article 16**

- (1) The organisational unit of the Higher Education Admissions Office performs its activities within key activities as follows:
- original creation and regular updating of professional motivational lectures for secondary school graduates, depending on new trends from the world of new technologies
  - promotion of study programmes through the holding and implementation of expert lectures for secondary school graduates in targeted secondary schools in the Republic of Croatia
  - maintaining existing and developing networks of new contacts in targeted secondary schools
  - designing, organising, coordinating and taking care of the numerical balance of promotional materials and gift materials for various stakeholders in the process
  - creating a call for admissions for students to enrol in undergraduate and graduate study programmes for the University's website
  - organising and conducting competitions for scholarships and financial support
  - counselling and guidance through the enrolment procedure and verification of certificates or diplomas of candidates who graduated from secondary schools outside the Republic of Croatia, as well as assessment of the basis and possibility of enrolment
  - preparation and collection of documents necessary for student enrolment
  - preparation of various materials (documents, forms) with information and instructions for enrolment of future students
  - coordination and cooperation with the National Centre for External Evaluation of Education (creation of quotas and enrolment deadlines in the Postani student system, regular administration and analysis of applications through the Postani student portal)

## **LIFELONG EDUCATION SALES SECTOR**

### **Article 17**

- (1) The organisational unit of the Lifelong Education Sales Sector performs its activities within key activities as follows:

#### **SALES TO END CUSTOMERS AND REGIONAL SALES**

- conducting sales activities
- enrolling students
- taking care of existing students
- answering phone and email inquiries
- performing administrative and financial tasks

#### **CORPORATE SALES**

- conducting sales activities with key customers
- conducting sales activities at conferences and various events
- organising non-standard educational programmes
- providing customer support and administrative tasks

## **CLASS IMPLEMENTATION**

- planning and creating education schedules
- coordination and monitoring of the entire process of education realisation
- coordination and communication with lecturers
- preparation of reports for the calculation of lecturers' fees

## **SECTOR FOR APPLICATION AND IMPLEMENTATION OF EU PROJECTS**

### **Article 18**

- (1) The organisational unit of the Sector of Application and Implementation of EU Projects performs its activities within key activities as follows:
- search, recognition and analysis of calls/opportunities for financing projects in the role of a project lead or partner, as well as all other calls that can generate income in other roles
  - communication with contracting bodies and, if necessary, suggesting changes to Tender documentation, asking questions, seeking clarification
  - leading business/service areas that need it through the project idea development process and the project application process
  - advising in defining the project idea and the project consortium, and the responsibility to ensure that both are fully in line with the requirements of the project documentation
  - communication with relevant bodies during the validation/evaluation of projects and timely sending of all necessary additional documents and information
  - advising business/service areas on rules, procedures, documentation, visibility and all other aspects of implementation specific to the implementation of EU projects, and providing information on the practices of contracting bodies
  - advising and supporting business/service centres in the preparation of reports and preparation of timely and accurate financial and administrative reports for all EU projects within the Algebra Group
  - other administrative tasks related to the implementation of EU projects

## **FACILITIES AND OFFICE MANAGEMENT SECTOR**

### **Article 19**

- (1) The organisational unit of the Facilities and Office Management Sector performs its activities within key activities as follows:
- proactive monitoring of infrastructure conditions
  - contracting services of suppliers for the repair of possible breakdowns and damages
  - coordinating the janitorial service
  - supervision of construction and other works and coordination of contractors
  - contracting of supplier services
  - selection of furniture and equipment
  - procurement of furniture and equipment

## **MARKETING COMMUNICATIONS MANAGEMENT SECTOR**

### **Article 20**

- (1) The organisational unit of the Marketing Communications Management Sector performs its activities within key activities as follows:
- building and maintaining the Algebra University brand
  - preparation and implementation of marketing campaigns and activities
  - production of marketing materials: texts, photo and video material
  - preparation and maintenance of the website
  - creation and contracting of creation of interactive applications in the function of promoting Algebra University
  - organisation of Algebra University's participation in conferences and other events
  - contact with the media and the public
  - PR activities
  - other activities aimed at promoting Algebra University

## **HUMAN RESOURCES MANAGEMENT SECTOR**

### **Article 21**

- (1) The organisational unit of the Human Resources Management Sector performs its activities within key activities as follows:
- establishing, developing and managing of the human resources management system
  - selection and employment of new employees and their induction to work
  - support to organisational development
  - performance management and rewarding
  - support for the development of managers and employees
  - keeping personnel records and documentation

## **5. EMPLOYEES**

---

### **Article 22**

- (1) The activities of Algebra University are carried out by teachers and associates elected to scientific-teaching, teaching and associate positions, as well as other non-teaching staff and employees.
- (2) The teachers of Algebra University conduct classes and other forms of professional and academic work, conduct exams in the courses for which they have been selected, mentor students, participate in professional and scientific projects in the country and abroad and perform other tasks determined by the Statute, other general acts and curricula.
- (3) Teachers are obliged to conduct classes and other forms of academic work in accordance with high standards of excellence according to the criteria set by the Governing Body of the institution and, in that sense, to work on continuous personal development and improvement.
- (4) Non-teaching staff or employees (officials and technical staff) enter into employment contracts with the institution for a fixed or indefinite period.

- (5) When there are reasons that prevent the conclusion of an employment contract or make it an inappropriate solution, the persons from the previous article can also perform work based on a service contract, copyright contract, cooperation agreement or some other legal work.
- (6) The Rector is appointed by the Governing Body; vice-rectors, heads of university departments, heads of departments, heads of study programmes and heads of support to science and research are appointed by the Senate; the coordinator for support to science and research is appointed by the Rector. All the abovementioned functions are appointed on a mandated basis, i.e. for a certain period of time.

#### Article 23

- (1) The appointment of employees to scientific-teaching, teaching and associate positions is determined by the Act on Higher Education and Scientific Activity, the Book of Regulations on the Conditions and Procedure for the Appointment and Reappointment to Teaching, Scientific and Associate Positions and the Statute of Algebra University.
- (2) The obligations of employees are determined by the employment contract, the Book of Regulations on Work, the Book of Regulations on the Conditions and Procedure for the Appointment and Reappointment to Teaching, Scientific and Associate Positions and the Statute of Algebra University.

## 6. TRANSITIONAL AND FINAL PROVISIONS

---

#### Article 24

- (1) The workplace titles of the employees who work at the positions within Algebra University are listed in the appendix to this Book of Regulations: "Systematisation of Workplaces" (appendix 2).
- (2) The Systematisation of Workplaces can be changed by the Rector's decision, in accordance with market needs, without the need to amend this Book of Regulations.
- (3) The organisational structure described in this Book of Regulations is shown in the appendix: "Organisational Structure" (appendix 1). The organisational structure can be changed by the Rector's decision with the confirmation of the Governing Body of Algebra University. Any change in the organisational structure will be accompanied by an amendment to this Book of Regulations.
- (4) The description of work responsibilities, tasks and required knowledge, i.e. formal qualifications for each position is determined for each position within the form "Workplace Description". Completed forms for all positions are an appendix to this Book of Regulations and can be changed in accordance with the Rector's decision, without the need to amend this Book of Regulations. The workplace description is an integral part of the employment contract for all employees of Algebra University.

#### Article 25

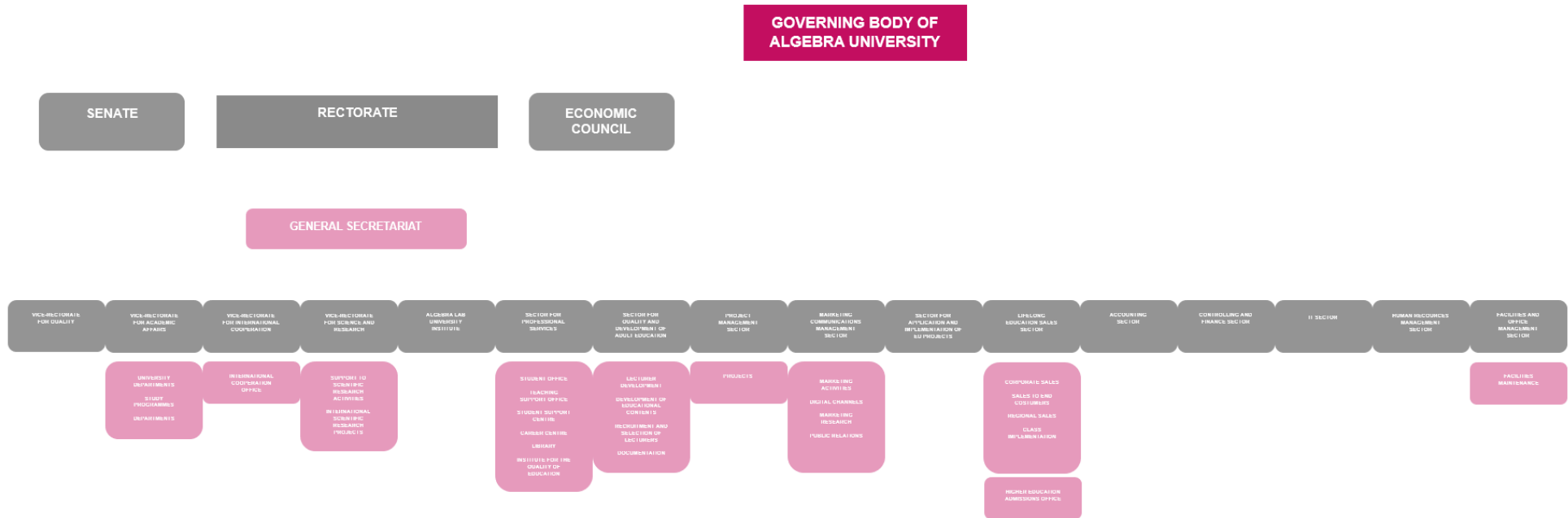
- (1) This Book of Regulations shall enter into force on the day of its adoption, which supersedes the provisions of the previous Book of Regulations on the Internal Organisation of Workplaces.

<b>CLASS:</b>	029-03/24-01/73
<b>REF. NO.:</b>	251-785-01-02-24-01
<b>Pages:</b>	14
<b>Written by:</b>	Working Group
<b>Adopted by:</b>	Senate

Assistant Professor, Mislav Balković, PhD

RECTOR

# APPENDIX 1 – ORGANISATIONAL STRUCTURE



**APPENDIX 2 – SYSTEMATISATION OF WORKPLACES**

ORG. UNIT - M1	LOWER ORG. UNIT - M2	THE LOWEST ORG. UNIT - M3	WORKPLACE
Higher Education	Rectorate		<b>Rector</b>
Higher Education	Vice-Rectorate for Quality		<b>Vice-Rector for Quality</b>
Higher Education	Vice-Rectorate for Quality		<b>Quality Assurance Advisor</b>
Higher Education	Vice-Rectorate for International Cooperation		<b>Vice-Rector for International Cooperation</b>
Higher Education	Vice-Rectorate for International Cooperation	International Cooperation Office	<b>Head of International Cooperation</b>
Higher Education	Vice-Rectorate for International Cooperation	International Cooperation Office	<b>Coordinator for International Cooperation</b>
Higher Education	Vice-Rectorate for Academic Affairs		<b>Vice-Rector for Academic Affairs</b>
Higher Education	Vice-Rectorate for Academic Affairs	University Department	<b>Head of University Department</b>
Higher Education	Vice-Rectorate for Academic Affairs	University Department	<b>Head of Study Programme</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Head of Department</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Assistant Professor</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Associate Professor</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Full Professor</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Full Professor with Tenure</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Lecturer</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Professor of Professional Studies</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Professor of Professional Studies with Tenure</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Senior Lecturer</b>
Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Senior Teaching Assistant</b>



Higher Education	Vice-Rectorate for Academic Affairs	Department	<b>Teaching Assistant</b>
Higher Education	Vice-Rectorate for Science and Research		<b>Vice-Rector for Science and Research</b>
Higher Education	Vice-Rectorate for Science and Research	International Scientific Research Projects	<b>Project Manager</b>
Higher Education	Vice-Rectorate for Science and Research	International Scientific Research Projects	<b>Project Coordinator</b>
Higher Education	Vice-Rectorate for Science and Research	International Scientific Research Projects	<b>Project Associate</b>
Higher Education	Vice-Rectorate for Science and Research	Support to Scientific Research Activities	<b>Head of Science and Research Support</b>
Higher Education	Vice-Rectorate for Science and Research	Support to Scientific Research Activities	<b>Science and Research Support Coordinator</b>
Higher Education	Sector for Professional Services		<b>Head of Professional Services</b>
Higher Education	Sector for Professional Services	Career Centre	<b>Head of Career Centre</b>
Higher Education	Sector for Professional Services	Career Centre	<b>Expert at Career Centre</b>
Higher Education	Sector for Professional Services	Student Support Centre	<b>Head of Student Support Centre</b>
Higher Education	Sector for Professional Services	Student Office	<b>Head of Student Office</b>
Higher Education	Sector for Professional Services	Student Office	<b>Librarian and Student Support Advisor</b>
Higher Education	Sector for Professional Services	Student Office	<b>Student Support Advisor</b>
Higher Education	Sector for Professional Services	Student Office	<b>Student Support Professional Associate</b>
Higher Education	Sector for Professional Services	Teaching Support Office	<b>Teaching Support Coordinator</b>
Higher Education	Sector for Professional Services	Teaching Support Office	<b>Teacher Development Coordinator</b>
Higher Education	Sector for Professional Services	Institute for the Quality of Education	<b>Head of Institute for the Quality of Education</b>
Lifelong Education	Sector for Quality and Development of Adult Education		<b>Head of Sector for Quality and Development of Adult Education</b>
Lifelong Education	Sector for Quality and Development of Adult Education	Development of Educational Contents	<b>Head of Development of Educational Contents</b>
Lifelong Education	Sector for Quality and Development of Adult Education	Development of Educational Contents	<b>Coordinator of Development of Educational Contents</b>

Lifelong Education	Sector for Quality and Development of Adult Education	Lecturer Development	<b>Head of Lecturer Development</b>
Lifelong Education	Sector for Quality and Development of Adult Education	Lecturer Development	<b>Lecturer Development Coordinator</b>
Lifelong Education	Sector for Quality and Development of Adult Education	Recruitment and Selection of Lecturers	<b>Head of Recruitment and Selection of Lecturers</b>
Lifelong Education	Sector for Quality and Development of Adult Education	Recruitment and Selection of Lecturers	<b>Coordinator of Recruitment and Selection of Lecturers</b>
Lifelong Education	Sector for Quality and Development of Adult Education	Documentation Management	<b>Head of Documentation Management</b>
Lifelong Education	Sector for Quality and Development of Adult Education	Documentation Management	<b>Documentation Management Coordinator</b>
Finances	Accounting Sector		<b>Head of Accounting Sector</b>
Finances	Accounting Sector		<b>Accounting Advisor</b>
Finances	Accounting Sector		<b>Accountant</b>
Finances	Controlling and Finance Sector		<b>Head of Controlling and Finance Sector</b>
Finances	Controlling and Finance Sector		<b>Controlling Expert</b>
Infrastructure	Facilities and Office Management Sector		<b>Head of Facilities and Office Management Sector</b>
Infrastructure	Facilities and Office Management Sector	Facilities Management	<b>Head of Facilities and Office Management and Maintenance</b>
Infrastructure	Facilities and Office Management Sector	Office Management	<b>Head of Office</b>
Infrastructure	Facilities and Office Management Sector	Facilities Management	<b>Facilities Management Assistant</b>
Infrastructure	Facilities and Office Management Sector	Facilities Management	<b>Housekeeper</b>
Infrastructure	Facilities and Office Management Sector	Facilities Management	<b>Cleaner</b>
IT	IT Sector		<b>Head of IT Sector</b>
IT	IT Sector		<b>Programmer</b>
IT	IT Sector		<b>System Engineer</b>
IT	IT Sector		<b>System Technician</b>

IT	IT Sector		<b>Multimedia Specialist</b>
Human Resources	Human Resources Management Sector		<b>Head of the Human Resources Management Sector</b>
Human Resources	Human Resources Management Sector		<b>Human Resources Associate</b>
Human Resources	Human Resources Management Sector		<b>Human Resources Expert</b>
Marketing	Marketing Communications Management Sector	Digital Channels	<b>Head of Digital Channels</b>
Marketing	Marketing Communications Management Sector	Digital Channels	<b>Digital Channels Expert</b>
Marketing	Marketing Communications Management Sector		<b>Web Designer</b>
Marketing	Marketing Communications Management Sector	Marketing Activities	<b>Team leader of Planning and Implementation of Marketing Activities</b>
Marketing	Marketing Communications Management Sector	Marketing Activities	<b>Marketing Activities Coordinator</b>
Marketing	Marketing Communications Management Sector	Marketing Activities	<b>Graphic Design Expert</b>
Marketing	Marketing Communications Management Sector	Marketing Activities	<b>Marketing Events Coordinator</b>
Marketing	Marketing Communications Management Sector	Public Relations	<b>Head of Public Relations</b>
Business Areas			<b>Head of Business Area</b>
Business Areas			<b>Business Area Coordinator</b>
Sales	Sector for Application and Implementation of EU Projects		<b>Head of Sector for Application and Implementation of EU Projects</b>
Sales	Sector for Application and Implementation of EU Projects		<b>Expert for Preparation and Implementation of EU Projects</b>
Sales	Lifelong Education Sales Sector		<b>Head of Lifelong Education Sales Sector</b>
Sales	Lifelong Education Sales Sector	Corporate Sales	<b>Head of Key Customers</b>
Sales	Lifelong Education Sales Sector	Corporate Sales	<b>Sales Assistant (corporate sales)</b>
Sales	Lifelong Education Sales Sector	Corporate Sales	<b>Head of Corporate Sales</b>

Sales	Lifelong Education Sales Sector	Sales to End Customers	<b>Head of Sales to End Customers</b>
Sales	Lifelong Education Sales Sector	Sales to End Customers	<b>Customer Care Associate</b>
Sales	Lifelong Education Sales Sector	Sales to End Customers	<b>Sales Administrator</b>
Sales	Lifelong Education Sales Sector	Sales to End Customers	<b>Sales Assistant (end customers)</b>
Sales	Lifelong Education Sales Sector	Class Implementation	<b>Head of Class Implementation</b>
Sales	Lifelong Education Sales Sector	Class Implementation	<b>Class Implementation Coordinator</b>
Sales	Lifelong Education Sales Sector	Regional Sales	<b>Head of Regional Sales</b>
Sales	Lifelong Education Sales Sector	Regional Sales	<b>Head of Regional Office</b>
Sales	Lifelong Education Sales Sector	Regional Sales	<b>Regional Sales Administrator</b>
Sales	Lifelong Education Sales Sector		<b>Public Procurement Specialist</b>
Sales		Higher Education Admissions Office	<b>Head of Higher Education Admissions Office</b>
Sales		Higher Education Admissions Office	<b>Admissions Office Professional Associate</b>
Sales		Higher Education Admissions Office	<b>Admissions Office Expert Adviser</b>
Projects	Project Management Sector		<b>Head of Project Management Sector</b>
Projects	Project Management Sector	Project	<b>Project Coordinator</b>
Projects	Project Management Sector	Project	<b>Project Associate</b>



## APPENDIX 3 – WORKPLACE DESCRIPTIONS OF MANDATE FUNCTIONS

### Rector

The Rector performs the following tasks:

- organises the work and operations of the University
- convenes and presides over the sessions of the Senate
- proposes to the Senate the adoption of general acts and passes general acts that are not within the competence of the Senate
- proposes to the Governing Body of the University the financial plan of the University
- manages the execution of the University's financial plan in accordance with the Act and the Statute of the University
- submits reports on the University's operations to the Governing Body of the University
- represents the University within their authority
- proposes to the Senate measures for work improvement and development of the University
- proposes to the Senate, in cooperation with other stakeholders, an annual development action plan in accordance with the University's Development Strategy and aligns it with OKRs
- passes an act on the workplace structure
- decides on the establishment and termination of employment relationships of employees, the hiring of external associates, with the consent of the Governing Board
- is responsible for the legality of operations
- performs other duties established by Law, the Statute and other general acts of the University

Conditions:

- scientific-teaching position of associate professor or higher

### Vice-Rector for Academic Affairs

Planning and development

- strategic planning aligned with the University's Strategy, defining and realising long-term and short-term goals in the field of academic affairs and aligning these goals with the goals of other organisational units
- proposing innovations as well as creating and improving processes under the authority of the vice-rector based on monitoring global academic trends, insights obtained from important stakeholders and analysis of the quality of teaching
- monitoring the satisfaction of important stakeholders in the field of activity, informing everyone involved about satisfaction and planning and initiating activities to increase the satisfaction of important stakeholders
- management of projects of standardisation, improvement and development of services in the field of academic affairs, compliance of the work of all employees with legal obligations, regulations and internal standards

- monitoring of legal regulations in the areas of higher education, scientific and artistic activities and providing support in aligning books of regulations, procedures and processes in accordance with regulations
- participation in the creation of the annual action plan along with the University's Development Strategy and responsibility for setting OKRs and development goals in the domain of the vice-rectorate
- reporting to the Senate on the results achieved

#### Teaching process management

- creating conditions for the efficient functioning of the teaching process and ensuring the efficient implementation of key activities
- coordination and smooth execution of the entire teaching process of the University
- setting priorities, delegating powers, responsibilities and tasks to heads of university departments/heads of departments/heads of study programmes/teachers
- planning of the department budget and monitoring of expenses as well as approving of financial expenses for external teaching associates
- organising resources in the field of teaching activities in order to successfully manage the implementation of tasks, work and projects
- preparing and organising tasks related to the organisational design of the teaching process management system

#### People management and leadership

- defining clear work roles, organising and supervising the work of heads of university departments/heads of departments/teachers
- detecting opportunities and needs for the appointment of heads of university departments/heads of departments/head of study programmes/teachers and participating in the selection of candidates for appointment
- setting and communicating goals and managing the performance of heads of departments/employees/teachers
- identifying the development needs of heads of departments/employees/teachers, planning and ensuring the continuous development of teacher competences in accordance with the business strategy and goals
- creation of a working climate open to change and conditions for open and efficient communication and cooperation
- coordination and approval of annual leaves and control of entered work records
- creation and implementation of effective methods of motivating heads of university departments/heads of departments/head of study programmes/teachers
- continuous feedback on the performance of heads of university departments/heads of departments/head of study programmes/teachers

#### Ensuring the quality of teaching and exams

- providing support to heads of university departments, heads of departments, heads of study programmes and teachers in defining the minimum and desired learning outcomes for all courses

- monitoring compliance of all programme courses and related teaching materials and exams with defined learning outcomes
- taking corrective actions in case teaching materials and exams are not aligned with learning outcomes and level
- periodic monitoring of classes with the aim of identifying the development needs of teachers
- responsibility for the quality and timeliness of the delivery of exams and the compliance of the evaluation procedures of the exam answers with the evaluation criteria

#### Identification of teachers' development needs

- designing and systematically conducting one-year analyses to identify teachers' development needs, in cooperation with heads of university departments and heads of departments
- creation of a one-year educational program for the development of teacher competences
- providing support to heads of departments when creating an individual teacher development plan

#### Preparation of data for the payment to external associates

- collection of data for contract drafting as well as preparation of hourly rate proposals and agreement on them with teachers
- creation and updating of service contracts, copyright contracts and cooperation agreements
- creation of payment calculations for teaching and assessment as well as approving invoices issued by teachers
- generating calculations for bonus payments (semesterly and annually)

#### Other tasks:

- coordinating tasks within the quality assurance of final and graduation theses
- providing support to other departments
- creating different analyses and reports for various needs
- providing assistance in preparing elaborates for new study programmes
- record keeping and work distribution
- participation in the work of bodies and committees determined by function

#### Conditions:

- academic degree of Doctor of Science

### **Vice-Rector for Quality**

#### Planning and development of the vice-rectorate

- strategic planning aligned with the University's Strategy, defining and realising long-term and short-term goals of the vice-rectorate and aligning these goals with the goals of other organisational units
- proposing innovations and creating and improving processes under the authority of the vice-rectorate based on monitoring global academic trends, insights obtained from important stakeholders and analyses obtained through the quality system



- monitoring the satisfaction of important stakeholders of the vice-rectorate, informing everyone involved about satisfaction and planning and initiating activities to increase the satisfaction of important stakeholders
- leading projects of standardisation, improvement and development of the vice-rectorate's services, compliance of the work of all employees with legal obligations, regulations and internal standards in both higher education and adult education
- participation in the creation of the annual action plan along with the University's Development Strategy and responsibility for setting OKRs and development goals in the domain of the vice-rectorate
- monitoring of legal regulations in the areas of higher education, adult education, scientific and artistic activities and providing support in aligning books of regulations, procedures and processes in accordance with regulations
- reporting to the Senate on the results achieved

#### Management of the vice-rectorate

- creating conditions for the efficient functioning of the vice-rectorate, ensuring the efficient implementation of key activities
- coordination and smooth implementation of activities within the quality assurance system
- setting priorities, delegating powers, responsibilities and tasks to employees of the vice-rectorate
- budget planning of the vice-rectorate and monitoring of costs
- organising the vice-rectorate's resources in order to successfully manage the implementation of tasks, work and projects
- preparing and organising tasks related to the organisational design of the vice-rectorate

#### People management and leadership

- defining clear work roles, organising and supervising the work of employees
- detection of opportunities and needs for employment of employees and participation in the selection of candidates for employment
- setting and communicating goals and managing employee performance
- identifying the development needs of employees, planning and ensuring the continuous development of employee competences in accordance with the business strategy and goals
- creation of a working climate open to change and conditions for open and efficient communication and cooperation
- coordination and approval of annual leaves and control of entered work records
- creation and implementation of efficient methods of motivating employees
- continuous performance feedback to employees

#### Management of quality assurance and management tasks

- conducting an analysis based on collected data and records from various sources (Infoeduka, ALPS, internal records of individual organisational units) and from all areas of the University's activities and proposing improvements to the tools used in data collection and record keeping
- preparation of analytical reports (based on the analyses carried out) and preparation of thematic discussions for the meetings of the Quality Committee, as well as preparation of proposals for

action plans that, after discussion and adoption, would be proposed by the Quality Committee and adopted by the Senate

- monitoring the implementation and keeping records on the realisation of all agreed and adopted implementation measures (action plans) as well as in a broader sense monitoring the activities of the institution
- ensuring the consistency and coherence of the monitoring system which includes several components:
  - regular assessments of the internal quality assurance system
  - internal monitoring of the implementation of the University's Strategy and its action plans
  - internal monitoring of the OKR system (which should be aligned with the action plan along with the Strategy)
  - external evaluations (minimum – the Agency for Science and Higher Education and the Agency for Vocational Education and Training and Adult Education)
  - preparation of annual reports on the implementation of the Strategy and all action plans and ensuring that they have been published on the University's website

#### Management of affairs related to the functioning of the Senate

- preparation of all books of regulations and internal acts of the University in cooperation with individuals and teams responsible for their implementation
- preparation of sessions, working materials, coordination and organisation of sessions according to semestral plans; conducting sessions in the case of a need to replace the rector
- preparing thematic debates for the Senate sessions, according to needs, the initiative of members and current events, and keeping the debates at a general level of internal policies

#### Management of tasks related to the Economic Council

- preparation of sessions, working materials, coordination and organisation of sessions
- preparing thematic debates for the Economic Council sessions, according to needs, the initiative of members and current events

#### Management of tasks related to accreditation activities

- participation in creation, coordination of creation and creation of materials for external evaluation procedures, in cooperation with other important stakeholders
- providing assistance in preparing elaborates for new study programmes
- creating self-evaluation reports

#### Other tasks:

- providing support to other organisational units
- creating different analyses and reports for various needs
- record keeping and work distribution
- participation in the work of bodies and committees determined by function

#### Conditions:

- academic degree of Doctor of Science

## Vice-Rector for International Cooperation

### Planning and development of the vice-rectorate

- strategic planning aligned with the University's Strategy, defining and realising long-term and short-term goals of the vice-rectorate and aligning these goals with the goals of other organisational units
- proposing innovations and creating and improving processes under the authority of the vice-rectorate based on monitoring global academic trends and insights obtained from important stakeholders
- monitoring the satisfaction of important stakeholders of the vice-rectorate, informing everyone involved about satisfaction and planning and initiating activities to increase the satisfaction of important stakeholders
- leading projects of standardisation, improvement and development of the vice-rectorate's services, compliance of the work of all employees with legal obligations, regulations and internal standards
- monitoring of legal regulations in the areas of higher education, scientific and artistic activities and providing support in aligning books of regulations, procedures and processes in accordance with regulations
- participation in the creation of the annual action plan along with the University's Development Strategy and responsibility for setting OKRs and development goals in the domain of the vice-rectorate
- reporting to the Senate on the results achieved

### Management of the vice-rectorate

- creating conditions for the efficient functioning of the vice-rectorate, ensuring the efficient implementation of key activities
- coordination and smooth implementation of the quality system and ensuring the quality system
- setting priorities, delegating powers, responsibilities and tasks to employees of the vice-rectorate
- budget planning of the vice-rectorate and monitoring of costs
- organising the vice-rectorate's resources in order to successfully manage the implementation of tasks, work and projects
- preparing and organising tasks related to the organisational design of the vice-rectorate

### People management and leadership

- defining clear work roles, organising and supervising the work of employees
- detection of opportunities and needs for employment of employees and participation in the selection of candidates for employment
- setting and communicating goals and managing employee performance
- identifying the development needs of employees, planning and ensuring the continuous development of employee competences in accordance with the business strategy and goals
- creation of a working climate open to change and conditions for open and efficient communication and cooperation
- coordination and approval of annual leaves and control of entered work records
- creation and implementation of efficient methods of motivating employees
- continuous performance feedback to employees

### Management of international cooperation activities

- securing and creating the basis for cooperation with foreign universities, faculties, institutes, institutions, organisations, communities, groups and individuals
- management of cooperation with international partners, preparation of international projects, coordination of approved international projects and coordination of their implementation and evaluation
- securing and obtaining international sources of financing

### Conditions:

- academic degree of Doctor of Science

### Vice-Rector for Science and Research

#### Planning and development of the vice-rectorate

- strategic planning aligned with the University's Strategy, defining and realising long-term and short-term goals of the vice-rectorate and aligning these goals with the goals of other organisational units
- proposing innovations and creating and improving processes under the authority of the vice-rectorate based on monitoring global academic trends and insights obtained from important stakeholders
- monitoring the satisfaction of important stakeholders of the vice-rectorate, informing everyone involved about satisfaction and planning and initiating activities to increase the satisfaction of important stakeholders
- leading projects of standardisation, improvement and development of the vice-rectorate's services, compliance of the work of all employees with legal obligations, regulations and internal standards
- monitoring of legal regulations in the areas of higher education, scientific and artistic activities and providing support in aligning books of regulations, procedures and processes in accordance with regulations
- participation in the creation of the annual action plan along with the University's Development Strategy and responsibility for setting OKRs and development goals in the domain of the vice-rectorate
- reporting to the Senate on the results achieved

#### Management of the vice-rectorate

- creating conditions for the efficient functioning of the vice-rectorate, ensuring the efficient implementation of key activities
- coordination and smooth implementation the quality system and ensuring the quality system
- setting priorities, delegating powers, responsibilities and tasks to employees of the vice-rectorate
- budget planning of the vice-rectorate and monitoring of costs
- organising the vice-rectorate's resources in order to successfully manage the implementation of tasks, work and projects
- preparing and organising tasks related to the organisational design of the vice-rectorate

### People management and leadership

- defining clear work roles, organising and supervising the work of employees
- detection of opportunities and needs for employment of employees and participation in the selection of candidates for employment
- setting and communicating goals and managing employee performance
- identifying the development needs of employees, planning and ensuring the continuous development of employee competences in accordance with the business strategy and goals
- creation of a working climate open to change and conditions for open and efficient communication and cooperation
- coordination and approval of annual leaves and control of entered work records
- creation and implementation of efficient methods of motivating employees
- continuous performance feedback to employees

### Management of scientific and research activities of the institution

- proposing long-term and short-term scientific research goals of the institution
- monitoring the achievement of the institution's scientific and research goals
- directing towards connecting and integrating different areas and fields of scientific and artistic work of the institution
- proposing institutional prerequisites in finding scientific research projects and partners who would cooperate with the institution, including mediation
- management of activities in the field of intellectual property rights as part of scientific research projects
- maintaining a repository of relevant information in the field of scientific research activities in cooperation with the department for support to scientific research activity
- monitoring the implementation (quality and quantity of published works, patents, scientific research projects) of strategic guidelines in the field of science and research
- proposing measures and activities to encourage the quality and quantity of scientific research work (including monitoring the application of the book of regulations for rewarding scientific and research activities)

### Conditions:

- academic degree of Doctor of Science

## Head of University Department

### Planning and development of the university department

- strategic planning aligned with the University's Strategy, defining and realising long-term and short-term goals of the university department and aligning these goals with the goals of other organisational units
- proposing innovations and creating and improving processes within the authority of the university department based on monitoring global academic trends, insights obtained from important stakeholders and analysing the quality of teaching within the university department
- monitoring the satisfaction of important stakeholders of the university department, informing everyone involved about satisfaction and planning and initiating activities to increase the satisfaction of important stakeholders
- monitoring of legal regulations in the areas of higher education, scientific and artistic activities and providing support for the aligning of books of regulations, procedures and processes in accordance with regulations, all in cooperation with vice-rectors and the rector
- participation in the creation of the annual action plan along with the University's Development Strategy and responsibility for setting OKRs and development goals in the domain of the university department
- reporting to the Senate on the achieved results of the university department (measured through student surveys and other study quality monitoring criteria) and of study programmes implemented by the university department (in cooperation with heads of study programmes)

### Management of activities of university departments

- ensuring the quality of studies in the scientific field in cooperation with heads of study programmes with a special emphasis on the monitoring of passing rates
- ensuring and enabling to act based on the results of surveys related to all study quality criteria (possible study changes, corrective actions etc.)
- setting priorities, delegating powers, responsibilities and tasks to heads of study programmes
- proposing the resources of the university department in order to successfully manage the implementation of tasks, work and projects

### People management and leadership

- defining clear roles, organising and supervising the work of heads of study programmes
- detection of opportunities and needs for employment of new heads of study programmes and participation in the recruitment and selection of candidates for employment, in cooperation and in agreement with the vice-rector for academic affairs
- monitoring of semester preparation activities carried out by heads of study programmes and reporting to the Senate
- setting and communicating goals and managing the work performance of heads of study programmes
- identifying the development needs of heads of study programmes, planning and ensuring the continuous development of their competences (both professional and scientific ones) in accordance with the business strategy and goals and in cooperation with other relevant departments

- creation of a working climate open to change and conditions for open and efficient communication and cooperation
- coordination and approval of annual leaves and control of entered work records by heads of study programmes
- creation and implementation of effective methods of motivating heads of study programmes
- providing continuous performance feedback to heads of study programmes

Other tasks:

- participation in continuous education and training in the field of profession and in teaching didactics and methodologies domestically and abroad
- participation in the work of professional and other working bodies of the University
- participation in international exchange
- record keeping and work distribution

Conditions:

- scientific-teaching position of assistant professor or higher

### Head of Study Programme

Developing study programmes and other programmes and initiating and coordinating changes to the study programme

- ensuring the quality of study programme content according to the standards of the Agency for Science and Higher Education and in relation to the market as well as selection of initial literature for the study programme, in cooperation with subject teachers
- ensuring the attractiveness of the study programme that will be directed towards the needs of the economy
- proposing study programme changes based on information from the labour market, student comments, input from employers and alumni, as well as technology development
- reviewing and approving course content and learning outcomes of all courses in the study programme in cooperation with heads of the department and the head of the university department
- making a decision about accepting or not accepting content changes by teachers and taking care of the amount of these changes (up to or over 33%)
- taking the necessary actions to implement programme changes regularly – initiating changes up to 33% before the Senate of the University or initiating and coordinating study programme changes of over 33% before the Agency for Science and Higher Education in accordance with the Book of Regulations
- coordinating the development of other programmes and, if necessary, qualification standards (e.g. micro-credentials, education programmes)
- ensuring the coherence of content across all courses/departments within the study programme and addressing potential content overlaps within those courses; this also applies to other programmes for which they are responsible.

- implementing improvements to study programmes based on recommendations from previously conducted external evaluations, if they relate to the study programme; they report this to the vice-rector for quality, as part of regular quality monitoring and the internal quality assurance system

#### Management of activities in the study programme during the study programme implementation period

- providing basic inputs for starting a study programme in an academic year or semester (suggesting elective courses, methods of course implementation etc.)
- creating conditions for the efficient functioning of the study programme and ensuring the efficient implementation of key activities
- ensuring compliance of ECTS points with the actual student workload using student feedback (from the survey) and changing the study programme accordingly if necessary
- meeting with the team of teachers before the beginning of each semester with the purpose of the teachers getting to know each other, sharing information about which content is covered by whom and getting to know the dynamics of course performance; in doing so, they focus especially on:
  - inappropriate overlaps in class implementation in such a way that the same content, without added value, is covered in different courses
  - situations in which the prerequisites for a certain content of the course have not been met in another course
  - the schedule of the student's teaching workload throughout the semester in such a way that the deadlines for homework and other student obligations are evenly distributed
  - the dynamics of holding assessments (should be appropriate and meaningful)
- reviewing all grades on student surveys related to the study programme and commenting on them at the University's Senate session
- reacting to student satisfaction surveys by defining corrective actions in cooperation with the head of the university department, other university departments, the vice-rector for quality and the head of the Sector for Professional Services, and monitoring the effect of the corrective actions taken and reporting on them at the Senate session
- analysing the results of other surveys on an annual basis which monitor the quality of studies (surveys of graduates, alumni and employers carried out by the Career Centre) and conducting analyses and proposals for corrective actions that are presented to the head of the university department and together with them to the Senate
- monitoring the passing rate in the study programme, the passing rate by courses and the level of quality of the study programme and initiating the necessary corrective activities; presenting passing rate results and corrective actions take to the Senate in cooperation with the head of the university department
- providing support to the Admissions Office/Academic Committee regarding the recognition of study programme courses
- analysis of requests from Erasmus students to enrol in a specific course; evaluation of their transcripts of records and potential assigning and correcting of the entrance exam if the conclusion is that it is necessary
- taking care of the content of all courses within the study programme and taking care of possible content overlaps within those courses



### Participation in promotional activities of the study programme

- providing support to the Admissions Office and Marketing in arguing and informing about news on study programmes, including defining USPs of the study programme
- providing support to the Admissions Office in terms of talking to a potential student, when the Admissions Office cannot provide answers to some questions on its own, or when a student requests an interview with the head of the study programme
- providing support when creating promotional materials for study programmes
- providing support in the selection of speakers and/or participating in guest lectures at conferences and/or promotional events
- coordinating a promotional event (conference) in cooperation with the Marketing Communications Department if the study programme has such an event (conference)

### Other tasks:

- participation in the selection process when choosing new teachers, where the head of the department has the key responsibility
- participation in continuous education and training in the field of profession and in teaching didactics and methodologies domestically and abroad
- participation in the work of professional and other working bodies of the University
- participation in international exchange
- record keeping and work distribution

### Conditions:

- scientific-teaching position of assistant professor or higher for heads of university study programmes and teaching position for heads of professional study programme

## Head of Department

### Management of activities at the department and courses

- creating conditions for the efficient functioning of the department and ensuring the efficient implementation of key activities
- planning activities and resources with the aim of ensuring the necessary teaching staff within the department (in agreement with heads of study programmes)
- setting priorities and delegating powers, responsibilities and tasks to teachers and teaching assistants
- proposing to the head of the university department or head of the study programme the implementation of study programme changes within the department's field of activity based on information from the labour market, student comments and technology development
- making proposals for the development of course content within the department based on technology monitoring, input from employers from surveys, student proposals and the like (according to the heads of study programmes)
- taking care of the content of all courses within the department and taking care of possible content overlaps within those courses

### Management and guidance of teachers and teaching assistants

- defining clear roles, organising and supervising the work of teachers and teaching assistants
- detecting opportunities and needs for employing new teachers/teaching assistants and participating in the recruitment and selection of candidates for employment, in cooperation and in agreement with heads of university departments or heads of study programmes and the vice-rector for academic affairs
- inducing new teachers to work and responsibility for educating new teachers about rules and procedures
- implementing teachers' methods agreed upon, didactic approaches, contemporary class implementation etc. on the basis of input and in cooperation with professional services
- setting and communicating goals and managing the work performance of teachers/teaching assistants
- identifying the development needs of teachers/teaching assistants, planning and ensuring the continuous development of their competences in accordance with the business strategy and goals and in cooperation with other relevant departments
- creation of a working climate open to change and conditions for open and efficient communication and cooperation
- coordination and approval of annual leaves and control of entered work records
- creation and implementation of effective methods of motivating teachers/teaching assistants
- continuous performance feedback to teachers/teaching assistants
- attending teacher's classes (obligatory for those teachers who do not teach at the appropriate level)

### Review and approval of course descriptions within the department

- approval of scoring of courses within the department based on basic input by the head of the university department or head of the study programme
- approval of topics and units of courses within the department
- approving the technical requirements of the course within the department
- checking whether the teacher has published all the necessary documents of the course at the beginning of the class implementation
- monitoring the effectiveness of the existing classes and checking the way the content is presented and the examples and exercises used in individual courses within the department
- assigning a grade for an innovative approach and good teaching practices in the ALBON system
- making sure that all teachers submit exams for review on time so that the exam can be reviewed, corrected and sent to print without jeopardising the exam implementation date
- making sure that all questions in the exam are content-wise aligned with the learning outcomes of the course and at the level at which the course is
- making sure that the exams are clearly marked, without mistakes, and that the instructions for solving the exam are clearly defined in the exam
- assigning a grade for exam quality to each teacher in the electronic teacher reward system

### Other tasks:

- participation in continuous education and training in the field of profession and in teaching didactics and methodologies domestically and abroad
- participation in the work of professional and other working bodies of the University

- participation in international exchange
- providing support in the selection of speakers and/or participating in guest lectures at conferences and/or promotional events
- record keeping and work distribution

Conditions:

- scientific-teaching position of associate professor or higher for heads of university study programmes and teaching position for heads of professional study programmes

### Head of Science and Research Support

#### Monitoring the implementation of the institution's scientific and research goals

- participation in defining long-term and short-term scientific research goals of the institution in cooperation with the vice-rector for science and research
- monitoring the achievement of the institution's scientific and research goals and reporting on them to the Senate and other stakeholders
- connecting and integrating different areas and fields of scientific and artistic work of the institution
- mediation in finding scientific research projects and partners who would cooperate with the institution
- coordination of activities in the field of intellectual property rights as part of scientific research projects
- creation and maintenance of a database in the field of scientific research activities
- coordinating research groups and reporting on the results of research groups

#### Providing support to teachers in the implementation of scientific research projects

- coordinating the work of research groups through proactive communication with them and organising periodic meetings
- maintaining a list of scientific research activities in progress (a list of all works currently being worked on, all scientific research projects that have been applied for and are being implemented...)
- informing teachers and scientists about the possibilities of applying for national and international scientific research projects and projects of other potential partners
- providing support to teachers and researchers when registering, managing and completing scientific research projects

#### Providing support to teachers in the procedure of appointment to scientific-teaching and teaching positions and titles

- responsibility for maintaining an up-to-date list of all appointment procedures at the institution (in Infoeduka) and taking care of the scientific-teaching and teaching advancement of employees
- coordination of collecting persons for the committees for the implementation of appointment procedures
- coordination of the employees of their department who provide support to employed and external teachers in the implementation of appointment procedures (teaching and scientific-teaching)

Other tasks:

- participation in the organisation of scientific gatherings
- participation in the work of professional and other working bodies of the University
- record keeping and work distribution

Conditions:

- academic degree of Doctor of Science

**Science and Research Support Coordinator**

Providing support to teachers in the procedure of appointment to scientific-teaching and teaching positions and titles

- operationally keeping an up-to-date list of all appointment procedures at the institution (in Infoeduka) and taking care of the scientific-teaching and teaching advancement of employees
- operationally coordinating the collecting of persons for the committees for the implementation of appointment procedures
- operationally coordinating the employees of their department who provide support to employed and external teachers in the implementation of appointment procedures (teaching and scientific-teaching)

Other tasks:

- participation in the organisation of scientific gatherings
- participation in the work of professional and other working bodies of the University
- record keeping and work distribution