

**DIGITAL TRANSFORMATION
STRATEGY OF THE
UNIVERSITY OF APPLIED
SCIENCES VELIKA GORICA
2025-2027**

Velika Gorica, May 2025

Content

On the drafting process of the Digital Transformation Strategy.....	3
1. Introduction.....	4
2. Mission and vision	5
3. Objectives, fields of activity and main principles of digital transformation	5
4. Strategic objectives and sub-objectives, measures, indicators, implementers and deadlines for implementation.....	7
5. Conclusion	Pogreška! Knjižna oznaka nije definirana.

On the drafting of the Digital Transformation Strategy

The Digital Transformation Strategy of the University of Applied Sciences Velika Gorica 2025-2027 was drafted by the working group in whose activities were involved all relevant stakeholders of the University. Other representatives of the University of Applied Sciences Velika Gorica's stakeholders (employees, teachers, external associates, students, alumni, businesspeople etc.) were invited to participate in the drafting procedure and all activities related to this process and did so, alongside the members of the working group.

Gendered terms apply equally to all genders, regardless of the gender in which they are expressed.

For practical reasons, the „University of Applied Sciences Velika Gorica“ is often shortened to University in the text, while the „Digital Transformation Strategy of the University of Applied Sciences Velika Gorica 2025-2027“ is shortened to Digital Transformation Strategy.

Abbreviations are explained at their first appearance in the text.

The content of the document is the sole responsibility of the University of Applied Sciences Velika Gorica, which is also the only holder of this document.

The proposal of the Digital Transformation Strategy has been discussed at the University's bodies.

1. Introduction

The University of Applied Sciences Velika Gorica was founded in 2003 as a private higher education institution, while the study programmes offered by the University belong to the scientific field of technical sciences. The University is constituted and organized as a single unit with two interconnected and mutually aligned subsystems: the academic subsystem which is structured through the teaching, professional, and scientific organizational units of the University (studies, departments, and centres) and the business subsystem which is structured through the business, legal, and administrative organizational units (deanery, services, offices, departments, sections, and student offices).

Digital transformation is the cornerstone of the social development in the 21st century so the integration of digital technologies in all aspects of the University's operations is crucial for a rapid and efficient response to the challenges of the contemporary environment and the requirements needed to adapt to the new labour market needs in the context of digital transformation. The prerequisite for a successful adaptation and increased efficiency in the modern digital society requires systematic strengthening and development of digital competences of all University's stakeholders, and thus also the improvement of all business processes and educational processes at the University.

The Digital Transformation Strategy of the University of Applied Sciences Velika Gorica follows the key objectives of the strategic documents of the Republic of Croatia (the Digital Croatia Strategy 2032, the Digital Education Action Plan 2021-2027) and ties in with the current Development Strategy of the University of Applied Sciences Velika Gorica for the period between 2022 and 2026, which already identifies individual objectives, measures, and indicators related to the digital transformation of all key processes.

The working group for the drafting of the Digital Transformation Strategy defined the strategic objectives for the period from 2025 to 2027 according to the conducted analysis of the situation and trends in the context of the need for strengthening the digital transformation of the University, and in accordance with the recommendations from the Internal Audit Report by the Quality Assurance System for Higher Education at the University of Applied Sciences Velika Gorica, and the Integrated Action Plan for assuring and promoting quality at the University of Applied Sciences Velika Gorica in 2025.

Through this Digital Transformation Strategy, the University of Applied Sciences Velika Gorica continues to implement and further improve prior activities of digital transformation of all business and educational processes which have been shown as successful to date, as well as launch new activities in line with the national and European trends of digital transformation of education and systematic improvement and development of digital competences of students, in order to ensure their readiness for the challenges and needs of the labour market in the context of the development and use of digital contents, tools, and technologies in the modern digital environment.

2. Mission and vision

The Digital Transformation Strategy is supported by the mission, vision and strategic objectives of the University defined in the Development Strategy of the University of Applied Sciences Velika Gorica 2022-2026.

The mission of the University of Applied Sciences Velika Gorica is to implement the activities of higher education and lifelong learning through the continuous development and improvement of high-quality and specific study programmes and lifelong learning programmes based on the principles of social responsibility, academic excellence, and market competitiveness, through the use of advanced digital solutions and technology, thus contributing to the strengthening and development of relevant digital competences of future experts prepared to respond to contemporary challenges and needs of the labour market, as well as the responsible and sustainable development of the social community in the digital age.

Vision

Through the implementation of digital transformation of its business and educational processes, **the University of Applied Sciences Velika Gorica** aims to become a competitive and distinguished modern institution of higher education focused on the systematic strengthening and development of digital competences of all University's stakeholders. Through the digital transformation of business and educational processes, we will ensure high quality education and increase the readiness and quality of the teachers, students, and employees' response to the challenges and needs of the labour market in the context of developing and using digital contents, tools, and technologies in the modern digital environment.

3. Objectives, fields of activity, and main principles of digital transformation

The Digital Transformation Strategy sets key objectives and fields of activity based on the general institutional objectives of the University that refer to the provision of high-quality and recognisable higher education in the European Higher Education Area, ensuring efficient and sustainable management of the University and its quality system, as well as the activities of the University at the local, regional, and national level.

The objectives of the Digital Transformation Strategy of the University tie in with the current Development Strategy of the University of Applied Sciences Velika Gorica 2022-2025, which already defines objectives, measures, and indicators related to the digital transformation of key processes. The set objectives confirm the focus of the University on ensuring the quality of the teaching process in the context of digital transformation and the improvement of business processes in all areas of the University's activities. The realisation of those objectives is monitored annually and is outlined in the reports on the realisation of the development strategy for individual years.

The objectives of the digital transformation of the University of Applied Sciences of Velika Gorica are the following:

1. Modernize the educational process by using digital technologies, tools, and contents in knowledge transfer and encourage the application of innovative learning and teaching methods through the use of digital technologies.
2. Improve digital competences of teachers, students, and administrative staff.
3. Provide and maintain appropriate infrastructure – hardware, software, and data.
4. Digitize management and administrative processes with the aim of increasing quality and efficiency of operations.
5. Strengthen cyber resilience, protection of communications and data.

During the implementation of all strategic objectives, the guiding principles which the University will adhere to shall be inclusiveness, innovativeness, sustainability, security, and ethics.

- Inclusiveness – promoting equal opportunities for access to digital tools and contents.
- Innovativeness – development and use of new digital solutions in the educational and business process.
- Sustainability – implementation of digital transformation with the aim of optimizing resources and reducing negative environmental impact.
- Security – ensuring resilience and systematic data protection which are exchanged through digital processes.
- Ethics – increasing awareness on the importance of ethical use of modern digital technologies.

In the same vein as the strategic objectives, the abovementioned principles are likewise mutually interconnected and form an integral unit regarding the manner in which the digital transformation measures defined in this Strategy will be implemented.

4. Strategic objectives and sub-objectives, measures, indicators, implementers and implementation deadlines

Strategic objective 1: 1. Modernize the educational process by using digital technologies, tools, and contents in knowledge transfer and encourage the application of innovative learning and teaching methods through the use of digital technologies.

SUB-OBJECTIVE: 1.1.	
Measure	1.1.1. Increase the share of e-learning at all study programmes
Implementer/s	Heads of study programmes/teachers
Indicator/s	Number of courses available on the e-learning platform
Implementation deadline	Continuously – December 2026
Measure	1.1.2. Establishment of online study programmes
Implementer/s	University Council Dean Heads of study programmes
Indicator/s	Drafted curriculum for an online study programme
Implementation deadline	December 2026
Measure	1.1.3. Development of digital educational materials
Implementer/s	Teachers Heads of study programmes
Indicator/s	Number and type of digital educational materials
Implementation deadline	December 2027
Measure	1.1.4. Enable a greater share of long-distance classes (a combination of physical class attendance and online classes)
Implementer/s	Teachers Heads of study programmes Department for Planning, Organization, and Implementation of Classes
Indicator/s	Course implementation plan. Timetable of classes.
Implementation deadline	Every academic year. Prior to the beginning of the semester.
Measure	1.1.5. Improve the procedure for testing knowledge and learning outcomes through the e-learning platform.
Implementer/s	Teachers
Indicator/s	Number of courses
Implementation deadline	December 2026

Measure	1.1.6. Increased use of digital tools and contents in knowledge transfer in lifelong learning programmes
Implementer/s	Centre for Professional Education and Training
Indicator/s	Number of lifelong learning programmes on the e-learning platform
Implementation deadline	December 2027

Strategic objective 2: 2. Improve digital competences of teachers, students, and administrative staff

SUB-OBJECTIVE: 2.1.	
Measure	2.1.1. Organization of training sessions and workshops on the use of digital tools for students
Implementer/s	IT Support Service Service for Teaching Activities and Student Affairs
Indicator/s	Number of workshops held. Workshop evaluation.
Implementation deadline	Continuously. December 2027
Measure	2.1.2. Organization of training sessions and workshops on the use of digital tools for teachers
Implementer/s	IT Support Service Service for Teaching Activities and Student Affairs
Indicator/s	Number of workshops held. Workshop evaluation.
Implementation deadline	Continuously. December 2027
Measure	2.1.3. Organization of training sessions and workshops on the use of digital tools for administrative staff
Implementer/s	IT Support Service Service for Teaching Activities and Student Affairs Service for Human Potentials, Personnel and Legal Affairs
Indicator/s	Number of workshops held. Workshop evaluation.
Implementation deadline	Continuously. December 2027

Strategic objective 3: 3. Provide and maintain appropriate infrastructure – hardware, software, and data

SUB-OBJECTIVE: 3.1.	
Measure	3.1.1. Regularly draft a plan for the reconstruction and development of the information-communication infrastructure
Implementer/s	IT Support Service

Indicator/s	Prepared plan for the reconstruction and development of the information-communication infrastructure
Implementation deadline	December of each calendar year
Measure	3.1.2. Expand current hardware infrastructure in coordination with the currently running projects in order to standardize basic technical requirements
Implementer/s	IT Support Service
Indicator/s	Expanded hardware infrastructure
Implementation deadline	Continuously. December 2027
Measure	3.1.3. Coordinate the development and upgrade of software infrastructure with other initiatives in order to ensure interoperability of basic solutions
Implementer/s	IT Support Service
Indicator/s	The number of upgraded software components
Implementation deadline	Continuously. December 2027

Strategic objective 4: 4. Digitize management and administrative processes with the aim of increasing quality and efficiency of operations

SUB-OBJECTIVE: 4.1.	
Measure	4.1.1. Digitization of the activities of the Student Office by introducing e-requests and conducting online enrolment; setting up digital student records
Implementer/s	IT Support Service Service for Teaching Activities and Student Affairs
Indicator/s	Introduced system of e-requests, first year enrolment procedure completed online, introduced digital student records.
Implementation deadline	December 2025
Measure	4.1.2. Introduction of new ISVU services and active monitoring of the introduction of new services.
Implementer/s	IT Support Service Service for Teaching Activities and Student Affairs
Indicator/s	The number of new ISVU services introduced.
Implementation deadline	Continuously. December 2027
Measure	4.1.3. Digitization of the activities of the Centre for professional education and training by conducting online enrolment; setting up digital attendee records.
Implementer/s	IT Support Service

	Centre for Professional Education and Training The number of lifelong learning programmes on the e-learning platform.
Indicator/s	Introduced online enrolment for the attendees of lifelong learning programmes. Set up digital records.
Implementation deadline	December 2027
Measure	4.1.4. Introduction of a new accounting information system which enables automated generation of invoices for students and monitoring payments in ISVU.
Implementer/s	IT Support Service Service for Teaching Activities and Student Affairs Service for Finances, Accounting and Procurement
Indicator/s	Introduced digital accounting system, the number of automatically generated tuition fee invoices.
Implementation deadline	December 2025
Measure	4.1.5. Digitization of existing paper records.
Implementer/s	Service for Teaching Activities and Student Affairs
Indicator/s	The number of digitized existing student paper records.
Implementation deadline	Continuously. December 2027
Measure	4.1.6. Introduction of digital signatures for documents (certificates, credentials and similar documents).
Implementer/s	IT Support Service Service for Teaching Activities and Student Affairs
Indicator/s	Issuing digitally signed documents.
Implementation deadline	December 2027

Strategic objective 5: 5. Strengthen cyber resilience, protection of communications and data

SUB-OBJECTIVE: 5.1.	
Measure	5.1.1. Establish regular security screenings and user testing (penetration testing).
Implementer/s	IT Support Service
Indicator/s	Testing results.
Implementation deadline	Annually

Measure	5.1.2. Ensure encrypted communication in accordance with the up-to-date security standards.
Implementer/s	IT Support Service
Indicator/s	The share of encrypted communication channels with regard to the overall number of connections.
Implementation deadline	Continuously.
Measure	5.1.3. Upgrade access control through multifactor authentication and stricter control of privileged users.
Implementer/s	IT Support Service
Indicator/s	Percentage of users with activated multifactor authentication mechanism.
Implementation deadline	December 2027

5. Conclusion

Proposed Digital Transformation Strategy of the University of Applied Sciences Velika Gorica confirms the University's focus on the adaptation to modern technological trends and challenges in the context of using digital tools in all aspects of the University's activities. This Strategy also aims to supplement the previous objectives set in the Development Strategy of the University of Applied Sciences Velika Gorica for the period from 2022 to 2026, related to the digital transformation of key processes at the University. The implementation of set objectives of this Strategy will be monitored annually, with the aim of adapting activities to the changes in internal and external factors and the monitoring of their implementation.

This Digital Transformation Strategy of the University of Applied Sciences Velika Gorica 2025-2027 was adopted by the University Council of the University of Applied Sciences Velika Gorica on its 9th session in the academic year 2024/2025, held on 4 June 2025, while the Governing Council adopted this document on the 6th session of the University of Applied Sciences Velika Gorica's Governing Council, in academic year 2024/2025, held on 12 June 2025.

CLASS: 602-03/25-15/040

REG.NO.: 238/31-132-056-25-01