

Annex 29 Internal Operating Rules and Regulations for the Strategic Planning Unit Democritus University of Thrace

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CHAPTER I

Institutional framework and Mission of the Strategic Planning Unit

Article 1 Institutional operating framework

The content of these Regulations is in line with the applicable legal framework and in particular with:

The provisions of Articles 14(1), 15(1), 16(4) and 23(2) of Law 4957/2022 (Government Gazette, Series I, No 141/21-7-2022) "New Horizons in Higher Education Institutions: Enhancing of the quality, functionality and connection of HEIs with society and other provisions".

The provisions of Articles 216 and 224 of Law 4957/2022 (Government Gazette, Series I, No 141//21-7-2022) "New Horizons in Higher Education Institutions: Enhancing of the quality, functionality and connection of HEIs with society and other provisions", as amended and in force.

The provisions of Articles 15 and 16 of Law 4653/2020 (Government Gazette, Series I, No 12/24-01-2020) "Hellenic Authority for Higher Education. Special Accounts for Research Funds of Higher Education Institutions, Research and Technological Bodies and other provisions" as amended and in force.

Decision ref. no. $\Delta \Pi \Theta / \Sigma Y \Gamma K / 21232 / 918 / 9-12-2021$ of DUTH's Senate, on the approval of the establishment of the Strategic Planning Unit in accordance with the provisions of Article 95 of Law 4812 / 2021 (Government Gazette, Series I, No 110 / 30-6-2021).

Decision ref. no. $\Delta \Pi \Theta / \Sigma \Delta IOIK / 32810 / 183 / 16-02-2023$ of the DUTH Governing Council on the establishment of the Strategic Planning Unit Committee of Democritus University of Thrace, in accordance with the provisions of Article 216 of Law 4957 / 2022 (Government Gazette, Series I, No 141 / 21-7-2022).

The operation of the Strategic Planning Unit is governed by the provisions of Law 4957/2022 and these Operating Regulations, which describe its operating framework. Compliance with these Regulations is mandatory for all parties involved.

Article 2 Establishment

It is established and forms part of the Organisation of Democritus University of Thrace (DUTH), Strategic Planning Unit (hereinafter SPU) as a separate and independent Department, which reports to the Rector of DUTH and cooperates with the University's Governing Council.

Article 3

Mission of the Strategic Planning Unit

The SPU is a key structure for coordinating the University's Governing Bodies with the academic and administrative units and structures critical to the University's development.

The SPU's objectives are the planning, processing, development and programming of the central Strategic Plan and the development model of DUTH's, which are economically, socially and environmentally sustainable and which ensure the development and continuous upgrading of the services it offers in all its areas of activity.

For the preparation of proposals to the responsible Governing Bodies of the University and the taking of evidence-based decisions as regards the determination of the University's main short- and medium-term objectives, the description of the necessary actions, the identification of the necessary means to achieve the objectives and the monitoring of the implementation, performance and evaluation of the proposed actions and means, the SPU shall collect and process all the necessary information and data related to the SPU's operation.

More specifically, under Article 216 of Law 4957/2022 the SPU's mission is the following: a. the drafting of a proposal for the University's Strategic Plan

- b. the drafting of a proposal for programme planning agreements under Article 15 of Law 4653/2020
- c. the evaluation of the proposals for development plans of DUTH's academic and research units, as well as plans for i) digital transformation under Article 227 of Law 4957/2022, ii) equal access for

persons with disabilities and special educational needs under Article 226 of Law 4957/2022, and iii) sustainable development under Article 228 of Law 4957/2022 and harmonisation with DUTH's Strategic Plan pursuant to Article 224 of Law 4957/2022.

d. the coordination and monitoring of the implementation progress of the University's Strategic Plan, the programme planning agreements referred to in Article 15 of Law 4653/2020 and the University's annual target setting.

Chapter II

Organisation and operation of DUTH's Strategic Planning Unit.

Article 4 Internal structure of the Strategic Planning Unit

According to Article 216(1) of Law 4957/2022, the SPU reports to DUTH's Rector and is internally structured by the Strategic Planning Committee (hereinafter SPC) and the Strategic Planning Department (hereinafter SPD). a) the SPC shall be established by decision of the Governing Council and shall consist of i) the Rector ii) the Vice Rectors iii) up to four (4) of DUTH's Faculty Members, Professors or Associate Professors, representing different scientific disciplines taught at DUTH;

b) the term of the Committee is four years, parallel to the term of DUTH's Rector.

DUTH's Executive Director and the Head of the SPU shall participate in the SPC's meetings, without the right to vote.

2) The SPD is staffed by DUTH administrative employees and headed by an UE employee of any specialisation or sector.

Article 5 Responsibilities of the Strategic Planning Committee The responsibilities of the Strategic Planning Committee, as these are explicitly set out in Article 216(2) of Law 4957/20222 and these Internal Regulations are:

a. To analyse and evaluate all data and information of the University's academic, research, administrative units and structures that are necessary for preparing a substantiated and comprehensive proposal for a Strategic Plan, a proposal for programme planning agreements and a proposal for the University's annual target setting.

b. To draw up a proposal for a strategic plan for DUTH's academic and research development, in the context of the National Strategy for Higher Education, Research and Innovation, as well as the European and international higher education strategy, in accordance with Article 224 of Law 4957/2022 and the submission of the Strategic Plan proposal to the Governing Council for its approval.

c. To draw up a proposal for programme planning agreements under Article 15 of Law 4653/2020 and to submit it to the Governing Council for its approval. d. To draw up a proposal for the University's annual target setting and to submit it to the Governing Council for its approval.

e. To take note of, evaluate, process and align with the University's approved Strategic Plan the proposals i) of the annual development plans of DUTH's Schools, ii) of the annual operational plans of DUTH's administrative units, as well as iii) of the equal access plans for disabled persons and persons with special educational needs under Article 226 of Law 4957/2022, digital transformation of Article 227 of Law 4957/2022 and sustainable development of Article 228 of Law 4957/2022.

f. To cooperate with the Hellenic Authority for Higher Education (HAHE) and the Ministry of Education, Religious Affairs and Sports during the execution of the programme planning agreements of Article 15 of Law 4653/2020.

g. To coordinate and monitor the implementation progress of the approved Strategic Plan, the programme agreement of Article 15 of Law 4653/2020 and the University's annual target setting.

h. To prepare an annual analytical briefing of the University's Governing Council and Senate with regard to the progress of the implementation of the Strategic Plan, the programme planning agreements of Article 15 of Law 4653/2020 and the University's annual target setting every February or whenever requested by the Governing Council and the Senate.

i. To review and evaluate the report prepared by the SPD on implementation of the University's annual target setting and to notify the Governing Council for approval.

j. To review and evaluate the annual report prepared by the SPD on implementation of the programme planning agreements, according to Article 15(5) of Law 4653/2020 and to notify the Governing Council for approval. k. To prepare a proposal addressed to the Governing Council, with the recommendation of the Rector, for the reform of the University's Strategic Plan.

I. To approve the standardised SPU documents that will ensure the systematic recording of data and information by the University's academic, research, administrative units, so that they can be processed and analysed quickly, and to monitor the progress of implementation of the approved targets.

m. To approve Key Performance Indicators in order to enable the monitoring of the implementation of the Strategic Plan's objectives, the programme planning agreements and the University's annual target setting.

In order to carry out the above responsibilities, these Regulations expressly provide for the following to be notified to the SPC:

a. The proposals of the Senate to the Governing Council referred to in Article 16(4)(h) of Law 4957/2022, whereby the Senate formulates its guiding proposals in relation to the preparation of the University's four-year strategic plan on issues of academic and research policy and development, internationalisation, lifelong learning, connection with society and the economy, strengthening innovation within the University and generally improving the quality of DUTH's academic environment.

b. The proposals for the development plans of the Schools, under Article 27 of Law 4957/2022.

c. The proposals of the digital transformation plans of Article 227 of Law 4957/2022, equal access for persons with disabilities and special educational needs under Article 226 of Law 4957/2022 and sustainable development of Article 228 of Law 4957/2022.

d. The proposals (i) of the DUTH Technology Transfer, Innovation and Startup Entrepreneurship Committee (DUTH-TTISEC) on issues pertaining to technology transfer, innovation and interconnection of the University and the members of the university community with society and the economy, as detailed in Article 222(3) of Law 4957/2022, ii) of the Research Committee with regard to the research and scientific strategy of the University and in particular proposals for the drafting of the strategic plan for research and innovation issues, as referred to in Article 232(1) of Law 4957/2022, iii) of the Student Council on issues related to the University's educational and research strategy, as referred to in Article 43(4)(c) of Law 4957/2022, iv) of the proposal of Article 132(4) of Law 4957/2022 for the development plan of the University Centre for Research and Innovation, and v) the proposal of Article 115(1)(e) of Law 4957/2022 for the development programming of the Training and Lifelong Learning Centre (TLLC).

e. The SPC may request the preparation of proposals for operational plans by any administrative unit and structure of the University involved in the implementation of the Strategic Plan, the programme planning agreements of Article 15 of Law 4653/2020 and the University's annual target setting.

The following administrative units and structures are mentioned, *inter alia*, as critical for the implementation of the Strategic Plan: the Student Support Unit, the Digital Governance Unit, the Equal Access Unit for People with Disabilities and People with Special Educational Needs, the Technology Transfer and Innovation Unit, the Financial and Administrative Support Unit of the Special Account for Research Funds, the General Directorate of Administrative, Financial and Technical Services, the General Directorate of Academic and Student Affairs, the Technical Service Directorate of the University, TLLC and the University Centre for Research and Innovation.

f. The opinion of the Senate on the proposal for a Strategic Plan of the SPC, as provided for in Article 14(1) of Law 4957/2022.

g. The opinion of the Deaneries, as provided for in Article 23(2) of Law 4957/2022, on the proposal for a Strategic Plan of the SPC for issues concerning each School.

h. The annual activity report of the Governing Council, provided for in Article 14(1)(31) of Law 4957/2022.

i. The annual activity reports referred to in Article 14(1)(29) of Law 4957/2022 of i) the Rector and the Vice Rectors, ii) the Research Committee, iii) the University's Property Development and Management Company. j. The annual report of the Dean of each School referred to in Article 26(1)(n) of Law 4957/2022 and the annual reports on the implementation of the Schools' development plans.

k. The annual activity reports of the Departments of Article 33(1)(m) of Law 4957/2022.

I. The annual activity reports on the implementation of the operational plans of the University's administrative units and structures, which are involved in the implementation of the Strategic Plan, the programme planning agreements of Article 15 of Law 4653/2020 and the University's annual target setting.

m. The annual activity reports on the implementation of plans on i) digital transformation under Article 227 of Law 4957/2022, ii) equal access for persons with disabilities and special educational needs under Article 226 of Law 4957/2022, and iii) sustainable development under Article 228 of Law 4957/2022.

n. The annual report on the results of the implementation of digital transformation measures and digital skills referred to in Article 210(1)(k) of Law 4957/2022.

Article 6

Responsibilities of the Strategic Planning Department

The responsibilities of the SPD are as follows:

a. The implementation of decisions and secretarial support of the SPC and the handling of every issue concerning the operation of the SPU.

b. The collection, processing, analysis and forwarding of data and information from the academic and administrative units in order to support the SPC's work, and more specifically: i) for drawing up and documenting the proposal of DUTH's Strategic Plan and implementing the procedures for monitoring the implementation of the Strategic Plan, ii) for drawing up and documenting the proposal of the programme planning agreements of Article 15 of Law 4653/2020 and the implementation of the procedures for monitoring the progress of implementation and execution of the programme planning agreements under Article 15 of Law 4653/2020 and iii) for drawing up and documenting the University's annual target setting proposal and implementing the procedures for monitoring implementation of the University's annual target setting, iv) for the coordination of the utilisation of all available sources of funding for the implementation of the strategic plan and the programme planning agreements under Article 15 of Law 4653/2022, v) for the evaluation of the proposals for development plans of the University's academic and research units, the operational plans of the University's administrative units and structures, as well as the digital transformation plans of Article 227 of Law 4957/2022, equal access for persons with disabilities and special educational needs under Article 226 of Law 4957/2022 and sustainable development of Article 228 of Law 4957/2022 and their alignment with the strategic plan.

c. The introduction of targets and indicators (KPIs) approved by the Governing Council into the SPUs information system.

d. Monitoring the progress of implementation and achievement of the University's annual target setting, the Schools' annual development plans and the administrative units' operational plans every six months in order to identify deviations and delays in a timely manner.

e. The preparation of an annual activity report in relation to the University's annual target setting.

f. The preparation of the annual report on the execution of the programme planning agreements.

g. The preparation of the final report on achievements and implementation of the Strategic Plan every four years.

h. Collaborating with the Quality Assurance Unit (QAU) to prepare the annual activity report for the allocation of the University's annual regular grant, in accordance with Article 16 of Law 4653/2020.

i. To collect and process the report on the achievement of the annual development plans of the University's academic and research units and the operational plans of the University's administrative units.

j. Monitoring the progress of the implementation of plans for i) equal access for disabled persons and persons with special educational needs under Article 226 of Law 4957/2022 ii) digital transformation under Article 227 of Law 4957/2022 iii) sustainable development under Article 228 of Law 4957/2022.

k. Monitoring compliance with the procedures and schedule for the preparation, approval and monitoring of the implementation of the Strategic Plan, the programme planning agreements of Article 15 of Law 4653/2020 and the University's annual target setting.

I. Monitoring the progress and development of projects related to the development of the University's infrastructure and equipment.

m. Monitoring national, European and international developments in the strategy for education, research and innovation in higher education and keeping the academic and research units and the other organisational units of the University informed.

n. The preparation of studies aimed at supporting the University's academic, research and general development in its fields of activity.

o. Collaborating with the Digital Governance Unit for the development of an integrated IT system that will ensure i) the interconnection of all critical structures of the University for the immediate extraction of primary

data for documenting the proposals and evaluating the plans and ii) the monitoring of the implementation of the Strategic Plan, the programme planning agreements, the University's annual target setting, the development plans of the academic units and the operational plans of the administrative units.

p. The editing and drafting of standardised SPU documents, with the purpose of systematically and uniformly collecting data and facilitating the processing and evaluation of entry data.

q. The development and creation of performance indicators for all areas of the University's activities.

r. The identification, recording and promotion of good practices in all the University's operations.

s. The development of the SPU's website, the supervision of its proper operation and the immediate updating and posting of all SPC and Governing Council decisions in relation to the operation of the SPU.

t. The development of partnerships and collaborations with local, national, European and international bodies with respect to matters falling under its competence, and

u. The organisation and holding of workshops, conferences and other events in its fields of competence, in order to keep the university community informed and promote the University.

Chapter III

University Strategic Plan

Article 7 Content of Strategic Plan proposal

After collecting, studying and processing the necessary data, information and proposals from the responsible Committees, the academic, research, administrative units and structures of the University and cooperating with the governing bodies of the University, the SPU shall draw up a proposal for a Strategic Plan with a duration of at least four (4) years, which shall include:

a. The strategic development of the University on a local, national, European and international level, according to its unique profile and its mission in the various fields of its activity, such as the educational and research policy of the University and its individual academic units, the educational strategy for each cycle of study, lifelong learning, education and scientific training, the continuous improvement of teaching and learning, the enhancement of openness and interconnection with society and the economy, the development of partnerships with foreign institutions and bodies, innovation, and the upgrading of the quality and accessibility of the academic environment.

b. The growth strategy for all sectors of the University's activity.

c. The University's short- and medium-term objectives in relation to the areas it wishes to develop.

d. The means and actions proposed for their implementation and attraction of new financing tools, utilisation of the University's available resources, upgrading of infrastructure and equipment, and attraction of highly qualified scientific personnel.

e. The University's strategy for equal access for people with disabilities and people with special educational needs.

f. The University's strategy for digital transformation and upgrading of digital infrastructure.

g. The University's strategy for its sustainable development.

The University's areas of activity that must be included, at a minimum, in the Strategic Plan proposal to be prepared and drafted by the SPU are:

a. The University's development policy on a local, national, European and international level.

b. Its Educational Policy, for all cycles of study [Undergraduate Study Programmes (USP) / Postgraduate Studies Master's Programmes (PGMP) / Doctorate Study Programmes (DSP)].

c. The Educational Policy of the University's individual academic units.

d. Its research policy and policy for development of new areas of research and innovation.

e. Its policy for lifelong learning and scientific training.

f. Its policy for enhancing the University's openness and interconnection with society and the labour market.

g. The University's internationalisation policy.

h. Its policy for the continuous improvement of teaching and learning.

i. Its policy for upgrading the quality and accessibility of the academic environment.

j. Its strategy for equal access for persons with disabilities and persons with special educational needs (draft of Article 226 of Law 4957/2022).

k. Its strategy for the digital transformation of the University (draft of Article 227 of Law 4957/2022).

 The University's sustainable development strategy (draft of Article 228 of Law 4957/2022).

Article 8

Drafting of the Strategic Plan proposal

The SPU collects all the necessary data and information from all the academic and research units, responsible Committees and critical administrative units and structures of the University.

More specifically, the SPU collects:

a. The Senate's proposals for the four-year Strategic Plan of the University, as provided for in Article 16(4) of Law 4957/2022, which includes proposals for issues of academic and research policy and development, internationalisation, lifelong learning, connection with society and the economy, strengthening innovation within the University and generally improving the quality of DUTH's academic environment.

b. The proposals of the DUTH Technology Transfer, Innovation and Startup Entrepreneurship Committee (DUTH-TTISEC) on issues pertaining to technology transfer, innovation provided for in Article 222(3)(a) and (b) of Law 4957/2022.

c. The proposals of the Research Committee on research and innovation issues provided for in Article 232(1)(a) of Law 4957/2022.

d. The proposals of the Student Council, as provided for in Article 43(4)(c) of law 4957/2020, in relation to the University's education and research strategy.

e. The proposal for a development plan of the University Centre for Research and Innovation of Article 132(4) of law 4957/2022.

f. The proposal for a development plan of the Centre of Continuing Education and Lifelong Learning of Article 115(1) of law 4957/2022.

g. The draft proposal of the Committee for Equal Access for Persons with Disabilities and Persons with Special Educational Needs of Article 226 of Law 4957/2022.

h. The draft proposal of the Digital Governance Committee of Article 227 of Law 4957/2022.

The draft proposal of the DUTH Sustainable Development Committee of Article
228 of Law 4957/2020.

j. The development plans of the University's Schools according to Article 27 of Law 4957/2022.

k. Any data the SPC deems necessary in order to prepare a complete and substantiated proposal for a Strategic Plan.

2) The SPC processes, analyses and evaluates all the input data and prepares a proposal for a Strategic Plan with the content set out in detail in Article 224 of Law 4957/2022 and Article 7 of these Regulations.

Article 9

Strategic Plan Approval

The University's Strategic Plan is approved by decision of the Governing Council, following a recommendation by the Rector and a proposal by the SPC, and more specifically: The SPU transmits and communicates the Strategic Plan proposal to

a) the Governing Council in accordance with Article 14(1)(a) of Law 4957/2022.

b) the Senate, which issues an opinion on the proposal for a Strategic Plan, as set out in Article 14(1)(a) of Law 4957/2022, and

c) the Deaneries of the University's Schools, which express an opinion on the proposal for a Strategic Plan in so far as it concerns each School, as provided for and stipulated in Article 23(2) of Law 4957/2020.

1) The Senate's opinion on the proposal for a Strategic Plan and the opinions of the Deaneries on the proposal for a Strategic Plan as regards the part that concerns each School shall be submitted to the Governing Council and communicated to the SPU.

2) The University's Rector shall submit a recommendation to the Governing Council.

3) The Governing Council, having regard to the Strategic Plan proposal of the SPC, the recommendation of the Rector, the opinion of the Senate and the opinions of the Deaneries, shall approve the University's Strategic Plan.

Article 10 Monitoring of the implementation of the Strategic Plan-University's annual target setting

1. The SPU is responsible, in accordance with article 216(2)(d) of Law 4957/2022, for the coordination and monitoring of the implementation progress of the Strategic Plan.

2. In order to monitor the implementation of the Strategic Plan, the SPU shall prepare it in accordance with Article 224(3) of Law 4957/2022, a proposal for the University's annual target setting, which specifies the University's Strategic Plan policy per individual academic and administrative unit. The University's annual target setting includes: the annual target setting programme, implementation planning for each target, and the measures for its implementation.

3. The SPU shall prepare the University's annual target setting proposal, following evaluation of the Schools' annual development plans and the annual operational plans of the University's administrative units and structures, and their alignment with the University's approved Strategic Plan.

4. The proposal for the University's annual target setting from the SPU is notified to the Governing Council, the Senate and the Deaneries, and is approved by the Governing Council on the recommendation of the Rector, the opinion of the Senate and the opinion of the Deaneries on the issues pertaining to each School.

Article 11 Strategic Plan Reform

1. The Strategic Plan may, as provided for in Article 224(4) of Law 4957/2022, be revised during its effective term, in accordance with the applicable needs and conditions, as well as the changes in the national strategy for higher education of Article 14 of Law 4653/2020, the national strategy for research and innovation, as well as the developments in higher education at European and international level.

2. The need to reform the Strategic Plan may arise, *inter alia*, as a result of i) significant changes in internal and/or external factors that may affect the operation and activities of the University, such as, for example, changes in the political, economic, social, technological, natural environment and the legal framework, ii) proposals for improvement and/or change of individual strategic objectives of the University, iii) changes in the current institutional framework, iv) adaptation based on updated guidelines of the Hellenic Authority for Higher Education, v) feedback from members of the academic community, vi) feedback from social, production and cultural bodies, vii) significant change in economic development indicators, viii) damage to the University's infrastructure and obstruction of the smooth operation of the University as a result of natural disasters/epidemics/other risks, and ix) following a reasoned proposal by the SPC and a recommendation from the Rector.

3. If the SPC ascertains the need for the reform of the Strategic Plan, the Governing Council shall decide, following a recommendation by the Rector and a reasoned proposal by the SPC, to launch the process for the reform of the Strategic Plan.

CHAPTER IV

Programme planning agreements of Article 15 of Law 4653/2020

Article 12

Drawing up of the programme planning agreement

1. The SPU is responsible for preparing the proposals for programme planning agreements of Article 15 of Law 4653/2020 and submitting them to the Governing Council for their approval in accordance with Article 216(2)(c).

2. The University's programme planning agreements with the Ministry of Education, Religious Affairs and Sports are drawn up, in accordance with Article 15(1) of Law 4653/2020, within the framework of the University's approved Strategic Plan and the national strategy for higher education, are of a four-year duration and are specified on an annual basis.

3. Taking into account the University's approved Strategic Plan, the National Strategy for Higher Education programme and the content of the programme plan agreement template approved by the Hellenic Authority for Higher Education, the SPU collects, processes and evaluates all the data and information necessary for preparing the proposal for programme planning agreement from the academic and administrative units of the University and prepares a proposal for programme planning, which is submitted for approval, at the recommendation of the Rector, to the University's Governing Council.

Article 13

Monitoring of the programme planning agreement

1. The SPU is responsible, as stipulated in Article 216(2) of Law 4957/2022, for the coordination and monitoring of the progress of the implementation of the programme planning agreements of Article 15 of Law 4653/2020 and the cooperation with the Hellenic Authority for Higher Education and the Ministry of Education, Religious Affairs and Sports during their implementation.

2. The SPU prepares an annual report on the implementation of the programme planning agreements, which is approved by the

University's Governing Council is published on the University's website and submitted to the Hellenic Authority for Higher Education and the Minister of Education, Religious Affairs and Sports no later than the end of April of the following year, in accordance with the provisions of Article 15(5) of Law 4653/2020.

3. The process of approval of the report by the Minister of Education, Religious Affairs and Sports is completed within three (3) months from its submission, and if the deadline lapses, the report is presumed to have been approved.

Article 14

Amendment of the programme planning agreement

1. The Hellenic Authority for Higher Education monitors and evaluates the implementation of the University's programme planning agreements with the Ministry of Education, Religious Affairs and Sports on an annual basis pursuant to Article 15(4) of Law 4653/2020 and recommends their amendment to the Minister of Education, Religious Affairs and Sports.

2. The contracting parties may review the programme planning agreements and amend them accordingly, on grounds of public interest, when deemed necessary.

3. In the event that the need for amendment of the programme planning agreements is ascertained, either on the recommendation of the Hellenic Authority for Higher Education or following an agreement of the contracting parties, the SPU shall prepare, on the instructions of the Rector, a proposal for amendment of the programme planning agreements, which shall be submitted to the Governing Council for approval.

Article 15 Entry into force

These Regulations shall enter into force upon their publication in the Official Government Gazette.