JOSIP JURAJ STROSSMAYER UNIVERSITY OF OSIJEK

FACULTY OF HUMANITIES AND SOCIAL SCIENCES

STRATEGIC PLAN

2011 - 2015

revised and supplemented edition

September 2013

REVISED AND SUPPLEMENTED EDITION OF THE STRATEGIC PLAN OF THE

FACULTY OF HUMANITIES AND SOCIAL SCIENCES IN OSIJEK 2011-2015

adopted at the Faculty Council session of 11 September 2013

The Faculty Council of the Faculty of Humanities and Social Sciences in Osijek adopted the Faculty Strategic Plan 2011 - 2015 at its session of 29 June 2011.

Following the independent external[1] and internal[2] audit of the Quality Assurance System of the Faculty of Humanities and Social Sciences in Osijek, it was established that certain parts of the Strategic Plan should be revised.

In addition, at the level of the Quality Assurance System itself, it was noted that certain items of the Strategic Plan should be reshaped.

The Working Group for the Revision of the Strategic Plan:

Dr. Ana Pintarić, Full Professor with Tenure, Dean
Dr. Vesna Bagarić Medve, Associate Professor, Vice-Dean for Education
Dr. Damir Hasenay, Full Professor, Vice-Dean for Study Programmes and Student Affairs
Dr. Marija Omazić, Associate Professor, Vice-Dean for Research and International Cooperation
Dr. Loretana Farkaš Brekalo, Full Professor, Vice-Dean for Outreach and Development

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[1] Report on the results of the external periodical audit of the Quality Assurance System of the Faculty of Humanities and Social Sciences of the University of Josip Juraj Strossmayer in Osijek (5 December 2010)
Final report on the results of the external periodical audit of the Quality Assurance System of the Faculty of Humanities and Social Sciences of the University of Josip Juraj Strossmayer in Osijek (October 2011)
[2] Report on the internal audit of the Quality Assurance System of the Faculty of Humanities and Social Sciences in Osijek (15 June 2012)
Final report on the internal audit of the Quality Assurance System of the Faculty of Humanities and Social Sciences in Osijek (15 October 2012)

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BRIEF DESCRIPTION OF THE FACULTY OF HUMANITIES AND SOCIAL SCIENCES IN OSIJEK

The history of the Faculty of Humanities and Social Sciences in Osijek was marked by three significant events: the founding of the Teacher Training Academy in the academic year 1961/1962, followed by the transformation of the Academy into the Faculty of Education in 1977/1978, and the transformation of the Faculty of Education into the Faculty of Humanities and Social Sciences in 2003/2004.

The Teacher Training Academy was the first institution for the education of teachers in primary and secondary teaching in this part of Croatia and in its sixteen years of existence has graduated as many as 3963 students majoring in the Croatian language, geography, history, the English language, mathematics, physics, biology and chemistry.

The Faculty of Education gradually developed into a research and teaching institution with nine graduate study programmes in the field of humanities, social and natural sciences and arts.

In 1999, the Teacher Training Studies and the Pre-school Education Studies were detached from the Faculty of Education, gradually followed by the Mathematics and Physics Studies and the Biology and Chemistry Studies which became autonomous constituencies of the University of Josip Juraj Strossmayer in Osijek. The present-day Academy of Arts used to be part of the Faculty of Humanities and Social Sciences as well.

The following new study programmes were established over the past 17 years: History (1996/1997), Librarianship (1998/1999), Pedagogy (2003/2004), Psychology (2003/2004), Philosophy (2004/2005), Information Science (2005/2006) and Hungarian Language and Literature (2007/2008).

The following study programmes are currently available at the Faculty of Humanities and Social Sciences:

- single-major degree study programmes:	Croatian Language and Literature
	German Language and Literature
	Information Science
	Psychology
- double-major study programmes:	Croatian Language and Literature
	German Language and Literature
	English Language and Literature
	Hungarian Language and Literature
	History
	Pedagogy
	Philosophy.

At the Faculty of Humanities and Social Sciences in Osijek, there are currently 19 undergraduate study programmes (4 single-major and 15 double-major) and 33 graduate study programmes (7 single-major and 26 double-major).

Three post graduate doctoral study programmes have been founded as well: Literature and Cultural Identities, Linguistics and Pedagogy.

The richness and a comparative advantage of the Faculty of Humanities and Social Sciences in Osijek lie in the diversity and variety of study programmes.

The study programmes are delivered at departments, subdepartments and studies with a teaching staff of 137 members: 16 full professors, 22 associate professors, 35 assistant professors, 4 senior lecturers, 3 lecturers, 6 senior language instructors, 2 language instructors, 21 senior teaching assistants, 22 teaching assistants and 8 junior researchers.

MISSION

The mission of the Faculty of Humanities and Social Sciences in Osijek is to be an active stakeholder in higher education and research in the field of humanities and social sciences. The basic mission of the Faculty of Humanities and Social Sciences is to educate students to meet measurable learning standards and acquire distinct knowledge, professional competencies and skills. By acquiring knowledge and skills at the Faculty of Humanities and Social Sciences, future professionals are trained to be responsible professionals in both individual and team work within the community.

VISION

The Strategic Plan of the Faculty of Humanities and Social Sciences sets off from the idea of the Faculty being a strong regional, international and national centre of humanities and social sciences with a focus on systematic development and strengthening of its research groups and fostering teaching programmes that offer students knowledge and skills required to meet the challenges of modern society.

VALUES

The Faculty of Humanities and Social Sciences fosters the following organizational values in its work:

- Credibility - Faculty staff carry out their tasks independently, objectively, justly and fairly, and their decisions and judgments are based on collected evidence;
- Professionalism – the Faculty seeks to achieve high professional standards in its work;
- Responsibility - the Faculty is responsible for its work to the society as a whole;
- Adaptability - the Faculty adapts to the needs of the stakeholders in higher education and research;
- Cooperation - the Faculty encourages all forms of cooperation in addressing possible concerns and challenges arising from the introduction of new activities;
- Transparency – reflected in the transparent work and confidence building measures; the work results are published on the Faculty website.

EXTERNAL ENVIRONMENT SCAN

Due to its geographical location and excellence of performance, the Faculty of Humanities and Social Sciences in Osijek has been designated as an international teaching and research centre of humanities and social studies research in this part of Europe. The vicinity of three state borders and the quality of academic programmes have turned the Faculty of Humanities and Social Sciences in Osijek into the backbone of the humanities and social studies attracting students both from Croatia and the neighbouring countries.

The moderate size of the city makes the Faculty of Humanities and Social Sciences in Osijek more attractive to students from other parts of Croatia who consider this environment convenient for education and work opportunities.

The Faculty of Humanities and Social Sciences in Osijek is recognized in the local community as the centre of educational, research and cultural events.

Bearing in mind that higher education is a public good and a public responsibility, the Faculty of Humanities and Social Sciences in Osijek has been actively participating in the development of the local and wider community.

SWOT ANALYSIS

Strengths (S)	Weaknesses (W)
• The long education tradition of the Faculty • A clear vision and strategic orientation of the Faculty towards a regional centre of excellence in higher education • Dedication to offer traditionally high quality academic programmes such as study programmes of teaching profiles, and to offer study programmes which are unique, in the region and beyond, in orientation and profile of occupations (e.g. study programmes in psychology, information sciences, translation and interpreting), achieving thereby a competitive advantage with regard to other higher education institutions in the broader region • Diverse study programmes at undergraduate, graduate and postgraduate levels, as well as programmes in the framework of lifelong learning with the potential to foster interdisciplinarity between humanities and social sciences, as well as within these fields • Flexibility in adapting to new requirements and frequent changes in the higher education system • High rate of employment of our graduates within a relatively short period of time after graduation • Teaching staff with a good academic reputation on the national and international level • Traditionally well-grounded teaching owing to the research and scholarship of teachers • High level of professional and educational competencies of teachers, which is reflected in fostering modern student-centred teaching • Continuous training of teachers in a wide range of teaching and other competencies • Significant number of excellent young teachers (teaching assistants and junior researchers) who are motivated to	• Lack of funding for the creation of better working conditions (e.g. overcrowded teachers' offices, lack of space for extracurricular activities of students, insufficient teaching equipment and supplies, lack of financial resources for fieldwork and lack of appropriate professional literature, etc.) • Insufficient teaching staff to cover individual study programmes which results in an increased need for external employment and the inability of teaching in smaller groups • Research and teaching staff loaded with organizational and personnel-related administrative tasks • Lack of readiness for teamwork and communication (professional, scholarly, collegial, etc.) both between organizational units and the research and teaching staff • Disproportionate and imbalanced allocation of ECTS credits within individual study programmes • Underutilized resources in offering elective courses within the Faculty, the principle of course electivity is inadequately represented • Insufficient teachers' training in study programmes and limitations in the organization and implementation of practical training as specified by the study programme • Underutilized option of modern forms of teaching (e.g., distance learning) • Organization of concentrated instruction performed by externally employed teachers • Insufficient work with gifted students • Insufficient mobility of teachers • Poor representation of international projects funded by the EU, reliance on projects funded by the Ministry of Science, Education and Sports

• pursue research and teaching activities and actively participate in raising the quality of teaching and research at the Faculty • Favourable ratio of teaching staff and students (1:12), which allows for higher quality teaching • Excellent cooperation with a number of institutions, agencies, organizations and clubs which enable students to acquire additional practical knowledge and skills • Certificates of completion of life-long learning programmes are entered into the employment record book • Relatively high percentage of teacher and student participation in mobility programmes (the highest percentage at the University of Josip Juraj Strossmayer) • High percentage of self-funded participation of teachers and students in professional and academic conferences • Active participation in the existing research projects at the national level and high motivation for participation in international projects • Large number of scholarly and professional conferences organized by the Faculty • popularization of academic activities (Open Thursday, the Science Festival, etc.) • Faculty members are prolific publishers • Good international cooperation with higher education institutions especially in terms of cross-border cooperation (University of Pecs, University of Novi Sad, University of Tuzla, Mostar University, University of Maribor) • Integrity and availability of Faculty information on website	
Opportunities (O)	Threats (T)
• The general policy of strategic orientation and commitment of Croatia to move towards a knowledge-based society • Modernization of the education system and its adaptation to EU requirements, with an emphasis on developing a culture of educational quality • Geographical location of the city of	• Insufficient appreciation of the value of the humanities in society, which is reflected in the position of the humanities and the institutions that promote them (for example, the recent Ordinance (2013) on requirements for the advancement in academic rank in 2013) • Overbearing influence of market-based

- Osijek in the Central European and South Pannonian area that allows for the Faculty to be the leading institution in the region
- Traditional strong interest of prospective students in all of our undergraduate, graduate and postgraduate study programmes
- Open market for most professionals educated at our Faculty
- Upgrading the existing study programmes in collaboration with students and employers and the development of new undergraduate, graduate and postgraduate study programmes oriented towards interdisciplinarity that will educate students for careers which are or will be in demand on the labour market
- An increased need of the community for certain services offered by the Faculty
- Developing the existing Lifelong Learning and Training Centre by introducing diverse educational programmes (in cooperation with other universities and faculties) that can increase the visibility and reputation of the Faculty
- Growing opportunities for stronger promotion of all Faculty activities (e.g. advertising materials, media, roundtables, academic and professional conferences, lectures in schools and other institutions, etc.)
- Initiating cooperation with companies and institutions which would offer professional practice and employment to students, and financial support to the Faculty by sponsoring technical equipment, professional literature, projects and conferences
- Active participation in the work of civil society organizations and institutions as potential partners in the start-up and implementation of projects
- Opportunities for expanding cooperation with other institutions of higher education, academic institutions and professional associations at home and abroad
- The large number of international competitions for projects scheduled by

- logic on the education system
- Instability in society and the constant changes in educational policies that inhibit long-term planning and strategic operation
- The financial crisis in the society has resulted in insufficient, irregular and unplanned funding of both the regular business operations of the Faculty (e.g., payments for external employment) and the specific needs of the Faculty (e.g. extremely weak roof requires urgent repair)
- Limited financial resources for research and professional training of teachers, the organisation of guest lectures, preparation and implementation of projects in cooperation with other universities at home and abroad, provision of recent teaching and research literature, and further development of the Quality Assurance System
- Lack of recognition of the specificities and the potential of the Faculty by the University
- The abridged, partial and heterogeneous programmes and parallel study programmes at the University which target only part of our prospective students and narrow the employment opportunities for our graduates
- Legislation is non-aligned with the Bologna system settings and the opportunities in delivering study programmes
- The Science and Higher Education Act partly prevents proper and successful organization of study programmes
- Ordinance on study programmes and studying at the University of Josip Juraj Strossmayer has not been aligned with the conceptual principles of the Bologna reform process
- Inadequate level of background knowledge and work habits of students enrolling at the Faculty
- Uncertain status of school practice at the teacher training study programmes
- Delayed procedure of advancement to higher academic ranks and the

the EU • Increased participation in ERASMUS and other projects that provide mobility for students and teachers • Continuous communication and cooperation with former students with the aim of creating a solid relationship with the community (the alumni club) • Expansion of spatial capacity by constructing a new building and the reconstruction and reorganization of space in the existing building • Significant number of teaching assistants who are likely to obtain their Ph.D. or be promoted to assistant professors within a short term	dependence on approval of positions by the Ministry • Insufficient stimulation and limited opportunities for professional development and research of academic staff • Lack of research and teaching staff of certain profiles on the labour market • Uncertain model of funding research projects by the Ministry of Science, Education and Sports • Academic staff are not sufficiently familiar with writing successful project proposals; poor support by the University and the Ministry in the process of writing project proposals • Non-transparent University criteria for allocation of funds for international cooperation

ORGANISATIONAL UNITS
OF THE
FACULTY OF HUMANITIES AND SOCIAL SCIENCES

DEPARTMENT OF ENGLISH LANGUAGE AND LITERATURE
Sub-Department of English Language and Linguistics
Sub-Department of Applied Linguistics
Sub-Department of English Literature Studies

DEPARTMENT OF PHILOSOPHY
Department of History of Philosophy
Department of Philosophical Disciplines

DEPARTMENT OF CROATIAN LANGUAGE AND LITERATURE
Sub-Department of Contemporary Croatian Language
Sub-Department of Croatian Language History and Croatian Dialectology
Sub-Department of Croatian Language and Linguistics
Sub-Department of Croatian Literature
Sub-Department of Methodics and Research Methodology
Sub-Department of Old Croatian Literature
Sub-Department of Theory of Literature and World Literature

DEPARTMENT OF INFORMATION SCIENCE
Sub-Department of Library Management and Organisation of Information
Sub-Department of Book History, Publishing and Bookselling
Sub-Department of Written Heritage Protection and Cooperation of Heritage Foundations
Sub-Department of Theory of Information Sciences

DEPARTMENT OF GERMAN LANGUAGE AND LITERATURE
Sub-Department of German Literature Studies
Sub-Department of German Language and Applied Linguistics

DEPARTMENT OF PEDAGOGY
Sub-Department of Pedagogy
Sub-Department of Didactics

DEPARTMENT OF HISTORY
Sub-Department of National History
Sub-Department of World History and Ancillary Historical Sciences

DEPARTMENT OF PSYCHOLOGY
Sub-Department of Methodology, General and Social Psychology
Sub-Department of Developmental and Applied Psychology

HUNGARIAN LANGUAGE AND LITERATURE STUDIES

DEPARTMENT OF LIFELONG LEARNING
Subsection for Pedagogical, Psychological, Didactic and Methodical Training
Subsection for Editing and Proofreading and Professional Training in Editing and Proofreading
Subsection for the Learning of Croatian Language and Latin Script for Foreigners

Subsection for Conference Interpreting Services

SUB-DEPARTMENT OF COMMON COURSES
LIBRARY

SECRETARIAT
The Office of Legal, Human Resources , Professional, General and Administrative Affairs
The Accounting and Finance Office
The Quality Assurance Office

GENERAL STRATEGIC OBJECTIVES

The postulates of the Strategic Plan of the Faculty of Humanities and Social Sciences in Osijek are based on the strategic orientation towards a knowledge-based society. Following these postulates, the Faculty of Humanities and Social Sciences in Osijek will continuously enhance and develop the following general strategic objectives:

1. TEACHING PROCESS

2. RESEARCH AND INTERNATIONAL COOPERATION

3. THE QUALITY ASSURANCE SYSTEM FOR RESEARCH AND EDUCATION

4. OUTREACH AND DEVELOPMENT

The Faculty management will submit annual reports on the implementation of the objectives and activities defined in the Strategic Plan of the Faculty of Humanities and Social Sciences in Osijek. The Faculty will publish reports on the implementation of the Strategy for each calendar year and will lay down the indicators and criteria that will serve as the foundation for the monitoring of the achievements.

1. STRATEGIC OBJECTIVE - TEACHING

Objective 1.1. STUDY PROGRAMMES

Well-defined study programmes provide a key element for good teaching. It is therefore necessary to continually improve and update the existing study programmes. It is also very important to introduce new study programmes, which should be carried out in a balanced and systematic manner, in line with the labour market demands, as well as with the available human resources and infrastructure facilities.

The effectiveness of the Faculty of Humanities and Social Sciences lies in the cooperation of its organisational units (departments, subdepartments, study programmes) in the development and implementation of interdisciplinary study programmes, where interdisciplinarity will not become an end in itself but a reflection of the potency of the diversity of scientific and professional issues tackled by the research and teaching staff at the Faculty of Humanities and Social Sciences.

Specific objective 1.1.1.	Improve existing study programmes
Specific objective l 1.1.2.	Continually assess and assure the quality of all study programmes and their implementation
Specific objective 1.1.3.	Develop and implement new study programmes in the field of humanities and social sciences
Specific objective 1.1.4.	Establish institutional cooperation with public and state institutions and companies in the planning, organisation and implementation of study programmes, while strongly encouraging such cooperation at the University level

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
Objective 1.1. STUDY PROGRAMMES			
Specific objective 1.1.1. Improve existing study programmes			
Improve existing study programmes	The improved study programmes	The number of improved study programmes	Minutes of meetings of the Faculty Council and the University Senate
Specific objective 1.1.2. Continually assess and assure the quality of all study programmes and their implementation			
External evaluation	Study programmes evaluated by relevant external factors	The number of external evaluations	Report on the results of the external evaluation, and subsequent monitoring of the implementation of activities
Internal evaluation	Results of the internal evaluation which provide a sound basis	The number of internal evaluations	Report on the results of internal evaluation, and subsequent monitoring

	for improving and assuring the quality of both the study programmes and their implementation		of the implementation of activities
Specific objective 1.1.3. Develop and implement new study programmes in the field of humanities and social sciences			
Develop and implement new study programmes in the field of humanities and social sciences	New study programmes in the field of humanities and social sciences	The number of new study programmes in the field of humanities and social sciences	Decisions of the Faculty Council and the University Senate
Specific objective 1.1.4. Establish institutional cooperation with public and state institutions and companies in the planning, organisation and implementation of study programmes while strongly encouraging such cooperation at the University level			
Establish institutional cooperation with public and state institutions and companies in the planning, organisation and implementation of study programmes	Established institutional cooperation with relevant institutions; recognised as an important factor in the planning and implementation of study programmes	The number of cooperation agreements signed	Agreements with public and state institutions and companies

Objective 1.2. TEACHERS AND TEACHING

Teachers and teaching conditions have a decisive role in the quality of the teaching process. It is, therefore, one of the basic strategic objectives of the Faculty of Humanities and Social Sciences to continually and systematically improve the quality of teaching in line with modern trends and requirements in higher education while at the same time increasing, in a balanced manner, the number of qualified and competent academic staff members.

Specific objective **1.2.1.**	Increase the number of full-time academic staff members, while at the same time gradually reduce the share of part-time teachers in the implementation of study programmes
Specific objective 1.2.2.	Organise professional training of teachers with a view to improve teaching
Specific objective 1.2.3.	Improve material conditions for the implementation of the teaching process, equip classrooms and teachers' offices
Specific objective 1.2.4.	Improve the quality of teaching

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 1.2. TEACHERS AND TEACHING			
Specific objective 1.2.1. Increase the number of full-time academic staff members , while at the same time gradually reduce the share of part-time teachers in the implementation of study programmes			
Analyse the structure of full-time and part-time teaching staff and associates and whether there is sufficient academic staff to cover teaching needs	A more favourable ratio between full-time and part -time teachers and associates, better coverage of teaching needs	The number of full-time and part -time teachers with assistant and academic rank, percentage of classes delivered by academic staff to cover teaching needs	Report on the teaching quality
Draw up a Plan for academic advancement and substitutions	More efficient planning to increase the number of full-time academic staff	Plan for academic rank advancement and substitutions	Decision of the Senate granting the approval of the Plan for academic advancement and substitutions
Analyse the implementation of the Plan for academic advancement and substitutions	An increased number of full-time academic staff	The number of advancements and substitutions	Decisions on academic advancements; Report on the implementation of the Plan for academic advancement and substitutions
Specific objective 1.2.2. Organise professional training of teachers with a view to improve teaching			
Collect information to assess the Faculty staff	Gaining insight into Faculty staff	The number and the type of topics in the	Report on the results

professional training needs	professional training needs for more efficient professional training	field of teaching competencies and other skills	of the teachers' survey
Draw up a Plan for professional training of teachers in teaching competencies and other skills	Organised training of teachers in targeted teaching competencies and other skills	The number of lectures, seminars, workshops and courses	Dean's Decision on the adoption of the Plan for professional training in teaching competencies and other skills
Analyse the implementation of the Plan for professional training of teachers in teaching competencies and other skills	Implemented plan for professional training in teaching competencies and other skills	The number of lectures, seminars, workshops and courses held	Report on the implementation of the Plan for professional training in teaching competencies and other skills
Analyse the quality of the professional training of teachers in teaching competencies and other skills	The improvement of teachers' competencies	The reported level of satisfaction with lectures, seminars, workshops and courses	Report on the implementation of the Plan for professional training in teaching competencies and other skills
Prepare guidelines for the implementation of peer classroom observations and peer support	Purposeful and efficient implementation of the principles of peer classroom observations and peer support	Peer classroom observations and peer support -Guidelines for Teachers	Faculty Council meeting minutes - notification sent to teachers
Encourage teachers to take part in peer classroom observations and peer support	Improved teachers' competencies	The number of peer classroom observations and support during the academic year and critical review of the classes held	Report on the teaching quality
Specific objective 1.2.3. Improve material conditions for the implementation of the teaching process, equip classrooms and teachers' offices			
Analyse teachers' and students' level of satisfaction with teaching	More efficient planning of investments for the renovation of classrooms and equipping them with new teaching equipment and contemporary teaching aids	Level of teachers' and students' satisfaction with regard to teaching	Report on the results of the student and teacher surveys
Analyse the quality of	More efficient	Results of the	Report on the quality

teaching aids in classrooms and teachers' offices	planning to equip classrooms and teachers' offices with new teaching aids	evaluation of the condition and usability of teaching aids	of teaching aids in classrooms and teachers' offices
Equip two classrooms with computers	More computer classrooms and better computer equipment	The number of computer classrooms and the number of new computers	Report on the quality of teaching aids
Renovate classrooms and teachers' offices	Improved teaching conditions	The number of renovated classrooms and teachers' offices	Report on the teaching quality
Specific objective 1.2.4. Improve the quality of teaching			
Monitor the implementation of study programmes and issue recommendations for the upcoming period	More efficient planning for the implementation of study programmes	The number of courses held, the number of elective courses not held, the percentage of total contact teaching hours per course, the number of courses held per semester	Report on the implementation of study programmes per semester
Analyse the quality of the first year students of undergraduate and graduate study programmes	More efficient planning for the implementation of study programmes	The average grade in relevant courses, the general average grade, the type of secondary school /Faculty education students are coming from, interest for the study programme (order of choice on the university application form)	Report on the teaching quality
Analyse the pass rate and students' performance	Retained good student performance and pass rate	Percentage of students who have acquired the right to enrol in the next year of their study programmes, the number of ECTS credits earned, average grade per study year	Report on the teaching quality
Analyse teaching methods	An increased share of interactive and cooperative learning,	Share of individual teaching forms and methods expressed in	Report on the results of the teacher survey

	reduced share of frontal teaching	percentages	
Analyse the proportion of students' practical work in the overall teaching process	An increased share of students' practical work	The number of courses in which students are involved in practical work	Report on the quality of teaching
Encourage organisational units to cooperate with institutions in organising students' practical work	An increased number of institutions hosting students for the purpose of practical work and the number of cooperation agreements signed	The number of institutions hosting students for the purpose of practical work and the number of cooperation agreements signed	Cooperation agreements
Analyse the use of e-tools	An increased use of e-tools	The number of courses per study programme offered through MOODLE	Report on the analysis of the use of e-tools
Analyse the evaluation and assessment of students' work	An improved level of students satisfaction with regard to evaluation transparency and objectivity in the evaluation and assessment of their work	The mean value of results obtained in answers to relevant questions in the survey	Report on the results of the student survey
Draw up guidelines for the evaluation and assessment of students' work	An improved transparency and objectivity in the evaluation and assessment of students' work	The evaluation and assessment of student performance - Guidelines for University teachers	Faculty Council meeting minutes - notification sent to teachers
Prepare a form to be used in monitoring the realisation of learning outcomes of study programmes	More efficient monitoring of the realisation of learning outcomes in study programmes	Level of the realisation of learning outcomes in study programmes	Minutes of the Quality Assurance Committee meeting
Analyse teaching performance	An increased level of students satisfaction with teaching performance	The mean value of results obtained in answers to relevant questions in the survey	Report on the results of the student survey
Analyse students' performance	An increased level of teachers' satisfaction with students' performance and an increased level of students' satisfaction with their own performance	The mean value of results obtained in answers to relevant questions in the survey	Report on the results of the student and teacher surveys
Encourage the	An increased number	The number of guest	Report on the quality of

organisation of national and international guest lectures	of guest lectures given by renowned experts from Croatia and abroad	lectures	teaching
Encourage teachers to publish textbooks and other teaching materials	An increased number of published textbooks and other teaching materials	The number of published textbooks and other teaching materials	Report of the Publishing Board

OBJECTIVE 1.3. STUDENTS

With a view to continually improve the teaching process, it is necessary, among other things, to engage students, as much as possible, in the following activities: monitoring and improvement of the Quality Assurance System of education at the Faculty; scientific research activities at the Faculty; international cooperation and student mobility; organisation and promotion of students' extra-curricular activities as well as the activities of the Faculty, University, and community volunteer activities ; creating criteria for awarding and commendation of outstanding students.

Specific objective 1.3.1.   Develop and improve mentoring

Specific objective 1.3.2.   Encourage students to take part in activities at the Faculty, the University and in the community

Specific objective 1.3.3.   Improve cooperation with former students (Alumni)

Specific objective 1.3.4.   Develop the system for awarding outstanding students (motivate students to achieve excellence in both academic and extra-curricular activities)

Specific objective 1.3.5.   Encourage the work of the Counselling Office

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 1.3. STUDENTS			
Specific objective 1.3.1. Develop and improve mentoring			
Analyse and improve mentoring	Sustainable and efficient mentoring system	Report on the analysis of the mentoring system	Faculty Council meeting minutes
Develop and upgrade the mentoring system (student mentors)	An improved mentoring system	The number of student mentors and the number of mentor/student meetings	Report on the activities of the Students' Union Subsidiary
Specific objective 1.3.2. Encourage students to take part in activities at the Faculty, University and in the community			
Organise student panel discussions, in particular for freshmen and students in the final study years	More informed and more engaged students; students are involved in an increased number of activities at the Faculty	The number of panels organised	Reports on the organisation of panels
Encourage the establishment of new students' organisations and clubs at the Faculty and maintain the continuity of the	Students are involved in more activities at the Faculty	The number of students' organisations and clubs which are active at the Faculty	Reports on the work of students' organisations and clubs which are active at the Faculty

existing ones			
Encourage and support the work of the Students' Union Subsidiary	A more active Students' Union Subsidiary	The number of meetings held between representatives of the Faculty Administration and representatives of the Students' Union Subsidiary	Report on the activities of the Students' Union Subsidiary
Specific objective 1.3.3. Improve cooperation with former students (Alumni)			
Promote and encourage the work of the Alumni Club	Strong and active Alumni Club	The number of Alumni Club members and the diversity of their profiles	Report on the activities of the Alumni Club
Organise activities in cooperation with former students	An improved cooperation of the Faculty with former students	The number of activities carried out in cooperation with former students	Report on the activities of the Alumni Club
Specific objective 1.3.4. Develop the system for awarding outstanding students (motivate students to achieve excellence in both academic and extra-curricular activities)			
Award and commend students in accordance with the regulations in force	More active and more motivated students	The number of students' awards and commendations	Report on the activities of the Student Awards Committee
Specific objective 1.3.5. Encourage the work of the Counselling Office			
Analyse the work of the Counselling Office	Efficient student support system	The number of students who have sought assistance from the Counselling Office	The report on the activities of the Counselling Office
Encourage and support the Counselling Office in its work	An improvement in the work of the Counselling Office	The amount of funds invested in the work of the Counselling Office	Report on the activities of the Counselling Office

2. STRATEGIC OBJECTIVE – ACADEMIC RESEARCH AND INTERNATIONAL COOPERATION

Objective 2.1. POSTGRADUATE STUDY PROGRAMMES

Develop a culture of research and higher education to serve as a foundation for high-quality post-graduate study programmes. Improve the quality of postgraduate study programmes and include doctoral candidates in various aspects of research activities at the Faculty.

Specific objective 2.1.1.	Improve the efficiency of postgraduate study programmes at the Faculty of Humanities and Social Sciences in Osijek
Specific objective 2.1.2.	Launch new postgraduate doctoral and specialist study programmes
Specific objective 2.1.3.	Provide more efficient involvement of doctoral candidates in academic research
Specific objective 2.1.4.	Ensure improved visibility and dissemination of doctoral research

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 2.1. POSTGRADUATE STUDY PROGRAMMES			
Specific objective 2.1.1. Improve the efficiency of postgraduate study programmes			
Develop and adopt documents on the organization and implementation of existing postgraduate study programmes	Transparent and uniform rules for the implementation of postgraduate study programmes	Decision of the Faculty Council on the adoption of Rules for the implementation of postgraduate study programmes	Faculty Council meeting minutes
Conduct periodic analyses of doctoral study programmes	Improved programmes and the implementation of postgraduate study programmes	The number and type of modifications in the study programme at the implementation level (Implementation Plan) and at the programme level (programme modifications)	A survey on the doctoral study programmes
Appoint an Administrative Officer for Postgraduate Study Programmes	Efficient administration of postgraduate study programmes	Appointment of an Administrative Officer for Postgraduate Study Programmes	Ordinance on the organization of job positions
Develop a joint website for postgraduate study	Easier access to information regarding	Access to the website for postgraduate study	Report of the Working Group for Analysis of

programmes	the organization and implementation of postgraduate study programmes	programmes	the Website
Develop guides to the existing postgraduate study programmes for doctoral candidates	Improved provision of information about the organization of study programmes and the responsibilities of doctoral candidates	The number of guides to the study programmes	Guides published on the Faculty website
Create a database of doctoral candidates	Systematic record keeping on doctoral candidates	Database on doctoral candidates created	Access to the database of doctoral candidates
Develop mentoring guides for doctoral study programmes	Improved mentoring	The number of guides	Guides published on the Faculty website
Specific objective 2.1.2. Launch new postgraduate doctoral and specialist study programmes			
Launch new postgraduate doctoral and specialist study programmes	Increase in the scope of postgraduate study programmes	The number and type of study programmes launched	Call for applications for postgraduate study programmes
Specific objective 2.1.3. Provide more efficient involvement of doctoral candidates in research			
Organize pre-doctoral sections at conferences held at the Faculty	More efficient involvement of doctoral candidates in academic research	The number of pre-doctoral sections, presenters and presentations	Report on academic research
Involve doctoral candidates in academic research projects conducted at the Faculty	More efficient involvement of doctoral candidates in academic research	The number of doctoral candidates involved in research projects	Report on academic research
Specific objective 2.1.4. Ensure improved visibility and dissemination of doctoral research			
Create a doctoral dissertation depository	Improved visibility and dissemination of academic research	The number of doctoral dissertations in the repository	Access to the repository of the Faculty of Humanities and Social Sciences
Join the FHSS repository to the DART-Europe E-theses	Improved visibility and dissemination of	The number of doctoral dissertations from the FHSS on the	Access to the DART-Europe E-theses Portal

Portal	academic research	DART-Europe E-theses Portal	

Objective 2.2. RESEARCH

Promote and support all aspects of academic research by investing in academic infrastructure and human resources. Take measures for better visibility, dissemination and a more efficient application of academic results in the classroom and in the community, and to improve the recognisability of the academic research potential of the Faculty of Humanities and Social Sciences in the Croatian and international academic community.

Specific objective 2.2.1.	Ensure better visibility of academic research potential and academic research activities of the Faculty
Specific objective 2.2.2.	Raise the level of research quality
Specific objective 2.2.3.	Develop the academic infrastructure (publishing activities, allocating funds for the organization of academic conferences, purchase of books and journals, access to *online* journal databases, research equipment)
Specific objective 2.2.4.	Provide institutional support for the career development of researchers (provide financial support for the achievement of minimum requirements for advancement in academic rank in various ways: through supporting publishing activities, participation at conferences and work in academic research and professional associations, sabbaticals, participation of teaching assistants and junior researchers at pre-doctoral conferences, etc.)
Specific objective 2.2.5.	Raise the quality of scientific journals published by the Faculty
Specific objective 2.2.6.	Encourage the launch of new scientific journals published by the Faculty and those in cooperation with partner institutions
Specific objective 2.2.7.	Involve students of all study levels in research at the Faculty
Specific objective 2.2.8.	Intensify activities aimed at popularization of the profession and sciences (participation in debates, round tables, the Science Festival, giving lectures and conducting workshops for the general public)

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 2.2. RESEARCH			
Specific objective 2.2.1. Ensure better visibility and recognisability of research potential and research productivity of the Faculty			
Regularly update the Faculty Research Portal		Better visibility and recognisability of research potential and research productivity of the Faculty	Contents of the Faculty Research Portal	Access to the Faculty Research Portal; Report of the Working Group for Analysis of the Website

		Specific objective 2.2.2. Raise the level of research quality		
Monitor the quality of research activities and give recommendations for the following period		Raising the research quality level	Quantitative indicators for specific quality indicators compared to the previous period	Report on research activities; Recommendations of the Quality Assurance Committee
		Specific objective 2.2.3. Develop research infrastructure		
Support the organization of academic conferences at the Faculty		Better visibility of research activities at the Faculty; development of cooperation with related institutions	The number of conferences held; the type of support	Report on research activities
Ensure subscription to *online* journal and book databases		Easier access to recently published literature necessary for research	The number and type of databases, subscription fees	Annual report on the implementation of strategic objectives and tasks of the library
		Specific objective 2.2.4. Provide institutional support for the career development of researchers		
Ensure financial support for all teachers to participate at conferences		Meeting minimum requirements for promotion in academic ranks	The number of grants awarded	Decision on awarding grants for participation at academic conferences
Monitor the work of junior researchers and teaching assistants		Efficient academic career development of young researchers	Report on the work of junior researchers and teaching assistants	Faculty Council meeting minutes
Secure funds for doctoral candidates' tuition fees		Efficient academic career development of young researchers	The number and total cost of tuition fees	Report on research activities
		Specific objective 2.2.5. Raise the quality level of scientific journals published by the Faculty		
Obtain higher rankings in the national		Better quality and recognisability of	Decision on classification	Inclusion of journals in the Ordinance on the

classification for journals published by the Faculty		journals		requirements for promotion in academic ranks
Work systematically on the indexing of Faculty journals in relevant databases and reference indexes		Better quality and recognisability of journals	List of reference indexes and databases in which such journals have been indexed	Report on research activities
	Specific objective 2.2.6. Encourage the launching of new scientific journals published by the Faculty and in cooperation with partner institutions			
Launch new scientific journals		Better visibility and dissemination of research results	The number of new journals	Annual Report of the Publishing Board
	Specific objective 2.2.7. Involve students of all study levels in research activities at the Faculty			
Encourage co-authorships and joint presentations of students and teachers		More effective involvement of students in research activities	The number of co-authored papers and presentations of students and teachers	Reports on promotion into academic rank; Faculty Council meeting minutes
Encourage students to participate at conferences		More effective involvement of students in research activities	The number of grants awarded	Report on research activities
Encourage organization of student conferences at the Faculty		More effective involvement of students in research activities	The number of student conferences	Report on research activities
	Specific objective 2.2.8. Intensify activities aimed at popularization of the profession and sciences			
Organize debates, round tables, lectures and workshops at the Faculty		Popularization of the profession and sciences; strengthening the reputation of the	The number and type of organized activities	Report on research activities

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
		Faculty	
Participate in popularization activities organized by other stakeholders		Popularization of the profession and sciences; strengthening the reputation of the Faculty	The number and type of activities	Report on research activities

Objective 2.3. PROJECTS

Increase the number of projects funded from national sources (Croatian Science Foundation, Ministry of Science, Education and Sports), and in particular from international sources (IPA, FP7, COST ...) To actively support project proposal and implementation.

Specific objective 2.3.1. Intensify activities aimed at submission of research project proposals

Specific objective 2.3.2. Secure administrative and expert assistance for project proposal and implementation

Specific objective 2.3.3. Give periodic public lectures on project-related topics for the purpose of popularization of sciences

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 2.3. PROJECTS			
Specific objective 2.3.1. Intensify activities aimed at submission of research project proposals			
Propose new national and international projects	Increased number of projects in progress and of funding sources	The number of projects proposed; the Level of funding	Report on research activities
Specific objective 2.3.2. Secure administrative and expert assistance for project proposal and implementation			
Assemble a Working Group for Project Proposals	Facilitated project proposal procedure	The number and composition of working groups for specific project proposals	Report on research activities
Register the Faculty to relevant EU portals for project proposals (Cordis, PADOR)	Better visibility and administrative preparedness of the Faculty	EuropeAid and PIC numbers; appointed LEAR	Report on research activities
Provide training of	Strengthening	The number and type	Report on research

administrative and research staff in project proposal and implementation	administrative capacities for project proposal and implementation	of workshops; the number of participants	activities
Specific objective 2.3.3. Give periodic public lectures on project-related topics for the purpose of the popularization of research activities			
Organize public lectures on project-related topics	Popularization of the profession and sciences; strengthening the reputation of the Faculty	The number and type of organized activities	Report on research activities

Objective 2.4. INTERNATIONAL COOPERATION

Encourage all forms of mobility and international cooperation with foreign universities and institutions

Specific objective 2.4.1. Encourage and increase the outgoing and incoming mobility of students and teachers

Specific objective 2.4.2. Enter into strategic partnerships with universities and institutions abroad

Specific objective 2.4.3. Monitor international cooperation of the Faculty through the Quality Assurance System

Activity	Expected Outcomes	Performance Indicators	Monitoring mechanisms
OBJECTIVE 2.4. INTERNATIONAL COOPERATION			
Specific objective 2.4.1. Encourage and increase the outgoing and incoming mobility of students and teachers			
Eliminate administrative obstacles to mobility	Facilitated use and recognition of mobility periods and ECTS credits	Instruction on the recognition of ECTS credits and the decision on the recognition of ECTS credits acquired at other universities; decisions and reports on the use of sabbaticals	Faculty Council meeting minutes
Offer incoming students at UNIOS courses in Croatian as	Facilitated orientation of incoming students in the local community	The number of courses; the number of participants	Report on international cooperation

a foreign language			
Increase the incoming and outgoing mobility of students and teachers	An increased number of participants in mobility programmes	The number of participants in mobility programmes; The FHHS share in the UNIOS mobility; Comparison with data for Croatia	Report on international cooperation; Report on international student mobility
Specific objective 2.4.2. Enter into strategic partnerships with universities and institutions abroad			
Sign cooperation agreements with strategic partners	Strengthening of international activities	The number of cooperation agreements signed; the number and type of activities carried out under such agreements	Report on international cooperation
Specific objective 2.4.3. Monitor international cooperation of the Faculty through the Quality Assurance System			
Monitor the quality and scope of international cooperation	Improved international cooperation of the Faculty	Quantitative indicators for specific quality indicators compared to the previous period	Report on international cooperation; Report on international student mobility

3. STRATEGIC OBJECTIVE – THE QUALITY ASSURANCE SYSTEM

In order to satisfy the academic standards and needs of all participants in higher education and research, the Faculty of Humanities and Social Sciences is responsible for a systematic and continuous quality assurance of all its activities.

The Quality Assurance System serves the purpose of establishing the principles, criteria and methods in maintenance and advancement of both higher education and research, as well as professional and administrative activities of the Faculty.

The objective of the Quality Assurance System is to build up the mechanisms and procedures for the processes of management, monitoring, supervision and assessment of the quality of the Faculty's activities and services.

The purpose of the System is to develop the culture of quality through the participation and the responsibility of all participants in the academic community in the realisation of the common values and objectives, as defined by the Faculty's mission.

The Quality Assurance System will develop the following areas:

Specific objective 3.1.1. Provide documents needed for the regulation and monitoring of the quality of the teaching, research and professional activities of the Faculty

Specific objective 3.1.2. Improve the mechanisms of monitoring the quality of education and research and monitor their implementation

Specific objective 3.1.3. Monitor the implementation of the Strategy for the Quality Assurance of the Faculty of Humanities and Social Sciences and the Strategic Plan of the Faculty of Humanities and Social Sciences

Specific objective 3.1.4. Develop a SWOT analysis and a Self-Evaluation of the Faculty of Humanities and Social Sciences

Specific objective 3.1.5. Carry out an internal evaluation of the Quality Assurance System

Specific objective 3.1.6. Develop an internal Quality Culture

Specific objective 3.1.7. Enhance the competencies of the employees in order to develop the Quality Assurance System and the Quality Culture

Specific objective 3.1.8. Preserve the public trust in the Quality Assurance System of the Faculty

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
THE QUALITY ASSURANCE SYSTEM			
Specific objective 3.1.1. Provide documents needed for the regulation and monitoring of the quality of the teaching, research and professional activities of the Faculty			
Prepare the Strategic Plan of the Faculty	The Strategic Plan of the Faculty is prepared	Reports of the Working Group for the Monitoring of the Implementation of the Strategic Plan	Faculty Council meeting minutes
Prepare the Strategy of the Quality Assurance System of the Faculty	The Strategy of the Quality Assurance System of the Faculty is prepared	Reports of the Working Group for the Monitoring of the Implementation of the Strategy of the Quality Assurance System	Faculty Council meeting minutes
Prepare the Quality Policy	The Quality Policy prepared	The Quality Policy is made publicly available on the Faculty website	Faculty Council meeting minutes
Align all relevant documents with respect to content and form	All relevant documents are aligned with respect to content and form	The documents are made publicly available on the Faculty website	Faculty Council meeting minutes
Specific objective 3.1.2. Improve the mechanisms of monitoring the quality of education and research and monitor their implementation			
Revise the Guide to Quality Assurance	The Guide to Quality Assurance is revised	The percentage of revised elements in the Guide	Faculty Council meeting minutes
Monitor the implementation of the monitoring mechanisms as defined in the Guide to Quality Assurance	Various areas of education and research are improved	The percentage of the improved areas	Annual Report of the Quality Assurance Office
Specific objective 3.1.3. Monitor the implementation of the Strategy for Quality Assurance of the Faculty of Humanities and Social Sciences and the Strategic Plan of the Faculty of Humanities and Social Sciences			
Monitor the implementation of the Strategic Plan of the Faculty	The strategic objectives and tasks are achieved	The percentage of improved areas compared to the preceding year	Reports of the Working Group for the Monitoring of the Implementation of the Strategic Plan of the Faculty
Monitor the Strategy of the Quality Assurance System	The strategic objectives and tasks are achieved	The percentage of improved areas compared to the preceding year	Reports of the Working Group for the Monitoring of the Strategy of the Quality Assurance System
Specific objective 3.1.4. Develop a SWOT analysis and a Self-Evaluation of the Faculty of Humanities and Social Sciences			
Develop a SWOT analysis	A SWOT analysis of the Faculty is	The percentage of improved elements	Faculty Council meeting minutes

of the Faculty	developed	compared to the preceding year	
Develop a Self-Evaluation of the Faculty	A Self-Evaluation of the Faculty is developed	The percentage of improved elements compared to the preceding year	Faculty Council meeting minutes

Specific objective 3.1.5. Carry out an internal evaluation of the Quality Assurance System			
Analyse the quality and development level of the Quality Assurance System	Analysis of the quality and development level of the Quality Assurance System	The percentage of improved areas of analysis compared to the preceding analysis	Reports of the Internal Evaluation Committee

Specific objective 3.1.6. Develop an internal Quality Culture			
Raise awareness of the importance of developing a Quality Assurance System	Raised awareness of the importance of developing a Quality Assurance System	The number of meetings held with representatives of organisational units and the Head of the Quality Assurance Office	Annual report of the Quality Assurance Office
Involve external stakeholders in the monitoring of the Quality Assurance System of the Faculty	External stakeholders are involved	The number of external stakeholders involved in the monitoring of the Quality Assurance System of the Faculty	Reports of the Quality Assurance Committee and the Internal Evaluation Committee
Inform students about new developments in the Quality Assurance System	The students are informed	The number of meetings held between the representatives of the students and the Head of the Quality Assurance Office	Annual report of the Quality Assurance Office
Establish an organisational structure of the Faculty which will guarantee participation of all participants in the development and implementation of the Quality Assurance System	All participants are involved in the creation and implementation of the Quality Assurance System	The number of committees and working groups functioning within the framework of the Quality Assurance System	Annual report of the Quality Assurance Office

Specific objective 3.1.7. Enhance the competencies of the employees in order to develop the Quality Assurance System and the Quality Culture			
Enable the employees of the Quality Assurance Office to enhance their competencies	The competencies of the employees of the Quality Assurance Office are enhanced	The number of educational workshops, seminars, courses attended by the employees of the Quality Assurance Office	Annual report of the Quality Assurance Office

Specific objective 3.1.8. Preserve the public trust in the Quality Assurance System of the Faculty			
Analyse participant satisfaction with the Quality Assurance	Satisfaction of all the participants with the Quality Assurance	The percentage of satisfaction of all the participants with the	Analysis of questionnaires and surveys about the

System of the Faculty	System	Quality Assurance System	satisfaction of all the participants with the Quality Assurance System
Monitor student interest for the Faculty study programmes	Data about the interest of students for Faculty study programmes are obtained	The number of students who applied for specific Faculty study programmes	Annual report of the Quality Assurance Office
Create a website for the Quality Assurance System and maintain informativeness	The website of the Quality Assurance System is created	The number of visitors to the website of the Quality Assurance System	Report of the Working Group for Analysis of the Website

4. STRATEGIC OBJECTIVE – OUTREACH AND DEVELOPMENT

The Faculty of Humanities and Social Sciences in Osijek fosters and encourages participation of its employees in professional activities, both in the region and in the wider context. Employees who engage in outside professional activities have the task to share their achievements and knowledge, and transfer their knowledge and skills to experts from other organizations, firms and institutions.

In accordance with its orientation towards a close cooperation with the local community, it is essential for the Faculty to establish new forms of formal education through training programmes that provide broader knowledge and competences and are adapted to the needs of the participants.

At the Faculty there are many highly qualified employees who actively participate in the working groups for the adoption of new rules and regulations.

The Faculty also encourages permanent collaboration with organizations, firms and institutions on projects of mutual interest.

The outreach and development part of the Strategy of the Faculty of Humanities and Social Sciences in Osijek describes the activities that contribute to the qualitative promotion of professional activities of faculty employees, and of external stakeholders.

In this sense, outreach and development includes the following areas:

1. Lifelong learning

2. Communications

3. Cooperation with the community

4. Professional advancement and training

5. Publishing

6. Library

Objective 4.1. LIFELONG LEARNING

The establishment of new forms of formal education through training programmes that provide broader knowledge and competence and are adapted to the needs and profile of the participants.

Specific objective 4.1.1. Establish the Department of Lifelong Learning and Education to provide education based on the Bologna process

Specific objective 4.1.2. Enable students to earn ECTS credits through lifelong learning programmes

Specific objective 4.1.3. Involve external stakeholders in lifelong learning programmes

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 4.1. LIFELONG LEARNING			

Specific objective 4.1.1. Establish the Department of Lifelong Learning and Education to provide education based on the Bologna process			
Establish the Department of Lifelong Learning	The Department of Lifelong Learning established	The number of candidates enrolled in the Lifelong Learning Programmes	Faculty Council decision on the establishment of the Department of Lifelong Learning
Develop a sufficient number of training programmes in the Department of Lifelong Learning	Training programmes developed	The number of developed training programmes	Accreditation certificate of the Senate to develop training programmes
Specific objective 4.1.2. Enable students to earn ECTS credits through lifelong learning programmes			
Enable participants of the training programmes to earn a specified number of ECTS credits	Participants of the training programmes enabled to earn the specified number of ECTS credits	The number of ECTS credits earned	The decision of the Faculty Council on earning ECTS credits
Specific objective 4.1.3. Involve external stakeholders in lifelong learning programmes			
Involve external stakeholders in lifelong learning programmes	External stakeholders involved in lifelong learning programmes	The number of external stakeholders involved in lifelong learning programmes	Analysis of participant satisfaction with training programmes

Objective 4.2. COMMUNICATIONS

Systematise a more effective way of presenting the Faculty achievements in public

Specific objective 4.2.1. Train a public relations person to present the Faculty effectively

Specific objective 4.2.2. Develop promotional materials for the Faculty

Specific objective 4.2.3. Ensure that the websites of the Faculty and the individual organizational units are regularly monitored and maintained

Specific objective 4.2.4. Participate in public debates, roundtables and other events in order to present the achievements of the Faculty

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 4.2. COMMUNICATIONS			
Specific objective 4.2.1. Train a public relations person to present the Faculty effectively			
Appoint a person for public relations	The person appointed for public relations	The number of articles on the Faculty published in the media	The dean's decision to appoint a person for public relations
Specific objective 4.2.2. Develop promotional materials for the Faculty			
Develop promotional materials for the Faculty	Promotional materials developed	The quantity of promotional materials	Funds spent
Specific objective 4.2.3. Ensure that the websites of the Faculty and the individual organizational units are regularly monitored and maintained			
Continuous maintenance of the Faculty website	Faculty website maintained	The number of users who have visited the Faculty website	Report of the Working Group for Analysis of the website
Specific objective 4.2.4. Participate in public debates, roundtables and other events in order to present the achievements of the Faculty			
Participate actively and continuously in various events in order to promote the Faculty achievements	Participation in public debates, roundtables and other events	Positive public perception of the Faculty	Annual report of the Faculty

Objective 4.3. COOPERATION WITH THE COMMUNITY

The Faculty of Humanities and Social Sciences in Osijek is fully integrated into the local and wider regional community. The Faculty, in cooperation with the wider community, intends to encourage programmes of mutual interest.

Specific objective 4.3.1. Establish a closer cooperation with external stakeholders and through the popularization of sciences establish cooperation with external stakeholders

Specific objective 4.3.2. Involve the external stakeholders in the Quality Assurance System and based on their assessment and views advance activities and achievements of the Faculty

Specific objective 4.3.3. Pursue joint projects with external stakeholders

Specific objective 4.3.4. Encourage participation of teaching staff and administrative-technical staff in regional and national committees, councils and academic boards to promote professional interests and standards

Specific objective 4.3.5. Ensure better visibility of the Faculty in the wider community

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 4.3. COOPERATION WITH THE COMMUNITY			
Specific objective 4.3.1. Establish closer cooperation with external stakeholders and through the popularization of sciences establish cooperation with external stakeholders			
Identify and invite external stakeholders	Established cooperation with external stakeholders	The number of external stakeholders	Annual report on the implementation of the Strategy
Specific objective 4.3.2. Involve external stakeholders in the Quality Assurance System and based on their assessment and views advance activities and achievements of the Faculty			
Involve external stakeholders in the Internal Evaluation Committee and the Quality Assurance Committee	External stakeholders involved in the committees	The number of external stakeholders involved in the committees	Committees' reports
Specific objective 4.3.3. Pursue joint projects with external stakeholders			
Negotiate models of cooperation and joint projects with external stakeholders	Projects negotiated	The number of negotiated projects	Annual report on the implementation of the Strategy
Specific objective 4.3.4. Encourage participation of teaching staff and administrative-technical staff in regional and national committees, councils and academic boards to promote professional interests and standards			
Delegate Faculty employees to participate in regional and national committees, councils and academic boards	Participation of Faculty employees in regional and national committees, councils and academic boards	The number of Faculty employees participating in regional and national committees, councils and academic boards	Annual report on the implementation of the Strategy
Specific objective 4.3.5. Ensure better visibility of the Faculty in the wider community			
Develop a marketing plan for the Faculty	Detected elements for identifying better visibility of the Faculty	Better visibility of the Faculty	Marketing plan accepted by the Faculty Council

Objective 4.4. PROFESSIONAL ADVANCEMENT AND TRAINING

The Faculty of Humanities and Social Sciences in Osijek is a regional centre of experts in the field of humanities and social sciences. In line with this assumption is the fundamental task to be the leading institution that promotes knowledge in these areas. Therefore, one of the objectives is the professional advancement and training of its employees.

Specific objective 4.4.1. Organize workshops and courses for advancement and training of teaching staff, students and other employees of the Faculty

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 4.4. PROFESSIONAL ADVANCEMENT AND TRAINING			
Specific objective 4.4.1. Organize workshops and courses for advancement and training of teaching staff, students and other employees of the Faculty			
Organize workshops and courses for the advancement and training of teaching staff, students and other employees of the Faculty	Workshops and courses organised	The number of workshops and courses; The number of participants (teachers, administrators, students)	Annual Report of the Quality Assurance Office

Objective 4.5. PUBLISHING

Ensure smooth functioning and operation of publishing

Specific objective 4.5.1. Ensure continued support and development of Faculty publishing

Specific objective 4.5.2. Develop, implement and maintain network applications with the aim of achieving a more accessible approach to publishing products

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 4.5. PUBLISHING			
Specific objective 4.5.1. Ensure continued support and development of Faculty publishing			
Develop an annual plan of publishing activities for the Faculty	Publishing plan	The number of publications	Annual Report of the Publishing Board
Establish cooperation with external stakeholders to accomplish joint projects	Jointly implemented projects	The number of contracts	Annual Report of the Publishing Board
Specific objective 4.5.2. Develop, implement and maintain network applications with the aim of achieving a more accessible approach to publishing products			
Develop, implement and maintain applications for online	Works published	The number of publications on the	Annual Report of the Publishing Board

		Faculty website	
publication of periodicals and non-periodicals			

Objective 4.6. LIBRARY

The library should provide quality resources and services for effective research and teaching.

Specific objective 4.6.1. Enable fast and efficient access to printed and electronic information sources

Specific objective 4.6.2. Develop and provide services that will support and enhance the research and teaching activities of users

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
OBJECTIVE 4.6. LIBRARY			
Specific objective 4.6.1. Enable fast and efficient access to printed and electronic information sources			
Increase the number of copies of required and supplementary reading	Increased number of copies	The number of newly acquired publications	Annual report on Library activities
Subscription to foreign databases	Enabled access to databases	The number of databases	Funds spent on subscription to databases
Process library materials (subject / analytical / in closed repository formal and catalogued)	Processed library materials	Number of units processed	Individual monthly reports
Specific objective 4.6.2. Develop and provide services that will support and enhance the research and teaching activities of users			
Educate users on the effective use of library materials and resources	Educated users	The amount of education and the number of trained users	Annual report on Library activities

5. RESOURCES DEVELOPMENT

The Faculty of Humanities and Social Sciences in Osijek is one of the constituents of the Josip Juraj Strossmayer University of Osijek and is financed, for the most part, out of the Government Budget of the Republic of Croatia.

The Faculty acquires a part of its financial means through its own activity:

- income from the tuition fees (self-funding students, subsidized scholarships)

- income from doctoral study programmes

- income from lifelong learning programmes

- income from research projects of Faculty employees

- income from publishing

As a user of the government budget, the Faculty of Humanities and Social Sciences is obliged to spend the financial means according to the Act on Scientific Activity and Higher Education, the Government Budget Act on Execution of the State Budget, and the Ordinance on the Criteria for Using the Income of the Budget Users Acquired on the Market from Primary and Other Activities.

In order to reach all fundamental strategic objectives it is necessary to develop three fundamental resources:

- human resources

- material resources

- financial resources

Objective 5.1. HUMAN RESOURCES

The development of human resources involves hiring of teaching staff, associates and administrative and maintenance staff, as well as the quality of the personal standard of all employees and students.

Specific objective 5.1.1. Focus on the employment of teaching staff and associates according to the needs of individual organisational units

Specific objective 5.1.2. Focus on the employment of administrative and maintenance staff according to the needs of common Faculty services, as well as individual organisational units

Specific objective 5.1.3. Organise professional training of employees

Specific objective 5.1.4. Give financial support to teaching assistants and research assistants for the preparation of doctoral theses

Specific objective 5.1.5. Financially support publishing of university textbooks and other Faculty publications

Specific objective 5.1.6. Organize annual medical exams of employees

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
Objective 5.1. HUMAN RESOURCES			
Hire teaching staff and associates	An increase in the number of new teaching staff and associates	The number of new teaching staff and associates	Decision of the Faculty Council on the appointment of teaching and associate staff; Analysis of the number of employees
Hire administrative and maintenance staff	An increase in the number of new administrative and maintenance staff	The number of new administrative and maintenance staff	Employment contracts; Analysis of the number of employees
Organise professional training of employees	Enhanced competencies of employees	The number of employees attending professional training	Annual report on the functioning of the Faculty
Financially support teaching assistants and research assistants in the preparation of their doctoral theses	An increase in the number of teaching assistants and research assistants who have defended their PhD theses	The number of teaching assistants and research assistants who have defended their PhD theses	Analysis of invested financial means
Financially support the publishing of university textbooks and other Faculty publications	Published works	The number of published works	Annual report of the Publishing Board; Invested financial means
Organise annual medical exams of employees	Access of employees to medical exams	The number of employees who have completed their medical exam	Report on the realization of organized medical exams; Invested financial means

Objective 5.2. MATERIAL RESOURCES

A constant improvement and development of material resources should make for a pleasant working environment. It is also necessary to take constant care of the availability of contemporary resources for teaching, research and professional work.

Specific objective 5.2.1. Each year involve all organisational units in the process of acquiring material means

Specific objective 5.2.2. Upgrade computer equipment of students and all employees

Specific objective 5.2.3.   Improve the equipment of student and employee working spaces

Specific objective 5.2.4.   Obtain new software for teaching, research and professional work

Specific objective 5.2.5.   Prepare the documentation for the reconstruction of the attic of the existing building

Specific objective 5.2.6.   Prepare the preliminary documentation for the construction of a new Faculty building with three floors and an underground garage

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
Objective 5.2. MATERIAL RESOURCES			
Involve all organisational units in the process of acquiring material means	New material means	The number of new items of equipment	Plan for the public acquisition for the current year and comparison with the previous calendar year
Upgrade computer equipment of students and all employees	New computer equipment	The number of new items of computer equipment	Analysis of invested financial means
Upgrade the equipment of student and employee working spaces	Improved student and employee working spaces	The number of newly equipped working spaces	Analysis of invested financial means
Procure new software for teaching, research and professional work	New software	The number of new and upgraded programme packages and licenses	Analysis of invested financial means
Prepare the documentation for the reconstruction of the attic of the existing building	Completed documentation	Documentation by an approved firm	Invested financial means
Prepare the preliminary documentation for the construction of a new Faculty building with three floors and an underground garage	Completed documentation	Documentation by an approved firm	Invested financial means

Objective 5.3. FINANCIAL RESOURCES

Ensuring the financial resources is a key for the quality functioning of the Faculty, and it is therefore necessary to rationally coordinate the work of the Faculty according to the strategic objectives. The share of own resources in the Faculty income should be increased.

Specific objective 5.3.1.   Transparency of the Faculty income and expenditure

Specific objective 5.3.2.   Intensify the activities and all resources of the Faculty in order to open up to a market economy

Activity	Expected outcomes	Performance indicators	Monitoring mechanisms
Objective 5.3. FINANCIAL RESOURCES			
Provide the transparency of the Faculty income and expenditure	Publicly available data on the Faculty's finances	Transparency of the Faculty income and expenditure	Annual report on the Faculty finances adopted by the Faculty Council
Open up to a market economy	An increased share of own resources in the Faculty total income	Quantified self-resources in the Faculty total income	Annual report on the Faculty finances adopted by the Faculty Council

OPERATIONAL PLAN FOR THE IMPLEMENTATION OF ACTIVITIES

1. TEACHING

1.1. STUDY PROGRAMMES				
YEAR 2013				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Prepare proposals on modifications of study programmes where modifications exceed the original study programme by 20 %	Heads of independent organisational units	Vice-Dean for Study Programmes and Student Affairs	In 2013	Proposals on modifications of study programmes where modifications exceed the original study programme by 20 %
Proposal on new study programmes in the field of humanities and social sciences	Heads of independent organisational units	Vice-Dean for Study Programmes and Student Affairs	In 2013	Proposals on new study programmes
Adopt proposals on modifications of study programmes where modifications exceed the original study programme by 20 %	Faculty Council	Vice-Dean for Study Programmes and Student Affairs	End of 2013	Faculty Council meeting minutes
Adopt proposals on new study programmes in the field of humanities and social sciences	Faculty Council	Vice-Dean for Study Programmes and Student Affairs	End of 2013	Faculty Council meeting minutes
Submit for adoption to the University Senate proposals on modifications of study programmes where modifications exceed the	Faculty Secretariat	Vice-Dean for Study Programmes and Student Affairs	End of 2013	Memorandum forwarded to University Administration

Activity	Activity holder	Person responsible	Implementation deadline	Monitoring mechanisms
original study programme by 20 %				
Submit proposals on new study programmes in the field of humanities and social sciences to the University Senate for adoption	Faculty Secretariat	Vice-Dean for Study Programmes and Student Affairs	End of 2013	Memorandum forwarded to University Administration
Implement the modified study programmes where modifications exceed the original study programme by 20 %	Heads of the organisational units	Vice-Dean for Study Programmes and Student Affairs	End of 2013	Implementation Plan and Programme for modified study programmes where such modifications exceed the original study programme by 20 %
Review of the Faculty accreditation - prepare and carry out the Self-Evaluation of the Faculty	Heads of the organisational units; Vice-Deans	Dean	End of 2013	Self-Evaluation of the Faculty
YEAR 2014				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Prepare proposals on modifications of study programmes where modifications exceed the original study programme by 20 %	Heads of the organisational units	Vice-Dean for Study Programmes and Student Affairs	In 2014	Proposals on modifications of study programmes where modifications exceed the original study programme by 20 %
Prepare proposals on new study programmes in the field of humanities and social sciences	Heads of the organisational units	Vice-Dean for Study Programmes and Student Affairs	In 2014	Proposals on new study programmes
Adopt proposals on modifications	Faculty Council	Vice-Dean for Study	End of 2014	Faculty Council meeting minutes

of study programmes where modifications exceed the original study programme by 20 %		Programmes and Student Affairs		
Adopt reports on new study programmes in the field of humanities and social sciences	Faculty Council	Vice-Dean for Study Programmes and Student Affairs	End of 2014	Faculty Council meeting minutes
Submit for adoption to the University Senate proposals on modifications of study programmes where modifications exceed the original study programme by 20 %	Faculty Secretariat	Vice-Dean for Study Programmes and Student Affairs	End of 2014	Memorandum forwarded to University Administration
Submit proposals on new study programmes in the field of humanities and social sciences to the University Senate for adoption	Faculty Secretariat	Vice-Dean for Study Programmes and Student Affairs	End of 2014	Memorandum forwarded to University Administration
Implement modified study programmes where modifications exceed the original study programme by 20 %	Heads of the organisational units	Vice-Dean for Study Programmes and Student Affairs	End of 2014	Revised Implementation Plan and Programme for modified study programmes where modifications exceed the original study programme by 20 %
Implement new study programmes in	Heads of the organisational units	Vice-Dean for Study Programmes and	End of 2014	Implementation Plan and Programme for

		Student Affairs		new study programmes
the field of humanities and social sciences		Student Affairs		new study programmes
Review of the Faculty accreditation - to carry out activities in the review process of the of Faculty accreditation	Heads of the organisational units; Vice-Deans	Dean	End of 2014	Accreditation recommendation issued by the Agency for Science and Higher Education

YEAR 2015				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Prepare proposals on modifications of study programmes where modifications exceed the original study programme by 20 %	Heads of the organisational units	Vice-Dean for Study Programmes and Student Affairs	In 2015	Proposals on modifications of study programmes where modifications exceed the original study programme by 20 %
Prepare proposals on new study programmes in the field of humanities and social sciences	Heads of the organisational units	Vice-Dean for Study Programmes and Student Affairs	In 2015	Proposals on new study programmes
Adopt proposals on modifications of study programmes where modifications exceed the original study programme by 20 %	Faculty Council	Vice-Dean for Study Programmes and Student Affairs	End of 2015	Faculty Council meeting minutes
Adopt proposals on new study programmes in the field of humanities and social sciences	Faculty Council	Vice-Dean for Study Programmes and Student Affairs	End of 2015	Faculty Council meeting minutes
Submit for adoption to the University Senate proposals on modifications of	Faculty Secretariat	Vice-Dean for Study Programmes and Student Affairs	End of 2015	Memorandum forwarded to University Administration

study programmes where modifications exceed the original study programme by 20 %				
Submit for adoption to the University Senate proposals on new study programmes in the field of humanities and social sciences	Faculty Secretariat	Vice-Dean for Study Programmes and Student Affairs	End of 2015	Memorandum forwarded to University Administration
Implement modified study programmes where modifications exceed the original study programme by 20 %	Heads of the organisational units	Vice-Dean for Study Programmes and Student Affairs	End of 2015	Revised Implementation Plan and Programme for modified study programmes where modifications exceed the original study programme by 20 %
Implement new study programmes in the field of humanities and social sciences	Heads of the organisational units	Vice-Dean for Study Programmes and Student Affairs	End of 2015	Implementation plan and programme for new study programmes

1.2. TEACHERS AND TEACHING				
YEAR 2013				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Analyse the structure of full-time and part-time teaching staff and associates and whether there is sufficient academic staff to cover teaching needs	Vice-Dean for Education; Legal Counsel	Vice-Dean for Education	End of 2013	Report on the teaching quality
Draw up a Plan	Heads of the	Dean	Beginning of	Decision of the

for academic advancement and substitutions	organisational units, Legal Counsel		2013	Senate granting the approval of the Plan for academic advancement and substitutions
Analyse the implementation of the Plan for academic advancement and substitutions	Legal Counsel	Dean	Beginning of 2013	Report on the implementation of the Plan for academic advancement and substitutions
Collect information to assess the professional training needs of teaching staff	The Quality Assurance Office	Head of the Quality Assurance Office	In 2013	Report on the results of the teachers' survey
Draw up a Plan for professional training of teachers in teaching competencies and other skills	Head of the Department of Lifelong Learning	Vice-Dean for Education	Beginning of 2013	Decision on the adoption of the Plan for professional training of teachers in teaching competencies and other skills
Analyse the implementation of the Plan for professional training of teachers in teaching competencies and other skills	The Quality Assurance Office; Head of the Department of Lifelong Learning	Vice-Dean for Education	Beginning of 2013	Report on the implementation of the Plan for professional training of teachers in teaching competencies and other skills
Analyse the quality of the professional training of teachers in teaching competencies and other skills	The Quality Assurance Office; Head of the Department of Lifelong Learning	Vice-Dean for Education	Beginning of 2013	Report on the implementation of the Plan for professional training of teachers in teaching competencies and other skills
Prepare guidelines for the implementation of peer classroom observations and peer support	Working Group appointed to prepare the guidelines	Vice-Dean for Education	Beginning of 2013	Faculty Council meeting minutes - notification sent to teachers

Encourage teachers to take part in peer classroom observations and peer support	Heads of organisational units, Vice-Dean for Education	Vice-Dean for Education	In 2013	Report on the teaching quality
Analyse teachers' and students' level of satisfaction with teaching	The Quality Assurance Office	Vice-Dean for Education	In 2013	Report on the results of student and teacher surveys
Analyse the quality of teaching aids in classrooms and teachers' offices	The CARNet administrator	Vice-Dean for Education	In 2013	Report on the quality of teaching aids in classrooms and teachers' offices
Equip two classrooms with computers	The CARNet administrator; Legal Counsel; Head of the Accounting and Finance Office	Vice-Dean for Professional Development	Beginning of 2013	Report on the teaching quality
Renovate classrooms and teachers' offices	Legal Counsel; Head of the Accounting and Finance Office; Building Maintenance Caretaker	Vice-Dean for Professional Development	In 2013	Report on the teaching quality
Monitor the adherence to the teaching plan and issue recommendations for the upcoming period	Vice-Dean for Education	Vice-Dean for Education	In 2013	Report on the adherence to the teaching plan schedule in winter/ summer semesters
Analyse the quality of the first year students of undergraduate and graduate study programmes	The Quality Assurance Office	Vice-Dean for Education	End of 2013	Report on the teaching quality
Analyse the pass rate and students' performance	The Quality Assurance Office	Vice-Dean for Education	End of 2013	Report on the teaching quality
Analyse teaching methods	The Quality Assurance Office	Vice-Dean for Education	In 2013	Report on the results of the teacher survey
Analyse the proportion of	Heads of the organisational	Vice-Dean for Education	End of 2013	Report on the teaching quality

students' practical work in the overall teaching process	units			
Analyse the use of e-tools	Teachers of the Department of Information Sciences	Vice-Dean for Education	End of 2013	Report on the analysis of the use of e-tools
Analyse the evaluation and assessment of students' work	The Quality Assurance Office	Vice-Dean for Education	In 2013	Report on the results of the student survey
Draw up guidelines for the evaluation and assessment of students' work	Working Group appointed to prepare the guidelines	Vice-Dean for Education	Beginning of 2013	Faculty Council meeting minutes - notification sent to teachers
Prepare monitoring form for the realisation of study programme learning outcomes	The Quality Assurance Committee	Head of the Quality Assurance Committee	End of 2013	Minutes of the Quality Assurance Committee meeting
Analyse teaching performance	The Quality Assurance Office	Vice-Dean for Education	In 2013	Report on the results of the student survey
Analyse student performance	The Quality Assurance Office	Vice-Dean for Education	In 2013	Report on the results of student and teacher survey
Encourage the organisation of national and international guest lectures	Heads of organisational units	Dean	In 2013	Report on the teaching quality
Encourage teachers to publish textbooks and other teaching materials	The Publishing Board	Chairperson of the Publishing Board	In 2013	Publishing Board Report
YEAR 2014				
Analyse the structure of full-time and part-time teaching staff and associates and whether there is sufficient academic staff to	Vice-Dean for Education, Legal Counsel	Vice-Dean for Education	End of 2014	Report on the teaching quality

cover teaching needs				
Draw up a Plan for academic advancement and substitutions	Heads of the organisational units; Legal Counsel	Dean	Beginning of 2014	Decision of the Senate granting the approval of the Plan for academic advancement and substitutions
Analyse the implementation of the Plan for academic advancement and substitutions	Legal Counsel	Dean	Beginning of 2014	Report on the implementation of the Plan for academic advancement and substitutions
Collect information to assess the Faculty staff professional training needs	The Quality Assurance Office	Head of the Quality Assurance Office	In 2014	Report on the results of the teacher survey
Draw up a Plan for professional training of teachers in teaching competencies and other skills	Head of the Department of Lifelong Learning	Vice-Dean for Education	Beginning of 2014	Decision on the adoption of the Plan for professional training of teachers in teaching competencies and other skills
Analyse the implementation of the Plan for professional training of teachers in teaching competencies and other skills	The Quality Assurance Office; Head of the Department of Lifelong Learning	Vice-Dean for Education	Beginning of 2014	Report on the implementation of the Plan for professional training of teachers in teaching competencies and other skills
Analyse the quality of the professional training of teachers in teaching competencies and other skills	Quality Assurance Office; Head of the Department of Lifelong Learning	Vice-Dean for Education	Beginning of 2014	Report on the implementation of the Plan for professional training of teachers in teaching competencies and other skills
Encourage teachers to take part in peer	Heads of the organisational units; Vice-Dean	Vice-Dean for Education	In 2014	Report on the teaching quality

classroom observations and peer support	for Education			
Analyse teachers' and students' level of satisfaction with teaching	The Quality Assurance Office	Vice-Dean for Education	In 2014	Report on the results of student and teacher surveys
Analyse the quality of teaching aids in classrooms and teachers' offices	The CARNet administrator	Vice-Dean for Education	In 2014	Report on the quality of teaching aids in classrooms and teachers' offices
Renovate classrooms and teachers' offices	Legal Counsel; Head of the Accounting and Finance Office; Building Maintenance Caretaker	Vice-Dean for Professional Development	In 2014	Report on the teaching quality
Monitor the adherence to the teaching plan and issue recommendations for the upcoming period	Vice-Dean for Education	Vice-Dean for Education	In 2014	Report on the adherence to the teaching plan schedule in winter/ summer semesters
Analyse the quality of first year students of undergraduate and graduate study programmes	The Quality Assurance Office	Vice-Dean for Education	End of 2014	Report on the teaching quality
Analyse the pass rate and students' performance	The Quality Assurance Office	Vice-Dean for Education	End of 2014	Report on the teaching quality
Analyse teaching methods	The Quality Assurance Office	Vice-Dean for Education	In 2014	Report on the results of the teacher survey
Encourage organisational units to cooperate with institutions in organising students' practical work	Heads of the organisational units	Vice-Dean for Education	In 2014	Report on the teaching quality
Analyse the use of e-tools	Teachers of the Department of Information	Vice-Dean for Education	End of 2014	Report on the analysis of the use

	Sciences			of e-tools
Analyse the evaluation and assessment of students' work	The Quality Assurance Office	Vice-Dean for Education	In 2014	Report on the results of the student survey
Analyse teaching performance	The Quality Assurance Office	Vice-Dean for Education	In 2014	Report on the results of the student survey
Analyse student performance	The Quality Assurance Office	Vice-Dean for Education	In 2014	Report on the results of student and teacher survey
Encourage the organisation of national and international guest lectures	Heads of organisational units	Dean	In 2014	Report on the teaching quality
Encourage teachers to publish textbooks and other teaching materials	The Publishing Board	Chairperson of the Publishing Board	In 2014	Report of the Publishing Board
YEAR 2015				
Analyse the structure of full-time and part-time teaching staff and associates and whether there is sufficient academic staff to cover teaching needs	Vice-Dean for Education; Legal Counsel	Vice-Dean for Education	End of 2015	Report on the quality of teaching
Draw up a Plan for academic advancement and substitutions	Heads of organisational units; Legal Counsel	Dean	Beginning of 2015	Decision of the Senate granting the approval of the Plan for academic advancement and substitutions
Analyse the implementation of the Plan for academic advancement and substitutions	Legal Counsel	Dean	Beginning of 2015	Report on the implementation of the Plan for academic advancement and substitutions
Collect information to	The Quality Assurance Office	Head of the Quality	In 2015	Report on the results of the

assess the Faculty staff professional training needs		Assurance Office		teacher survey
Draw up a Plan for professional training of teachers in teaching competencies and other skills	Head of the Department of Lifelong Learning	Vice-Dean for Education	Beginning of 2015	Decision on the adoption of the Plan for professional training of teachers in teaching competencies and other skills
Analyse the implementation of the Plan for professional training of teachers in teaching competencies and other skills	The Quality Assurance Office; Head of the Department of Lifelong Learning	Vice-Dean for Education	Beginning of 2015	Report on the implementation of the Plan for professional training of teachers in teaching competencies and other skills
Analyse the quality of the professional training of teachers in teaching competencies and other skills	The Quality Assurance Office; Head of the Department of Lifelong Learning	Vice-Dean for Education	Beginning of 2015	Report on the implementation of the Plan for professional training of teachers in teaching competencies and other skills
Encourage teachers to take part in peer classroom observations and peer support	Heads of the organisational units; Vice-Dean for Education	Vice-Dean for Education	In 2015	Report on the teaching quality
Analyse teachers' and students' level of satisfaction with teaching	The Quality Assurance Office	Vice-Dean for Education	In 2015	Report on the results of student and teacher surveys
Analyse the quality of teaching aids in classrooms and teachers' offices	The CARNet administrator	Vice-Dean for Education	In 2015	Report on the quality of teaching aids in classrooms and teachers' offices
Monitor the adherence to the teaching plan and issue recommendations	Vice-Dean for Education	Vice-Dean for Education	In 2015	Report on the adherence to the teaching plan schedule in winter/ summer

Activity	Activity holder	Person responsible	Implementation deadline	Monitoring mechanisms
for the upcoming period				semesters
Analyse the quality of first year students of undergraduate and graduate study programmes	The Quality Assurance Office	Vice-Dean for Education	End of 2015	Report on the teaching quality
Analyse the pass rate and students' performance	The Quality Assurance Office	Vice-Dean for Education	End of 2015	Report on the teaching quality
Analyse teaching methods	The Quality Assurance Office	Vice-Dean for Education	In 2015	Report on the results of the teacher survey
Analyse the use of e-tools	Teachers of the Department of Information Sciences	Vice-Dean for Education	End of 2015	Report on the analysis of the use of e-tools
Analyse the evaluation and assessment of students' work	The Quality Assurance Office	Vice-Dean for Education	In 2015	Report on the results of the student survey
Analyse teaching performance	The Quality Assurance Office	Vice-Dean for Education	In 2015	Report on the results of the student survey
Analyse student performance	The Quality Assurance Office	Vice-Dean for Education	In 2015	Report on the results of student and teacher survey
Encourage the organisation of national and international guest lectures	Heads of the organisational units	Dean	In 2015	Report on the teaching quality
Encourage teachers to publish textbooks and other teaching materials	The Publishing Board	Chairperson of the Publishing Board	In 2015	Publishing Board Report
1.3. STUDENTS				
YEAR 2013				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Organise a Freshmen Orientation panel	Students' Union Subsidiary	Vice-Dean for Study Programmes and Student Affairs	End of 2013	Report on the organisation of the panel
Hold meetings with the	Students' Union Subsidiary; Vice-	Vice-Dean for Study	In 2013	Report on the activities of the

representatives of the Students' Union Subsidiary	Dean for Study Programmes and Student Affairs	Programmes and Student Affairs		Students' Union Subsidiary
Award students for outstanding achievements	Student Awards Committee	Vice-Dean for Study Programmes and Student Affairs	In 2013	Report on the activities of the Student Awards Committee
Draw up a report on the activities of the Counselling Office	Head of the Counselling Office	Vice-Dean for Study Programmes and Student Affairs	End of 2013	Report on the activities of the Counselling Office

YEAR 2014				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Organise a panel discussion for students in the final years of study in cooperation with the Alumni Club	Students' Union Subsidiary; the Alumni Club	Vice-Dean for Study Programmes and Student Affairs	End of 2014	Report on the organisation of the panel
Organise the Faculty Open Doors Day in cooperation with students' organisations and clubs	Students' Union Subsidiary	Vice-Dean for Study Programmes and Student Affairs; Head of the Students' Union Subsidiary	End of 2014	Report on the organisation of the Faculty Open Doors Day
Carry out analysis of the Counselling Office activities	The Quality Assurance Committee	Head of the Quality Assurance Office	End of 2014	Report on the analysis of the Counselling Office activities
Organise Freshman Orientation	Students' Union Subsidiary	Vice-Dean for Study Programmes and Student Affairs	End of 2014	Report on the organisation of the panel
Hold meetings with the representatives of the Students' Union Subsidiary	Students' Union Subsidiary; Vice-Dean for Study Programmes and Student Affairs	Vice-Dean for Study Programmes and Student Affairs	In 2014	Report on the activities of the Students' Union Subsidiary
Award students for outstanding achievements	Student Awards Committee	Vice-Dean for Study Programmes and Student Affairs	In 2014	Report on the activities of the Student Awards Committee
Draw up a report on the activities of the Counselling Office	Head of Counselling Office	Vice-Dean for Study Programmes and Student Affairs	End of 2014	Report on the activities of the Counselling Office

YEAR 2015				
Activity	**Activity holder**	**Person**	**Implementation**	**Monitoring**

		responsible	deadline	mechanisms
Organise the Faculty Open Doors Day in cooperation with students' organisations and clubs	Students' Union Subsidiary	Vice-Dean for Study Programmes and Student Affairs; Head of the Students' Union Subsidiary	End of 2015	Report on the organisation of the Faculty Open Doors Day
Organise Freshman Orientation	Students' Union Subsidiary	Vice-Dean for Study Programmes and Student Affairs	End of 2015	Report on the organisation of the panel
Hold meetings with the representatives of the Students' Union Subsidiary	Students' Union Subsidiary; Vice-Dean for Study Programmes and Student Affairs	Vice-Dean for Study Programmes and Student Affairs	In 2015	Report on the activities of the Students' Union Subsidiary
Award students for outstanding achievements	Student Awards Committee	Vice-Dean for Study Programmes and Student Affairs	In 2015	Report on the activities of the Student Awards Committee
Draw up a report on the activities of the Counselling Office	Head of Counselling Office	Vice-Dean for Study Programmes and Student Affairs	End of 2015	Report on the activities of the Counselling Office

2. ACADEMIC RESEARCH AND INTERNATIONAL COOPERATION

2.1. POSTGRADUATE STUDY PROGRAMMES				
YEAR 2013				
Activity	Activity holder	Person responsible	Implementation deadline	Monitoring mechanisms
Develop and adopt documents on the organization and implementation of the doctoral study programme in Pedagogy	Head of the Study Programme; Legal Counsel	Vice-Dean for Research	In 2013	Faculty Council meeting minutes
Appoint an Administrative Officer for Postgraduate Study Programmes	Legal Counsel	Dean	End of 2013	Ordinance on the organization of job positions
Develop a website for postgraduate study programmes (a draft version)	Heads of study programmes; Administrative Officer for Postgraduate Study Programmes; Administrator	Vice-Dean for Research	End of 2013	Access to the contents of the website
Develop a draft database of doctoral candidates	Heads of study programmes; Administrative Officer for Postgraduate Study Programmes; Administrator	Heads of study programmes; Administrative Officer for Postgraduate Study Programmes	End of 2013	Access to the draft database
Launch a postgraduate study programme in Pedagogy	Head of the Study Programme	Dean	Beginning of the academic year 2013/2014	Decision on the call for applications for the postgraduate study programme; Faculty Council meeting minutes

Review the state of doctoral study programmes (Agency for Science and Higher Education)	Heads of study programmes; Administrative Officer for Postgraduate Study Programmes; Vice-Dean for Research	Dean	In 2013	Analysis of the report on the state of doctoral study programmes
Organize pre-doctoral sections at conferences held at FHSS	Conference organizers	Vice-Dean for Research	In 2013	Report on research activities
Develop a test version of the FHSS doctoral dissertation repository	Repository administrator	Vice-Dean for Research	End of 2013	Report on research activities
YEAR 2014				
Update and maintain the website for postgraduate study programmes	Heads of study programmes; Administrative Officer for Postgraduate Study Programmes	Vice-Dean for Research	In 2014	Report of the Working Group for Analysis of the Website
Develop guides to the existing postgraduate study programmes	Heads of study programmes; Administrative Officer for Postgraduate Study Programmes	Vice-Dean for Research	In 2014	Guides published on the Faculty website
Systematize the database of doctoral candidates	Heads of study programmes; Administrative Officer for Postgraduate Study Programmes	Vice-Dean for Research	In 2014	Access to the database of doctoral candidates
Develop quality indicators for postgraduate study programmes	Quality Assurance Committee; Heads of study programmes	Head of Quality Assurance Committee; Vice-Dean for	In 2014	Revised Quality Assurance Guide

		Research		
Organize pre-doctoral sections at conferences held at FHSS	Conference organizers	Vice-Dean for Research	In 2014	Report on research activities
Launch the FHSS doctoral dissertation repository	Repository administrator	Vice-Dean for Research	In 2014	Access to the FHSS repository
YEAR 2015				
Update and maintain the website for postgraduate study programmes	Heads of study programmes; Administrative Officer for Postgraduate Study Programmes	Vice-Dean for Research	In 2015	Report of the Working Group for Analysis of the Website
Develop mentoring guides for doctoral study programmes	Heads of study programmes	Vice-Dean for Research	End of 2015	Access to the mentoring guide on the website of the postgraduate study programmes
Organize pre-doctoral sections at conferences held at FHSS	Conference organizers	Vice-Dean for Research	In 2015	Report on research activities
Join the FHSS repository to the DART-Europe E-theses Portal	Repository administrator	Dean	End of 2015	Access to the DART-Europe E-theses Portal
2.2. ACADEMIC RESEARCH ACTIVITIES				
YEAR 2013				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Regularly update the Faculty Portal	Web administrator responsible for the Faculty Portal	Vice-Dean for Research	In 2013	Access to the Faculty Portal; Report of the Working Group for Analysis of the Website
Monitor the	The Quality	Vice-Dean for	In 2013 for the	Report on research

research quality for the previous calendar year	Assurance Office; Heads of organizational units	Research	previous year	activities
Support the organization of academic conferences at the Faculty	Conference organizers	Dean	In 2013	Report on research activities
Secure financial assistance for all teachers to participate at conferences	Vice-Dean for Research	Dean	In 2013	Report on research activities
Monitor the work of junior researchers and teaching assistants	Mentors	Vice-Dean for Research	February/October 2013	Faculty Council meeting minutes
Support student participation at academic conferences	Vice-Dean for Study Programmes and Student Affairs; Vice-Dean for Research	Dean	In 2013	Report on research activities
Support the organization of student conferences	Conference organizers; Vice-Dean for Research	Dean	In 2013	Report on research activities
Organize debates, round tables, lectures and workshops at the Faculty	Quality Assurance Office; Vice-Dean for Research	Dean	In 2013	Report on research activities
YEAR 2014				
Regularly update the Faculty Portal	Web administrators	Vice-Dean for Research	In 2014	Access to the Faculty Portal; Report of the Working Group for Analysis of the Website
Monitor the	The Quality	Vice-Dean for	In 2014 for the	Report on research

research quality for the previous calendar year	Assurance Office; Heads of organizational units	Research	previous year	activities
Support the organization of academic conferences at the Faculty	Conference organizers	Dean	In 2014	Report on research activities
Secure financial assistance for all teachers to participate at conferences	Vice-Dean for Research	Dean	In 2014	Report on research activities
Monitor the work of junior researchers and teaching assistants	Mentors	Vice-Dean for Research	February/October 2014	Faculty Council meeting minutes
Support student participation at academic conferences	Vice-Dean for Study Programmes and Student Affairs; Vice-Dean for Research	Dean	In 2014	Report on research activities
Support the organization of student conferences	Conference organizers; Vice-Dean for Research	Dean	In 2014	Report on research activities
Organize debates, round tables, lectures and workshops at the Faculty	Quality Assurance Office; Vice-Dean for Research	Dean	In 2014	Report on research activities
YEAR 2015				
Regularly update the Faculty Portal	Web administrators	Vice-Dean for Research	In 2015	Access to the Faculty Portal; Report of the Working Group for Analysis of the Website
Monitor the	The Quality	Vice-Dean for	In 2015 for the	Report on research

research quality for the previous calendar year	Assurance Office; Heads of organizational units	Research	previous year	activities
Support the organization of academic conferences at the Faculty	Conference organizers	Dean	In 2015	Report on research activities
Secure financial assistance for all teachers to participate at conferences	Vice-Dean for Research	Dean	In 2015	Report on research activities
Monitor the work of junior researchers and teaching assistants	Mentors	Vice-Dean for Research	February/October 2015	Faculty Council meeting minutes
Support student participation at academic conferences	Vice-Dean for Student Affairs and Study Programmes; Vice-Dean for Research	Dean	In 2015	Report on research activities
Support the organization of student conferences	Conference organizers; Vice-Dean for Research	Dean	In 2015	Report on research activities
Organize debates, round tables, lectures and workshops at the Faculty	Quality Assurance Office; Vice-Dean for Research	Dean	In 2015	Report on research activities
2.3. PROJECTS				
YEAR 2013				
Submit at least one international project proposal to FP7 in the area of humanities and social sciences	FHSS Coordinator	Dean; Vice-Dean for Research	January 2013	Report on research activities

Submit project proposals for the internal UNIOS competition for assistant professors	Project coordinators	Dean; Vice-Dean for Research	August 2013	Report on research activities
Submit new project proposals to the Croatian Science Foundation competition	Project coordinators	Dean; Vice-Dean for Research	October/November /December 2013	Report on research activities
Submit new non-scholarly and scholarly project proposals to other open competitions	Project coordinators	Dean; Vice-Dean for Research	In 2013	Report on research activities
Update the PADOR profile of FHSS	Vice-Dean for Research; Legal Counsel; Head of the Accounting and Finance Office	Vice-Dean for Research	In 2013	Access to PADOR
Register FHSS to CORDIS	Vice-Dean for Research	Vice-Dean for Research	Beginning of 2013	Access to CORDIS
Obtain the PIC number for FHSS	Vice-Dean for Research	Vice-Dean for Research	Beginning of 2013	Access to CORDIS; Report on research activities
Validate the institution in CORDIS	Vice-Dean for Research	Vice-Dean for Research	July 2013	Access to CORDIS
Appoint a LEAR for FHSS	Dean	Dean	July 2013	Access to CORDIS
Provide training for administrative and research staff for project proposals and implementation	The Quality Assurance Office; Vice-Dean for Research	Dean	In 2013	Report on research activities
YEAR 2014				
Submit new non-scholarly and	Project	Dean	In 2014	Report on research

scholarly project proposals to open competitions	coordinators			activities
Provide training for administrative and research staff for project proposals and implementation	The Quality Assurance Office; Vice-Dean for Research	Dean	In 2014	Report on research activities
Organize public lectures on project-related topics	Project coordinators	Vice-Dean for Research	In 2014	Report on research activities
YEAR 2015				
Submit new professional and academic project proposals to open competitions	Project coordinators	Dean	In 2015	Report on research activities
Provide training for administrative and research staff for project proposals and implementation	The Quality Assurance Office; Vice-Dean for Research	Dean	In 2015	Report on research activities
Organize public lectures on project-related topics	Project coordinators	Vice-Dean for Research	In 2015	Report on research activities
2.4. INTERNATIONAL COOPERATION				
YEAR 2013				
Increase the outgoing and incoming mobility of students and teachers	ERASMUS coordinator; Vice-Dean for Research	Vice-Dean for Research	In 2013	Report on international cooperation; Report on international student mobility
Offer incoming students at UNIOS courses in Croatian as a foreign language	Course Coordinator	Vice-Dean for Research	Winter and summer semester of the academic year	Report on international cooperation

Submit an application to AMPEU for EILC	Course Coordinator	Vice-Dean for Research	May 2013	Report on international cooperation
Offer EILC	Course Coordinator	Vice-Dean for Research	Winter semester 2013/2014	Report on international cooperation; Report on international student mobility
Monitor the quality and scope of international cooperation	The Quality Assurance Office; Vice-Dean for Research	Vice-Dean for Research	In 2013 for the previous year	Report on international cooperation
Sign cooperation agreements with strategic partners	Vice-Dean for Research	Dean	In 2013	Report on international cooperation
YEAR 2014				
Increase the outgoing and incoming mobility of students and teachers	ERASMUS coordinator; Vice-Dean for Research	Vice-Dean for Research	In 2014	Report on international cooperation; Report on international student mobility
Offer incoming students at UNIOS courses in Croatian as a foreign language	Course Coordinator	Vice-Dean for Research	Winter and summer semester of the academic year	Report on international cooperation
Organize EILC	Course Coordinator	Vice-Dean for Research	Summer semester 2013/2014	Report on international cooperation; Report on international student mobility
Monitor the quality and scope of international cooperation	The Quality Assurance Office; Vice-Dean for Research	Vice-Dean for Research	In 2014 for the previous year	Report on international cooperation

Sign cooperation agreements with strategic partners	Vice-Dean for Research	Dean	In 2014	Report on international cooperation
YEAR 2015				
Increase the outgoing and incoming mobility of students and teachers	ERASMUS Coordinator; Vice-Dean for Research	Vice-Dean for Research	In 2015	Report on international cooperation; Report on international student mobility
Offer incoming students at UNIOS courses in Croatian as a foreign language	Course Coordinator	Vice-Dean for Research	Winter and summer semester of the academic year	Report on international cooperation
Sign cooperation agreements with strategic partners	Vice-Dean for Research	Dean	In 2015	Report on international cooperation
Monitor the quality and scope of international cooperation	The Quality Assurance Office; Vice-Dean for Research	Vice-Dean for Research	In 2015 for the previous year	Report on international cooperation; Report on international student mobility

3. **THE QUALITY ASSURANCE SYSTEM**

YEAR 2013				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Revise the Faculty Strategic Plan	Vice-Deans	Dean	End of 2013	Faculty Council meeting minutes
Revise the Guide to Quality Assurance and Coordination with other relevant documents	The Quality Assurance Committee	Chairperson of the Quality Assurance Committee	End of 2013	Faculty Council meeting minutes
Develop the Strategy of the Quality Assurance System	The Quality Assurance Committee	Chairperson of The Quality Assurance Committee	End of 2013	Faculty Council meeting minutes
Prepare the Quality Policy	Dean	Dean	During 2013	Faculty Council meeting minutes
Align all relevant documents (ordinances, rules of procedure) with respect to content and form in accordance with the recommendations of the Committee For Independent External Evaluation	Head of the Assurance Office	Legal Counsel	End of 2013	Faculty Council meeting minutes
Create the website of the Quality Assurance System	Chairperson of the Quality Assurance Committee	Vice-Dean for Outreach and Development	During 2013	Report of the Working Group for Analysis of the Website
Maintain the informativeness of the Quality Assurance System website	The Quality Assurance Office	Head of the Quality Assurance Office	During 2013	Annual Report of the Quality Assurance Office
Appoint an independent Committee for the Internal Evaluation of the Quality Assurance System	Vice-Dean for Outreach and Development	Dean	During 2013	Faculty Council meeting minutes
Analyse the	Committee for	Chairperson of	End of 2013	Report of the

quality and development level of the Quality Assurance System	the Internal Evaluation of the Quality Assurance System	the Committee for the Internal Evaluation of the Quality Assurance System		Committee for the Internal Evaluation of the Quality Assurance System
Organise workshops to inform all participants about new developments in the Quality Assurance System	The Quality Assurance Committee	Chairperson of the Quality Assurance Committee	During 2013	Annual Report of Quality Assurance Office
Monitor student interest for Faculty study programmes	Head of the Quality Assurance Office	Vice-Dean for Study Programmes and Student Affairs	During 2013	Annual Report of Quality Assurance Office
Enable the employees of the Quality Assurance Office to enhance their competencies	Head of the Quality Assurance Office	Dean	During 2013	Annual Report of Quality Assurance Office
Regularly conduct surveys (teacher and student evaluations, participant satisfaction with the Quality Assurance System, etc.)	Head of the Quality Assurance office	Dean	During 2013	Annual Report of Quality Assurance Office
Develop a SWOT analysis of all organisational units of the Faculty	Heads of organisational units	Head of the Quality Assurance Office	During 2013	SWOT analyses publicly available on the Quality Assurance System website
Develop a SWOT analysis of the Faculty	Vice-Dean for Outreach and Development	Dean	End of 2013	Faculty Council meeting minutes
Involve students in activities of the Quality Assurance System	Head of the Quality Assurance Office	Vice-Dean for Study Programmes and Student Affairs	During 2013	Annual Report of Quality Assurance Office
Involve external stakeholders in the activities of the Quality Assurance System	Head of the Quality Assurance Office	Dean	During 2013	Annual Report of Quality Assurance Office
Appoint a	Head of the	Vice-Dean for	End of 2013	Faculty Council

Working Group for Monitoring the Implementation of the Faculty Strategic Plan	Quality Assurance Office	Outreach and Development		meeting minutes
Analyse the Implementation of the Strategic Plan for the preceding year	Working group for Monitoring the Implementation of the Strategic Plan	Chairperson of the Working group for Monitoring the Implementation of the Strategic Plan	End of 2013	Faculty Council meeting minutes
Create a database of the completed analyses of the Quality Assurance System	The Quality Assurance Office	Head of the Quality Assurance Office	End of 2013	A database of the completed analyses of the Quality Assurance System
Analyse the effectiveness of the Quality Assurance System	The Quality Assurance Office	Head of the Quality Assurance Office	End of 2013	Report on the effectiveness of the Quality Assurance System
Start a bulletin of the Quality Assurance System	The Quality Assurance Office	Head of the Quality Assurance Office	End of 2013	A bulletin of the Quality Assurance System
YEAR 2014				
Maintain the informativeness of the Quality Assurance System website	The Quality Assurance Office	Head of the Quality Assurance Office	During 2014	Annual Report of Quality Assurance Office
Appoint an independent Committee for the Internal Evaluation of the Quality Assurance System	Vice-Dean for Outreach and Development	Dean	During 2014	Faculty Council meeting minutes
Analyse the quality and development level of the Quality Assurance System	The Committee for the Internal Evaluation of the Quality Assurance System	Chairperson of the Committee for the Internal Evaluation of the Quality Assurance System	End of 2014	Report of the Committee for the Internal Evaluation of the Quality Assurance System
Organise workshops to inform all	The Quality Assurance Office	Head of the Quality Assurance Office	During 2014	Annual Report of the Quality Assurance Office

participants about new developments in the Quality Assurance System				
Monitor student interest for Faculty study programmes	Head of the Quality Assurance Office	Vice-Dean for Study Programmes and Student Affairs	During 2014	Annual Report of the Quality Assurance Office
Enable the employees of the Quality Assurance Office to enhance their competencies	Head of the Quality Assurance Office	Dean	During 2014	Annual Report of the Quality Assurance Office
Regularly conduct surveys (teacher and student evaluation, participant satisfaction with the Quality Assurance System, etc.)	Head of the Quality Assurance Office	Dean	During 2014	Annual Report of the Quality Assurance Office
Develop a SWOT analysis of all organisational units of the Faculty	Heads of organisational units	Head of the Quality Assurance Office	During 2014	SWOT analyses publicly available on the Quality Assurance System website
Develop a SWOT analysis of the Faculty	Vice-Dean for Outreach and Development	Dean	End of 2014	Faculty Council meeting minutes
Involve students in activities of the Quality Assurance System	Head of the Quality Assurance Office	Vice-Dean for Study Programmes and Student Affairs	During 2014	Annual Report of the Quality Assurance Office
Involve external participants in activities of the Quality Assurance System	Head of the Quality Assurance Office	Dean	During 2014	Annual Report of the Quality Assurance Office
Appoint a Working group for Monitoring the Implementation of the Faculty Strategic Plan	Head of the Quality Assurance Office	Vice-Dean for Outreach and Development	End of 2014	Faculty Council meeting minutes
Analyse the Implementation of the Strategic	Working Group for Monitoring the	Chairperson of the Working Group for	End of 2014	Faculty Council meeting minutes

Plan for the preceding year	Implementation of the Strategic Plan	Monitoring the Implementation of the Strategic Plan		
Maintain and update the database of the completed analyses of the Quality Assurance System	The Quality Assurance Office	Head of the Quality Assurance Office	End of 2014	Annual Report of the Quality Assurance Office
Analyse the effectiveness of the Quality Assurance Office	The Quality Assurance Office	Head of the Quality Assurance Office	End of 2014	Report on the effectiveness of the Quality Assurance System
Start a bulletin of the Quality Assurance System	The Quality Assurance Office	Head of the Quality Assurance Office	End of 2014	A bulletin of the Quality Assurance System
YEAR 2015				
Develop a Self-Evaluation of the faculty	Working Group for the Self-Evaluation	Dean	End of 2015	Faculty Council meeting minutes
Maintain the informativeness of the Quality Assurance System website	The Quality Assurance Office	Head of the Quality Assurance Office	During 2015	Annual Report of the Quality Assurance Office
Appoint an independent Committee for the Internal Evaluation of the Quality Assurance System	Vice-Dean for Outreach and Development	Dean	During 2015	Faculty Council meeting minutes
Analyse the quality and development of the level of the Quality Assurance System	The Committee for the Internal Evaluation of the Quality Assurance System	Chairperson of the Committee for the Internal Evaluation of the Quality Assurance System	End of 2013	Report of the Committee for the Internal Evaluation of the Quality Assurance System
Organise workshops to inform all participants about new developments in the Quality Assurance System	The Quality Assurance Office	Head of the Quality Assurance Office	During 2015	Annual Report of the Quality Assurance Office

Monitor student interest for Faculty study programmes	Head of the Quality Assurance Office	Vice-Dean for Study Programmes and Student Affairs	During 2015	Annual Report of the Quality Assurance Office
Enable the employees of the Quality Assurance Office to enhance their competencies	Head of the Quality Assurance Office	Dean	During 2015	Annual Report of the Quality Assurance Office
Regularly conduct surveys (teacher and student evaluation, participant satisfaction with the Quality Assurance System, etc.)	Head of the Quality Assurance Office	Dean	During 2015	Annual Report of the Quality Assurance Office
Develop a SWOT analysis of all organisational units of the Faculty	Heads of organisational units	Head of the Quality Assurance Office	During 2015	SWOT analyses publicly available on of the Quality Assurance System website
Develop a SWOT analysis of the Faculty	Vice-Dean for Outreach and Development	Dean	End of 2015	Faculty Council meeting minutes
Involve students in activities of the Quality Assurance System	Head of the Quality Assurance Office	Vice-Dean for Study Programmes and Student Affairs	During 2015	Annual Report of the Quality Assurance Office
Involve the external participants in activities of the Quality Assurance System	Head of the Quality Assurance Office	Dean	During 2015	Annual Report of the Quality Assurance Office
Appoint a Working Group for Monitoring the Implementation of the Faculty Strategic Plan	Head of the Quality Assurance Office	Vice-Dean for Outreach and Development	End of 2015	Faculty Council meeting minutes
Analyse the implementation of the Strategic Plan for the preceding year	Working group for Monitoring the Implementation of the Strategic Plan	Chairperson of the Working Group for Monitoring the Implementation of the Strategic Plan	End of 2015	Faculty Council meeting minutes

Maintain and update the database of the completed analyses of the Quality Assurance System	The Quality Assurance Office	Head of the Quality Assurance Office	End of 2015	Annual Report of the Quality Assurance Office
Analyze the effectiveness of the Quality Assurance Office	The Quality Assurance Office	Head of the Quality Assurance Office	End of 2015	Report on the effectiveness of the Quality Assurance System
Start a bulletin of the Quality Assurance System	The Quality Assurance Office	Head of the Quality Assurance Office	End of 2015	A bulletin of the Quality Assurance System

4. OUTREACH AND DEVELOPMENT

1. LIFELONG LEARNING				
YEAR 2013				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Analyse the number of enrolled participants in educational programmes	Head of the Department of Lifelong Learning	Head of the Quality Assurance Office	End of 2013	Analysis of the number of participants
Survey participant satisfaction with educational programmes	Head of the Quality Assurance Office	Head of the Department of Lifelong Learning	End of 2013	Questionnaire
Involve external stakeholders in the implementation of programmes in the Department of Lifelong Learning	Head of the Department of Lifelong Learning	Dean	In 2013	Agreements on cooperation with external stakeholders
YEAR 2014				
Analyse the number of enrolled participants in educational programmes	Head of the Department of Lifelong Learning	Head of the Assurance Office	End of 2014	Analysis of the number of participants
Survey participant satisfaction with educational programmes	Head of the Quality Assurance Office	Head of the Department of Lifelong Learning	End of 2014	Questionnaire
Involve external stakeholders in the implementation of programmes in the Department of Lifelong Learning	Head of the Department of Lifelong Learning	Dean	In 2014	Agreements on cooperation with external stakeholders
YEAR 2015				
Offer a sufficient number of training	Head of the Department of Lifelong Learning	Dean	End of 2015	The number of offered educational

programmes in the Department of Lifelong Learning				programmes; The accreditation certificate of the Senate for the educational programmes
Analyse the number of enrolled participants in educational programmes	Head of the Department of Lifelong Learning	Head of the Quality Assurance Office	End of 2015	Analysis on the number of participants
Survey participant satisfaction with educational programmes	Head of the Quality Assurance Office	Head of the Department of Lifelong Learning	End of 2015	Questionnaire
Involve external stakeholders in the implementation of programmes in the Department of Lifelong Learning	Head of the Department of Lifelong Learning	Dean	In 2015	Agreements on cooperation with external stakeholders
2. COMMUNICATIONS				
YEAR 2013				
Ensure continuous maintenance of websites	Network administrators	Head of the Quality Assurance Office	In 2013	Report of the Working Group for Analysis of the Website
Present the Faculty at the University Fair	Vice-Dean for Study Programmes and Student Affairs	Dean	End of 2013	Annual report on the Faculty activities
Monitor the appearances in the media of teachers and other staff to promote the Faculty	Head of the Quality Assurance Office	Dean	End of 2013	Annual Report of the Quality Assurance Office
YEAR 2014				
Ensure continuous maintenance of websites	Network administrators	Head of the Quality Assurance Office	In 2014	Report of the Working Group for Analysis of the Website
Present the Faculty at the University Fair	Vice-Dean for Study Programmes and	Dean	End of 2014	Annual report on the Faculty activities

	Student Affairs			
Monitor the appearance in the media of teachers and other staff to promote the Faculty	Head of the Quality Assurance Office	Dean	End of 2014	Annual Report of the Quality Assurance Office
YEAR 2015				
Ensure continuous maintenance of websites	Network administrators	Head of the Quality Assurance Office	In 2015	Report of the Working Group for Analysis of the Website
Present the Faculty at the University Fair	Vice-Dean for Study Programmes and Student Affairs	Dean	End of 2015	Annual report on the Faculty activities
Monitor the appearance in the media of teachers and other staff to promote the Faculty	Head of the Quality Assurance Office	Dean	End of 2015	Annual Report of the Quality Assurance Office
3. COMMUNICATIONS WITH THE COMMUNITY				
YEAR 2013				
Promote participation of employees on regional and national committees, councils and academic boards	Employees	Dean	End of 2013	Annual report on Faculty activities
Elicit cooperation from external stakeholders	Employees	Dean	In 2013	The number of signed agreements
Involve external stakeholders in the Committee for Internal Evaluation and the Quality Assurance Committee	Head of the Quality Assurance Office	Vice-Dean for Outreach and Development	In 2013	Report of the Committee for Internal Evaluation and the Quality Assurance Committee
YEAR 2014				
Promote participation of employees on	Employees	Dean	End of 2014	Annual report on Faculty activities

regional and national committees, councils and academic boards				
Elicit cooperation from external stakeholders	Employees	Dean	In 2014	The number of signed agreements
Involve external stakeholders in the Committee for Internal Evaluation and the Quality Assurance Committee	Head of the Quality Assurance Office	Vice-Dean for Outreach and Development	In 2013	Report of the Committee for Internal Evaluation and the Quality Assurance Committee
YEAR 2015				
Promote participation of employees on regional and national committees, councils and academic boards	Employees	Dean	End of 2014	Annual report on Faculty activities
Elicit cooperation from external stakeholders	Employees	Dean	In 2014	The number of signed agreements
Involve external stakeholders in the Committee for Internal Evaluation and the Quality Assurance Committee	Head of the Quality Assurance Office	Vice-Dean for Outreach and Development	In 2013	Report of the Committee for Internal Evaluation and the Quality Assurance Committee
4. PROFESSIONAL ADVANCEMENT AND TRAINING				
YEAR 2013				
Organise workshops and courses for advancement and training of teaching staff, students and other employees of the Faculty	Head of the Quality Assurance Office	Vice-Dean for Outreach and Development	In 2013	Annual Report of the Quality Assurance Office
YEAR 2014				
Organise workshops and courses for	Head of the Quality Assurance Office	Vice-Dean for Outreach and Development	In 2014	Annual Report of the Quality Assurance Office

advancement and training of teaching staff, students and other employees of the Faculty				
YEAR 2015				
Organise workshops and courses for advancement and training of teaching staff, students and other employees of the Faculty	Head of the Quality Assurance Office	Vice-Dean for Outreach and Development	In 2015	Annual Report of the Quality Assurance Office
5. PUBLISHING				
YEAR 2013				
Develop an annual plan of publishing activities for the next year	Chairperson of the Publishing Board	Vice-Dean for Outreach and Development	End of 2013	Annual Report of the Publishing Board
YEAR 2014				
Develop an annual plan of publishing activities for the next year	Chairperson of the Publishing Board	Vice-Dean for Outreach and Development	End of 2014	Annual Report of the Publishing Board
YEAR 2015				
Develop an annual plan of publishing activities for the next year	Chairperson of the Publishing Board	Vice-Dean for Outreach and Development	End of 2015	Annual Report of the Publishing Board
Develop and implement applications for online publications	Chairperson of the Publishing Board	Dean	End of 2015	Annual Report of the Publishing Board
6. LIBRARY				
YEAR 2013				
Purchase new books from the list of required and supplementary readings	Head Librarian	Dean	End of 2013	Annual report on the implementation of the Library's strategic goals and objectives
Purchase books for scientific	Head Librarian	Dean	End of 2013	Annual report on the

research				implementation of the Library's strategic goals and objectives
Subscribe to databases for all the Departments of the Faculty	Head Librarian	Dean	End of 2013	Annual report on the implementation of the Library's strategic goals and objectives
Provide information literacy education to the users in the first and third year of undergraduate studies	Head Librarian	Head of the Quality Assurance Office	End of 2013	Annual report on the implementation of the Library's strategic goals and objectives
YEAR 2014				
Purchase new books from the list of required and supplementary readings	Head Librarian	Dean	End of 2014	Annual report on the implementation of the Library's strategic goals and objectives
Purchase books for scientific research	Head Librarian	Dean	End of 2014	Annual report on the implementation of the Library's strategic goals and objectives
Subscribe to databases for all the Departments of the Faculty	Head Librarian	Dean	End of 2014	Annual report on the implementation of the Library's strategic goals and objectives
Provide information literacy education to the users in the first and third year of undergraduate studies	Head Librarian	Head of the Quality Assurance Office	End of 2014	Annual report on the implementation of the Library's strategic goals and objectives
YEAR 2015				
Purchase new books from the list of required and supplementary	Head Librarian	Dean	End of 2015	Annual report on the implementation of the Library's strategic goals

readings				and objectives
Purchase books for scientific research	Head Librarian	Dean	End of 2015	Annual report on the implementation of the Library's strategic goals and objectives
Subscribe to databases for all the Departments of the Faculty	Head Librarian	Dean	End of 2015	Annual report on the implementation of the Library's strategic goals and objectives
Provide information literacy education to the users in the first and third year of undergraduate studies	Head Librarian	Head of the Quality Assurance Office	End of 2015	Annual report on the implementation of the Library's strategic goals and objectives

5. RESOURCES DEVELOPMENT

1. HUMAN RESOURCES				
YEAR 2013				
Activity	**Activity holder**	**Person responsible**	**Implementation deadline**	**Monitoring mechanisms**
Hire teaching and associate staff	Heads of organisational units	Dean	During 2013	Decision of the Faculty Council on the appointment of teaching and associate staff; Analysis of the number of employees
Hire administrative and maintenance staff	Legal Counsel	Dean	During 2013	Employment contracts; Analysis of the number of employees
Organise the professional training of employees	Legal Counsel	Dean	During 2013	Annual report on the functioning of the Faculty
Financially support teaching assistants and research assistants in the preparation of their doctoral theses	Vice-Dean for Research and International Cooperation	Dean	During 2013	Analysis of invested financial means
Financially support the publishing of university textbooks and other Faculty publications	Chairperson of the Publishing Board	Dean	End of 2013	Annual report of the Publishing Board; invested financial means
Organise yearly medical exams of employees	Legal Counsel	Dean	During 2013	Report on the realization of organized medical exams
YEAR 2014				
Hire teaching and associate staff	Heads of organisational units	Dean	During 2014	Decision of Faculty Council on the appointment of teaching and associate staff; Analysis of

				number of employees
Hire administrative and maintenance staff	Legal Counsel	Dean	During 2014	Employment contracts; Analysis of number of employees
Organise professional training of employees	Legal Counsel	Dean	During 2014	Yearly report on functioning of the Faculty
Financially support teaching assistants and research assistants in the preparation of doctoral theses	Vice-Dean for Research and International Cooperation	Dean	During 2014	Analysis of invested financial means
Financially support publishing of university textbooks and other Faculty publications	Chairperson of the Publishing Board	Dean	End of 2014	Yearly report of the Publishing Board; Invested financial means
Organise yearly medical exams of employees	Legal Counsel	Dean	During 2014	Report on realization of organized medical exams
YEAR 2015				
Hire teaching and associate staff	Heads of organisational units	Dean	During 2015	Decision of Faculty Council on the appointment of teaching and associate staff Analysis of number of employees
Hire administrative and maintenance staff	Legal Counsel	Dean	During 2015	Employment contracts; Analysis of number of employees
Organise professional training of employees	Legal Counsel	Dean	During 2015	Yearly report on functioning of the Faculty
Financially support teaching assistants and research assistants in the preparation of	Vice-Dean for Research and International Cooperation	Dean	During 2015	Analysis of invested financial means

doctoral theses				
Financially support the publishing of university textbooks and other Faculty publications	Chairperson of the Publishing Board	Dean	End of 2015	Annual Report of the Publishing Board; Invested Financial Means
Organise yearly medical exams of employees	Legal Counsel	Dean	During 2015	Report on the realization of organized medical exams

2. MATERIAL RESOURCES

YEAR 2013

Involve all organisational units in the process of acquiring material means	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2013	Plan for public acquisition for the current year and comparison with the previous calendar year
Upgrade the computer equipment of students and employees	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2013	Analysis of the invested financial means
Improve the equipment of student and employee working spaces	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2013	Analysis of the invested financial means
Obtain new software for teaching, research and professional work	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2013	Analysis of the invested financial means
Prepare the documentation for the reconstruction of the attic of the existing building	Legal Counsel	Dean	End of 2013	Invested financial means
Prepare the preliminary documentation for the construction of a new Faculty building	Legal Counsel	Dean	End of 2013	Invested financial means

YEAR 2014

Involve all organisational units in the process of	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2014	Plan for public acquisition for the current year and comparison

acquiring material means				with the previous calendar year
Upgrade the computer equipment of students and employees	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2014	Analysis of the invested financial means
Improve the equipment of student and employee working spaces	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2014	Analysis of the invested financial means
Obtain new software for teaching, research and professional work	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2014	Analysis of the invested financial means
Prepare the preliminary documentation for the construction of a new Faculty building	Legal Counsel	Dean	End of 2014	Invested financial means
YEAR 2015				
Involve all organisational units in the process of acquiring the material means	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2015	Plan for public acquisition for the current year and comparison with the previous calendar year
Upgrade the computer equipment of students and all employees	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2015	Analysis of the invested financial means
Improve the equipment of student and employee working spaces	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2015	Analysis of the invested financial means
Obtain new software for teaching, research and professional work	Head of the Accounting and Finance Office	Vice-Dean for Outreach and Development	End of 2015	Analysis of invested financial means
Prepare the preliminary documentation for the construction	Legal Counsel	Dean	End of 2015	Invested financial means

of a new Faculty building				
3. FINANCIAL RESOURCES				
YEAR 2013				
Provide the transparency of the Faculty income and expenditure	Head of the Accounting and Finance Office	Dean	During 2013	Annual report on the Faculty finances adopted by the Faculty Council
Open up to a market economy	Head of the Accounting and Finance Office	Dean	During 2013	Annual report on the Faculty finances adopted by the Faculty Council
YEAR 2014				
Provide the transparency of the Faculty income and expenditure	Head of the Accounting and Finance Office	Dean	During 2014	Annual report on the Faculty finances adopted by the Faculty Council
Open up to a market economy	Head of the Accounting and Finance Office	Dean	During 2014	Annual Report on the Faculty's finances adopted by the Faculty Council
YEAR 2015				
Provide the transparency of the Faculty income and expenditure	Head of the Accounting and Finance Office	Dean	During 2015	Annual Report on the Faculty's finances adopted by the Faculty Council
Open up to a market economy	Head of the Accounting and Finance Office	Dean	During 2015	Annual Report on the Faculty's finances adopted by the Faculty Council