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UNIVERSITY OF OSIJEK



FACULTY OF HUMANITIES  
AND SOCIAL SCIENCES

# **STRATEGIC PLAN**

## **2011 - 2015**

revised and supplemented edition

(summary)

September 2013

## **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.

## **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 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

## 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

## **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

## **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 postgraduate 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



## **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)

## **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

## **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

## **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

#### **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

## **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

## **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

## **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

## **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

## **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

## **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

## **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

## **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