FACULTY OF HUMANITIES AND SOCIAL SCIENCES

JOSIP JURAJ STROSSMAYER UNIVERSITY OF OSIJEK

QUALITY ASSURANCE MANUAL

OF THE FACULTY OF HUMANITIES AND SOCIAL SCIENCES IN OSIJEK

QUALITY
ASSURANCE
MANUAL

OF THE FACULTY
OF HUMANITIES
AND SOCIAL
SCIENCES
IN OSIJEK

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The Quality Assurance Manual was adopted at the FFOS Faculty Council Session of 4 March 2020.

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ESG Certificate for
Quality Assurance in
Higher Education

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Osijek, March 2020

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QUALITY ASSURANCE POLICY

The Faculty of Humanities and Social Sciences (FFOS), member of Josip Juraj Strossmayer University of Osijek (UNIOS), is the leading regional centre in the field of humanities and social sciences, which systematically develops and improves the reputation of humanities and social sciences. Faculty considers quality assurance as a continuous process that is at the core of each business policy of all of its activities.

Faculty's dedication to the development and promotion of quality is evident from:

- FFOS mission, vision and Strategic Plan, and their implementation policies;
- The quality assurance and development system based on *The Standards and Guidelines for Quality Assurance in the European Higher Education Area*, *UNIOS Quality Assurance Policy*, and other relevant strategic documents and legislation;
- Internal and external periodic audits of the quality assurance system in line with the guidelines of the Agency for Science and Higher Education, and institutional reaccreditation procedures;
- Close cooperation with internal and external stakeholders of the quality assurance system;
- Continuous improvement of Faculty's activities at all levels.

The aim of quality assurance is to further develop mechanisms for promoting and maintaining the highest level of quality in the teaching, scientific and professional work of FFOS, in order to justify the *Certificate of an Effective, Developed and Operational Quality Assurance System* awarded to the Faculty in 2016 by the Accreditation Council of the Agency for Science and Higher Education of the Republic of Croatia and the *Charter for Special Contribution in Education and Promotion of Quality*, awarded in 2018 by the Croatian Society for Quality.

This policy is monitored and adapted regularly, and it serves as a framework for determining the strategy and quality goals of the Faculty. All employees, students, stakeholders and the interested public are informed of it.

DEAN

Dr. Loretana Farkaš, Full Professor

1.

Purpose
and aim
of the Manual

The Quality Assurance Manual of the Faculty of Humanities and Social Sciences Osijek (hereinafter: FFOS Quality Assurance Manual, Quality Assurance Manual, Manual) was prepared with the aim of creating a unique mechanism (by defining the areas of quality assurance, goals, tasks, performance indicators, implementation timeline and activity holders / responsible persons), which will be used to plan, ensure and enhance the quality of FFOS activities at all levels. In addition, the Manual aims to assure the stakeholders (teachers, students, external stakeholders, FFOS staff and members of the Management) more transparency, a better understanding, a more efficient navigation and active (co)creation of the FFOS quality assurance system. By defining the areas of quality assurance, objectives, tasks, performance indicators, implementation timeline and activity holders / responsible persons, this Manual provides a formal framework for reaching common goals and values for the purpose of achieving excellence by meeting the highest national and international norms and standards of quality management in higher education. Achieving excellence strengthens the mutual trust and commitment of people who work at FFOS as a long-term endeavour, with all stakeholders expected to contribute fully and responsibly to the development of a quality culture.

Prior to the adoption of this Manual, the *Guide to Quality Assurance of Education and Research at the Faculty of Humanities and Social Sciences in Osijek – 3rd edition*, adopted at the session of the Faculty Council of 25 March 2015, was in force. As the goal was to completely revise the Guide and make it a more efficient tool that is fit for purpose and intended for all stakeholders involved in the quality management process at FFOS, a strategic decision was made to make a completely new document rather than the 4th edition of the Quality Assurance Manual.

2.

Quality assurance areas and processes

The Quality Assurance Manual strategically elaborates the quality assurance areas and processes defined in the *Standards and Guidelines for Quality Assurance in the European Higher Education Area* and the *Standards for the Evaluation of Quality of Universities and University Constituents in the Procedure of Re-accreditation of Higher Education Institutions*, defined through five key topics[1]:

1. Quality management and the social role of the Faculty

   1.1.   Policy for quality assurance

   1.7.   Information management

   1.8.   Public information

   1.10. Cyclical external quality assurance

2. Study programmes

   1.2.   Design and approval of programmes

   1.9.   On-going monitoring and periodic review of programmes

3. Teaching process and student support

   1.3.   Student-centred learning, teaching and assessment

   1.4.   Enrolment, student progress, recognition and certification

   1.6.   Learning resources and student support

4. Teaching staff and institutional capacities

   1.5.   Teaching staff

   1.6.   Learning resources and student support

5. Scientific activity

Under each of the key areas, for each quality assurance topic we have listed the standard and guidelines and defined (1) goals, (2) tasks, (3) performance indicators, (4) implementation timeline, and (5) activity holder / person responsible. Performance indicators sometimes have links to best practice examples attached to them.

As quality management is an ongoing process, we expect that in the future, additional tasks and performance indicators will be created and implemented for each goal. Therefore, this Manual needs to be periodically revised and developed by introducing more efficient monitoring, evaluation and quality assurance and enhancement procedures at FFOS.

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[1] The *Standards and Guidelines for Quality Assurance in the European Higher Education Area* covered in the FFOS Quality Assurance Manual are unified and elaborated on under headings defined in the *Standards for the Evaluation of Quality of Universities and University Constituents in the Procedure of Re-accreditation of Higher Education Institutions*, and in line with the UNIOS *Quality Assurance Manual*, since they have matching requirements.

3.

Quality Management System at the Faculty of Humanities and Social Sciences in Osijek

3.1. Purpose and aim of the Quality Management System

The FFOS Quality Management System serves to establish mechanisms for planning, assuring and enhancing quality in all aspects of Faculty's activities. The aim of the system is to develop mechanisms and procedures for reaching common goals and values in order to achieve excellence by securing the implementation of the highest national and international norms and standards of quality management in higher education. The purpose of the system is to develop a culture that recognizes in its work the importance of quality and its assurance by participation and responsibility of all stakeholders of the academic community in achieving the common values and goals in Faculty's activities at all levels. The aim of quality assurance is to further develop mechanisms for promoting and maintaining the highest level of quality of teaching, research and professional work of FFOS, in order to justify the *Certificate of an Effective, Developed and Operational Quality Assurance System,* which FFOS was awarded in 2016 by the Accreditation Council of the Agency for Science and Higher Education of the Republic of Croatia, and the *Charter for Special Contribution in Education and Promotion of Quality*, which FFOS was awarded in 2018 by the Croatian Society for Quality.

3.2. Mission and vision of the Quality Management System

The mission of the FFOS Quality Management System is to ensure, implement, plan, monitor, analyse and enhance the institutional system of promoting and maintaining the highest level of quality, which operates in accordance with the FFOS mission, vision and Strategic Plan, which is aligned with the specificities of the Faculty, and which is fully integrated with the UNIOS Quality Assurance Centre and ASHE recommendations.

The vision of the of the FFOS Quality Management System is to aim towards reaching common goals and values in order to achieve excellence by securing the implementation of the highest national and international norms and standards of quality management in higher education.

3.3. Structure of the Quality Management System

Ordinance on establishment and function of the quality assurance system at Josip Juraj Strossmayer University of Osijek determines the organizational structure of the UNIOS quality assurance system (*Figure 1*).
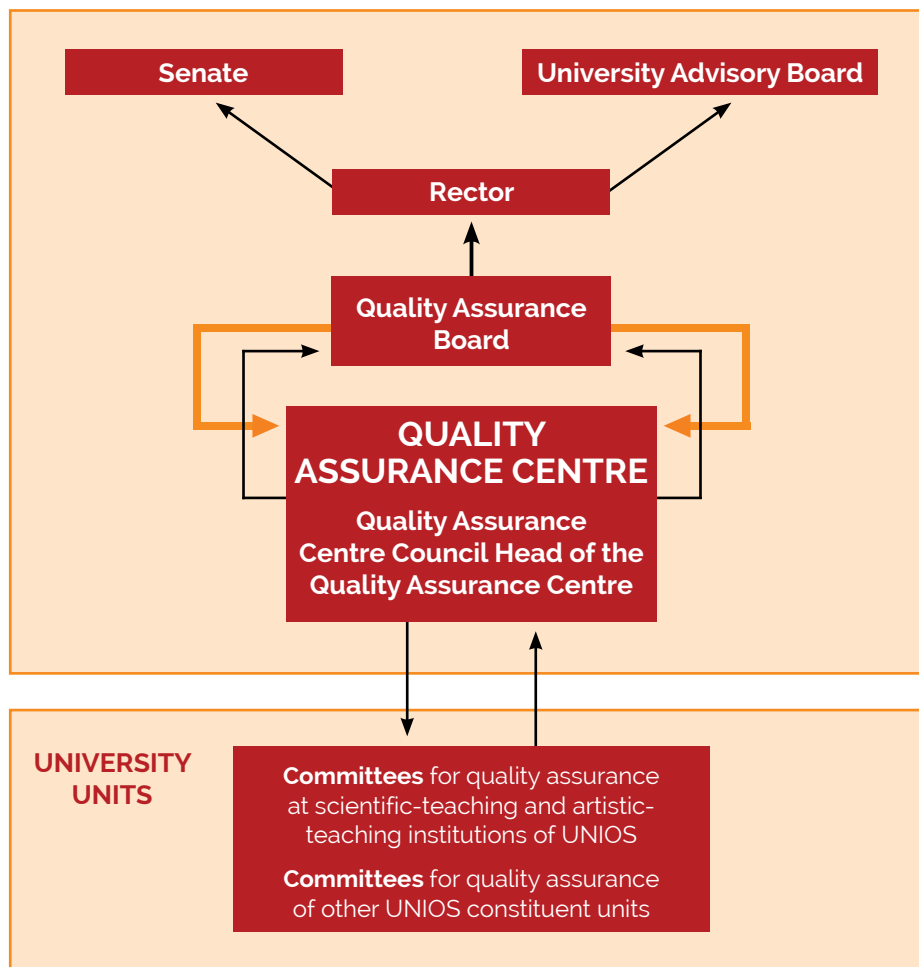
Figure 1 – Organizational scheme of UNIOS Quality Management System

Following the organization of the UNIOS quality assurance system, we have established the FFOS Quality Assurance and Enhancement System, which consists of the Committee for Quality Assurance and Enhancement in Higher Education (hereinafter: Quality Assurance Committee), appointed on 16 January 2006 and the Office for Quality Assurance and Enhancement in Higher Education (hereinafter: Quality Assurance Office), established on 8 April 2008. The monitoring and enhancement of quality at FFOS started in 2009, when the Quality Assurance Committee and the Quality Assurance Office were established. The organization of the FFOS Quality Management System and its connection with UNIOS quality assurance bodies is illustrated in *Figure 2*.

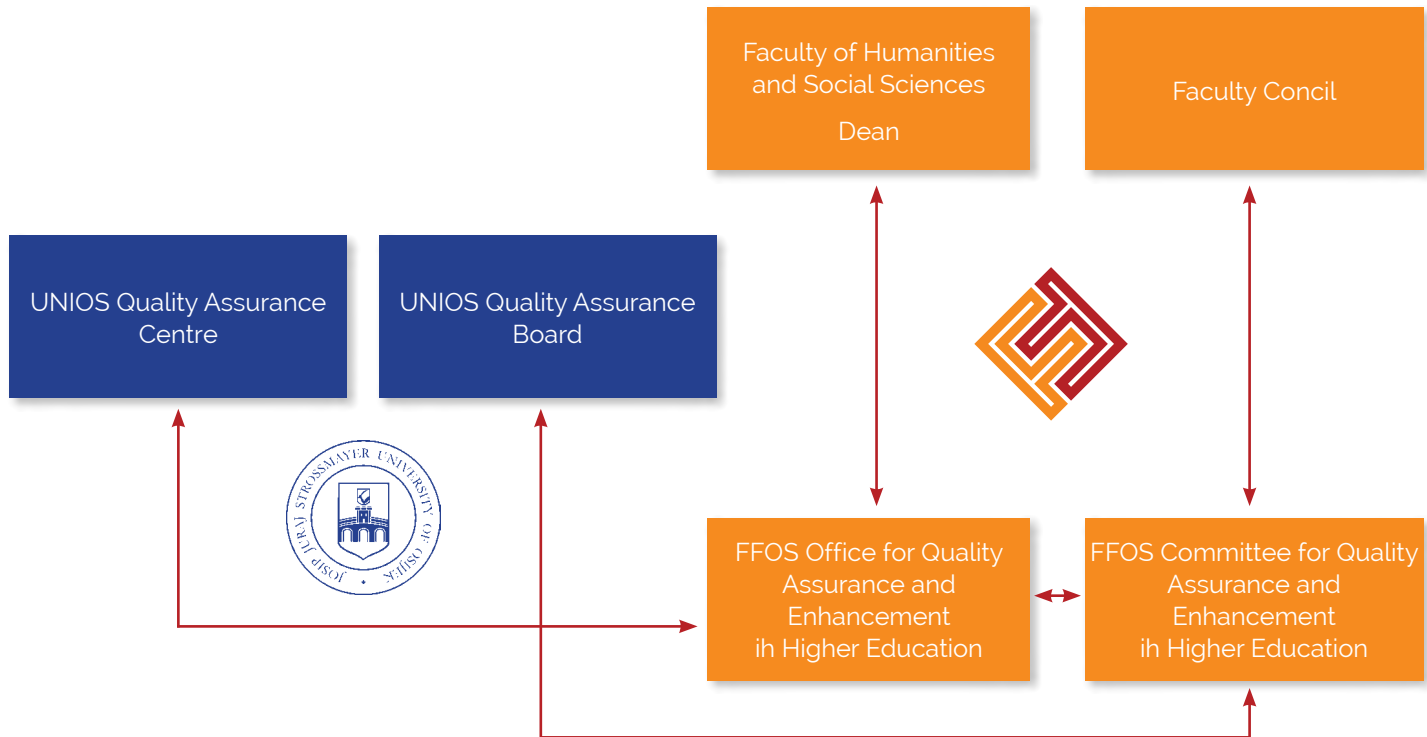*Figure 2 – Organizational scheme of the FFOS Quality Management System*

The Quality Assurance Committee is appointed by the decision of the Faculty Council and it organizes, coordinates, unites and implements all quality-related activities, develops internal mechanisms for assuring, enhancing and promoting quality, and has the freedom to adjust quality assurance procedures to the Faculty's needs. The Committee cooperates with the UNIOS Quality Assurance Board and the UNIOS Quality Assurance Centre in planning the strategy, implementing the assessment programme and the quality assurance procedure, and coordinates the implementation of the projects for professional development of staff working in quality assurance.

The Quality Assurance Office is a FFOS unit that works together with the UNIOS Quality Assurance Centre. It also cooperates with the Quality Assurance Committee in organizing, coordinating and implementing assessments, developing internal quality assurance, enhancement and promotion mechanisms, and shares responsibility for quality assurance and enhancement at FFOS. The main activity of the Office is to provide initiatives and implement development programs, defined standards and criteria of the UNIOS Quality Assurance Centre for the purpose of continuous quality assurance and enhancement, and in particular to participate in internal and external evaluation procedures and develop methods for examining different types of education quality, to collect the necessary information for the analyses performed by the UNIOS Quality Assurance Centre, in cooperation with the UNIOS Quality Assurance Centre, to encourage the professional development of teachers, associates, managers and administrative staff in the field of quality, to systematically monitor specific quality indicators and participate in discussions on quality and dissemination of the quality culture in academia and beyond.

The Quality Assurance Committee and the Quality Assurance Office cooperate, align their activities, and share responsibility for quality assurance and enhancement of Faculty's work at all levels. The Quality Assurance Committee and the Quality Assurance Office cooperate with the UNIOS Quality Assurance Centre and the UNIOS Quality Assurance Committee.

3.4. Quality assurance documents

European Union documents

● ENQA (2015): *Standards and Guidelines for Quality Assurance in the European Higher Education Area – Standardi i smjernice za osiguravanje kvalitete u europskom prostoru visokog obrazovanja*

National documents:

● *The Act on Scientific Activity and Higher Education* (OG: 123/2003, 198/2003, 105/2004, 174/2004, 2/2007 – Decision of the Constitutional Court of the Republic of Croatia, 46/2007, 63/2011, 94/2013, 139/2013, 101/2014 – Decision of the Constitutional Court of the Republic of Croatia and 60/15 – Decision of the Constitutional Court of the Republic of Croatia)
● The Act on Quality Assurance in Science and Higher Education (OG: 45/2009)
● *The Croatian Qualifications Framework Act* (OG: 22/13)

- *Ordinance on CROQF Register*
- *Ordinance on the content of licence and conditions for issuing licence for performing higher education activity, carrying out a study programme and re-accreditation of higher education institutions*
- *Strategy for Education, Science and Technology of the Republic of Croatia*
- ASHE: *Standards for the Evaluation of Quality of Universities and University Constituents in the Procedure of Re-accreditation of Higher Education Institutions*
- ASHE (2019): *Procedure for the Re-accreditation of HEIs*

Documents of Josip Juraj Strossmayer University of Osijek

- *Statute of Josip Juraj Strossmayer University of Osijek, consolidated text*
- *Strategy of Josip Juraj Strossmayer University of Osijek 2011-2020, Strategy of Josip Juraj Strossmayer University of Osijek – Changes and Amendments*
- *Code of Ethics of Josip Juraj Strossmayer University of Osijek*
- *Ordinance on establishment and function of quality assurance system at the University of Osijek – Decision on changes and amendments to the Ordinance*
- *Ordinance on the Quality Assurance Centre*
- *Rules of Procedure of the Quality Assurance Centre*
- *Rules of Procedure of the Quality Assurance Board*
- *Manual on Quality Assurance of Josip Juraj Strossmayer University of Osijek*
- *Quality Assurance Policy of Josip Juraj Strossmayer University of Osijek*

Documents of the Faculty of Humanities and Social Sciences in Osijek

- *Statute of the Faculty of Humanities and Social Sciences in Osijek (consolidated text)*
- *Strategic Plan of the Faculty of Humanities and Social Sciences from 2016 to 2020*
- *Strategic Research Programme of the Faculty of Humanities and Social Sciences in Osijek from 2018 to 2022*
- *Self-Evaluation Report of the Faculty of Humanities and Social Sciences in Osijek*
- *Ordinance on the establishment and operation of the quality assurance system at the Faculty of Humanities and Social Sciences in Osijek*
- *Quality Assurance Policy of the Faculty of Humanities and Social Sciences in Osijek*
- *Rules of Operation of the Committee for Quality Assurance and Enhancement in Higher Education*
- *Quality Assurance Manual of The Faculty of Humanities and Social Sciences in Osijek*

and other FFOS ordinances, rules of operation, manuals, procedures, decisions, plans and forms.

4.

Quality assurance areas and processes

The Manual provides a strategic overview of quality assurance areas and processes[2]:

1. Quality management and the social role of the Faculty

 1.1. Policy for quality assurance

 1.7. Information management

 1.8. Public information

 1.10. Cyclical external quality assurance

2. Study programmes

 1.2. Design and approval of programmes

 1.9. On-going monitoring and periodic review of programmes

3. Teaching process and student support

 3.1. Student-centred learning, teaching and assessment

 1.4. Enrolment, student progress, recognition and certification

 1.6. Learning resources and student support

4. Teaching staff and institutional capacities

 1.5. Teaching staff

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5. Scientific activity

Under each of the key areas, for each quality assurance topic we have listed the standard and guidelines and defined (1) goals, (2) tasks, (3) performance indicators, (4) implementation timeline, and (5) activity holder / person responsible. Performance indicators sometimes have links to best practice examples attached to them.

[2] The *Standards and Guidelines for Quality Assurance in the European Higher Education Area* covered in the FFOS Quality Assurance Manual are unified and elaborated on under headings defined in the *Standards for the Evaluation of Quality of Universities and University Constituents in the Procedure of Re-accreditation of Higher Education Institutions*, and in line with the UNIOS *Quality Assurance Manual*, since they have matching requirements.

4.1. Quality management and the social role of the Faculty

 1.1. Policy for quality assurance

 1.7. Information management

 1.8. Public information

 1.10. Cyclical external quality assurance

ESG Standard – 1.1: Policy for quality assurance

Institutions should have a policy for quality assurance that is made public and forms part of their strategic management. Internal stakeholders should develop and implement this policy through appropriate structures and processes, while involving external stakeholders.

ESG Guidelines – Policies and processes are the main pillars of a coherent institutional quality assurance system that forms a cycle for continuous improvement and contributes to the accountability of the institution. It supports the development of quality culture in which all internal stakeholders assume responsibility for quality and engage in quality assurance at all levels of the institution. In order to facilitate this, the policy has a formal status and is publicly available.

ESG Standard – 1.7: Information management

Institutions should ensure that they collect, analyse and use relevant information for the effective management of their programmes and other activities.

ESG Guidelines – Reliable data is crucial for informed decision-making and for knowing what is working well and what needs attention. Effective processes to collect and analyse information about study programmes and other activities feed into the internal quality assurance system.

ESG Standard – 1.8: Public information

Institutions should publish information about their activities, including programmes, which is clear, accurate, objective, up-to date and readily accessible.

ESG Guidelines – Information on institutions' activities is useful for prospective and current students as well as for graduates, other stakeholders and the public. Therefore, institutions provide information about their activities, including the programmes they offer and the selection criteria for them, the intended learning outcomes of these programmes, the qualifications they award, the teaching, learning and assessment procedures used, the pass rates and the learning opportunities available to their students as well as graduate employment information.

ESG Standard – 1.10: Cyclical external quality assurance

Institutions should undergo external quality assurance in line with the ESG on a cyclical basis.

ESG Guidelines – External quality assurance in its various forms can verify the effectiveness of institutions' internal quality assurance, act as a catalyst for improvement and offer the institution new perspectives. It will also provide information to assure the institution and the public of the quality of the institution's activities.

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
1. Create conditions and mechanisms for efficient quality management at FFOS and update them regularly	1.1. Adopt the *Quality Assurance Policy*	1.1. FFOS has adopted the *Quality Assurance Policy*	1.1. Continuously, revised as necessary	Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Study Programmes and Lifelong Learning, Management
	1.2. Adopt the *Quality Assurance Strategy*	1.2. FFOS has adopted the *Quality Assurance Strategy*	1.2. Continuously, revised as necessary	Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Study Programmes and Lifelong Learning, Management
	1.3. Adopt the *Quality Mission* and *Vision*	1.3. FFOS has adopted the *Quality Mission* and *Vision*	1.3. Continuously, revised as necessary	Quality Assurance Committee, Management
	1.4. Set up a functional organizational structure for quality assurance	1.4.1. Quality Assurance Office established	1.4.1. Continuously	Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Study Programmes and Lifelong Learning, Management
		1.4.2. Quality Assurance Committee established	1.4.2. Continuously / composition of the committee revised as necessary	
		1.4.3. Operational plans of the Quality Assurance Office and the Quality Assurance Committee prepared and aligned	1.4.3. Once a year	
		1.4.4. Reports on the work of the Quality Assurance Office and the Quality Assurance Committee prepared	1.4.4. Once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/person responsible
1. Create conditions and mechanisms for efficient quality management at FFOS and update them regularly	1.5. Adopt the *Quality Assurance Manual*	1.5. FFOS has adopted the *Quality Assurance Manual*	1.5. Continuously, revised as necessary	Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Study Programmes and Lifelong Learning, Management
	1.6. Adopt the *Rules of Procedure of the Quality Assurance Committee*	1.6. FFOS has adopted the *Rules of Procedure of the Quality Assurance Committee*	1.6. Continuously, revised as necessary	Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Study Programmes and Lifelong Learning, Management
2. Implement the quality management strategy in Faculty's work at all levels and revise it in a consistent and timely manner	2.1. Adopt the *Strategic Plan* covering Faculty's work at all levels	2.1.1. FFOS has adopted the *FFOS Strategic Plan* covering Faculty's work at all levels, drafted in cooperation with external stakeholders and FFOS employees	2.1.1. Once in five years, revised as necessary	Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Study Programmes and Lifelong Learning, external stakeholders, employees, Management
		2.1.2. FFOS analyses and revises the *FFOS Strategic Plan* covering Faculty's work at all levels, in cooperation with external stakeholders and FFOS employees	2.1.2. Changes and amendments made as necessary	
		2.1.3. FFOS has adopted the *Operational Plan* based on SWOT/TOWS analyses	2.1.3. Once a year	
	2.2. Report on the implementation of the *FFOS Strategic Plan*	2.2.1. FFOS has set up a *Working Group for monitoring the implementation of the FFOS Strategic Plan*	2.2.1. Continuously / composition of the *Working Group* revised as necessary	*Working Group for monitoring the implementation of the FFOS Strategic Plan*, Vice-Dean for Development and Business Affairs
		2.2.2. FFOS reports on the implementation of the *FFOS Strategic / Operational Plan*	2.2.2. Once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
2. Implement the quality management strategy in Faculty's work at all levels and revise it in a consistent and timely manner	2.3. Adopt the *Strategic Research Programme*	2.3.1. FFOS has adopted the *Strategic Research Programme,* developed in cooperation with external stakeholders and FFOS employees	2.3.1. Once in five years, revised as necessary	Vice-Dean for Research and International Cooperation, Management
		2.3.2. FFOS analyses and revises the *FFOS Strategic Research Programme*	2.3.2. Changes and amendments made as necessary	
		2.3.3. FFOS adopts the *Operational plan for the implementation of the FFOS Strategic Research Programme*	2.3.3. Once a year	
	2.4. Report on the implementation of the *Strategic Research Programme*	2.4. FFOS reports on the implementation of the FFOS *Strategic Research Programme*	2.4. Once a year	Vice-Dean for Research and International Cooperation
	2.5. Adopt a strategic human resource management plan	2.5.1. FFOS has adopted the strategic *Human Resource Management Plan,* developed in cooperation with external stakeholders and FFOS employees, and aligned with the *FFOS Strategic Plan*	2.5.1. Once in five years, revised as necessary	Management
		2.5.2. FFOS analyses and reports on the state of human resource management at FFOS	2.5.2. Once in three to five years	
		2.5.3. FFOS has adopted the *Operational plan for the implementation of the Human Resource Management Plan*	2.5.3. Once a year	
	2.6. Report on the implementation of the *Strategic Human Resource Management Plan*	2.6. FFOS reports on the implementation of the *Operational / Strategic Human Resource Management Plan*	2.6. Once a year	Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
3. Review, analyse and report on the quality assurance system of Faculty's work at all levels, revising strategies and mechanisms, and actively involving all FFOS stakeholders (students and external stakeholders)	3.1. Conduct internal quality audits	3.1.1. FFOS has appointed the Committee for Internal Audit	3.1.1. New committee is appointed for each audit depending on the competences required	Committee for Internal Audit, Vice-Dean for Study Programmes and Lifelong Learning, Management
		3.1.2. FFOS has determined the topic of the internal audit	3.1.2. Once a year	
		3.1.3. FFOS conducts internal quality audits	3.1.3. Once a year	
	3.2. Report on audit outcomes	3.2. FFOS reports on audit outcomes	3.2. Once a year	Committee for Internal Audit, Vice-Dean for Study Programmes and Lifelong Learning
	3.3. Conduct SWOT and TOWS analyses of Faculty' activities	3.3.1. SWOT analyses of departments and sub-departments prepared	3.3. Once a year	Departments, Vice-Dean for Study Programmes and Lifelong Learning, Management
		3.3.2. FFOS SWOT analysis prepared on the basis of SWOT analyses of departments and sub-departments		
		3.3.3. TOWS analysis prepared on the basis of the FFOS SWOT analysis		
	3.4. Report on the implementation of SWOT and TOWS analyses	3.4. FFOS reports on the implementation of SWOT and TOWS analyses	3.4. Once a year	Vice-Dean for Study Programmes and Lifelong Learning, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
3. Review, analyse and report on the quality assurance system of Faculty's work at all levels, revising strategies and mechanisms, and actively involving all FFOS stakeholders (students and external stakeholders)	3.5. Conduct a self-evaluation of Faculty's work	3.5.1. FFOS appoints the Committee for the Preparation of the *Self-Evaluation Report*	3.5. Periodically, once in three to five years	Committee for the Preparation of the *Self-Evaluation Report*, working groups for different topic covered in the *Self-Evaluation Report*, Management
		3.5.2. FFOS appoints working groups for different topic covered in the *Self-Evaluation Report*		
		3.5.3. FFOS adopts the *Action plan for the preparation of the Self-Evaluation Report*		
		3.5.4. FFOS prepares and adopts the *Self-Evaluation Report*		
	3.6. Report on the implementation of the *Self-Evaluation Report*	3.6. FFOS reports on the implementation of the *Self-Evaluation Report*	3.6. Periodically, once in three to five years	Committee for the Preparation of the *Self-Evaluation Report*, working groups for different topic covered in the *Self-Evaluation Report*, Management
	3.7. Conduct external evaluation of the FFOS quality assurance system	3.7.1. External evaluation of the FFOS quality assurance system conducted	3.7. Periodically, once in three to five years	ASHE
		3.7.2. Re-accreditation of FFOS conducted		
	3.8. Report on the implementation of the external evaluation of the FFOS quality assurance system	3.8. FFOS reports on the implementation of the external evaluation of the Faculty's quality assurance system	3.8. Periodically, on completion of audits	Quality Assurance Office, Quality Assurance Committee, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
3. Review, analyse and report on the quality assurance system of Faculty's work at all levels, revising strategies and mechanisms, and actively involving all FFOS stakeholders (students and external stakeholders)	3.9. Analyse recommendations from different evaluations and use them to plan further developments	3.9. FFOS has integrated the recommendations from previous evaluations into relevant operational plans and uses them to plan further developments	3.9. On receiving evaluation outcomes	Quality Assurance Office, Quality Assurance Committee Management
	3.10. Conduct activities on the basis of previous internal and external evaluations	3.10.1. FFOS keeps a record of all completed activities from different operational plans	3.10.1. Continuously	
		3.10.2. FFOS reports on completed activities on the basis of previous internal and external evaluations in reports on the implementation of different operational / strategic plans	3.10.2. Once a year	Quality Assurance Office, Management
	3.11. Include all FFOS stakeholders (students and external stakeholders) in relevant processes	3.11.1. FFOS internal quality assurance system includes all FFOS stakeholders (students and external stakeholders) in relevant processes	3.11.1. Continuously	Quality Assurance Office
		3.11.2. Database on the inclusion of all FFOS stakeholders (students and external stakeholders) in relevant processes prepared	3.11.2. Updated as necessary and revised at least once a year	
	3.12. Assure quality of Faculty's presentation to internal and external stakeholders	3.12. FFOS *Graphic Design Standards* prepared and applied	3.12. Continuously, revised as necessary	Vice-Dean for Development and Business Affairs

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
4. Actively support and safeguard academic integrity, freedom and work ethics	4.1. Efficiently use mechanisms for preventing unethical behaviour, intolerance and discrimination	4.1.1. FFOS uses UNIOS ordinances that regulate this field	4.1. Continuously, revised as necessary	Committee for Education and Student Affairs, Ethics Committee, Student Ombudsperson, Student Vice-Dean, mentors, Vice-Dean for Education and Student Affairs
		4.1.2. *Ordinance on final bachelor papers, master's theses and graduate exams*		
		4.1.3. FFOS has appointed the Committee for Education and Student Affairs		
		4.1.4. FFOS has appointed the Student Ombudsperson		
		4.1.5. FFOS has appointed the Student Vice-Dean		
		4.1.6. FFOS has appointed the Ethics Committee, which includes a student representative		
		4.1.7. FFOS has established a mentoring system		
	4.2. Conduct activities to sanction unethical behaviour, intolerance and discrimination	4.2.1. Disciplinary measures taken	4.2. As necessary	Committee for Education and Student Affairs, Ethics Committee, Student Ombudsperson, Student Vice-Dean, mentors, Vice-Dean for Education and Student Affairs, Management
		4.2.2. Decisions issued on the basis of activities conducted to sanction unethical behaviour, intolerance and discrimination		
		4.2.3. Academic titles revoked		
		4.2.4. Terminations of employment contracts		

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
4. Actively support and safeguard academic integrity, freedom and work ethics	4.3. Set up a functional system of competences for addressing conflicts and irregularities	4.3.1. FFOS uses UNIOS ordinances that regulate this field	4.3. Continuously, revised as necessary	Committee for Education and Student Affairs, Ethics Committee, Student Ombudsperson, Student Vice-Dean, mentors, Vice-Dean for Education and Student Affairs, Management
		4.3.2. *Ordinance on final bachelor papers, master's theses and graduate exams*		
		4.3.3. FFOS has appointed the Student Ombudsperson		
		4.3.4. FFOS has appointed the Student Vice-Dean		
		4.3.5. FFOS has appointed the Ethics Committee, which includes a student representative		
		4.3.6. FFOS has set up a mentoring system		
		4.3.7. Faculty Council has appointed the Committee for Education and Student Affairs		
		4.3.8. Vice-Dean for Education and Student Affairs holds a weekly *Vice-Dean's Office Hour* for students		
	4.4. Base the work of employees, students and external stakeholders on the principles of academic ethics	4.4.1. FFOS uses plagiarism detection software as a tool to check originality of students' work; students and teachers use it as a tool to self-check own work	4.4. Continuously	employees of the Library, Committee for Education and Student Affairs, Ethics Committee, Student Ombudsperson, Student Vice-Dean, mentors, Vice-Dean for Education and Student Affairs
		4.4.2. Data protection consents signed		

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
4. Actively support and safeguard academic integrity, freedom and work ethics	4.5. Systematically address issues of plagiarism, copying and forging results	4.5.1. *Ordinance on final bachelor papers, master's theses and graduate exams* regulates the procedure of checking originality of work using a licensed plagiarism detection software	4.5. Continuously, as necessary	Committee for Education and Student Affairs, Ethics Committee, Student Ombudsperson, Student Vice-Dean, mentors, Vice-Dean for Education and Student Affairs
		4.5.2. The *Ordinance* contains the *Statement on Academic Integrity and Consent for Public Disclosure*, which students sign when they submit their theses to the mentor, and which guarantees that they have written they paper independently and that it does not contain copied parts of other people's work not marked as quotes with source clearly cited		
		4.5.3. Mentor also fills out the Form to confirm the originality of the paper		
5. Ensure availability of information on important aspects of Faculty's activities	5.1. Make information on study programmes and other activities publicly available in Croatian and some foreign languages	5.1.1. FFOS systematically publishes all information and data on all of its activities on its website	5.1.1. Continuously	Vice-Dean for Development and Business Affairs, Vice-Dean for Research and International Cooperation, Management
		5.1.2. Basic information on study programmes and other Faculty's activities are publicly available in Croatian, as well as in at least three other foreign languages	5.1.2. Continuously	
		5.1.3. *FFOS Strategic Plan* has been translated into English	5.1.3. Once in five years	
		5.1.4. *FFOS Strategic Research Programme* has been translated into English	5.1.4. Once in five years	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
5. Ensure availability of information on important aspects of Faculty's activities	5.2. Inform the interested public on admission criteria, enrolment quotas, study programmes, learning outcomes and qualifications, and forms of support available to students	5.2.1. FFOS informs the stakeholders on admission criteria	5.2.1. – 5.2.11. Once every academic year	Vice-Dean for Education and Student Affairs, Student Administration Office, Quality Assurance Office, Vice-Dean for Study Programmes and Lifelong Learning, Management
		5.2.2. FFOS informs the stakeholders on enrolment quotas		
		5.2.3. FFOS informs the stakeholders on study programmes		
		5.2.4. FFOS informs the stakeholders on learning outcomes and qualifications		
		5.2.5. FFOS informs the stakeholders on forms of support available to students	5.2.5., 5.2.6., 5.2.7. 5.2.12. Continuously during the year	
		5.2.6. FFOS informs the stakeholders on graduate employability		
		5.2.7. FFOS informs the stakeholders on outcomes of previous evaluations		
		5.2.8. FFOS prepares and publishes the *Information Package*		
		5.2.9. FFOS prepares and publishes the *FFOS Enrolment Guide*		
		5.2.10. FFOS prepares and publishes the INFFOS brochure		
		5.2.11. FFOS prepares the Bulletin		
		5.2.12. FFOS also informs the public on its Facebook page		

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
6. Understand and support the social role of the FFOS	6.1. Contribute to the development of economy by including the development of the social role in the FFOS mission	6.1.1. FFOS has integrated the social role in its mission	6.1.1. Once in five years	Vice-Dean for Development and Business Affairs, Quality Assurance Office, teachers, Management
		6.1.2. FFOS performs and reports on the implementation of the *Operational / Strategic plan*, which includes the social role of FFOS	6.1.2. Once a year	
		6.1.3. Number of activities that contribute to the development of economy (e.g. popularization activities, events, delivery of lifelong learning programmes)	6.1.3. At least two in one year	
	6.2. Contribute to the development of the local community	6.2.1. FFOS has integrated the social role in the FFOS mission	6.2.1. Once in five years	Vice-Dean for Development and Business Affairs, Quality Assurance Office, teachers, Management
		6.2.2. FFOS performs and reports on the implementation of the *Operational / Strategic plan*, which includes the social role of FFOS	6.2.2. Once a year	
		6.2.3. Number of activities that contribute to the development of the local community	6.2.3. At least two in one year	
	6.3. Contribute to the foundations of the academic profession and responsibility of academic teaching staff for the development of the university and the local community	6.3.1. FFOS has integrated the social role in its mission	6.3.1. Once in five years	Vice-Dean for Development and Business Affairs, Vice-Dean for Education and Student Affairs, Quality Assurance Office, teachers, Management
		6.3.2. FFOS performs and reports on the implementation of the *Operational / Strategic plan*, which includes the social role of FFOS	6.3.2. Once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
6. Understand and support the social role of the FFOS	6.3. Contribute to the foundations of the academic profession and responsibility of academic teaching staff for the development of the university and the local community	6.3.3. Number of activities that contribute to the foundation of the academic profession and responsibility of academic teaching staff for the development of the university and the local community	6.3.3. At least five in one year	Vice-Dean for Development and Business Affairs, Vice-Dean for Education and Student Affairs, Quality Assurance Office, teachers, Management
	6.4. Make the information on the social role of FFOS available to the interested public	6.4.1. FFOS informs the interested public of its social role via its website	6.4.1. Continuously	Editorial board of the FFOS website, departments' and sub-departments' website administrators, Vice-Dean for Development and Business Affairs, Management
		6.4.2. FFOS informs the interested public of its social role via its Facebook page	6.4.2. Continuously	
7. Harmonize lifelong learning programmes delivered by FFOS with its strategic goals, mission and social needs	7.1. Align general goals of lifelong learning programmes with FFOS mission and strategic goals	7.1.1. FFOS revises general goals of lifelong learning programmes to reflect its mission and strategic goals	7.1.1. As necessary, at least once in two years	Vice-Dean for Study Programmes and Lifelong Learning, Secretariat, Quality Assurance Office, Quality Assurance Committee
		7.1.2. FFOS records general goals of lifelong learning programmes	7.1.2. Continuously	
	7.2. Align general goals of lifelong learning programmes with social needs	7.2.1. FFOS aligns the general goals of lifelong learning programmes with social needs	7.2.1. As necessary, at least once in three years	Vice-Dean for Study Programmes and Lifelong Learning, Secretariat, Quality Assurance Office, Quality Assurance Committee, external stakeholders
		7.2.2. FFOS records general goals of lifelong learning programmes	7.2.2. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
7. Harmonize lifelong learning programmes delivered by FFOS with its strategic goals, mission and social needs	7.3. Systematically revise and develop lifelong learning programmes	7.3.1. FFOS collects stakeholder feedback on outcomes of lifelong learning programmes	7.3.1. Before launching each new lifelong learning programme	Vice-Dean for Study Programmes and Lifelong Learning, Secretariat, Quality Assurance Office, Quality Assurance Committee, external stakeholders
		7.3.2. FFOS collects and analyses data on student satisfaction with lifelong learning programmes	7.3.2. Each enrolment cycle for each particular programme	
		7.3.3. Number of activities conducted as a result of the analysis of student satisfaction with lifelong learning programmes	7.3.3. As necessary, according to results of the analysis	
		7.3.4. FFOS reports on revisions and development of lifelong learning programmes	7.3.4. Once a year	

4.2. Study programmes

1.2. Design and approval of programmes

1.9. On-going monitoring and periodic review of programmes

ESG Standard – 1.2: Design and approval of programmes

Institutions should have processes for the design and approval of their programmes. The programmes should be designed so that they meet the objectives set for them, including the intended learning outcomes. The qualification resulting from a programme should be clearly specified and communicated, and refer to the correct level of the national qualifications framework for higher education and the Qualifications Framework for the European Higher Education Area.

ESG Guidelines – Study programmes are at the core of the higher education institutions' teaching mission. They provide students with both academic knowledge and skills including those that are transferable, which may influence their personal development and may be applied in their future careers.

ESG Standard – 1.9: On-going monitoring and periodic review of programmes

Institutions should monitor and periodically review their programmes to ensure that they achieve the objectives set for them and respond to the needs of students and society. These reviews should lead to continuous improvement of the programme. Any action planned or taken as a result should be communicated to all those concerned.

ESG Guidelines – Regular monitoring, review and revision of study programmes aim to ensure that the provision remains appropriate and to create a supportive and effective learning environment for students. They include the evaluation of: the content of the programme in the light of the latest research in the given discipline, thus ensuring that the programme is up to date; the changing needs of society; the students' workload, progression and completion; the effectiveness of procedures for assessment of students; the student expectations, needs and satisfaction in relation to the programme; the learning environment and support services and their fitness for purpose for the programme.

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
8. Align the general objectives of all study programmes with the mission and strategic goals of FFOS and the needs of the society	8.1. Align the general objectives of all study programmes with the mission and strategic goals of FFOS	8.1.1. FFOS records the general goals of all study programmes	8.1.1. Continuously	Committee for Study Programmes, Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Study Programmes and Lifelong Learning, Management
		8.1.2. FFOS adopts and applies the *Study Programme Evaluation Guidelines*	8.1.2. Continuously, revised as necessary	
		8.1.3. FFOS adopts and applies the *Study Programme Evaluation Flowchart*	8.1.3. Continuously, revised as necessary	
		8.1.4. FFOS ensures that all study programme proposals have common (shared) content	8.1.4. Continuously, revised as necessary	
		8.1.5. Each new/revised proposal for a study programme contains chapter *3.13. Alignment of the study programme with the strategic goals of the HEI*, which presents how the study programme is aligned with the FFOS *Strategic Plan* and the UNIOS *Strategy*	8.1.5. When preparing/revising study programmes	
	8.2. Analyse the justification for delivering study programmes with regard to social and economic needs, including an analysis of resources required for delivering study programmes	8.2.1. FFOS prepares studies on justification for delivering study programmes	8.2.1. For each new/revised study programme	Committee for Study Programmes, Vice-Dean for Study Programmes and Lifelong Learning, Management
		8.2.2. A study on justification for delivering a study programme is an obligatory appendix to each proposal	8.2.2. For each new/revised study programme	
		8.2.3. FFOS gathers the opinions of all external stakeholders and the labour market on the adequacy of intended learning outcomes achieved on completion of the programme for labour market needs	8.2.3. For each new/revised study programme	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
8. Align the general objectives of all study programmes with the mission and strategic goals of FFOS and the needs of the society	8.3. FFOS accepts the recommendations of professional associations that govern the licensing of study programmes leading to degrees in regulated professions	8.3.1. FFOS records and applies the recommendations of professional associations that govern the licensing of study programmes leading to degrees in regulated professions	8.3.1. As necessary, and always in case of revisions of study programmes leading to degrees in regulated professions	Committee for Study Programmes, Quality Assurance Office, Vice-Dean for Study Programmes and Lifelong Learning, employers
	8.4. Monitor the situation on the labour market and align enrolment quotas with the recommendations of professional associations, Croatian Employment Service and UNIOS	8.4.1. FFOS monitors the recommendations of the Croatian Employment Service	8.4.1. Once a year	Quality Assurance Office, Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning
		8.4.2. FFOS prepares the *Report on the quality of teaching*, which elaborates on the alignment of the enrolment quotas with the recommendations of professional associations and the Croatian Employment Service	8.4.2. Once a year	
	8.5. Monitor graduate employment	8.5.1. FFOS systematically monitors and analyses graduate employment	8.5.1. Once a year	Mentors, Student Administration Office, Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Management
		8.5.2. FFOS prepares and updates the database on graduate employment	8.5.2. Continuously, updated once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
8. Align the general objectives of all study programmes with the mission and strategic goals of FFOS and the needs of the society	8.6. Educate competitive professionals for national and international labour markets	8.6.1. FFOS systematically monitors and analyses graduate employment	8.6.1. Once a year	Mentors, Student Administration Office, Quality Assurance Office, Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Management
		8.6.2. FFOS prepares and updates the database on graduate employment	8.6.2. Continuously, updated once a year	
		8.6.3. FFOS records Success stories – by FFOS alumni who work in distinguished roles and institutions in Croatia and abroad	8.6.3. Continuously	
9. Align the learning outcomes at the level of study programmes with the level and profile of qualifications gained	9.1. Define and align the learning outcomes of all study programmes with the mission and strategic goals of FFOS	9.1.1. FFOS applies the *Ordinance on studies and studying at Josip Juraj Strossmayer University of Osijek*	9.1.1. Continuously	Vice-Dean for Study Programmes and Lifelong Learning, Secretariat
		9.1.2. FFOS adopts and uses the *Evaluation and Assessment of Student Performance at FFOS – Manual for University Teachers*	9.1.2. Continuously, revised as necessary	
		9.1.3. Learning outcomes are clearly defined, measurable and available for each study programme, and they are aligned with the FFOS mission and goals	9.1.3. Continuously	
	9.2. Check and ensure the alignment of learning outcomes at the level of study programmes with the learning outcomes at the level of courses	9.2.1. Departments and a sub-department at their thematic sessions match each learning outcome of courses (not only for obligatory, but also for elective courses) with particular learning outcomes of the study programme, and prepare a *matrix of aligned learning outcomes at course and programme levels*	9.2.1. Before introducing new study programmes or revising existing study programmes	Departments, working groups for revisions of study programmes, Committee for Study Programmes, Vice-Dean for Study Programmes and Lifelong Learning, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
9. Align the learning outcomes at the level of study programmes with the level and profile of qualifications gained	9.2. Check and ensure the alignment of learning outcomes at the level of study programmes with the learning outcomes at the level of courses	9.2.2. FFOS analyses and records the alignment of learning outcomes at the level of study programmes with the learning outcomes at the level of courses	9.2.2. Before introducing new study programmes or revising existing study programmes	Departments, working groups for revisions of study programmes, Committee for Study Programmes, Vice-Dean for Study Programmes and Lifelong Learning, Management
		9.2.3. According to the results of analyses, FFOS plans and carries out revisions and amendments to the study programmes	9.2.3. At least once a year	
	9.3. Ensure the alignment of learning outcomes achieved on completion of the study programme with the CroQF level	9.3.1. Departments and a sub-department at their thematic sessions match each learning outcome of the study programme with the CroQF level descriptors, and prepare a *matrix of learning outcomes aligned with the CroQF level*	9.3.1. Before introducing new study programmes or revising existing study programmes	Departments, working groups for revisions of study programmes, Committee for Study Programmes, Vice-Dean for Study Programmes and Lifelong Learning, Management
		9.3.2. FFOS analyses and records the alignment of learning outcomes of study programmes with the CroQF level descriptors	9.3.2. Before introducing new study programmes or revising existing study programmes	
		9.3.3. According to the results of analyses, FFOS plans and carries out revisions and amendments to the study programmes	9.3.3. At least once a year	
	9.4. Define learning outcomes with professional requirements and internationally recognized professional standards, ensuring that the programme is up to date (profile)	9.4.1. FFOS teachers take active part in CroQF projects	9.4.1. Depending on opportunities	Teachers, working groups for revisions of study programmes, Committee for Study Programmes, Vice-Dean for Study Programmes and Lifelong Learning, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
9. Align the learning outcomes at the level of study programmes with the level and profile of qualifications gained	9.4. Define learning outcomes with professional requirements and internationally recognized professional standards, ensuring that the programme is up to date (profile)	9.4.2. Departments and a sub-department at their thematic sessions match each learning outcome of courses (not only for obligatory, but also for elective courses) with particular learning outcomes of the study programme, and prepare a *matrix of aligned learning outcomes at course and programme levels*	9.4.2. Before introducing new study programmes or revising existing study programmes	Teachers, working groups for revisions of study programmes, Committee for Study Programmes, Vice-Dean for Study Programmes and Lifelong Learning, Management
		9.4.3. FFOS analyses and records the alignment of learning outcomes at the level of study programmes with the learning outcomes at the level of courses	9.4.3. Before introducing new study programmes or revising existing study programmes	
		9.4.4. According to the results of analyses, FFOS plans and carries out revisions and amendments to the study programmes	9.4.4. At least once a year	
		9.4.5. FFOS issues a free diploma supplement in Croatian and English	9.4.5. Continuously	
	9.5. Ensure that the intended learning outcomes clearly reflect the competencies required for employment, continuing education or other individual/ society needs	9.5.1. FFOS analyses and reports on graduate employment	9.5.1. Periodically, at least once in three to five years	Working groups for revisions of study programmes, Committee for Study Programmes, Vice-Dean for Study Programmes and Lifelong Learning, Vice-Dean for Development and Business Affairs, Management
		9.5.2. FFOS collects and analyses feedback from employers	9.5.2. Periodically, at least once in three to five years	
		9.5.3. FFOS prepares and updates the database on graduate employment	9.5.3. Continuously, updated once a year	
		9.5.4. FFOS updates the Success Stories database	9.5.4. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
9. Align the learning outcomes at the level of study programmes with the level and profile of qualifications gained	9.6. Collect feedback from alumni on the alignment of learning outcomes of study programmes with the labour market needs	9.6.1. FFOS collects and analyses feedback from alumni on the alignment of learning outcomes of study programmes with the labour market needs	9.6.1. Periodically, at least once in three to five years	Mentors, Student Administration Office, Quality Assurance Office
	9.7. Collect feedback from employers on the alignment of learning outcomes of study programmes with the labour market needs	9.7.1. FFOS collects and analyses feedback from employers on the alignment of learning outcomes of study programmes with the labour market needs	9.7.1. Periodically, at least once in three to five years	Quality Assurance Office
	9.8. Participate in EU projects for the purpose of alignment with CroQF standards	9.8.1. FFOS teachers take active part in CroQF projects	9.8.1. Depending on open calls	Teachers, Vice-Dean for Research and International Cooperation, Vice-Dean for Study Programmes and Lifelong Learning, Management
10. Ensure of the achievement of intended learning outcomes of the study programmes FFOS delivers	10.1. Collect and analyse feedback from graduates and their employers on the achievement of intended learning outcomes	10.1. FFOS conducts surveys to collect and analyse feedback from graduates and their employers on the achievement of intended learning outcomes	10.1. Periodically, at least once in three years	Mentors, Student Administration Office, Quality Assurance Office
	10.2. Analyse methods of assessment of the intended learning outcomes that students obtain upon graduation	10.2.1. At all study programmes delivered at FFOS, learning outcomes for each obligatory and elective course have been determined and linked to teaching and assessment methods	10.2.1. Continuously	Vice-Dean for Education and Student Affairs

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
10. Ensure of the achievement of intended learning outcomes of the study programmes FFOS delivers	10.3. Ensure of the achievement of intended learning outcomes of the study programmes FFOS delivers	10.3.1. Study programmes, i.e. course descriptions define the ways in which teaching methods are aligned with learning outcomes, which are also part of the course descriptions	10.3.1. Continuously	Vice-Dean for Study Programmes and Lifelong Learning
	10.4. Revise and improve the teaching process on the basis of evidence on the achievement of the intended learning outcomes (for example, tests, seminar papers, presentations, etc.)	10.4.1. FFOS changes the study programmes up to 20 percent, by revising the teaching process in order to increase the quality of study programmes, enrich the offer of elective courses and increase the level of student expertise	10.4.1. Once a year	Vice-Dean for Study Programmes and Lifelong Learning, Management
	10.5. Record revised learning outcomes and changes of the teaching process	10.5.1. FFOS keeps a record on revised learning outcomes and changes of the teaching process using *Sokrat*, MOZVAG and ISVU databases	10.5.1. After introducing revisions and changes	Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Quality Assurance Office
11. Ensure that the procedures of planning, proposing and approving new programmes, and revising or closing the exist-ing programmes include feed-back from stu-dents, employ-ers, professional organisations and alumni	11.1. Ensure the awareness of the study program evaluation process	11.1.1. FFOS observes the UNIOS *Rules for the implementation of the evaluation of study programs of university undergraduate, graduate and professional studies*	11.1.1. Continuously	Vice-Dean for Study Programmes and Lifelong Learning, Management
		11.1.2. FFOS adopts and implements the *Study Programme Evaluation Guidelines*	11.1.2. Continuously, revised as necessary	
		11.1.3. FFOS adopts and implements the *Study Programme Evaluation Flowchart*	11.1.3. Continuously, revised as necessary	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
11. Ensure that the procedures of planning, proposing and approving new programmes, and revising or closing the existing programmes include feedback from students, employers, professional organisations and alumni	11.2. Develop study programmes systematically and regularly, involving various stakeholders	11.2. FFOS develops study programmes collecting and taking into account the feedback from students and external stakeholders	11.2. As necessary, when making revisions and changes to study programmes of more than 20 percent and when drafting new study programmes	Departments, Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Study Programmes and Lifelong Learning
	11.3. Record feedback from students and external stakeholders (employers, Croatian Employment Service, professional associations, alumni and civil society organizations)	11.3. FFOS defines and uses forms to record feedback from students and external stakeholders (employers, Croatian Employment Service, professional associations, alumni and civil society organizations)	11.3. As necessary, when making revisions and changes to study programmes of more than 20 percent and when drafting new study programmes	Vice-Dean for Study Programmes and Lifelong Learning, Management
	11.4. Ensure that planning and proposing new study programmes includes an analysis of justification for delivering a study programme, resources and alignment with the strategic goals at the local and regional levels, and other needs of society	11.4.1. *Feasibility study* is an integral part of each study programme proposal	11.4.1. For each new/revised study programme proposal	
		11.4.2. FFOS ensures and defines the *common (shared) content of each study programme proposal*, which includes the analysis of justification, capacities and alignment with strategic goals at the local and regional levels, and other needs of society	11.4.2. Continuously, revised as necessary	Vice-Dean for Study Programmes and Lifelong Learning

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
11. Ensure that the procedures of planning, proposing and approving new programmes, and revising or closing the existing programmes include feedback from students, employers, professional organisations and alumni	11.5. Ensure the justification for delivering same or similar study programmes within the same university	11.5.1. FFOS observes the *Rules for the implementation of the evaluation procedure for the study programs of university undergraduate, graduate and professional studies at UNIOS*	11.5.1. Continuously	Working groups for (revised) study programme proposals, Committee for Study Programmes, Vice-Dean for Study Programmes and Lifelong Learning, Management
		11.5.2. Each study programme proposal (which must go through the procedure defined in the *Rules*) contains chapter *3.19. Benchmarking with (foreign) accredited programmes at distinguished HEIs*	11.5.2. Mandatory for each study programme proposal for which there is an identified need	
		11.5.3. If there is doubt that study programmes offered by the University are similar, FFOS makes a statement about it	11.5.3. On request	
	11.6. Publish up-to-date versions of study programmes	11.6.1. FFOS publishes up-to-date versions of study programmes on its website	11.6.1. Continuously	Vice-Dean for Study Programmes and Lifelong Learning, Management
		11.6.2. Study programmes in PDF format are publicly available upon making a written request using an *online form*	11.6.2. Continuously	
	11.7. Record the changes to study programmes and analyse their fitness for purpose	11.7.1. FFOS keeps a database of Changes to study programmes	11.7.1. Continuously	Secretary of the Vice-Deans' Office, Vice-Dean for Study Programmes and Lifelong Learning, Committee for Study Programmes
		11.7.2. FFOS analyses the fitness for purpose of changes to study programmes in *Reports on study programmes*	11..7.2. Once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
11. Ensure that the procedures of planning, proposing and approving new programmes, and revising or closing the existing programmes include feedback from students, employers, professional organisations and alumni	11.8. Analyse the alignment of the Curriculum Implementation Plan with the study programme	11.8.1. Before each academic year, the Vice-Dean for Education and Student Affairs proposes to the Faculty Council the adoption of the *Curriculum Implementation Plan* drafted by heads of departments and sub-departments, who guarantee that it is aligned with study programmes	11.8.1. Once a year	Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning
		11.8.2. As necessary, and in order to assure alignment with the study programme, the *Curriculum Implementation Plan* is amended in the course of the year in the same way it has been adopted originally	11.8.2. As necessary	
	11.9. Ensure that the teaching of courses is aligned with the *Curriculum Implementation Plan*	11.9.1. Before each academic year, the Vice-Dean for Education and Student Affairs proposes to the Faculty Council the adoption of the *Curriculum Implementation Plan* drafted by heads of departments and sub-departments, who guarantee that it is aligned with study programmes	11.9.1. Once a year	Vice-Dean for Education and Student Affairs
		11.9.2. As necessary, and in order to assure alignment with the study programme, the *Curriculum Implementation Plan* is amended in the course of the year in the same way it has been adopted originally	11.9.2. As necessary	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
11. Ensure that the procedures of planning, proposing and approving new programmes, and revising or closing the existing programmes include feedback from students, employers, professional organisations and alumni		11.9.3. Timetable is publicly available before the beginning of each semester	11.9.3. Published before the before the beginning of each semester; constantly available	Vice-Dean for Education and Student Affairs
	11.10. Ensure that the Curriculum Implementation Plan is publicly available	11.10. FFOS publishes *Curriculum Implementation Plans* on its website	11.10. Continuously	Editorial board of the FFOS website, Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning
	11.11. Ensure the completeness of information in the *Curriculum Implementation Plan*	11.11. *Curriculum Implementation Plans* for each course contain: basic data on the course (teacher, number of hours, etc.), course description (aims, learning outcomes, course content, teaching methods), assessment methods, literature, and, if needed, other information	11.11. Continuously	Vice-Dean for Education and Student Affairs
	11.12. Analyse student satisfaction with study programmes	11.12.1. FFOS collects information on student satisfaction with study programmes through a UNIOS Student Satisfaction Survey	11.12.1. Once a year	Quality Assurance Office, Vice-Dean for Education and Student Affairs
		11.12.2. FFOS collects information on student opinions and provides feedback on them	11.12.2. Periodically, as needed, at least once in three to five years	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
12. Ensure that ECTS are allocated in accordance with the actual student workload	12.1. Ensure that ECTS are allocated in accordance with the actual student workload	12.1.1. FFOS implements the *ECTS User's Guide, Ordinance on studies and studying of Josip Juraj Strossmayer University of Osijek* and the FFOS *Manual for Evaluation and Assessment of Student Performance*	12.1.1. Continuously	Committee for Internal Audit, Quality Assurance Office, Management
		12.1.2. FFOS periodically analyses whether the allocation of ECTS in accordance with the actual student workload	12.1.2. Periodically, at least once in three to five years	
		12.1.3. FFOS reports on the results of periodic analyses	12.1.3. On completion of a periodic analyses	
	12.2. Allocate ECTS in accordance with the actual student workload	12.2. FFOS allocates ECTS credits in accordance with the actual student workload	12.2. Once a year / as necessary	Departments, Quality Assurance Office, Management
	12.3. Record the revised ECTS allocation	12.3. FFOS records the revised ECTS allocation in the process of study programme revision and changes to the *Curriculum Implementation Plan*	12.3. Once a year / as necessary	Quality Assurance Office, Management
	12.4. Ensure that students and other stakeholders are provided with feedback on the results of the analysis of gathered information and the implemented changes	12.4.1. All changes are collected and recorded on the FFOS website	12.4.1. Continuously	Committee for Internal Audit, Quality Assurance Office, Management
		12.4.2. Data on course descriptions, methods, evaluation and assessment methods, student workload in ECTS are available at all times to students and teachers	12.4.2. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
13. Ensure the quality of student practice in all study programmes	13.1. Allow for learning and obtaining new skills through student practice	13.1.1. FFOS has adopted the *Ordinance on student practice*	13.1.1. Continuously, revised as necessary	Secretariat, Quality Assurance Office, Management, employers and supervisors
		13.1.2. FFOS allows for learning and obtaining new skills through student practice, according to the *Ordinance on student practice*	13.1.2. Continuously	
		13.1.3. FFOS signs formal contracts with employers and supervisors who provide student practice	13.1.3. Continuously	
		13.1.4. Student practice is an integral part of particular study programmes	13.1.4. Continuously	
	13.2. Organise student practice as an integral part of study programmes outside FFOS, in cooperation with the labour market	13.2.1. FFOS signs formal contracts with employers and supervisors who provide student practice	13.2. Continuously	Quality Assurance Office, Management, employers and supervisors
		13.2.2. FFOS keeps a database of formal contracts with employers and supervisors who provide student practice		
	13.3. Carry out student practice in a systematic and responsible manner, ensuring the achievement of intended learning outcomes regarding student practice	13.3.1. Student practice is integrated in study programmes, it is allocated ECTS credits and has clearly defined aims and tasks, learning outcomes, course contents, links between learning outcomes, teaching methods and learning outcomes assessment, elements of monitoring and verification, as well as grading	13.3.1. Continuously	Committee for Internal Audit, Quality Assurance Office, Management, employers and supervisors

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
13. Ensure the quality of student practice in all study programmes	13.3. Carry out student practice in a systematic and responsible manner, ensuring the achievement of intended learning outcomes regarding student practice	13.3.2. FFOS signs formal contracts with employers and supervisors who provide student practice	13.3.2. Continuously	Committee for Internal Audit, Quality Assurance Office, Management, employers and supervisors
		13.3.3. FFOS keeps an e-record on the implementation of student practice	13.3.3. Continuously	
		13.3.4. FFOS carries out periodic thematic audits to analyse the quality of student practice implementation	13.3.4. Periodically, as needed, at least once in three to five years	
		13.3.5. FFOS reports on the results of periodic thematic audits analysing the quality of student practice implementation	13.3.5. Periodically, as needed, at least once in three to five years	

4.3. Teaching process and student support

1.3. Student-centred learning, teaching and assessment

1.4. Enrolment, student progress, recognition and certification

1.6. Learning resources and student support

ESG Standard – 1.3: Student-centred learning, teaching and assessment

Institutions should ensure that the programmes are delivered in a way that encourages students to take an active role in creating the learning process, and that the assessment of students reflects this approach.

ESG Guidelines – Student-centred learning and teaching plays an important role in stimulating students' motivation, self-reflection and engagement in the learning process. This means careful consideration of the design and delivery of study programmes and the assessment of outcomes.

ESG Standard – 1.4: Enrolment, student progress, recognition and certification

Institutions should consistently apply pre-defined and published regulations covering all phases of the student »life cycle«, e.g. student admission, progression, recognition and certification.

ESG Guidelines – Providing conditions and support that are necessary for students to make progress in their academic career is in the best interest of the individual students, programmes, institutions and systems. It is vital to have fit-for-purpose admission, recognition and completion procedures, particularly when students are mobile within and across higher education systems.

ESG Standard – 1.6: Learning resources and student support

Institutions should have appropriate funding for learning and teaching activities and ensure that adequate and readily accessible learning resources and student support are provided.

ESG Guidelines – For a good higher education experience, institutions provide a range of resources to assist student learning. These vary from physical resources such as libraries, study facilities and IT infrastructure to human support in the form of tutors, counsellors and other advisers.

The role of support services is of particular importance in facilitating the mobility of students within and across higher education systems.

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
14. Ensure, consistently apply and publish clear admission criteria or criteria for the continuation of studies are in line with the requirements of the study programme	14.1. Publish admission criteria or criteria for the continuation of studies	14.1.1. FFOS has clear and publicly available criteria for admission or continuation of studies, which are available as a hard copy and accessible on the FFOS website	14.1. Once every academic year	Student Administration Office, Vice-Dean for Education and Student Affairs
		14.1.2. FFOS prepares and publishes the Enrolment Guide		
		14.1.3. FFOS drafts the Information package for the academic year: undergraduate university studies, graduate university studies, postgraduate university studies and lifelong learning programmes		
	14.2. Consistently apply admission criteria or criteria for the continuation of studies	14.2.1. The enrolment procedure is overseen by the *Committee for the enrolment of students to undergraduate study programmes* and the *Committee for the enrolment of students to undergraduate study programmes* based on the decision of the Faculty Council	14.2.1. Once every academic year	Committee for Enrolment in Undergraduate Studies, Committee for Enrolment in Graduate Studies, Committee for Education and Student Affairs, Vice-Dean for Education and Student Affairs, Management
		14.2.2. Enrolment in undergraduate studies is carried out according to ranking lists and the enrolment number provided by the *Postani student* system; the competition and all related information is available on the FFOS website	14.2.2. Once every academic year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
14. Ensure, consistently apply and publish clear admission criteria or criteria for the continuation of studies are in line with the requirements of the study programme	14.2. Consistently apply admission criteria or criteria for the continuation of studies	14.2.3. Enrolment in graduate studies is carried out according to official ranking lists; the procedure and forms for the enrolment in graduate studies are publicly available on the FFOS website	14.2.3. Once every academic year	Committee for Enrolment in Undergraduate Studies, Committee for Enrolment in Graduate Studies, Committee for Education and Student Affairs, Vice-Dean for Education and Student Affairs, Management
		14.2.4. Objections, inquiries or complaints regarding the enrolment procedure are dealt with by the Committees for the enrolment of students to undergraduate and graduate study programmes at FFOS	14.2.4. Once every academic year	
		14.2.5. Committee for Education and Student Affairs deals with requests regarding continuation of studies in accordance with the provisions of the *Ordinance on studies and studying*	14.2.5. Continuously	
	14.3. Ensure the selection of candidates with appropriate prior knowledge by aligning criteria for admission or continuation of studies with the requirements of the study programme	14.3.1. Before enrolment, FFOS publishes the UNIOS competition for enrolment in undergraduate and graduate studies	14.3.1. Once every academic year	Committee for Enrolment in Undergraduate Studies, Committee for Enrolment in Graduate Studies, Vice-Dean for Education and Student Affairs, Management
		14.3.2. FFOS publishes the enrolment schedule for undergraduate and graduate studies on its website in a timely manner, together with other important information regarding enrolment	14.3.2. Once every academic year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
14. Ensure, consistently apply and publish clear admission criteria or criteria for the continuation of studies are in line with the requirements of the study programme	14.3. Ensure the selection of candidates with appropriate prior knowledge by aligning criteria for admission or continuation of studies with the requirements of the study programme	14.3.3. The applicants who enrol in undergraduate studies can obtain additional credits earned for special achievements, such as participation in state competitions regardless of the results achieved, *Lidrano*, or language certificates	14.3.3. Once every academic year	Committee for Enrolment in Undergraduate Studies, Committee for Enrolment in Graduate Studies, Vice-Dean for Education and Student Affairs, Management
		14.3.4. Enrolment in graduate studies is done in decision by the Committee for Enrolment in Graduate Studies, and in case of enrolment of students who have already completed a similar study programme, the opinion of the department of sub-department is also required	14.3.4. Once every academic year	
	14.4. Ensure an effective mechanisms for recognising prior learning	14.4.1. FFOS uses the *Ordinance on studies and studying* and the *Instruction of the Faculty of Humanities and Social Sciences in Osijek on the recognition of ECTS credits acquired at other universities*	14.4.1. Continuously	Committee for Education and Student Affairs, ECTS coordinator, Vice-Dean for Education and Student Affairs, Management
		14.4.2. FFOS has appointed the Committee for Education and Student Affairs	14.3.2. Continuously	
		14.4.3. FFOS allows undergraduate and graduate students to transfer to related study specializations, recognizing relevant courses and ECTS credits earned in a decision made by the Committee for Education and Student Affairs and based on the opinion of the *ECTS coordinator* of a particular department or sub-department	14.3.3. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
14. Ensure, consistently apply and publish clear admission criteria or criteria for the continuation of studies are in line with the requirements of the study programme	14.4. Ensure an effective mechanisms for recognising prior learning	14.4.4. FFOS grants the recognition of courses and ECTS credits to students from other HEIs who transfer to FFOS in the same way it is done for FFOS students who transfer to a related study specialization	14.3.4. Continuously	Committee for Education and Student Affairs, ECTS coordinator, Vice-Dean for Education and Student Affairs, Management
15. Gather and analyse information on student progress and use it to ensure the continuity and completion of study	15.1. Make procedures for monitoring student progress clear and available	15.1. FFOS gathers information on student progress as part of regular annual *Report on the quality of teaching, Report on the operation of FFOS* and semester *Reports on teaching*	15.1. Once a year / once in a semester	Vice-Dean for Education and Student Affairs, heads of departments and sub-departments, Quality Assurance Office, Student Affairs Office, Management
	15.2. Gather and analyse information on student progress	15.2.1. FFOS continuously aligns enrolment quotas and admission criteria in order to ensure that candidates have adequate preliminary knowledge and skills necessary for progression and completion of the study, which is recorded in the *FFOS Enrolment Guide* and *Reports on the quality of teaching*	15.2.1. Once a year	Vice-Dean for Education and Student Affairs, heads of departments and sub-departments, Quality Assurance Office, Student Administration Office, Management
		15.2.2. Syllabuses of all courses are based on the concept of learning outcomes and each course includes on-going monitoring and evaluation of student progress	15.2.2. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
15. Gather and analyse information on student progress and use it to ensure the continuity and completion of study	15.2. Gather and analyse information on student progress	15.2.3. FFOS prepares analyses based on the work of Vice-Dean for Education and Student Affairs with heads of departments and sub-departments, Quality Assurance Office and Student Administration Office	15.2.3. Continuously	Vice-Dean for Education and Student Affairs, heads of departments and sub-departments, Quality Assurance Office, Student Administration Office, Management
		15.2.4. FFOS records information in the *Report on the quality of teaching* and the *Report on the operation of FFOS*	15.2.4. Once a year	
	15.3. Ensure adequate mechanisms for analysing student performance and pass rates, and initiate necessary actions accordingly	15.3.1. Syllabuses of all courses are based on learning outcomes and each course includes on-going monitoring and evaluation of student progress	15.3.1. Continuously	Vice-Dean for Education and Student Affairs, heads of departments and sub-departments, Quality Assurance Office, Student Administration Office, *Working Groups for the promotion of FFOS*, Lifelong Career Guidance Centre, Management
		15.3.2. FFOS prepares analyses based on the work of Vice-Dean for Education and Student Affairs with heads of departments and sub-departments, Quality Assurance Office and Student Administration Office	15.3.2. Continuously	
		15.3.3. FFOS records information in *Report on the quality of teaching* and the *Report on the operation of FFOS*	15.3.3. Once a year	
		15.3.4. The quality of monitoring student pass rates is assured through the mentoring system	15.3.4. Continuously	
		15.3.5. FFOS appoints *Working Groups for the promotion of FFOS*	15.3.5. Once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
15. Gather and analyse information on student progress and use it to ensure the continuity and completion of study	15.3. Ensure adequate mechanisms for analysing student performance and pass rates, and initiate necessary actions accordingly	15.3.6. *Working Groups for the promotion of FFOS* organize promotional activities in the community to present study programmes, with the special focus on admission criteria and competences gained	15.3.6. Continuously	Vice-Dean for Education and Student Affairs, heads of departments and sub-departments, Quality Assurance Office, Student Administration Office, *Working Groups for the promotion of FFOS*, Lifelong Career Guidance Centre, Management
		15.3.7. FFOS cooperates with the Lifelong Career Guidance Centre (LLCG) in Osijek during regular project and information workshops and activities they organize in the community for high-school and university students	15.3.7. Continuously	
		15.3.8. FFOS revises existing study programmes and offers new ones as a result of analysing student performance	15.3.8. As necessary, at least once a year	
16. Ensure student-centred learning	16.1. Encourage various modes of programme delivery and teaching methods, according to the intended learning outcomes	16.1.1. Modes of programme delivery aligned with intended learning outcomes are defined in all study programmes and course syllabuses	16.1.1. Continuously	Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Quality Assurance Office
		16.1.2. The teaching is delivered as lectures, seminars, exercises and workshops – all modes of programme delivery are student-centred, focused on student activity and achieving intended learning outcomes	16.1.2. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
16. Ensure student-centred learning	16.1. Encourage various modes of programme delivery and teaching methods, according to the intended learning outcomes	16.1.3. Teachers participate in professional training activities in order to use the most adequate teaching methods for particular contexts (workshops planned in the *Plan for professional training*, seminars, etc.)	16.1.3. As necessary	Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Quality Assurance Office
		16.1.4. Each year there is systematic planning of field instruction	16.1.4. At the beginning of each academic year	
		16.1.5. Each year there is systematic planning of guest lectures	16.1.5. At the beginning of each academic year	
	16.2. Use different teaching methods that encourage interactive and research-based learning, problem solving and creative and critical thinking (for example, individual and group projects, cooperative learning, problem-based learning, field work and other interactive methods)	16.2.1. FFOS ensures the use of various teaching methods that encourage interactive learning, dialogue, problem-based approach to content and research-based approach to topics	16.2.1. Continuously	Teachers, Vice-Dean for Education and Student Affairs
		16.2.2. FFOS publishes the description teaching methods used in teaching students on its website and in the *Report on the quality of teaching*	16.2.2. Continuously / once a year	
		16.2.3. Field instruction is organized to ensure successful achievement of learning outcomes	16.2.3. Continuously	
		16.2.4. FFOS financially supports student participation in extracurricular activities	16.2.4. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
16. Ensure student-centred learning	16.3. Continuously assess and adapt modes of programme delivery and teaching methods	16.3.1. All modes of programme delivery and teaching methods are evaluated continuously in the *Teacher Survey* (*Teachers' evaluation of teaching*), the results of which are presented and interpreted in the *Report on the quality of teaching*	16.3.1. Continuously / reporting once a year	
		16.3.2. FFOS uses the evaluation results to revise the modes of programme delivery and teaching methods in order to improve the quality of teaching and learning, which is formally evidenced in amendments to study programmes of more or less than 20 percent, and which are also recorded in the *Final report on study programmes* and the *Report on the operation of FFOS*	16.3.2. Periodically as necessary, at least once a year	Quality Assurance Office, Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning
		16.3.3. Student Survey analysis is used to evaluate the quality of teaching (teachers who received the highest grades are commended, teachers who received certain complaints are provided support)	16.3.3. Once a year, on publication of survey results	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
16. Ensure student-centred learning	16.4. Teaching methods are adapted to a diverse student population (non-traditional student population, part-time students, senior students, under-represented and vulnerable groups, etc.).	16.4.1. Teachers adapt the teaching methods to a diverse student population, which refers especially to students with disabilities, as evidenced in individual and adjusted office hours	16.4.1. Continuously	Committee for Education and Student Affairs, teachers, Vice-Dean for Education and Student Affairs, Secretariat
		16.4.2. FFOS appoints educational assistants to students from under-represented groups, and especially to students from vulnerable groups	16.4.2. As necessary	
	16.5. Ensure the use of state-of-the-art technologies to modernize teaching	16.5.1. FFOS ensures the necessary equipment (computers, etc.) and offers all necessary IT support	16.5.1. Continuously	IT Office, Vice-Dean for Development and Business Affairs, Centre for Didactic and Methodological Research, Vice-Dean for Education and Student Affairs, Quality Assurance Office
		16.5.2. FFOS ensures the use of state-of the-art technologies – Moodle, mobile applications offered by Google Play – e.g. *Glagopedija*, FFOS *Test Your Knowledge* – as well as *Kahoot* that some teachers use in their classes	16.5.2. Continuously	
		16.5.3. FFOS systematically ensures the training the teachers in the use advanced technologies in teaching, primarily through education – by organizing workshops within the framework of the *Plan for professional training of teachers and non-teaching staff,* seminars, etc.	16.5.3. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
16. Ensure student-centred learning	16.6. Ensure the availability and commitment of teachers who contribute to motivating and engaging students	16.6.1. All teachers have publicly available office hours	16.6.1. Continuously	Teachers, Quality Assurance Office, Vice-Dean for Education and Student Affairs, Editorial board of the FFOS website
		16.6.2. All teachers have publicly available e-mail addresses	16.6.2. Continuously	
		16.6.3. FFOS has a developed mentoring system – all students have their own mentor available to them	16.6.3. Continuously	
		16.6.4. Vice-Dean for Education and Student Affairs holds a weekly *vice-dean's hour* meeting	16.6.4. Once a week	
		16.6.5. The student survey provides feedback on the availability and commitment of teachers' work	16.6.5. Once a year	
	16.7. Encourage autonomy and responsibility of students	16.7.1. FFOS provides financial support for various types of student activities that promote student autonomy and responsibility (publication of student journals and proceedings, organization of student conferences, meetings and symposiums, participation in conferences, meetings and symposiums outside the Faculty, etc.)	16.7.1. Continuously	Secretariat, teachers, Vice-Dean for Education and Student Affairs, Management
		16.7.2. Students are commended for their extracurricular activities, in accordance with the *Ordinance rewarding and commending students*	16.7.2. In accordance with the *Ordinance*	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/person responsible
16. Ensure student-centred learning	16.7. Encourage autonomy and responsibility of students	16.7.3. FFOS has adopted the *Decision on the work of student researchers*	16.7.3. Continuously, revised as necessary	Secretariat, teachers, Vice-Dean for Education and Student Affairs, Management
		16.7.4. Students participate in the popularization of science as part of the Science Festival, in cooperation with teachers, with whom they also publish papers in co-authorship	16.7.4. Continuously	
		16.7.5. FFOS has adopted the *Ordinance on student demonstrators*	16.7.5. Continuously, revised as necessary	
		16.7.6. Students have their own journals, and the data on student journals is available on the FFOS website	16.7.6. Continuously	
		16.7.7. FFOS publishes student publications	16.7.7. According to the *Publication Plan*	
17. Ensure adequate student support	17.1. Provide guidance on studying and career opportunities to students (for example, tutors, supervisors and other advisers as a support in student learning and progress)	17.1.1. FFOS regularly publishes the *Information Package* (which contains all important information for students and which is available on the FFOS website), as well as the *Study Guide*	17.1.1. Once a year	Quality Assurance Office, Student Administration Office, mentors, Vice-Dean for Education and Student Affairs, Management
		17.1.2. FFOS has a developed a mentoring system and there is an instruction (*Mentoring Guidelines)*, which is available on the FFOS website and which contains the list of topics to be discussed at mentoring meetings	17.2. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
17. Ensure adequate student support	17.1. Provide guidance on studying and career opportunities to students (for example, tutors, supervisors and other advisers as a support in student learning and progress)	17.1.3. FFOS appoints student advisors, the honorary Student Vice-Dean, Student Ombudsperson and student representatives at different departments or sub-departments	17.1.3. Continuously / revised as necessary	Quality Assurance Office, Student Administration Office, mentors, Vice-Dean for Education and Student Affairs, Management
		17.1.4. The Career Centre is set up and operational	17.1.4. Continuously	
	17.2. Establish functional procedures for student career guidance, psychological and legal counselling, support to students with disabilities, support in outgoing and incoming mobility, and library and student administration services, at university or faculty level and inform students about them	17.2.1. There is a UNIOS Office for Students with Disabilities	17.2.1. Continuously	Office for Students with Disabilities, Students' Union, Erasmus coordinator, CEEPUS coordinators, Alumni Association, Career Centre, Quality Assurance Office, Student Administration Office, mentors, Vice-Dean for Education and Student Affairs, Management
		17.2.2. In accordance with the *Decision on the criteria and documentation to be presented for full or partial exemption from tuition fees for full-time students with disabilities and socially and economically disadvantaged full-time students*, the support to students from vulnerable groups is reflected in partial or total exemption from participation in the costs of studies	17.2.2. As necessary	
		17.2.3. FFOS cooperates with the Students' Union and financially supports its activities	17.2.3. Continuously	
		17.2.4. FFOS financially supports student associations, student participation at student, professional or research conferences, organization of student conferences, and publication of student journals	17.2.4. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
17. Ensure adequate student support	17.2. Establish functional procedures for student career guidance, psychological and legal counselling, support to students with disabilities, support in outgoing and incoming mobility, and library and student administration services, at university or faculty level and inform students about them	17.2.5. FFOS appoints the Erasmus coordinator, CEEPUS coordinator and ECTS coordinators who support students' participation in mobility programmes	17.2.5. Continuously, new appointments as necessary	Office for Students with Disabilities, Students' Union, Erasmus coordinator, CEEPUS coordinators, Alumni Association, Career Centre, Quality Assurance Office, Student Administration Office, mentors, Vice-Dean for Education and Student Affairs, Management
		17.2.6. Students are provided support of the *Psychological and educational online study support programme*, *UNIOS Psychological Counselling Office* and the *Alumni Association*	17.2.6. Continuously	
		17.2.7. FFOS has set up the Career Centre that aims to support and help students with career development	17.2.7. Continuously	
		17.2.8. FFOS has set up a functional procedure for professional student guidance by appointing demonstrators suggested by professors and appointed by the Faculty Council (the conditions for appointing demonstrators are described in the *Ordinance on student demonstrators*	17.2.8. Continuously	
		17.2.9. FFOS provides support to students with disabilities through the Office for Students with Disabilities and by appointing education assistants	17.2.9. Continuously / as necessary	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
17. Ensure adequate student support	17.2. Establish functional procedures for student career guidance, psychological and legal counselling, support to students with disabilities, support in outgoing and incoming mobility, and library and student administration services, at university or faculty level and inform students about them	17.2.10. FFOS organizes the *Erasmus Info Day* to promote student participation in outgoing and incoming mobility	17.2.10. Once a year	Office for Students with Disabilities, Students' Union, Erasmus coordinator, CEEPUS coordinators, Alumni Association, Career Centre, Quality Assurance Office, Student Administration Office, mentors, Vice-Dean for Education and Student Affairs, Management
		17.2.11. FFOS organizes a reception for first year undergraduate students, prints and distributes a leaflet to all new students	17.2.11. Once a year	
	17.3. Tailor student support to a diverse student population	17.3.1. UNIOS has an Office for Students with Disabilities	17.3.1. Continuously	Office for Students with Disabilities, Psychological Counselling Office, Career Centre, Quality Assurance Office, Student Administration Office, Vice-Dean for Education and Student Affairs, Management
		17.3.2. In accordance with the *Decision on the criteria and documentation to be presented for full or partial exemption from tuition fees for full-time students with disabilities and socially and economically disadvantaged full-time students*, the support to students from vulnerable groups is reflected in partial or total exemption from participation in the costs of studies	13.3.2. As necessary	
		17.3.3. Students are provided support of the *Psychological and educational online study support programme*, UNIOS Psychological Counselling Office and the *Alumni Association*	17.3.3. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
17. Ensure adequate student support	17.3. Tailor student support to a diverse student population	17.3.4. FFOS has set up the Career Centre that aims to support and help students with career development	17.3.4. Continuously	Office for Students with Disabilities, Psychological Counselling Office, Career Centre, Quality Assurance Office, Student Administration Office, Vice-Dean for Education and Student Affairs, Management
		17.3.5. FFOS provides support to students with disabilities by appointing education assistants	17.3.5. As necessary	
	17.4. Within the limits of its abilities, employ an adequate number of qualified and committed professional, administrative and technical staff	17.4.1. FFOS has support services with an adequate number of qualified and committed professional, administrative and technical staff: alongside the Secretary, these include the staff of the Library, the Student Administration Office, the Quality Assurance Office, the Office for Research, Projects and International Cooperation, the IT Office, the Office for Legal and Administrative Affairs, the Office for Administrative Affairs for the Organisation of Studies, the Accounting and Finance Office and the Dean's Office	17.4.1. Continuously	Secretariat, Vice-Dean for Education and Student Affairs, Quality Assurance Office, Management
		17.4.2. Service staff takes part in professional training according to the FFOS *Plan for professional training of teaching and non-teaching staff*, at FFOS or other institutions, or attend specialist study programmes or undergraduate university study programme	17.4.2. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
18. Ensure support to students from vulnerable and under-represented groups	18.1. Monitor different needs of students from vulnerable and underrepresented groups	18.1.1. FFOS is in direct contact with the UNIOS Office for Students with Disabilities in order to monitor and respond to needs of students from vulnerable and underrepresented groups	18.1.1. Continuously	UNIOS Office for Students with Disabilities, Psychological Counselling Office, Vice-Dean for Education and Student Affairs, Vice-Dean for Development and Business Affairs, Secretariat, Management
		18.1.2. FFOS provides students with disabilities and students from vulnerable and underrepresented groups a customised access to taking the State Matura exam on the basis of the *Decision on the degree of physical impairment* issued by the Croatian Pension Insurance Institute, which candidates submit to the ASHE Central Application Office	18.1.2. As necessary	
		18.1.3. FFOS allows candidates with 60 percent invalidity direct enrolment in study programmes, regardless of the enrolment quota, if they pass the set threshold	18.1.3. As necessary	
		18.1.4. FFOS students from vulnerable and underrepresented groups can use the services of the UNIOS Psychological Counselling Office, run by experts from the FFOS Department of Psychology	18.1.4. Continuously	
		18.1.5. FFOS adapts its facilities to the needs of students from vulnerable and underrepresented groups (access ramps, elevator, toilets)	18.1.5. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
18. Ensure support to students from vulnerable and under-represented groups	18.2. Adjust the teaching process to individual needs of students from vulnerable and underrepresented groups	18.2.1. FFOS provides students from vulnerable and underrepresented groups the right to use adapted exam technology when taking the exam, the right to get accommodation in the dormitory directly, the right to reimbursement of part of the transportation costs, whereby the engagement of student assistants for educational assistance is left to the faculties to decide	18.2.1. Continuously	Committee for Education and Student Affairs, Vice-Dean for Education and Student Affairs, Secretariat, Management
		18.2.2. The information on equipment that is available to all students registered with the UNIOS Office for Students with Disabilities is publicly available	18.2.2. Continuously	
	18.3. Invest in the support to students from vulnerable and under-represented groups	18.3.1. Students with disabilities, as well as students of lower socio-economic status have the right to partial or total exemption from participation in the costs of studies in accordance with the *Decision on conditions and documentation for exemption, i.e. reduction of participation in the costs of studies (tuition fees) for full-time students with disabilities and full-time students of lower socio-economic status*	18.3.1. According to the *Decision*	Teachers, Committee for Education and Student Affairs, Vice-Dean for Education and Student Affairs, Secretariat, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
18. Ensure support to students from vulnerable and under-represented groups	18.3. Invest in the support to students from vulnerable and under-represented groups	18.3.2. Based on student requests and recommendations from the Committee for Education and Student Affairs, *by Decision of the Dean* FFOS can allow students to pay tuition in instalments or provide full exemption from the payment of tuition fees for students from vulnerable and underrepresented groups	18.3.2. As necessary	Teachers, Committee for Education and Student Affairs, Vice-Dean for Education and Student Affairs, Secretariat, Management
		18.3.3. Teachers are trained in the field of needs and access of persons with disabilities and regularly apply state-of-the-art didactic and methodological teaching and examination methods, as well as technological aids in the work and adaptation of the teaching process for persons with disabilities	18.3.3. Continuously	
		18.3.4. With the *Decision to award educational assistance* FFOS provides continuous support during the study to students from vulnerable groups	18.3.4. According to the *Decision*	
		18.3.5. Access to FFOS buildings in Jägerova and Školska streets is adjusted to students with disabilities who can use their wheelchairs; there are adapted restrooms and the elevator in the main building, to which they have access and key	18.3.5. Continuously	
		18.3.6. FFOS ensures parking space for students with disabilities	18.3.6. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
19. Allow students to gain international experience	19.1. Inform students about the opportunities for completing part of their study abroad	19.1.1. Information about Erasmus+ calls for application are published on UNIOS and FFOS websites	19.1.1. Continuously	Vice-Dean for Education and Student Affairs, Vice-Dean for Research and International Cooperation, Quality Assurance Office, Student Administration Office, Erasmus coordinator, CEEPUS coordinator
		19.1.2. Organisation of the *Erasmus Info Day*	19.1.2. Once a year	
		19.1.3. For all questions students can contact the academic Erasmus coordinator, and the data is available on the website	19.1.3. Continuously	
		19.1.4. FFOS website provides contact information of faculty members in charge of Erasmus, as well as the *Ordinance on Erasmus + Programme of Individual International Mobility of outgoing and incoming students and (non)teaching staff under the Key Activity 1, Instructions for students on how to apply* and the List of foreign partner universities and Erasmus+ Interinstitutional Agreements	19.1.4. Continuously	
		19.1.5. FFOS has appointed a CEEPUS coordinator	19.1.5. Continuously, a new appointment as necessary	
	19.2. Provide support to students in applying for and carrying out exchange programmes	19.2. In applying for and carrying out exchange programmes students are supported by the FFOS academic Erasmus coordinator and ECTS coordinators	19.2. Continuously	Erasmus coordinator, ECTS coordinators, Vice-Dean for Education and Student Affairs, Vice-Dean for Research and International Cooperation

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
19. Allow students to gain international experience	19.3. Ensure the recognition of ECTS credits gained at another HEI	19.3.1. FFOS ensures the recognition of ECTS credits gained at another HEI by providing students assistance in planning their study before they leave for a mobility programme (drafting of the Learning Agreement with the help of the Erasmus coordinator and the ECTS coordinators)	19.3.1. As necessary	Student Administration Office, Committee for Education and Student Affairs
		19.3.2. On the basis of the documentation provided (grade transcript, course recognition records, traineeship records and ECTS gained at another HEI), the Committee for Education and Student Affairs makes a decision on the recognition of ECTS gained	19.3.2. As necessary	
	19.4. Collect information on student satisfaction with the quality of FFOS support regarding practical matters of student mobility	19.4. On completion of a mobility programme, students fill out the *Student report on the mobility at a receiving higher education institution abroad for the purpose of a study visit*, in which they answer questions about student support and other mobility-related issues	19.4. On completion of a mobility programme, continuously	Student Administration Office
	19.5. Enable students to gain competencies required for the employment in an international environment	19.5.1. FFOS encourages student participation in conferences and extra-curricular activities, and funds their travel abroad	19.5.1. Continuously	Vice-Dean for Education and Student Affairs, Management, academic Erasmus coordinator, ECTS coordinators

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
19. Allow students to gain international experience	19.5. Enable students to gain competencies required for the employment in an international environment	19.5.2. Some of the field instruction is realized abroad	19.5.2. Periodically	Vice-Dean for Education and Student Affairs, Management, academic Erasmus coordinator, ECTS coordinators
		19.5.3. FFOS encourages students and supports their participation in exchange programmes for the purpose of study or internship (mostly as part of Erasmus+)	19.5.3. On publication of calls for application to mobility programmes	
20. Ensure adequate study conditions for foreign students	20.1. Provide foreign students opportunities for enrolment and study in a foreign language	20.1.1. FFOS offers foreign students the opportunity to study in a foreign language and provides all necessary academic support	20.1.1. As necessary	Student Administration Office, Vice-Dean for Education and Student Affairs, Editorial board of the FFOS website
		20.1.2. FFOS teaching staff has the opportunity to attend language training to prepare themselves for teaching in a foreign language	20.1.2. Once a year	
		20.1.3. Students from abroad have the opportunity to learn Croatian during their period of study at FFOS	20.1.3. Continuously	
		20.1.4. FFOS website provides information on the institution and the possibilities for studying in English; Information Package in English is prepared for foreign students	20.1.4. Continuously / once a year	
	20.2. Provide support to foreign students in enrolment and study at FFOS	20.2.1. Foreign students are supported in enrolment and study at FFOS by the UNIOS International Relations Office	20.2.1. Continuously	UNIOS International Relations Office, ECTS coordinator, departments, students, Vice-Dean for Education and Student Affairs

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
20. Ensure adequate study conditions for foreign students	20.2. Provide support to foreign students in enrolment and study at FFOS	20.2.2. FFOS has the Erasmus coordinator and each department/sub-department, as well as postgraduate studies have their own ECTS coordinator who help foreign students choose courses and with all other academic and mobility issues	20.2.2. Continuously / reappointed as necessary	UNIOS International Relations Office, ECTS coordinator, departments, students, Vice-Dean for Education and Student Affairs
		20.2.3. The list of ECTS coordinators and the academic Erasmus coordinator is updated regularly and it is available on the FFOS website, as well as on department, sub-department and postgraduate studies websites	20.2.3. Continuously	
		20.2.4. UNIOS and FFOS provide support to incoming students via ESN Osijek	20.2.4. Continuously	
		20.2.5. *Report on the quality of teaching* in chapter 3.5. provides an overview of incoming mobility per academic year	20.2.5. Once a year	
	20.3. Collect feedback on satisfaction and needs of foreign students	20.3. Data on satisfaction and needs of foreign students is collected and analysed using surveys and an interview with the Erasmus coordinator	20.3. On completion of a mobility programme	Erasmus coordinator, Vice-Dean for Education and Student Affairs
	20.4. Allow foreign students to attend classes delivered in a foreign language (English)	20.4.1. FFOS offers foreign students opportunities for study in foreign languages and provides all necessary academic support – foreign students can attend classes delivered in English, German and Hungarian	20.4.1. As necessary	Student Administration Office, Vice-Dean for Education and Student Affairs, Editorial board of the FFOS website

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
20. Ensure adequate study conditions for foreign students	20.4. Allow foreign students to attend classes delivered in a foreign language (English)	20.4.2. FFOS teaching staff has the opportunity to attend language training to prepare themselves for teaching in a foreign language	20.4.2. Once a year	Student Administration Office, Vice-Dean for Education and Student Affairs, Editorial board of the FFOS website
		20.4.3. Foreign students have the opportunity to learn Croatian during their period of study at FFOS	20.4.3. Continuously	
		20.4.4. FFOS website provides information on the institution and the possibilities for studying in English; Information Package in English is prepared for foreign students	20.4.4. Continuously / once a year	
	20.5. Provide opportunities for Croatian language learning for foreign students at FFOS	20.5.1. Croatian language learning for foreign students is organized at UNIOS as a *Croatian Language – Preparatory Course.* The course lasts 70 hours and students earn 6 ECTS.	20.5.1. Continuously / as necessary	Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Management
		20.5.2. FFOS organizes proficiency testing in Croatian language and Latin script	20.5.2. As necessary	
		20.5.3. FFOS has set up and delivers the lifelong learning programme in *Croatian Language, History and Culture for Foreigners*	20.5.3. According to need and interest	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
20. Ensure adequate study conditions for foreign students	20.5. Provide opportunities for Croatian language learning for foreign students at FFOS	20.5.4. For students who can speak Croatian and want to keep learning, there is an elective course *Osnove jezične kulture*, ISVU: 75749 (*Foundations of Language Culture*), offered by FFOS as an elective course at the university level	20.5.4. Continuously	Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Management
		20.5.5. FFOS organizes the Winter school in Croatian language and culture	20.5.5. Once a year, if there is interest	
21. Ensure an objective and consistent evaluation and assessment of student achievements	21.1. Ensure clarity and availability of methods for evaluation and grading before the beginning of a course	21.1.1. FFOS provides support to teachers in developing methods for evaluation of student performance (training that is part of the *Plan for professional training of teachers in teaching competencies and other skills*, peer review, seminars, etc.)	21.1.1. Continuously	Quality Assurance Office, ISVU coordinator, Vice-Dean for Education and Student Affairs
		21.1.2. FFOS adopts *Curriculum Implementation Plans* before the start of the academic year, which also include methods of evaluation	21.1.2. Once every academic year	
		21.1.3. Data on methods of evaluation are available on the FFOS website	21.1.3. Continuously during the year, updated every semester	
	21.2. Align the criteria and methods of evaluation and assessment of students with the teaching methods	21.2.1. FFOS aligns the criteria and methods of evaluation and assessment of students with the teaching methods as part of thematic internal audits or independent analyses	21.2. Periodically, at least once in three years	Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
21. Ensure an objective and consistent evaluation and assessment of student achievements	21.2. Align the criteria and methods of evaluation and assessment of students with the teaching methods	21.2.1. FFOS reports on the results of the alignment of criteria and methods for evaluation and assessment with the teaching methods in the *Report of the Working Group for the implementation of the procedure* or the *Report on the operation of FFOS*	21.2. Periodically, at least once in three years	Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Management
	21.3. Support the development of skills related to the testing and assessment methods to all assessors	21.3.1. Faculty Council adopts the annual *Plan for professional training of teachers in teaching competencies and other skills*, which contributes to ensuring objectivity and consistency of grading, in addition to other topics relevant to professional activities of teaching and non-teaching staff	21.3.1. Once a year	Vice-Dean for Education and Student Affairs, Vice-Dean for Study Programmes and Lifelong Learning, Office for Research, Projects and International Cooperation
		21.3.2. FFOS teachers participate in projects of the Croatian Qualifications Framework to develop qualification and occupational standards for higher education, in cooperation with partners from Croatia	21.3.2. Depending on opportunities	
	21.4. Ensure objectivity and reliability of grading	21.4.1. Evaluation methods for each course have been formulated and made public	21.4.1. Continuously	
		21.4.2. Vice-Dean for Education and Student Affairs analyses the results of student survey on the quality of teaching and provides support in acquiring/enhancing skills for objective evaluation (peer review, seminar, etc.)	21.4.2. Once a year	Vice-Dean for Education and Student Affairs

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
21. Ensure an objective and consistent evaluation and assessment of student achievements	21.4. Ensure objectivity and reliability of grading	21.4.3. Students' rights are represented by the Student Ombudsperson, and the honorary Student Vice-Dean may also be involved in solving the problem	21.4.3. As necessary	Vice-Dean for Education and Student Affairs
		21.4.4. If students are not satisfied with the grade or method of evaluation, Article 70 of the *Ordinance on studies and studying* defines the possibility to appeal and the appeals procedure	21.4.4. Continuously	
	21.5. Carry out the evaluation of grading	21.5.1. Evaluation methods for each course have been formulated and made public	21.5.1. Continuously	Vice-Dean for Education and Student Affairs, Student Ombudsperson, honorary Student Vice-Dean
		21.5.2. If students are not satisfied with the grade or method of evaluation, Article 70 of the *Ordinance on studies and studying* defines the possibility to appeal and the appeals procedure.	21.5.2. As necessary	
		21.5.3. Vice-Dean for Education and Student Affairs analyses the results of student survey on the quality of teaching and provides support in acquiring/enhancing skills for objective evaluation (peer review, seminar, etc.)	21.5.3. Once a year	
		21.5.4. *Report on the quality of teaching* provides an overview of the quality of evaluation	21.5.4. Once every academic year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
21. Ensure an objective and consistent evaluation and assessment of student achievements	21.6. Ensure that evaluation procedures take into account special circumstances of certain groups of students, while ensuring the achievement of intended learning outcomes.	21.6. The rights of certain groups of students include modifying exam technology (cf. Article 59, Paragraph 4 of the *Ordinance on studies and studying)*, with the possibility to engage student assistants who provide pedagogical assistance and to use equipment at the disposal to all UNIOS students	21.6. Available continuously / as necessary	Vice-Dean for Education and Student Affairs
	21.7. Ensure that students receive feedback on the evaluation results, and if necessary, guidelines for the learning process based on these evaluations	21.7.1. Students receive regular feedback on evaluation results, and where appropriate, guidelines for learning through publicly announced office hours and the use of distance learning systems, such as Moodle, Loomen, etc.	21.7.1. Continuously	Teachers, Student Administration Office, Vice-Dean for Education and Student Affairs
		21.7.2. Exam results are published in Moodle or FFOS website, in line with the provisions of the *General Data Protection Regulation*	21.7.2. On completion of an exam	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
21. Ensure an objective and consistent evaluation and assessment of student achievements	21.7. Ensure that students receive feedback on the evaluation results, and if necessary, guidelines for the learning process based on these evaluations	21.7.3. Courses that are integral part of particular study programmes provide knowledge on the learning process that students can apply in their studies, such as the courses in *Basic academic skills* (study programme in Pedagogy), *Theory of Foreign Language Teaching* (study programme in English Language and Literature and German language and Literature), *English Language Teaching Methodology* (study programme in English Language and Literature), *German Language Teaching Methodology* (study programme in German Language and Literature), and many other courses offered as part of teacher training programmes	21.7.3. Continuously	Teachers, Student Administration Office, Vice-Dean for Education and Student Affairs
		21.7.4. There is a Moodle-based online *Programme in psychological and educational support to students* for studying and dealing with stress and studying challenges	21.7.4. Continuously	
		21.7.5. Counselling Office has been set up at UNIOS	21.7.5. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
22. Issue diplomas and Diploma Supplements in accordance with the relevant regulations	22.1. Ensure that students are issued appropriate documents (diploma and Diploma Supplement) upon completion of their studies	22.1. FFOS issues each student who completes their studies appropriate documents: diploma and Diploma Supplement	22.1. Continuously	Student Administration Office, Vice-Dean for Education and Student Affairs, Dean
	22.2. Ensure that diplomas and Diploma Supplements are issued in accordance with relevant regulations	22.2. FFOS issues documents in accordance with the *Ordinance on the content of higher education diplomas and diploma supplements* (OG 77/2008) and the *Ordinance on changes and amendments to Ordinance on the content of higher education diplomas and diploma supplements* (OG 149/2011) Diplomas and diploma supplements are issued in accordance with the requirements of the *Act on Scientific Activity and Higher Education, UNIOS Statute* and the *UNIOS Ordinance on studies and studying*	22.2. Continuously	Student Administration Office, Vice-Dean for Education and Student Affairs, Dean
	22.3. Ensure issuing the Diploma Supplements free of charge, in Croatian and English	22.3. FFOS issues Diploma Supplements free of charge, in Croatian and English, in accordance with Article 3 of the *Ordinance on the content of higher education diplomas and diploma supplements*	22.3. Continuously	Student Administration Office, Vice-Dean for Education and Student Affairs, Dean

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
23. Be committed to the employability of graduates	23.1. Analyse the employability of graduates	23.1.1. FFOS collects and analyses information on graduate employment, and records data on where graduates work, in which position and when they signed the employment contract	23.1.1. Database is updated once a year	Student Administration Office, Quality Assurance Office, Vice-Dean for Study Programmes and Lifelong Learning, Vice-Dean for Education and Student Affairs
		23.1.2. Employment is analysed indirectly each time admission quotas are set, as we take into account the data of the Croatian Employment Service, which is elaborated on in Chapter 2.1. of the annual *Report on the quality of teaching*	23.1.2. Once a year	
	23.2. Align admission quotas with social and labour market needs and available FFOS resources	23.2. The annual *Report on the quality of teaching* elaborates on the factors that influence admission quotas, which always include information on the labour market and available human resources of particular departments	23.2. Once a year	Vice-Dean for Education and Student Affairs
	23.3. Inform prospective students about the opportunities to continue education or find employment after graduation	23.3.1. FFOS takes active part in the University Fair	23.3.1. Once a year	*Working Group for the promotion of FFOS*, FFOS spokesperson, Quality Assurance Office, Student Administration Office, Vice-Dean for Education and Student Affairs
		23.3.2. *The FFOS Enrolment Guide*, which is available and distributed in print and electronic format, provides information on employment options for all study profiles on completion of undergraduate and graduate studies	23.3.2. Updated once a year; available continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
23. Be committed to the employability of graduates	23.3. Inform prospective students about the opportunities to continue education or find employment after graduation	23.3.3. The *Working Group for the promotion of FFOS* has been set up, and the updated list of members is always available on the FFOS website	23.3.3. Continuously, revised as necessary	*Working Group for the promotion of FFOS*, FFOS spokesperson, Quality Assurance Office, Student Administration Office, Vice-Dean for Education and Student Affairs
		23.3.4. The *Working Group for the promotion of FFOS* visits schools in order to promote study programmes and employment opportunities	23.3.4. Once a year	
		23.3.5. Students are assigned mentors after enrolment, and one of the topics of meetings with mentors are employment opportunities after graduation	23.3.5. Once a year	
	23.4. Support students in future career planning	23.4.1. In order to prepare students for the labour market better, FFOS organizes field instruction and extra-curricular activities	23.4.1. Continuously during the year	Departments, employers, Career Centre, Career Committee, UNIOS Quality Assurance Centre
		23.4.2. FFOS hosts representatives of IT companies, translation agencies, teachers, employees of the Education and Teacher Training Agency, distinguished researchers and professors from Croatia and abroad	23.4.2. Continuously during the year	
		23.4.3. The Career Centre has been set up and it organizes career planning activities, often in cooperation with the Alumni Association	23.4.3. Continuously during the year, according to plan	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
23. Be committed to the employability of graduates	23.4. Support students in future career planning	23.4.4. FFOS cooperates with the Lifelong Career Guidance Centre Osijek in the implementation of the programme *Live Library for High-School Students*	23.4.4. Once a year	Departments, employers, Career Centre, Career Committee, UNIOS Quality Assurance Centre
		23.4.5. UNIOS Quality Assurance Centre also provides career guidance	23.4.5. Continuously	
	23.5. Maintain contacts with alumni	23.5.1. FFOS maintains contacts with alumni via the Alumni Association – the website provides information on the president of the association, management board and admission procedure	23.5.1. Continuously	Alumni Association, Vice-Dean for Study Programmes and Lifelong Learning, Committee for organizing *Open Thursday*, Student Administration Office, mentors, Quality Assurance Office, Vice-Dean for Education and Student Affairs, Career Centre
		23.5.2. Graduates regularly take part in revising study programmes, in accordance with *Guidelines for the evaluation of study programmes*	23.5.2. At every study programme revision	
		23.5.3. Graduates take part in the popularization of science event *Otvoreni četvrtak* (*Open Thursday*)	23.5.3. Depending on opportunities	
		23.5.4. Graduates give guest lectures in particular courses	23.5.4. Depending on opportunities	
		23.5.5. FFOS maintains the Success Stories Database	23.5.5. Updated continuously during the year	
		23.5.6. FFOS maintains the Graduate Employment Database	23.5.6. Updated once a year	

4.4. Teaching staff and institutional capacities

1.5. Teaching staff

1.6. Learning resources and student support

ESG Standard – 1.5: Teaching staff

Institutions should assure themselves of the competence of their teachers. They should apply fair and transparent processes for the recruitment and development of the staff.

ESG Guidelines – The teacher's role is essential in creating a high quality student experience and enabling the acquisition of knowledge, competences and skills. The diversifying student population and stronger focus on learning outcomes require student-centred learning and teaching and the role of the teacher is, therefore, also changing.

ESG Standard – 1.6: Learning resources and student support

Institutions should have appropriate funding for learning and teaching activities and ensure that adequate and readily accessible learning resources and student support are provided.

ESG Guidelines – For a good higher education experience, institutions provide a range of resources to assist student learning. These vary from physical resources such as libraries, study facilities and IT infrastructure to human support in the form of tutors, counsellors and other advisers.

The role of support services is of particular importance in facilitating the mobility of students within and across higher education systems.

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
24. Ensure adequate teaching capacities	24.1. Ensure that the number and qualifications of teachers are appropriate for the delivery of study programme, achievement of intended learning outcomes and performing scientific activity	24.1.1. Faculty Council adopts the *Decision on the organization of the Faculty*, which includes the number of teachers and their qualifications per department and per academic year	24.1.1. Once every academic year	Secretariat, Office of Human Resources, Vice-Dean for Education and Student Affairs, Management
		24.1.2. FFOS reports on the complete list of teachers, teaching load, date of last appointment to titles, and part-time employments in percentage in the *Report on the operation of FFOS*	24.1.2. Once every academic year	
		24.1.3. Study programmes are set up based on study programme proposals, which provide evidence that there is a sufficient number of qualified teachers	24.1.3. When preparing study programmes	
	24.2. Ensure the adequate ratio of students and full-time teachers for a high quality study	24.2.1. FFOS reports on the complete list of teachers, teaching load, date of last appointment to titles, and part-time employments in percentage in the *Report on the quality of teaching*	24.2.1. Once every academic year	Secretariat, Office of Human Resources, Vice-Dean for Education and Student Affairs, Management
		24.2.2. FFOS reports on the total number students in undergraduate, graduate and postgraduate studies in the *Report on the quality of teaching* and the *Report on the operation of FFOS*	24.2.2. Once every academic year	
		24.2.3. FFOS analyses the ratio of students and full-time teachers in the *Report on the quality of teaching* and the *Report on the operation of FFOS*, and uses it to draft a strategic plan for the next year	24.2.3. Once every academic year	
		24.2.4. Admission quotas are determined in accordance with the number of teachers in order to preserve the adequate ratio of students and full-time teachers	24.2.4. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
24. Ensure adequate teaching capacities	24.3. Align teacher workload with relevant legislation and policies, regulations of competent bodies, collective agreements, etc.	24.3.1. FFOS aligns teacher workload with relevant legislation and policies, regulations of competent bodies, collective agreements, and other relevant regulations, which is analysed and presented in the *Report on the quality of teaching* and the *Report on the operation of FFOS*	24.3.1. Once in a semester / once a year	Office of Human Resources, Vice-Dean for Education and Student Affairs, Management
	24.4. Ensure that the teacher workload reflects appropriate distribution of teaching, scientific/ artistic activities, professional and personal development and administrative duties	24.4.1. FFOS aligns teacher workload with relevant legislation and policies, regulations of competent bodies, collective agreements, and other relevant regulations, which is analysed and presented in the *Report on the quality of teaching* and the *Report on the operation of FFOS*	24.4.1. Before the start of the academic year; changes to the *Curriculum Implementation Plan* as necessary during the year	Office of Human Resources, Vice-Dean for Education and Student Affairs, Management
		24.4.2. FFOS ensures a balanced distribution of professional and administrative duties	24.4.2. Continuously	
		24.4.3. FFOS ensures the reduction of the teaching load for teachers who work on competitive international projects, if their project engagement is more than 45% of their working hours	24.4.3. On adoption of the *Curriculum Implementation Plan* at the beginning of the academic year; changes to the *Curriculum Implementation Plan* as necessary during the year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
24. Ensure adequate teaching capacities	24.5. Ensure that teachers are qualified for the course/courses they deliver	24.5.1. Faculty Council adopts the *Curriculum Implementation Plan* in accordance with the agreement between the Vice-Dean and the respective department or independent sub-department in order to allocate the courses to teachers with adequate qualifications and competences	24.5.1. Before the start of the academic year; changes to the *Curriculum Implementation Plan* as necessary during the year	Office of Human Resources, Vice-Dean for Education and Student Affairs, Management
		24.5.2. Teachers participate in professional development programmes regularly (research and professional activities, participation in workshops, seminars, etc.)	24.5.2. According to the *Plan for professional training of teachers*	
		24.5.3. Teacher appointment procedures include specifications of scientific area and field the candidates are appointed in, and if necessary, the scientific branch as well	24.5.3. During recruitment procedures	
		24.5.4. Teacher appointment procedures take into account the courses or groups of courses the candidate will teach after appointment	24.5.4. During recruitment procedures	
25. Teacher recruitment, advancement and re-appointment is based on objective and transparent procedures which include the evaluation of excellence	25.1. Align teacher recruitment procedures that arise from the development goals of FFOS with the legislation and internal regulations in effect	25.1.1. FFOS conducts the teacher appointment and re-appointment procedure in accordance with the *Ordinance on the advancement into academic rank, artistic-teaching rank, teaching, assistant and professional titles, and corresponding job positions* and the *Instruction on initiating the procedure of the appointment/re-appointment into academic rank and corresponding job positions*	25.1.1. According to *Plan*, revised as necessary	Office of Human Resources, Vice-Dean for Education and Student Affairs, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
25. Teacher recruitment, advancement and re-appointment is based on objective and transparent procedures which include the evaluation of excellence	25.2. In selecting, appointing and evaluating teachers, take into account their previous activities	25.2.1. Expert Panel for appointing assistants takes into account their previous activities during an interview	25.2.1. During selection procedures	Expert Panel for appointing assistants, Office of Human Resources, Vice-Dean for Education and Student Affairs, Management
		25.2.2. Appointments Review Committee evaluates previous research, teaching and professional activities of teachers (cf. report)	25.2.2. During selection procedures	
		25.2.3. *Report of the Expert Panel* and the *Report of the Appointments Review Committee* are adopted at the Faculty Council session	25.2.3. On delivery of the *Report* to the Faculty Council	
	25.3. Develop and implement adequate methods for the selection of the best candidates for each position and, in addition to the prescribed national minimum conditions for each position, prescribe competitive criteria ensuring the selection of excellent candidates	25.3.1. Assistant appointment procedure includes the interview that ensures the selection of excellent candidates by evaluating and rewarding excellence	25.3.1. During selection procedures	Office of Human Resources, Expert Panel for appointing assistants, Appointments Review Committee, Management
		25.3.2. The procedure of appointing teachers into scientific-teaching and teaching grades includes evaluation and rewarding of excellence	25.3.2. During selection procedures	
		25.3.3. *Report of the Expert Panel* and the *Report of the Appointments Review Committee* are adopted at the Faculty Council session	25.3.3. On delivery of the *Report* to the Faculty Council	
	25.4. Base the promotion of teachers into higher grades on the evaluation and rewarding of excellence and take into account important achievements	25.4.1. Senior assistant appointment procedure includes the interview that ensures the selection of better candidates by evaluating and rewarding excellence	25.4.1. During selection procedures	Office of Human Resources, Expert Panel for appointing assistants, Appointments Review Committee, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
25. Teacher recruitment, advancement and re-appointment is based on objective and transparent procedures which include the evaluation of excellence	25.4. Base the promotion of teachers into higher grades on the evaluation and rewarding of excellence and take into account important achievements	25.4.2. The procedure of appointing teachers into senior scientific-teaching and teaching grades includes evaluation and rewarding of excellence	25.4.2. During selection procedures	Office of Human Resources, Expert Panel for appointing assistants, Appointments Review Committee, Management
		25.4.3. *Report of the Expert Panel* and the *Report of the Appointments Review Committee* are adopted at the Faculty Council session	25.4.3. On delivery of the *Report* to the Faculty Council	
	25.5. Ensure that the indicators of excellence include scientific, teaching and professional work and contribution to the development of HEI	25.5.1. Senior assistant appointment procedure includes the interview that ensures the selection of better candidates by evaluating and rewarding research, teaching and professional activities that set the candidate apart from other candidates	25.5.1. During selection procedures	Office of Human Resources, Expert Panel for appointing assistants, Appointments Review Committee, Management
		25.5.2. The procedure of appointing teachers into senior scientific-teaching and teaching grades includes evaluation and rewarding of all research, teaching and professional activities that set the candidate apart from other candidates	25.5.2. During selection procedures	
		25.5.3. *Report of the Expert Panel* and the *Report of the Appointments Review Committee* are adopted at the Faculty Council session	25.5.3. On delivery of the *Report* to the Faculty Council	
	25.6. Ensure that additional criteria that reflect the strategic goals of FFOS are set for the promotion of teachers into higher grades	25.6.1. Senior assistant appointment procedure includes the interview that ensures the selection of better candidates by evaluating and rewarding research, teaching and professional activities that are related to the strategic goals of FFOS	25.6.1. During selection procedures	Office of Human Resources, Expert Panel for appointing assistants, Appointments Review Committee, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
25. Teacher recruitment, advancement and re-appointment is based on objective and transparent procedures which include the evaluation of excellence	25.6. Ensure that additional criteria that reflect the strategic goals of FFOS are set for the promotion of teachers into higher grades	25.6.2. The procedure of appointing teachers into senior scientific-teaching and teaching grades includes evaluation and rewarding of all research, teaching and professional activities that are related to the strategic goals of FFOS	25.6.2. During selection procedures	Office of Human Resources, Expert Panel for appointing assistants, Appointments Review Committee, Management
		25.6.3. *Report of the Expert Panel* and the *Report of the Appointments Review Committee* are adopted at the Faculty Council session	25.6.3. On delivery of the *Report* to the Faculty Council	
26. Provide support to teachers in their professional development	26.1. Provide opportunities for the improvement of teaching competencies at FFOS	26.1.1. Professional development of teachers is an integral part of the *FFOS Strategic Plan*	26.1.1. Continuously	Quality Assurance Office, Vice-Dean for Education and Student Affairs, Management
		26.1.2. FFOS prepares the *Plan for professional training of teaching and non-teaching staff*, which is adopted by the Faculty Council	26.1.2. Before the start of each academic year	
		26.1.3. The *Plan* is revised during the year to meet the real needs for professional development	26.1.3. As necessary	
	26.2. Encourage the assessment and improvement of teaching competencies based on the peer-review recommendations and the results of student satisfaction surveys	26.2.1. In addition to lectures and workshops, professional development is organized in accordance with the *Peer Review and Support at the Faculty of Humanities and Social Sciences - University Teachers' Manual*	26.2.1. As necessary, based on the need determined after analysing the University Student Survey and the Teacher Survey	Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Education and Student Affairs

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
26. Provide support to teachers in their professional development	26.2. Encourage the assessment and improvement of teaching competencies based on the peer-review recommendations and the results of student satisfaction surveys	26.2.2. Professional development of teachers is also carried out in the area of their scientific and professional work, for example by participating in scientific and professional conferences, round tables, public meetings, literary meetings, professional meetings for preparing international projects, Open Doors Days, projects, seminars and participation in different project training courses	26.2.2. Continuously	Quality Assurance Office, Quality Assurance Committee, Vice-Dean for Education and Student Affairs
		26.2.3. University Student Survey and Teacher Survey results are analysed and the outcome is included in the *Report on the quality of teaching*	26.2.3. Once every academic year	
	26.3. Ensure participation of teachers in international mobility programmes, projects, networks, etc.	26.3.1. Participation of teachers in international mobility programmes, projects, networks, etc. is included in the *FFOS Strategic Plan*	26.3.1. Continuously	Office for Research, Projects and International Cooperation, Vice-Dean for Research and International Cooperation, Vice-Dean for Development and Business Affairs, Management
		26.3.2. Professional development of teachers is also carried out in the area of their scientific and professional work, for example by participating in scientific and professional conferences, round tables, public meetings, literary meetings, Open Doors Days, projects, seminars and participation in different project training courses	26.3.2. Continuously	
		26.3.3. FFOS supports and analyses outgoing mobility of teachers and reports on it in the *Report on the quality of teaching*	26.3.3. Once every academic year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
26. Provide support to teachers in their professional development	26.3. Ensure participation of teachers in international mobility programmes, projects, networks, etc.	26.3.4. FFOS supports teachers in applying for research projects in accordance with the *Ordinance on rewarding teachers, associates and non-teaching staff* and the *Decision on funding activities from the FFOS Science Fund*	26.3.4. Continuously	Office for Research, Projects and International Cooperation, Vice-Dean for Research and International Cooperation, Vice-Dean for Development and Business Affairs, Management
		26.3.5. FFOS provides timely information to teachers on national and international calls for project applications using the *Research portal* on the FFOS website, direct information delivered by the Vice-Dean for Research and International Cooperation or by department research coordinators, at Faculty Council sessions and department meetings	26.3.5. Continuously	
27. Ensure adequate space, equipment and the entire infrastructure (laboratories, IT service, work facilities etc.) for the delivery of study programmes and ensure the achievement of intended learning outcomes and the implementation of professional or scientific activity	27.1. Plan and improve the infrastructure development, in line with the strategic goals	27.1.1. FFOS plans the development of its infrastructure in annual financial plans and makes biannual projections	27.1.1. Once a year / once every two years	Vice-Dean for Development and Business Affairs, Management
		27.1.2. FFOS reports on the development of its infrastructure in the *FFOS Report on financial operations* and the *Report on the operation of FFOS*	27.1.2. Once a year	
	27.2. Ensure adequate space, equipment and the entire infrastructure (laboratories, IT service, work facilities etc.) for the delivery of study programmes and ensure the achievement of intended learning outcomes	27.2.1. FFOS analyses the fitness for purpose of the entire infrastructure and ensures the necessary space, equipment and infrastructure (laboratories, IT service, work facilities etc.) is appropriate for the delivery of study programmes and ensuring the achievement of the intended learning outcomes in annual financial plans and biannual financial projections	27.2.1. Once a year / once every two years	Vice-Dean for Development and Business Affairs, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
27. Ensure adequate space, equipment and the entire infrastructure (laboratories, IT service, work facilities etc.) for the delivery of study programmes and ensure the achievement of intended learning outcomes and the implementation of professional or scientific activity		27.2.2. FFOS reports on space, equipment and the entire infrastructure (laboratories, IT service, work facilities etc.) in the FFOS *Report on financial operations* and the *Annual Report on the operation of FFOS*	27.2.2. Once a year	Vice-Dean for Development and Business Affairs, Management
	27.3. Maintain the space, equipment and the entire infrastructure (laboratories, IT service, work facilities etc.) adequate for the realization of scientific and professional activities	27.3.1. FFOS analyses the fitness for purpose of the entire infrastructure and ensures the space, equipment and infrastructure (laboratories, IT service, work facilities etc.) necessary for the implementation of scientific and professional activities in annual financial plans and biannual financial projections	27.3.1. Once a year / once every two years	Vice-Dean for Development and Business Affairs, Management
		27.3.2. FFOS reports on space, equipment and the entire infrastructure (laboratories, IT service, work facilities etc.) in the *FFOS Report on financial operations* and the annual *Report on the operation of FFOS*	27.3.2. Once a year	
28. Ensure that the library and library equipment, including additional resources, provide access to literature and library services necessary for a high-quality study, research and teaching	28.1. Ensure that the library and library equipment, including additional resources, meet the conditions for a high quality of study	28.1.1. *Rules of operation of the Library* and the conditions for using books and other library materials are regulated in the *Ordinance on the operation of the Library*	28.1.1. Continuously, revised as necessary	Library employees, Head Librarian, Vice-Dean for Development and Business Affairs, Management
		28.1.2. FFOS analyses and ensures that the library and library equipment, including additional resources, meet the conditions for a high quality of study in annual financial plans and biannual financial projections	28.1.2. Once a year / once every two years	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
28. Ensure that the library and library equipment, including additional resources, provide access to literature and library services necessary for a high-quality study, research and teaching	28.1. Ensure that the library and library equipment, including additional resources, meet the conditions for a high quality of study	28.1.3. FFOS reports on the library and its infrastructure, including additional resources, in the *FFOS Report on financial operations* and the *Report on the operation of FFOS*	28.1.3. Once a year	Library employees, Head Librarian, Vice-Dean for Development and Business Affairs, Management
		28.1.4. FFOS has its own digital repository	28.1.4. Updated continuously	
		28.1.5. FFOS Library provides its users support in finding adequate literature using the electronic service *Ask the librarians*	28.1.5. Continuously	
		28.1.6. The Library implements the Programme of Information Literacy, in which the librarians educate users to search library catalogues and databases and to use library services	28.1.6. Continuously, according to the *Plan*	
		28.1.7. FFOS students have access to teaching materials on Moodle and Loomen	28.1.7. Continuously	
		28.1.8. The FFOS Library is part of the integrated library system of the Osijek City and University Library and the libraries in the science and higher education system	28.1.8. Continuously	
		28.1.9. FFOS buys new literature, or uses the interlibrary loan service to get copies that are not available in bookstores and are required by teachers for research	28.1.9. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
28. Ensure that the library and library equipment, including additional resources, provide access to literature and library services necessary for a high-quality study, research and teaching	28.1. Ensure that the library and library equipment, including additional resources, meet the conditions for a high quality of study	28.1.10. Users have access to online databases that the Ministry of Science, Education and Sports has a subscription to, and access to national and international online databases is provided through the Portal of Electronic Sources for the Croatian academic and scientific community	28.1.10. Continuously	Library employees, Head Librarian, Vice-Dean for Development and Business Affairs, Management
		28.1.11. For the purpose of analysing and evaluating library services, the Library conducts a survey on user satisfaction with its services	28.1.11. Every three years	
	28.2. Ensure that the library and library equipment, including additional resources, meet the conditions for a high quality of research and teaching	28.2.1. Rules of operation of the Library and the conditions for using books and other library materials are regulated in the *Ordinance on the operation of the Library*	28.2.1. Continuously, revised as necessary	Library employees, Head Librarian, Vice-Dean for Development and Business Affairs, Management
		28.2.2. FFOS analyses and ensures that the library and library equipment, including additional resources, meet the conditions for a high quality of study in annual financial plans and biannual financial projections	28.2.2. Once a year / once every two years	
		28.2.3. FFOS reports on the library and its infrastructure, including additional resources, in the *FFOS Report on financial operations* and the annual *Report on the operation of FFOS*	28.2.3. Once a year	
		28.2.4. FFOS has its own digital repository	28.2.4. Updated continuously	
		28.2.5. FFOS Library provides its users support in finding adequate literature using the electronic service *Ask the librarians*	28.2.5. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
28. Ensure that the library and library equipment, including additional resources, provide access to literature and library services necessary for a high-quality study, research and teaching	28.2. Ensure that the library and library equipment, including additional resources, meet the conditions for a high quality of research and teaching	28.2.6. The Library implements the Programme of Information Literacy, in which the librarians educate users to search library catalogues and databases and to use library services	28.2.6. Continuously, according to the *Plan*	Library employees, Head Librarian, Vice-Dean for Development and Business Affairs, Management
		28.2.7. The Library offers the services *Ask the librarians* and *User Education* (workshops for students)	28.2.7. Continuously	
		28.2.8. FFOS ensures the procurement of new books and computers, and their maintenance	28.2.8. Continuously	
		28.2.9. FFOS buys new literature, or uses the interlibrary loan service to get copies that are not available in bookstores and are required by teachers for scientific research	28.2.9. Continuously	
		28.2.10. Users have access to online databases that the Ministry of Science, Education and Sports has a subscription to, and access to national and international online databases is provided through the Portal of Electronic Sources for the Croatian academic and scientific community	28.2.10. Continuously	
		28.2.11. For the purpose of analysing and evaluating library services, the Library conducts a survey on user satisfaction with its services	28.2.11. Every three years	
29. Rationally manage financial resources	29.1. Make the financial sustainability and efficiency evident in all aspects of the FFOS activity	29.1.1. FFOS keeps a record of the revenue structure	29.1.1. Continuously	Accounting and Finance Office, Head of the Accounting and Finance Office, Vice-Dean for Development and Business Affairs, Dean, Management
		29.1.2. FFOS reports on its revenue structure in annual financial plans and makes biannual projections	29.1.2. Once a year / once every two years	
		29.1.3. FFOS has adopted the *Ordinance on the distribution of own revenues*	29.1.3. Continuously, revised as necessary	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
29. Rationally manage financial resources	29.1. Make the financial sustainability and efficiency evident in all aspects of the FFOS activity	29.1.4. FFOS has established and maintains the Science Fund for financing staff participation in scientific and professional conferences, procurement of literature and scientific research, according to the *Decision on funding activities from the Science Fund*	29.1.4. Continuously, revised as necessary	
		29.1.5. FFOS manages the available funds responsibly and sparingly, and the management of financial resources is in line with the financial plans adopted	29.1.5. Continuously	Accounting and Finance Office, Head of the Accounting and Finance Office, Vice-Dean for Development and Business Affairs, Dean, Management
		29.1.6. When preparing a financial plan for a three-year period, employees have the opportunity to submit proposals to the Vice-Dean for Research and International Cooperation and Vice-Dean for Development and Business Affairs, who draw it up in cooperation with the Dean the Head of the Accounting and Finance Office, whereas the final plan is accepted by the UNIOS Senate	29.1.6. Once in three years	
		29.1.7. FFOS uses financial statements (PR-RAS and Liabilities) to compare revenues, expenditures and liabilities of the current year with the previous year – thus controlling the increase in revenues and expenditures compared to the previous year	29.1.7. Every three months / once a year	
		29.1.8. All financial statements (and plans) are regularly published on the FFOS website	29.1.8. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
29. Rationally manage financial resources	29.1. Make the financial sustainability and efficiency evident in all aspects of the FFOS activity	29.1.9. The work of the Accounting and Finance Office is transparent and straightforward – there is the *Procedure for entering into contractual obligations, receiving and checking accounts and payments by invoice* and the *Guidelines on the procedure for procurement of works, goods and services*	29.1.9. Continuously, documents revised as necessary	Accounting and Finance Office, Head of the Accounting and Finance Office, Vice-Dean for Development and Business Affairs, Dean, Management
		29.1.10. FFOS has the *Procedure for claims handling and collection of claims at FFOS*, *Cashier procedure*, *Procedure for recording and archiving of contracts* and the *Official travel procedure*	29.1.10. Continuously, documents revised as necessary	
		29.1.11. Employees of the Accounting and Finance Office attend several times a year seminars organized by the Croatian Accountant Association and the Accountants and Financial Workers Association Osijek for training and monitoring of changes in the laws and regulations used in budget accounting in order to improve the activities of the Faculty	29.1.11. Continuously, according to the *Plan*	
	29.2. Manage financial resources transparently, efficiently and appropriately	29.2.1. FFOS keeps a record of the revenue structure	29.2.1. Continuously	Accounting and Finance Office, Head of the Accounting and Finance Office, Vice-Dean for Development and Business Affairs, Dean, Management
		29.2.2. FFOS reports on its revenue structure in annual financial plans and makes biannual projections	29.2.2. Once a year / once every two years	
		29.2.3. FFOS has adopted the *Ordinance on the distribution of own revenues*	29.2.3. Continuously, revised as necessary	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
29. Rationally manage financial resources	29.2. Manage financial resources transparently, efficiently and appropriately	29.2.4. FFOS has established and maintains the Science Fund for financing staff participation in scientific and professional conferences, procurement of literature and scientific research, according to the *Decision on funding activities from the Science Fund*	29.2.4. Continuously, revised as necessary	Accounting and Finance Office, Head of the Accounting and Finance Office, Vice-Dean for Development and Business Affairs, Dean, Management
		29.2.5. FFOS manages the available funds responsibly and sparingly, and the management of financial resources is in line with the financial plans adopted	29.2.5. Continuously	
		29.2.6. When preparing the financial plan for a three-year period, employees have the opportunity to submit proposals to the Vice-Dean for Research and International Cooperation and Vice-Dean for Development and Business Affairs, who draw it up in cooperation with the Dean the Head of the Accounting and Finance Office, whereas the final plan is accepted by the UNIOS Senate	29.2.6. Once in three years	
		29.2.7. FFOS uses trimonthly and annual financial statements (PR-RAS and Liabilities) to compare revenues, expenditures and liabilities of the current year with the previous year – thus controlling the increase in revenues and expenditures compared to the previous year	29.2.7. Every three months / once a year	
		29.2.8. All financial statements (and plans) are regularly published on the FFOS website	29.2.8. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
29. Rationally manage financial resources	29.2. Manage financial resources transparently, efficiently and appropriately	29.2.9. The work of the Accounting and Finance Office is transparent and straightforward – there is the *Procedure for entering into contractual obligations, receiving and checking accounts and payments by invoice* and the *Guidelines on the procedure for procurement of works, goods and services*	29.2.9. Continuously, documents revised as necessary	Accounting and Finance Office, Head of the Accounting and Finance Office, Vice-Dean for Development and Business Affairs, Dean, Management
		29.2.10. FFOS has the *Procedure for claims handling and collection of claims at FFOS*, *Cashier procedure*, *Procedure for recording and archiving of contracts* and *Official travel procedure*	29.2.10. Continuously, documents revised as necessary	
		29.2.11. Employees of the Accounting and Finance Office attend several times a year seminars organized by the Croatian Accountant Association and the Accountants and Financial Workers Association Osijek for training and monitoring of changes to in the laws and regulations used in budget accounting in order to improve the activities of the Faculty	29.2.11. Continuously, according to *Plan*	
	29.3. Use additional sources of funding for institutional development and improvement	29.3.1. FFOS generates its own revenues from lifelong learning programmes	29.3.1. Continuously	Accounting and Finance Office, Head of the Accounting and Finance Office, Vice-Dean for Development and Business Affairs, Dean, Management
		29.3.2. FFOS ensures the generation of additional revenues from scientific research projects, cooperation with the business sector, revenues from renting space, conference interpreting, online commerce and other jobs on the market and market conditions	29.3.2. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
29. Rationally manage financial resources	29.3. Use additional sources of funding for institutional development and improvement	29.3.3. FFOS regularly deposits funds into the UNIOS Development Fund in accordance with the UNIOS *Ordinance on distribution of own revenues*	29.3.3. In accordance with the *Ordinance*	Accounting and Finance Office, Head of the Accounting and Finance Office, Vice-Dean for Development and Business Affairs, Dean, Management
		29.3.4. FFOS manages its own revenues on the basis of the *Ordinance on distribution of own revenues*, which provides for the share of revenues for the promotion of FFOS activities	29.3.4. In accordance with the *Ordinance*, which is revised as necessary	
	29.4. Secure additional sources of funding through national and international projects, cooperation with the industry, local community, etc.	29.4.1. FFOS ensures the generation of additional revenues through scientific research projects, cooperation with the business sector, revenues from renting space, conference interpreting, online commerce and other jobs on the market and market conditions	29.4.1. Continuously	Accounting and Finance Office, Head of the Accounting and Finance Office, Vice-Dean for Development and Business Affairs, Dean, Management
		29.4.2. FFOS regularly deposits funds into the UNIOS Development Fund in accordance with the UNIOS *Ordinance on distribution of own revenues*	29.4.2. According to the *Ordinance*	
		29.4.3. FFOS manages its own revenues on the basis of the *Ordinance on distribution of own revenues*, which provides for the share of revenues for the promotion of FFOS activities	29.4.3. In accordance with the *Ordinance*, which is revised as necessary	

4.5. Scientific activity

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
30. Ensure that teachers and associates employed at FFOS are committed to the achievement of high quality and quantity of scientific research	30.1. Ensure that teachers and associates publish an appropriate number of high-quality scientific publications	30.1.1. FFOS has defined the strategic objectives regarding the quantity and quality of research in the *FFOS Strategic Plan*	30.1.1. Continuously, revised as necessary by preparing an operational plan for the next year	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Management
		30.1.2. FFOS has defined the strategic objectives regarding the quantity and quality of research in the *FFOS Strategic Research Programme*	30.1.2. Continuously, revised as necessary by preparing an operational plan for the next year	
		30.1.3. FFOS reports on the realized strategic objectives regarding quantity and quality of research in the *Report on the implementation of the FFOS Strategic Plan* and the *Report on the implementation of the FFOS Strategic Research Programme*	30.1.3. Once a year	
	30.2. Develop and implement efficient procedures for encouraging high-quality scientific publication	30.2.1. FFOS uses internal regulations to promote research excellence of its teachers by adopting the *Decision on establishing the FFOS Science Fund*	30.2.1. Continuously, the *Decision* is revised as necessary	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Dean, Management
		30.2.2. FFOS ensures conditions for scientific activities by purchasing literature	30.2.2. Continuously	
		30.2.3. FFOS provides conditions for scientific activities by purchasing the necessary equipment	30.2.3. Continuously	
		30.2.4. FFOS provides conditions for scientific activities by equipping special spaces (e.g. a laboratory)	30.2.4. As necessary	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
30. Ensure that teachers and associates employed at FFOS are committed to the achievement of high quality and quantity of scientific research	30.2. Develop and implement efficient procedures for encouraging high-quality scientific publication	30.2.5. In accordance with the Collective Agreement, FFOS ensures that the teaching load of employees participating in international competitive projects is reduced if their engagement in projects takes over 45% of their total working hours	30.2.5. In accordance with the Collective Agreement	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Dean, Management
	30.3. Keep records of publications (publication index, citation impact, h-index)	30.3. FFOS keeps records of and reports on publications (publication index, citation impact, h-index) in the *Scientific Research Report* and the *Report on the operation of FFOS*	30.3. Recorded continuously, reported once a year	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Management
	30.4. Implement the scientific activity of the Faculty in PhD theses	30.4.1.FFOS plans the scientific activities in PhD theses in the *FFOS Strategic Plan* and the *FFOS Strategic Research Programme*	30.4.1. Continuously, revised as necessary by preparing an operational plan for the next year	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Management
		30.4.2. FFOS reports on the realized scientific activities in PhD theses in the *Report on the implementation of the operational plan of the FFOS Strategic Plan* and the report on the implementation of the *FFOS Strategic Research Programme,* as well as in the *Scientific Research Report* and the *Report on the operation of FFOS*	30.4.2. Once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
30. Ensure that teachers and associates employed at FFOS are committed to the achievement of high quality and quantity of scientific research	30.5. Ensure that FFOS teachers and associates actively promote the scientific achievements at national and international conferences	30.5.1. FFOS uses internal regulations to encourage teachers and associates to actively promote scientific achievements at national and international conferences by adopting the *Decision on establishing the FFOS Science Fund*	30.5.1. Continuously, the *Decision* is revised as necessary	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Dean, Management
		30.5.2. FFOS keeps records of and reports on the promotion of research activities at national and international conferences in the *Scientific Research Report* and the *Report on the operation of FFOS*	30.5.2. Recorded continuously, reported once a year	
31. Provide evidence for the social relevance of our scientific and professional research and transfer of knowledge	31.1. Monitor and take into consideration the needs of society and labour market in planning our research activities	31.1.1. FFOS has integrated the monitoring of society and labour markets needs and takes them into account when planning research activities and strategic objectives of scientific research in the *FFOS Strategic Plan*	31.1.1. Continuously, revised as necessary by preparing an operational plan for the next year	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Management
		31.1.2. FFOS has defined the strategic goals of monitoring the society and labour markets needs and taking them into account when planning research activities in the *FFOS Strategic Research Programme*	31.1.2. Continuously, revised as necessary by preparing an operational plan for the next year	
		31.1.3. FFOS reports on the realized strategic goals of monitoring the society and labour markets needs and taking them into account when planning research activities in the report on the implementation of the operational programme of the *FFOS Strategic Plan* and the report on the implementation of the *FFOS Strategic Research Programme*	31.1.3. Once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
31. Provide evidence for the social relevance of our scientific and professional research and transfer of knowledge	31.2. Develop and implement an efficient support system for research and transfer of knowledge and technologies	31.2.1. FFOS uses internal regulations to develop and implement an efficient support system for research and transfer of knowledge and technologies by adopting the *Decision on establishing the FFOS Science Fund*	31.2.1. Continuously, the *Decision* is revised as necessary	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Committee for the Implementation of *Open Thursday*, Dean, Management
		31.2.2. FFOS monitors and reports on research and transfer of knowledge and technologies in the *Scientific Research Report* and the *Report on the operation of FFOS*	31.2.2. Recorded continuously, reported once a year	
		31.2.3. FFOS uses the Science Fund and provides logistical support to encourage the application of projects aimed at the transfer of knowledge and technologies and the cooperation with stakeholders in private and public sectors, taking into account the funding at the disposal of coordinators of professional projects in accordance with the *Ordinance on the distribution of own revenues*	31.2.3. Continuously, revised as necessary	
		31.2.4. FFOS organizes the series of popular science events titled *Open Thursday*	31.2.4. According to the *Plan*	
	31.3. Support and record the participation of teachers and associates in the activities of scientific and professional organisations	31.3.1. FFOS supports and records the participation of teachers and associates in the activities of scientific and professional organisations by enabling them to have flexible working hours and work remotely	31.3.1. Continuously	Vice-Dean for Research and International Cooperation, Vice-Dean for Education and Student Affairs, Management

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
31. Provide evidence for the social relevance of our scientific and professional research and transfer of knowledge	31.3. Support and record the participation of teachers and associates in the activities of scientific and professional organisations	31.3.2. FFOS monitors and reports on the participation of teachers and associates in the activities of scientific and professional organisations in the *Scientific Research Report* and the *Report on the operation of FFOS*	31.3.2. Recorded continuously, reported once a year	Vice-Dean for Research and International Cooperation, Vice-Dean for Education and Student Affairs, Management
32. Ensure that professional and scientific achievements of FFOS are recognized in the regional, national and international contexts	32.1. Support and keep a record of teachers, associates and professional staff who have received university, national and international awards for their scientific/ professional achievements.	32.1.1. FFOS adopts and applies the Ordinance on rewarding teachers, associates and non-teaching staff	32.1.1. Continuously, revised as necessary	Vice-Dean for Research and International Cooperation, Vice-Dean for Education and Student Affairs, Management
		32.1.2. FFOS monitors and reports on teachers, associates and professional staff who have received university, national and international awards for their scientific/professional achievements in the *Scientific Research Report* and the *Report on the operation of FFOS*	32.1.2. Once a year	
	32.2. Coordinate an adequate number of scientific/ professional projects (university, national and international)	32.2.1. FFOS uses internal regulations to contract an adequate number of scientific/professional projects (university, national and international) by adopting the *Decision on establishing the FFOS Science Fund*	31.2.1. Continuously, the *Decision* is revised as necessary	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Management
		32.2.2. FFOS uses the Science Fund and provides logistical support to encourage the application of projects aimed at the transfer of knowledge and technologies and the cooperation with stakeholders in private and public sectors, taking into account the funding that remains at the disposal of coordinators of professional projects in accordance with the *Ordinance on the distribution of own revenues*	31.2.2. Continuously	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
32. Ensure that professional and scientific achievements of FFOS are recognized in the regional, national and international contexts	32.2. Coordinate an adequate number of scientific/ professional projects (university, national and international)	32.2.3. FFOS monitors and reports on the number of scientific/professional projects (university, national and international) in the *Scientific Research Report* and the *Report on the operation of FFOS*	31.2.3. Recorded continuously, reported once a year	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Management
	32.3. Support and keep a record of the participation of teachers, associates and professional staff as invited lecturers in national and international conferences	32.3.1. FFOS uses internal regulations to encourage the participation of teachers, associates and professional staff as invited lecturers in national and international conferences by adopting the *Decision on establishing the FFOS Science Fund*	32.3.1. Continuously, the *Decision* is revised as necessary	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Dean, Management
		32.3.2. FFOS monitors and reports on the participation of teachers, associates professional staff as invited lecturers in national and international conferences in the *Scientific Research Report* and the *Report on the operation of FFOS*	32.3.2. Recorded continuously, reported once a year	
	32.4. Support and keep a record of the membership of teachers and associates in scientific / professional boards of conferences, and editorial boards of scientific journals	32.4.1. FFOS uses internal regulations to support the membership of teachers and associates in scientific / professional boards of conferences, and editorial boards of scientific journals by adopting the *Decision on establishing the FFOS Science Fund*	32.4.1. Continuously, the *Decision* is revised as necessary	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Dean, Management
		32.4.2. FFOS monitors and reports on membership of teachers and associates in scientific /professional boards of conferences, and editorial boards of scientific journals in the *Scientific Research Report* and the *Report on the operation of FFOS*	32.4.2. Recorded continuously, reported once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
33. Sustain and develop the scientific activity at FFOS	33.1. Align the *Strategic Plan* with the vision of development of FFOS	33.1.1. FFOS aligns the *FFOS Strategic Research Programme* with the vision of development laid down in the *FFOS Strategic Plan*	33.1.1. Continuously, revised as necessary by preparing an operational plan for the next year	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Management
		33.1.2. FFOS has defined the strategic objectives regarding the quantity and quality of research in the *FFOS Strategic Plan*	33.1.2. Continuously, revised as necessary by preparing an operational plan for the next year	
		33.1.3. FFOS reports on the realized strategic objectives regarding quantity and quality of research in the operational programme report on the implementation of the *FFOS Strategic Plan* and the report on the implementation of the *FFOS Strategic Research Programme*	33.1.3. Once a year	
	33.2. Ensure that the scientific activities of the Faculty are the result of the implementation of the *FFOS Strategic Research Programme*	33.2.1. FFOS aligns the *FFOS Strategic Research Programme* with the vision of development laid down in the *FFOS Strategic Plan*	33.2.1. Continuously, revised as necessary by preparing an operational plan for the next year	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, heads of research centres, Management
		33.2.2. FFOS has defined the strategic objectives regarding the quantity and quality of research in the *FFOS Strategic Research Programme*	33.2.2. Continuously, revised as necessary by preparing an operational plan for the next year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
33. Sustain and develop the scientific activity at FFOS	33.2. Ensure that the scientific activities of the Faculty are the result of the implementation of the *FFOS Strategic Research Programme*	33.2.3. FFOS reports on the realized strategic objectives regarding quantity and quality of research in the *Report on the implementation of the FFOS Strategic Plan* and the *Report on the implementation of the FFOS Strategic Research Programme*	33.2.3. Once a year	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, heads of research centres, Management
		33.2.4. FFOS establishes research centres that bring together teachers and students from different departments and external stakeholders (scientists and practitioners)	33.2.4. According to need and interest	
	33.3. Ensure appropriate resources for scientific activities	33.3.1. FFOS uses research funding resources of the Ministry of Science and Higher Education (*Programming Agreements)*	33.3.1. In accordance with the *Decision on programme financing*	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Dean, Management
		33.3.2. FFOS uses internal regulations to secure the availability of adequate resources for scientific activities, by adopting the *Decision on establishing the FFOS Science Fund* and the *Ordinance on the distribution of own revenues*	33.3.2. Continuously, the *Decision* is revised as necessary	
		33.3.3. FFOS monitors and reports on the resources for scientific activities in the *Scientific Research Report* and the *Report on the operation of FFOS*	33.3.3. Recorded continuously, analysed and reported once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
33. Sustain and develop the scientific activity at FFOS	33.4. Recognize and reward scientific achievements of its employees	33.4.1. FFOS has adopted the *Ordinance on rewarding teachers, associates and non-teaching staff*	33.4.1. Continuously, revised as necessary	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Dean, Management
		33.4.2. FFOS awards special monetary awards for scientific achievements in accordance with the FFOS *Ordinance on rewarding teachers, associates and non-teaching staff*	33.4.2. In accordance with the *Ordinance*	
		33.4.3. FFOS has adopted the *Decision on establishing the FFOS Science Fund* to support research by teachers, and uses budgetary resources as well as own revenues to fund research activities	33.4.3. In accordance with the *Decision*, which is revised as necessary	
	33.5. Continuously improve scientific activities by appropriate financing, human resource management, investing in spatial resources, equipment and appropriate literature, supporting dissemination of results and development of doctoral theses	33.5.1. FFOS has adopted the *Ordinance on rewarding teachers, associates and non-teaching staff*	33.5.1. Continuously, revised as necessary	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Dean, Management
		33.5.2. FFOS awards special monetary awards for scientific achievements in accordance with the FFOS *Ordinance on rewarding teachers, associates and non-teaching staff*	33.5.2. In accordance with the *Ordinance*	
		33.5.3. FFOS has adopted the *Decision on establishing the FFOS Science Fund* to support research by teachers, and uses budgetary resources as well as own revenues to fund research activities	33.5.3. In accordance with the *Decision*, which is revised as necessary	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
34. Ensure that scientific and professional activities and achievements of FFOS improve the teaching process	34.1. Use space and equipment for scientific research and professional activities in teaching at undergraduate, graduate and postgraduate levels	34.1.1. Equipment for the performance of scientific research activities acquired in accordance with the *Financial Plan* – most notably computers and computer research software – is used in teaching at undergraduate, graduate and postgraduate levels	34.1.1. Continuously	Vice-Dean for Research and International Cooperation, Office for Research, Projects and International Cooperation, Vice-Dean for Development and Business Affairs, Management
		34.1.2. FFOS acquires specific equipment for research which is used in teaching at undergraduate, graduate and postgraduate levels by the *Decision of the Dean*	34.1.2. On teachers'/ researchers' request	
	34.2. Undergraduate, graduate and postgraduate students are involved in scientific/ professional projects	34.2.1. FFOS adopts and implements the *Decision on student researchers*, which allows excellent students to participate in projects on which FFOS is the coordinator or partner	34.2.1. Continuously, revised as necessary	Vice-Dean for Research and International Cooperation, Vice-Dean for Education and Student Affairs, Dean
		34.2.2. FFOS supports the publication of student journals and conference proceedings	34.2.2. Continuously	
		34.2.3. FFOS monitors and reports on the number of papers published in co-authorship of teachers and students in the *Scientific Research Report* and the *Report on the operation of FFOS*	34.2.3. Monitored and supported continuously, reported once a year	

Goal	Task	Performance indicator	Implementation timeline	Assigned to/ person responsible
34. Ensure that scientific and professional activities and achievements of FFOS improve the teaching process	34.3. Ensue that both teaching at the undergraduate and graduate levels, and doctoral theses reflect the scientific research and professional activities and achievements of FFOS	34.3.1. The development of new and revision of existing university postgraduate (doctoral) study programmes takes into account scientific research, professional activities and achievements of FFOS	34.3.1. On adoption of changes/ preparation of programmes	Directors of postgraduate studies, Vice-Dean for Research and International Cooperation, Management
		34.3.2. The offer of elective courses and workshops within the existing postgraduate (doctoral) study programmes takes into account scientific research, professional activities and achievements of FFOS	34.3.2. Continuously	
		34.3.3. Doctoral theses mentored by FFOS teachers are related to their research activities	34.3.3. Continuously	

Agency for Science and Higher Education

Certificate No. 16-001-2015

Faculty of Humanities and Social Sciences of the Josip Juraj Strossmayer University of Osijek

The Quality Assurance System
is in line with the
Standards and Guidelines for Quality Assurance
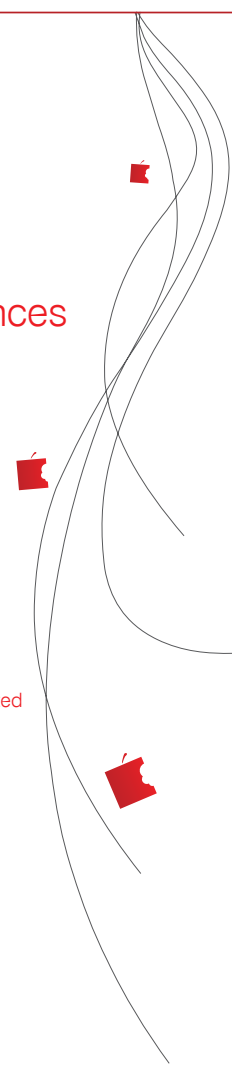in the European Higher Education Area.

It is hereby certified that the Quality Assurance System
at the Higher Education Institution is efficient and has been implemented
in accordance with the ASHE criteria for periodic external review
of the quality assurance systems at
higher education institutions in the Republic of Croatia.

The Certificate has been issued for a period of five years
from the date of completion of the periodic external review
of the Quality Assurance System
of the Higher Education Institution.

Date of certification: Zagreb, 17th May 2016
Place and date of issue: Zagreb, 19th May 2016

Director of ASHE:

Dr. Jasmina Havranek, Full Professor

(Stamp and signature)

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