**STRATEGIC PLAN OF THE FACULTY OF HUMANITIES AND SOCIAL SCIENCES IN OSIJEK (FFOS)**

**2022 - 2026**

**M I S S I O N**

**WHAT WE DO**

**We create new knowledge and experts in the field of humanities and social sciences. In our work, we connect tradition and innovation, quality and responsibility, and develop partnerships.**

**VALUES**

**HOW WE DO IT**

**At FFOS we promote and ensure values that lie at the core of our culture and operation: responsibility, autonomy, connection, transparency, empowerment**

**V I S I O N**

**OUR GOALS**

**By improving all aspects of our work, we will be recognized as a national and a leading regional centre, which systematically develops and enhances the reputation of the humanities and social sciences.**

**STRATEGIC POLICIES**

**HOW WE ACHIEVE THEM**

**We have an efficient quality management system and we strengthen the social role of FFOS**

**We offer recognizable study programmes tailored to the needs of the society**

**We assure the quality of teaching and student support**

**We consistently upgrade the teaching and institutional capacities**

**We develop academic research environment as impetus for research excellence**

**I Quality management and the social role of FFOS**

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| **Objective No.** | **UNIOS Strategy** | **Objective** | **Performance Indicator** | **Target Value** |
| 1 | VII./7.1.; 7.2. | Revise the conditions, mechanisms and strategies for planning, verifying, analyzing and reporting on the quality assurance system for all aspects of FFOS activities | Number of reviewed conditions and mechanisms per year | 3 |
| 2 |  | Establish a system for monitoring and evaluation of the effectiveness of the implemented development activities | System for monitoring and evaluation of the effectiveness of the implemented development activities has been established | By the end of the strategic period |
| 3 | VII./7.2.5. | Establish preconditions for the development of a risk management system | Established preconditions for the development of a risk management system | By the end of the strategic period |
| 4 |  | Encourage the development of the social role of FFOS | Number of new development activities | 5 by the end of the strategic period |
| 5 | I./III./1.2. | Develop lifelong learning programmes aligned with the social and economic needs | Number of reviewed and developed lifelong learning programmes | 2 developed and all programmes reviewed by the end of the strategic period |
| 6 |  | Increase the visibility and the impact of the social role of FFOS in the community | Number of new promotional/development activities | 5 by the end of the strategic period |

**II Study programmes**

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| **Objective No.** | **UNIOS Strategy** | **Objective** | **Performance Indicator** | **Target Value** |
| 1 | I.1./1.3. | Develop forms of institutional support to continuous review, analysis, development, modernisation and evaluation of study programmes | Number of implemented incentives per year | 2 |
| 2 | I.1./1.3. | Enhance the procedure for planning, proposal and endorsement of new study programmes and the review of the existing ones | Number of reviewed and enhanced procedures | 5 within the strategic period |
| 3 | I.1./1.1.4. | Establish a comprehensive support system for career development and employment tracking of (graduate) FFOS students | Comprehensive support system for career management and graduate employment tracking has been established | By the end of the strategic period |
| 4 | I.1./1.4. | Increase the share of e-learning in new and substantially amended study programmes | Number of study programmes incorporating e-learning (e-course, online course, multimedia content, e-literature, video classes, audio classes) | 2 within the strategic period |
| 5 |  | Promote service learning | Number of courses incorporating service learning | 3 courses within the strategic period |
| 6 | I.1./1.8. | Internationalize study programmes by increasing the number of courses delivered in English or another foreign language | Number of courses delivered in English or another foreign language | 10-20% of courses in new or substantially amended existing study programmes |

**III. Teaching and Student Support**

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| **Objective No.** | **UNIOS Strategy** | **Objective** | **Performance Indicator** | **Target Value** |
| 1 | I./II./1.2.2. | Upgrade the process of evaluation and assessment of student achievements for the purpose of ensuring objectivity, anonymity and consistency | Number of systematic activities undertaken for the purpose of assuring objectivity, anonymity and consistency | 2 per year |
| 2 | I./II./1.5. | Improve the study conditions for incoming students | Number of created and implemented measures within the strategic period | 3 |
| 3 |  | Improve the mechanisms for reviewing and proposing conditions for enrollment, study progress and completion of studies, and develop mechanisms for monitoring and verifying the success of implementation | Improved and evaluated mechanisms for reviewing and proposing conditions for enrollment | By the end of the strategic period |
| 4 |  | Establish a student feedback system and develop mechanisms for monitoring and verifying the success of system implementation | Student feedback system has been established and the mechanisms for monitoring and verifying the success of system implementation have been developed | By the end of 2023 |
| 5 | I./II./1.3. | Improve the student support system and develop mechanisms for monitoring and verifying the success of system implementation | Student support system has been improved and the mechanisms for monitoring and verifying the success of system implementation have been developed | By the end of 2024 |
| 6 | I./II./1.3. | Improve the support system for students from vulnerable and underrepresented groups, and develop mechanisms for monitoring and verifying the success of system implementation | Support system for students from vulnerable and underrepresented groups has been improved, and the mechanisms for monitoring and verifying the success of system implementation have been developed | By the end of 2025 |

**IV. Teaching staff and institutional capacities**

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| **Objective No.** | **UNIOS Strategy** | **Objective** | **Performance Indicator** | **Target Value** |
| 1 |  | Develop additional mechanisms for motivating and encouraging the excellence of FFOS staff | Number of developed and implemented mechanisms during the academic year | Each year, 2 more compared to the year before |
| 2 |  | Develop positive organisational climate | Number of related operational activities per year | 2 |
| 3 | V./5.1. | Empower the FFOS administrative support services | Number of related operational activities per year | 2 |
| 4 | V./5.1.4. | Increase the share of involvement of external experts in teaching through cooperation with the industry and institutions | Increased share of external experts involved in teaching, recorded in the curriculum implementation plans and the plans of visiting lecturers and field instruction | At the end of the strategic period, increase by 30% compared to the previous period |
| 5 |  | Increase the share of funds from external sources of funding in the implementation of infrastructure investments | Increased share of funds from external sources of funding in the implementation of infrastructure investments | At the end of the strategic period, increase by 50% compared to the previous period |
| 6 | VI./6.1.14; 6.1.15 | Adapt spatial resources to teaching, research and student needs | Number of implemented infrastructure solutions | 3 within the strategic period |

**V. Scientific Activity (Research)**

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| **Objective No.** | **UNIOS Strategy** | **Objective** | **Performance Indicator** | **Target Value** |
| 1 | II./2.1.2. | Consistently develop a stimulating research environment with the focus on networking and interdisciplinarity | Number of created and implemented incentive measures | Each year, 1 measure more compared to the year before |
| 2 | II./2.1.4. | Develop forms of institutional support for scientific activity (research) | Number of reviewed and created forms of support for scientific activity (research) | All forms of support reviewed and 2 new created within the strategic period |
| 3 | II./2.2.5. | Develop a support system for early-career researchers | Number of created and implemented support mechanisms for early-career researchers | 5 new mechanisms within the strategic period |
| 4 | III./3.1. | Create preconditions for the internationalization of doctoral studies | Number of created and implemented incentive measures per year | 1 |
| 5 | III./3.3. | Increase the visibility of FFOS scientific and research activities | Number of organised theme-based activities per year | 2 |
| 6 | II./2.1.7. | Promote awareness of academic research ethics and scientific evaluation | Number of organised theme-based activities per year | 2 |