

**UNIVERSITY OF SPLIT
FACULTY OF HUMANITIES AND SOCIAL SCIENCES**



**DEVELOPMENT STRATEGY
OF THE FACULTY OF HUMANITIES AND SOCIAL SCIENCES IN SPLIT
2021 - 2025**

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1. INTRODUCTION

The Development Strategy of the Faculty of Humanities and Social Sciences in Split 2021-2025 is a strategic document containing the mission and vision of the Faculty, SWOT analysis, strategic areas and main strategic priorities of the institution. These include: improving the quality of existing study programs and designing new ones, the internationalization of study programs, improving study quality, increasing student mobility, strengthening scientific and research activities, improving the system and lifelong learning programs, increasing the mobility and visibility of academics and teachers, enhancing cooperation with the local and wider community and strengthening international cooperation in the European and global contexts.

The Development Strategy of the Faculty of Humanities and Social Sciences in Split 2021-2025 was created by revising and upgrading the existing Development Strategy of the Faculty of Humanities and Social Sciences in Split for the period of 2015 to 2020 and harmonizing it with the Strategy of the University of Split 2021-2025. Therefore, the starting point for the Development Strategy of the Faculty of Humanities and Social Sciences in Split 2021-2025 were the following documents:

- Development Strategy of the Faculty of Humanities and Social Sciences in Split for the period of 2015 to 2020;*
- Strategy of the University of Split 2021-2025*

In addition to the above documents, during the drafting of the Development Strategy, the guidelines of other valid national and European strategic documents related to our study programs, the competence approach in higher education, sustainable and inclusive growth and development and a scientific research framework were implemented. These are the following reference documents:

- The Strategy of Education, Science and Technology of the Republic of Croatia, titled New Colours of Knowledge (2014)*
- Implementation program of the Ministry of Science and Education 2021-2024*
- Croatian Qualifications Framework*
- EUROPE 2020 - European strategy for smart, sustainable and inclusive growth*
- Strategic documents of the European Higher Education Area (EHEA)*
- Strategic documents of the European Research Area (ERA)*

- Standards and guidelines for quality assurance in the European Higher Education Area (ESG)

In its development, the Faculty of Humanities and Social Sciences in Split (hereinafter: the Faculty) wants to expand its role as a recognizable academic community, basing its activities and development strategy on the following values:

- knowledge and excellence
- tolerance, openness and inclusiveness
- personal and social responsibility
- ethics
- nurturing cultural heritage and the Croatian language

2. MISSION OF THE FACULTY

The Faculty is a component of the University of Split which is focused on education and the scientific development of experts in the fields of social sciences, humanities and interdisciplinary sciences. Built on the rich cultural, artistic and humanistic tradition of the Mediterranean and Dalmatian environment, the Faculty is today a driving force in the development of humanities and social sciences in this area. As the constituent of the University of Split which educates the largest number of future preschool and elementary school teachers, the Faculty has a great responsibility in the long-term development and advancement of the whole Croatian society. Therefore, in its activities the Faculty promotes social, humanistic, moral and ethical values and strives to contribute to society through education and the high-level of its scientific activities. Through its development and the improvement of its activities, it successfully integrates into the European educational and scientific space, continuously striving for scientific and teaching excellence.

The Mission of the Faculty can be expressed through the following:

- the education of bachelors and masters in the fields of social sciences and humanities who will competently navigate the labor market, profile themselves as experts in their fields and continuously, in their professional work, promote fundamental social and humanistic values;
- the education of doctors of science in the humanities who will contribute with their competencies to the nurturing and improvement of the humanities in national and international contexts;

- developing a collaborative, flexible and pluralistic intellectual environment for all its employees, and encouraging students to be critical, creative thinkers;
- developing the identity and promotion of the study programs and research projects of the Faculty in the European and international contexts;
- fostering the recognizability and uniqueness of the Faculty that arise from the specific historical and socio-cultural values of the Mediterranean environment;
- encouraging teaching and scientific excellence in the fields of social sciences, humanities and interdisciplinary sciences;
- positioning the Faculty within the Republic of Croatia, as well as the wider regional and European contexts, as a relevant institution in planning and adopting strategies of wider socio-political and economic significance.

3. FACULTY VISION

The Faculty of Humanities and Social Sciences in Split strives to strengthen and promote the humanities and social sciences in the local, national and European contexts and to attract excellent academics and students from the region based on excellence and innovation in teaching, learning, research and knowledge exchange. Some of the most important tasks of the Faculty include contributing to the advancement of knowledge, the promotion of ethics, tolerance, cooperation, inclusion and responsibility, and overall social prosperity. The education of students and doctoral candidates according to high quality standards, as well as excellence in scientific work, will ensure the better positioning of the Faculty in the European higher education and scientific space and enable more intensive cooperation with international stakeholders. Continuous work on the development and improvement of lifelong learning programs will raise the Faculty's profile amongst experts in the social, humanities and interdisciplinary fields, as well as the educational system of the Republic of Croatia at all levels.

The vision of the Faculty as an important regional factor in the internationalization of study programs will help open the institution to foreign students as well as to cooperation with foreign academics and teachers. By continuously and systematically improving our study conditions, the Faculty positions itself as an important factor in ensuring and promoting high-quality teaching processes and, in general, studying, based on the modern achievements of higher education European institutions.

The mission and vision of the Faculty, as well as its previous activities in all fields, are aimed at occupying an even more important place in the education of experts in the social sciences and humanities and in the development of scientific disciplines within the social

sciences, humanities and interdisciplinary sciences, both at the University of Split and at the national, regional and European levels. The Faculty of Humanities and Social Sciences in Split has a role of vital importance in the process of building a knowledge-based society and promoting teaching and scientific excellence through various study programs in the humanities and social sciences at undergraduate, graduate and postgraduate levels, as well as in scientific centers of excellence and other forms of scientific activity.

4. SWOT ANALYSIS

The internal and external factors that determine the planning of the Faculty's goals through defined strategic areas are presented below.

STRENGTHS

- fulfillment of enrollment quotas
- high quality of teaching work
- cooperation with students in conducting research, publishing papers and organizing events
- student support centers during their studies and in career planning (Student Counseling Center, Center for Career Planning and Development)
- continuous improvement of the quality of study programs, development of lifelong learning programs
- student and teacher mobility
- continuous growth of scientific production and publishing
- systematic monitoring of the scientific productivity of teachers
- high quality of scientific journals published by the Faculty (A1 and A2 according to the national classification)
- encouraging co-decision-making in all segments of business and the teaching process (science committee, teaching committee, etc.)
- successful implementation of self-financing studies and programs
- positive working atmosphere by evaluating teaching and non-teaching staff
- diversity of professional and scientific activities of teachers and academics of the Faculty, individually or through numerous centers (Center for Cross-Cultural and Korean Studies, Center for Integrative Bioethics, Scientific Center for Logic, Epistemology and Philosophy of Science *Berislav Žarnić*, Center for Local History and Genealogy, Center for Croatian Studies Abroad, *Studia Mediterranea*, Center for Research and Development of Lifelong Learning)

- cooperation with professional and educational institutions in the Republic of Croatia
- cooperation and joint projects with associations
- cooperation with cultural institutions and The University of Split Academy of Arts on cultural programs and projects, at national and international levels
- promotion of national and local literature (translations of Croatian writers into English)
- raising the quality and share of practical knowledge and competencies in study programs through cooperation with a large number of teaching bases in which students achieve professional practice (https://inet1.ffst.hr/studiji/nastavne_baze_filozofskog_fakulteta)
- recognizability and visibility of the Faculty through the organization of conferences and meetings in cooperation with external stakeholders
- organization of professional meetings for secondary and primary school teachers and the participation of teachers in the implementation of national competitions
- involvement in capital social development projects (development of the Split Development Strategy 2021-2030)
- participation of teachers in activities to popularize science among young people (Science Festival)
- cooperation at the international level in the field of developing new study programs in English (eg cooperation with colleagues from Sapir Academic College from Israel in developing an interdisciplinary graduate study program)
- partnership of the Faculty in the Scientific Center of Excellence for school effectiveness and management
- focus of doctoral studies on Mediterranean topics as a comparative advantage within the higher education system of the Republic of Croatia
- recognizability based on local enrollment on the world map (far-distance studies - the only faculty in the Republic of Croatia that has a Center for Cross-Cultural and Korean Studies)
- promoting Croatian language and culture within the wider international community through the activities of CEHAS - Center for Croatian Studies Abroad
- unique undergraduate study program (in English) in the Republic of Croatia (Psychology)
- functional system of stimulating professional and administrative employees
- high level of adaptation of staff to teaching and scientific work in the virtual space
- quality cooperation with ALUMNI through the organization of numerous events in the spirit of promoting social and humanistic values
- adequately equipped separate spaces for individual and team scientific research

WEAKNESSES

- limited employment and promotion opportunities at the expense of the Faculty's own funds
- disproportion in the teaching load of teachers in different departments
- lack of staff in professional and administrative services in accordance with the increased volume of work
- insufficient number of domestic and especially international scientific projects in the social, humanistic and interdisciplinary field
- lack of a conference hall
- high teaching load as a limiting factor in scientific work
- lack of adequate solution for the nutrition of students and teachers on the premises of the Faculty
- insufficient monitoring of the authorship of textbooks of teachers
- insufficient participation of visiting professors in teaching
- lack of activities that would motivate students for mutual communication and cooperation
- relatively low level of interdepartmental cooperation in teaching and scientific activities
- high costs of using and maintaining the Faculty building
- diversity of internal procedures as a burdening factor for scientific and teaching staff

OPPORTUNITIES

- involvement of the Faculty as a constituent of the University of Split in the SEA-EU alliance
- financing of academic work through competitive national and international scientific projects (HRZZ, OBZOR, etc.)
- development of digital tools for conducting online teaching and increasing the share of online programs in the field of higher education
- digitisation of student records (documents and diplomas)
- the need for interdisciplinary contribution to public administration bodies in the processes of the preservation and protection of cultural heritage
- the need for professional contribution to the projects of the City of Split and Split-Dalmatia County

- implementation of a lifelong learning program for teachers working in primary and secondary schools
- systematic use of the potential of the project *Professional Practice in the Teaching Base* with the aim of helping students in their professional development and opportunities for future greater employability
- market demand for higher education programs in English
- existing teacher and student mobility programs
- Split as an attractive city for studying and working

THREATS

- ongoing lack of national funding for teacher advancement and employment of assistants
- a lengthy and slow process for promotion to higher academic ranks
- insufficient harmonization of criteria for academic advancement with the specifics requirements of individual scientific fields
- reduction of state investment in higher education institutions
- rigidity of the system: studying for occupations, impossibility of flexible study programs
- difficult implementation of new study programs
- poor public perception of the system, underestimation of competencies and profession
- depopulation and negative demographic trends: migration and falling birth rates may negatively affect the filling of enrolment quotas
- pandemic as an objective threat
- strong public promotion of new professional / undergraduate studies at private higher education institutions, strengthening of competition (the diploma has the significance of a market product)
- high administrative burden of work in research and teaching
- reduced number of graduate students
- insufficient interest in translation specializations at philological departments
- costly prices of conference registration fees or publications in foreign journals
- lower citation and indexation in WoS and Scopus databases in the field of humanities
- impossibility of the Faculty's independent participation in certain financing programs due to their specific requirements and the legal structure of the University of Split

5. STRATEGIC AREAS AND OBJECTIVES

The strategic goals of the Faculty can be divided into several basic areas: Study programs, teaching and students; Science and research; Faculty in its environment, and Business and the organization of the Faculty. The following is the elaboration of strategic goals according to the mentioned areas (5.1. - 5.4.), and then the elaboration of each strategic goal.

5.1. Objectives of the strategic area *Study programs, teaching and students*

Strategic goal 5.1.1. To modernize existing study programs at the undergraduate, graduate and postgraduate levels

Strategic goal 5.1.2. To increase the offer of lifelong learning programs

Strategic goal 5.1.3. To internationalize study programs

Strategic goal 5.1.4. To strengthen teacher competencies

Strategic goal 5.1.5. To increase the incoming and outgoing mobility of students and teachers

Strategic goal 5.1.6. To foster student activities, the work of student associations and the Student Union and work together with students to improve student standards

5.2. Objectives of the strategic area *Science and research*

Strategic goal 5.2.1. To conduct research in the humanities and social sciences by promoting and encouraging interdisciplinarity and transdisciplinarity

Strategic goal 5.2.2. To focus scientific research activities on interdisciplinary and transdisciplinary research of the Mediterranean cultural and historical heritage with the aim of preserving, valorizing and popularizing Croatian language, history, cultural heritage and Mediterranean studies in the European context

Strategic goal 5.2.3. To foster interdisciplinary and transdisciplinary approaches to education and research in the field of lifelong learning and professional development

Strategic goal 5.2.4. To strengthen the scientific position of the Faculty in the Croatian and European research space

Strategic goal 5.2.5. To promote postgraduate doctoral studies

Strategic goal 5.2.6. To develop and improve the publishing activity of the Faculty

5.3 Objectives of the strategic area *The Faculty in its environment*

Strategic goal 5.3.1. To contribute to the development of the economy in the fields of scientific and educational activities in the field of humanities, social, artistic and interdisciplinary sciences

Strategic goal 5.3.2. To contribute to the development of the local and regional community through scientific and professional work in the fields of history, culture, art and the promotion and preservation of Croatian language and heritage

Strategic goal 5.3.3. As a socially responsible institution, our goal is to develop and improve cooperation with the environment in all educational aspects

Strategic goal 5.3.4. As a socially responsible institution, our goal is to serve the environment in all aspects where there is a need to activate the knowledge and competencies of academics in the fields of current social issues, based on principles of excellence, ethics and morality

5.4 Objectives of the strategic area *Business and the organization of the Faculty*

Strategic goal 5.4.1. To encourage and support the professional development of scientific-teaching, teaching, associate and non-teaching staff

Strategic goal 5.4.2. To achieve the best possible infrastructural and organizational conditions for the work of scientific-teaching, teaching, associate and non-teaching staff and the conditions for enrolled students

Strategic goal 5.4.3. To develop studies, programs and activities competitive in the knowledge market in accordance with the Faculty's mission, position and status

Strategic goal 5.4.4. To continuously improve the quality, organization and efficiency of work at all faculty levels

Strategic goal 5.4.5. To continuously work in public space on the recognizability of one's own identity and actions

6. STRATEGIC AREA *STUDY PROGRAMS, TEACHING AND STUDENTS*

– GOAL TASKS

Strategic goal 5.1.1. To modernize existing study programs at the undergraduate, graduate and postgraduate levels

| Task | Indicator | Target value | Competence | Implementation deadline |
|---|---|--------------|--|------------------------------------|
| 1. Revision of the learning outcomes of existing study programs in accordance with the competence approach to higher education and defined key EU competences | Adoption of changes to study programs on an annual basis | 1 | Management, heads of departments, Quality Committee | During the academic year 2022/2023 |
| 2. Updated offer of elective courses in study programs in accordance with the needs and interests of students and the needs of the labor market | Adoption of changes in study programs as part of the offer of elective courses on an annual basis | 1 | Heads of departments | Ongoing |
| 3. Activation of translation and cultural orientations in graduate study programs in philological fields | Number of specializations in graduate studies in philological fields | 2 | Management, heads of philological departments | Ongoing |
| 4. Strengthening of the integration of scientific research and teaching processes | Implementation of scientific knowledge in subject syllabi - changes in the study program on an annual basis | 1 | Teachers and associates | Ongoing |
| 5. Increase in the percentage of teaching content that students can follow through e-learning | Increase on an annual basis | 10% | Employees in scientific-teaching titles (course teacher) | Ongoing |
| 6. Strengthening of cooperation with teaching bases | Increasing the number of teaching bases and calls for professional practice in | 1/1 | Coordinator of teaching bases, heads of departments | Ongoing |

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| | teaching bases on an annual basis | | | |
| 7. Design of a program for the development of teacher competencies (pedagogical / psychological) for associates from the teaching bases of the University | Number of programs | 1 | CIRCO, coordinator of teaching bases | Until 2023 |

Strategic goal 5.1.2. To increase the offer and improve the quality of lifelong learning programs

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|--|--------------|--|-------------------------|
| 1. Increase of the number of lifelong learning programs offered | Number of programs in a five-year period | 20% increase | CIRCO, CEHAS, employees in academic and teaching positions | Ongoing |
| 2. Launching of new specialist postgraduate programs | Number of programs | 1 | Management, employees in academic and teaching positions | Until 2025 |
| 3. Organization of professional development programs | Number of programs per year | 1 | Employees in academic-teaching positions | Ongoing |
| 4. Increase in the offer of summer school classes through the University | Number of summer school classes per year | 20% increase | Employees in academic-teaching positions | Ongoing |

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| 5. Improvement of the program quality evaluation system | Introduction of a unique way for the systematic evaluation of the quality of lifelong learning programs | 1 | CIRCO, CEHAS | Ongoing |
| 6. Establishment of a Center for Foreign Languages | YES / NO | 1 | Administration and philological departments | Until 2023 |

Strategic goal 5.1.3. To internationalize our study programs

| Task | Indicator | Target value | Competence | Implementation deadline |
|---|---|---|--|-------------------------|
| 1. Establishment of self-financing study programs in English | Number of programs in a five-year period | 1 | Management, heads of departments, employees in academic and teaching positions | Until 2025 |
| 2. Establish joint studies / modules with a foreign higher education institution from the SEA-EU alliance | Number of studies / modules | 1 | Management, heads of departments, employees in academic and teaching positions | Until 2025 |
| 3. Increase cooperation with academics and teachers from foreign universities | Number of collaborations on an annual basis | An increase of 5% per year | Heads of departments, employees in academic and teaching positions | Ongoing |
| 4. Strengthen the Center for Croatian Studies Abroad | More students per year | Increase in the number of participants by 10% | CEHAS | Ongoing |

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| 5. Increase the number of foreign nationals studying at the Faculty of Humanities and Social Sciences | | | Department for International Cooperation | Ongoing |
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Strategic goal 5.1.4. To strengthen teacher competencies

| Task | Indicator | Target value | Competence | Implementation deadline |
|---|--|--------------|--|-------------------------|
| 1. Conduct training sessions for strengthening teacher competencies in higher education | Number of training sessions and number of teachers participating in training sessions on an annual basis | 1 | CIRCO | Ongoing |
| 3. Conduct training sessions in the field of the relationship between learning outcomes and evaluation in the competence approach to higher education | Number of training sessions and number of teachers participating in training on an annual basis | 1 | Heads of departments, CIRCO, teachers in academic-teaching positions | Ongoing |
| 4. Conduct training sessions to strengthen competencies for mentoring undergraduate and graduate theses | Number of training sessions and number of teachers participating in training sessions on an annual basis | 1 | CIRCO, heads of departments | Ongoing |
| 5. Conduct training sessions to strengthen competencies for mentoring doctoral theses | Number of training sessions and number of teachers participating in training sessions on an annual basis | 1 | Head of the doctoral study program, Council of the doctoral study program, CIRCO | Ongoing |

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| 6. Organize lectures by excellent international experts and academics in the field of higher education | Number of lectures, teacher responses on an annual basis | 1 | Management, heads of departments | Ongoing |
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Strategic goal 5.1.5. To increase the incoming and outgoing mobility of students and teachers

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|---|--------------|--|-------------------------|
| 1. Increase the number of students in the system of incoming and outgoing interuniversity mobility | Number of students per year | 10% increase | Department for International Cooperation | Ongoing |
| 2. Increase incoming inter-university teacher mobility | Number of hours of lectures by visiting teachers per year | 10% increase | Department for International Cooperation, Heads of Departments, employees in academic and teaching positions | Ongoing |
| 3. Increase outgoing inter-university teacher mobility | Number of teachers visiting other universities per year | 10% increase | Department for International Cooperation, Heads of Departments, employees in academic and teaching positions | Ongoing |

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| 4. Increase virtual mobility within the SEA-EU alliance | Number of teachers involved in virtual mobility per year | 10% increase | Department for International Cooperation, Heads of Departments, employees in academic and teaching positions | Ongoing |
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Strategic goal 5.1.6. To encourage student activities, the work of student associations and the Student Union and to work together with students to improve student standards

| Task | Indicator | Target value | Competence | Implementation deadline |
|---|---|-----------------|---|-------------------------|
| 1. Increase the number of student projects | Number of projects per year | 1 | Student Council of the Faculty | Ongoing |
| 2. Remove obstacles for the successful participation in study programs for students with disabilities | Number of obstacles removed per year | 1 | Faculty Management, Commissioner for Students with Disabilities | Ongoing |
| 3. Provide support and counseling to students of the Faculty | Number of activities of the Student Counseling Center per year | 3 | Student Counseling Center | Ongoing |
| 4. Provide students with career counseling | Number of activities / workshops of the Center for Career Planning and Development on an annual basis | 3 | Career Planning and Development Center | Ongoing |
| 5. Financial and logistical support for student conferences | Financial and logistical assistance | Annual increase | Faculty Management, Student Council of the Faculty | Ongoing |

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| 6. Financial and logistical support for student journals | Financial and logistical assistance | Annual increase | Faculty Management, Student Council of the Faculty | Ongoing |
| 7. Encouraging student entrepreneurship | Number of learning outcomes / number of activities per year | 2 | Employees in academic-teaching positions | Ongoing |
| 8. Introduction of a student mentoring system at all departments of the Faculty | Mentoring system introduced | 1 | Management, Student Union, heads of departments | Until 2023, Ongoing |

7. THE STRATEGIC AREA *SCIENCE AND RESEARCH* - GOAL TASKS

Strategic goal 5.2.1. To conduct research in the humanities and social sciences by promoting and encouraging interdisciplinarity and transdisciplinarity

| Task | Indicator | Target value | Competence | Implementati on deadline |
|---|--|--|--|--------------------------|
| 1. Prepare a Strategic Program and Action Plan for Scientific Research | Strategic five-year program and action plans developed | Completed <i>Strategic program of scientific research of the University of Split's Faculty of Humanities and Social Sciences</i> | Faculty Management and The Office for Research Support | Until 2022, ongoing |
| 2. Encourage incoming and outgoing mobility of scientists | Number of incoming / outgoing scientists per year | Increase incoming / outgoing mobility by 10% | Department of International Cooperation, Vice Dean for Science | Ongoing |
| 3. Increase the number of contracted international competitive projects | Number of contracted projects per year | 1 | Employees in academic-teaching positions | Ongoing |

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| 4. Increase the number of international conferences | Number of international conferences held | 3 | Employees in academic-teaching positions | Ongoing |
| 4. Increase the number of publications in relevant databases for the humanities and social sciences | Number of publications in domestic and international indexed journals | 10% annual increase | Employees in academic-teaching and associate professions | Ongoing |
| 5. Implement activities through scientific centers of excellence | Number of activities | Extension of an existing contract | Employees in academic-teaching positions | Ongoing |
| 6. Become host institution to one or more scientific centers of excellence | Number of holdings | 1 | Employees in academic-teaching positions | Until 2023 |
| 7. Become host institution to a transdisciplinary research and innovation center | Number of centers | 1 | Employees in academic-teaching positions | Until 2023 |
| 8. Support assistants and postdoctoral students | Securing jobs for assistants and postdoctoral students who have fulfilled the contractual obligations | Vacancies for collaborative postdoc and scientific-teaching titles | Faculty Administration, University Administration, Croatian Ministry of Science and Education | Ongoing |
| 9. Systematically monitor scientific production | Number of activities | Annual growth 10% | Vice Dean for Science and International Cooperation | Ongoing |

Strategic goal 5.2.2. To focus scientific research activities on interdisciplinary and transdisciplinary research of the Mediterranean cultural and historical heritage with the aim of preserving, valorizing and popularizing Croatian language, history, cultural heritage and Mediterranean studies in the European context

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|--|--------------|--|-------------------------|
| 1. Apply for interdisciplinary and transdisciplinary projects in the strategic area | Number of reported interdisciplinary and transdisciplinary projects in the strategic area on an annual basis | 1 | Employees in academic-teaching positions | Ongoing |
| 2. Increase the number of national and international conferences in the strategic area | Number of national and international conferences held in the strategic area on an annual basis | 1 | Employees in academic-teaching positions | Ongoing |
| 4. Increase the number of publications in relevant databases for the social sciences and humanities | Number of publications in domestic and international indexed journals on an annual basis | 10% increase | Employees in academic-teaching positions | Ongoing |
| 5. Encourage a research environment and new infrastructure that enables new opportunities and collaborations | Develop measures to increase productivity and impact, encourage projects to establish new collaborations | 10% increase | Employees in academic-teaching positions | Ongoing |

Strategic goal 5.2.3. To encourage interdisciplinary and transdisciplinary approaches to education and research in the fields of lifelong learning and professional development

| Task | Indicator | Target value | Competence | Implementation deadline |
|---|--|--------------|--|-------------------------|
| 1. Apply for interdisciplinary and transdisciplinary projects in the strategic area | Number of reported interdisciplinary and transdisciplinary projects in the strategic area on an annual basis | 1 | Employees in academic-teaching positions | Ongoing |

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| 2. Increase the number of international conferences | Number of international conferences held | 2 | Employees in academic-teaching positions | Ongoing |
| 3. Increase the number of publications in relevant databases for the social sciences and humanities | Number of publications in domestic and international indexed journals on an annual basis | 10% increase | Employees in academic-teaching positions | Ongoing |
| 4. Organize training sessions on the ways of indexing journals in relevant international databases | Number of workshops per year | 1 | Employees in academic-teaching positions | Ongoing |
| 5. Develop a common editorial platform for the Faculty journals | Establishment of a platform for dissemination of results | 1 | Employees in academic-teaching positions | Until 2023 |

Strategic goal 5.2.4. To strengthen the scientific position of the Faculty in the Croatian and European research space

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|--|--------------|---|-------------------------|
| 1. Disseminate the results of projects within the scientific community, on national as well as European and international levels | Number of projects with dissemination effect | All projects | Employees in academic-teaching positions | Ongoing |
| 2. Positioning of scientific journals of the Faculty of Humanities and Social Sciences in relevant databases | Number of bases | 1 | Office of Science, Editorial Board of the Journal | Until 2025 |
| 3. Encourage project activities in cooperation with public and private sectors | Number of joint projects in a five-year period | 2 | Employees in academic-teaching positions | Ongoing |

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| 4. Increase activities to popularize science | Number of activities per year | 3 | Employees in academic-teaching positions | Ongoing |
| 5. Increase the number of signed cooperation agreements with foreign higher education institutions and other public institutions | Number of contracts signed in a five-year period | 2 | Employees in academic and teaching positions; Department for International Cooperation | Until 2025 |
| 6. Actively use existing and future cooperation agreements with foreign higher education and other public institutions | Number of active contracts | A continuous increase | Employees in academic-teaching positions | Until 2025 |

Strategic goal 5.2.5. To promote postgraduate doctoral studies

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|--|-----------------|--|-------------------------|
| 1. Improving the existing postgraduate doctoral study of humanities | Positive process of self-analysis and re-accreditation | Positive result | Faculty Management and Postgraduate Doctoral Study Council | Until 2025 |
| 2. Organizing workshops for doctoral students | Number of workshops per year | 1 | Council of Postgraduate Doctoral Studies | Ongoing |
| 3. Establish an interdisciplinary doctoral study / module in English | Number of studies / modules | 1 | Faculty Management, Postgraduate Doctoral Study Council | Until 2025 |

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| 4. Encourage the growth of the number of doctoral students and the quality career development of young researchers | Number of doctoral students in enrolment cycles | 10% increase | Faculty Management and the Council of Postgraduate Doctoral Studies | Ongoing |
| 5. Network the postgraduate program with other postgraduate programs | Number of activities / collaborations on an annual basis | 1 | Faculty Management Council of Postgraduate Doctoral Studies | Ongoing |

8. STRATEGIC AREA *THE FACULTY IN ITS ENVIRONMENT* - GOAL TASKS

Strategic goal 5.3.1. To contribute to the development of the economy in the fields of scientific and educational activities in the fields of humanities, social, artistic and interdisciplinary sciences

| Task | Indicator | Target value | Competence | Implementation deadline |
|---|--|--------------|--|-------------------------|
| 1. Update the offer of elective courses in study programs in accordance with the needs and interests of students and the needs of the labour market | Adopted changes to study programs in the offer of elective courses | 2 | Heads of departments | Ongoing |
| 2. Launch new study programs in the field of education based on the needs of the environment | Launch a new specialist study | 1 | Employees in academic and teaching positions | Until 2025 |
| 3. Participate in scientific research and professional projects related to the economy, local and regional | Number of participations in the subject projects per year | 2 | Management, Employees in academic and teaching positions | Ongoing |

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| government and self-government | | | | |
| 4. Contribute to the tourist offer of the City and the County | Number of participations in the implementation of scientific / professional gatherings and education in the field of tourism on an annual basis | 2 | Employees in academic-teaching positions | Ongoing |
| 5. Encourage the development of entrepreneurial competencies through the activities of the Centre for Career Planning and Development | Number of conducted training sessions and workshops per year | 2 | Head of the Centre for Career Planning and Development | Ongoing |
| 6. Alumni Association of the Faculty is encouraged to promote the competencies required in the labour market | Number of activities of the Alumni Association aimed at acquiring competencies relevant to the labour market on an annual basis | 2 | Faculty Alumni | Ongoing |

Strategic goal 5.3.2. To contribute to the development of the local and regional community through scientific and professional work in the fields of history, culture, art and the promotion and preservation of Croatian language and heritage

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|---|--------------|-----------------------------|-------------------------|
| 1. Contribute to the promotion and preservation of intangible and tangible cultural heritage | Amount of participation in projects and programs for the promotion and preservation of intangible and tangible cultural heritage on an annual basis | 2 | Academic and teaching staff | Ongoing |

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|--|---|---|-----------------------------|---------|
| 2. Actively cooperate with all relevant cultural institutions in the area | Amount of participation in projects and programs on the topic of intangible and tangible cultural heritage in cooperation with cultural institutions on an annual basis | 2 | Academic and teaching staff | Ongoing |
| 3. Encourage and promote the development of creative and cultural industries | Number of activities - conferences, round tables, publications on an annual basis | 2 | Academic and teaching staff | Ongoing |
| 4. Become actively involved in the processes of drafting strategic documents related to the culture of the city of Split and the Split-Dalmatia County | Number of activities | 1 | Academic and teaching staff | 2025 |
| 5. Establishment of exhibition and gallery activities at the Faculty | Number of exhibition and gallery projects carried out at the Faculty on an annual basis | 2 | Academic and teaching staff | Ongoing |

Strategic goal 5.3.3. As a socially responsible institution, the Faculty aims to develop and improve cooperation with its environment in all aspects of education

| Task | Indicator | Target value | Competence | Implementation deadline |
|---|-----------------------------|--------------|--|-------------------------|
| 1. Conduct scientific and professional research on educational aspects | Number of surveys conducted | 2 | Employees in academic-teaching positions | Ongoing |
| 2. Actively participate in the development of educational strategies of the city of Split and the Split-Dalmatia County | Number of activities | 1 | Employees in academic-teaching positions | 2025 |

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|---|--|-----|--|---------|
| 3. Actively cooperate with all educational institutions in the area | Number of activities per year | 2 | Employees in academic-teaching positions | Ongoing |
| 4. Develop lifelong learning programs in the field of education | Number of new programs | 1 | CIRCO Employees in academic-teaching positions | 2025 |
| 5. Actively cooperate with the competent authorities in the field of education | Number of activities per year | 2 | Management, Employees in academic and teaching positions | Ongoing |
| 6. Develop a program for teacher development competence (pedagogical / psychological) for associates from teaching bases Universities | Lifelong learning program completed | 1 | CIRCO, teaching base coordinator | 2023 |
| 7. Promote Croatian language and culture courses at the Centre for Croatian Studies Abroad (CEHAS) | Promotion of the Centre's activities among the international student population at the University and foreign citizens residing in Split | n/a | CEHAS, Head of the Department for International Cooperation and Public Relations | Ongoing |

Strategic goal 5.3.4. As a socially responsible institution, the Faculty aims to serve its environment in all aspects where there is a need to activate the knowledge and competencies of academics in the fields of current social issues, based on the principles of excellence, ethics and morality

| Task | Indicator | Target value | Competence | Implementation deadline |
|---|---------------------------------------|--------------|--|-------------------------|
| 1. Organize and participate in public debates, forums and seminars related to the development of the environment and offer solutions to current social problems (environmental, development, demographic, security-related) | Number of activities carried out | 2 | Employees in academic-teaching positions | Ongoing |
| 2. Conduct scientific and professional research and participate in the implementation of projects in cooperation with civil society organizations | Number of conducted research projects | 1 | Employees in academic-teaching positions | Ongoing |
| 3. Conduct scientific and professional research driven by societal challenges | Number of surveys conducted | 1 | Employees in academic-teaching positions | Ongoing |

9. STRATEGIC AREA *BUSINESS AND ORGANIZATION OF THE FACULTY* – GOAL TASKS

Strategic goal 5.4.1. The Faculty of Philosophy in Split takes care of the professional development of academic-teaching, teaching, associate and non-teaching staff

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|---|--------------|--------------------|-------------------------|
| 1. Monitor the development and progress of young academics | Securing conditions for advancement in the profession | 2 | Faculty Management | Ongoing |

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|---|---|---------------------|--|---------|
| 2. Establish requirements and priorities for academic and teaching advancement at the Faculty | Updating the faculty criteria for academic and teaching progress on an annual basis | 1 | Faculty Management | Ongoing |
| 3. Increase the outgoing mobility of teaching and non-teaching staff for the purpose of professional development / training | Outgoing mobility number | 10% annual increase | Teaching and non-teaching staff and Faculty Management | Ongoing |
| 4. Increase the number of employees in academic and teaching positions | Number of employees | 2% annual increase | Faculty Management | Ongoing |
| 5. Increase the number of employees in professional and administrative services | Number of employees | 2% annual increase | Faculty Management | Ongoing |
| 6. Qualitatively and quantitatively improve the work efficiency of all employees through the introduction of new and more frequent application of existing quality assurance models | Conducted self-evaluation, internal and external evaluation on an annual basis | Yes | Faculty Management | Ongoing |

Strategic goal 5.4.2. The Faculty of Humanities and Social Sciences in Split is making special efforts in an attempt to achieve the best possible infrastructural and organizational conditions for the work of academic-teaching, teaching, associate and non-teaching staff, as well as optimum study conditions for students

| Task | Indicator | Target value | Competence | Implementation deadline |
|---|---|--------------|--------------------|-------------------------|
| 1. Invest in improving working conditions in the Faculty building | Number of activities carried out to improve working conditions on an annual basis | 2 | Faculty management | Ongoing |

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| 2. Invest in raising the level of study quality by providing space and equipment for the independent work of students | Additional equipment for the work spaces for students and student associations | 2 | Faculty management | 2025 |
| 3. Invest in the modernization of equipment for employee work | Procurement of new computers on an annual basis | 30 computers | Faculty management | Ongoing |
| 4. Raise the efficiency of administrative-professional business processes | Establish the implementation of administrative-professional processes related to academic / teaching. staff through the Faculty's ERP system | Yes | Faculty management, Administrative staff | 2023 |
| 5. Monitor and improve the employee incentive system | Based on the monitoring of the implementation and results of the employee stimulation process, adopt the necessary amendments to the Ordinance in question | 1 | Faculty management | Ongoing |
| 6. Determine priorities in the process of raising the level of energy efficiency of the Faculty building | Prepare a study of raising the energy efficiency of the Faculty building | 1 | Faculty management | 2022 |
| 7. In accordance with the results of the energy efficiency study, invest in the equipment of the Faculty building | Contract for investment in building equipment on an annual basis | 1 | Faculty management | Ongoing |
| 8. Prepare a project for arranging a large | Project completed | 1 | Faculty management | 2021 |

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| multifunctional hall in the Faculty building | | | | |
| 9. Determine an adequate solution for the introduction of meals for students and staff at the Faculty | A completed study of the solution for the introduction of meals in the Faculty building | 1 | Faculty management | 2023 |
| 10. Ensure financing of part of capital investments through available sources of financing (funds) | Realized application for the appropriate line of financing part of the capital investment in the Faculty building | 1 | Faculty management | 2023 |

Strategic goal 5.4.3. To develop studies, programs and activities that are competitive in the knowledge market, in accordance with the Faculty's mission, position and status

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|--|--|---|---|
| 1. Continuous monitoring of the quality of existing self-financing studies and programs | Evaluation by students and trainees | Maintaining a high level of quality ratings (min 4.5) | University of Split, Faculty's Quality Committee | Ongoing |
| 2. Continuous monitoring of the financial sustainability of existing self-financing studies and programs | Preparation of annual implementation reports with financial indicators | (all programs / studies conducted in the previous academic year) | Heads of studies and programs, Faculty management, Administrative staff | Ongoing, until the end of the calendar year for the previous academic year. |
| 3. Initiation of new self-financing studies | Number of self-financing studies initiated | 1 | Faculty management, employees in academic and teaching positions | 2025 |

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| 4. Initiation of self-financing studies in English | Number of self-financing studies initiated in English | 1 | Faculty management, employees in academic and teaching positions | 2025 |
| 5. Launching of a lifelong learning program | Number of self-financing programs launched | 1 | Faculty management, employees in academic and teaching positions | 2025 |
| 6. Establishment of the Centre for Foreign Languages | Foreign Language Centre established | 1 | Faculty management, employees in academic and teaching positions | 2023 |
| 5. Establishment of the Faculty Press | Faculty Press established | 1 | Faculty management | 2025 |

Strategic goal 5.4.4. To continuously improve the quality, organization and efficiency of work at all faculty levels

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|---|--------------|---|-------------------------|
| 1. Conduct internal audit of the quality assurance system | Completed process of internal quality assessment on an annual basis | 1 | Committee for the implementation of internal assessment | Ongoing |
| 2. Participate in training sessions in the field of strategic management organized by the University | Number of training sessions per year | 1 | Faculty management | Ongoing |

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| 3. Enable participation in the training of employees of professional and administrative services | Number of training sessions per year | 4 | Faculty management, Administrative staff | Ongoing |
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Strategic goal 5.4.5. To continuously work in the public space on the recognizability of the Faculty's identity and actions

| Task | Indicator | Target value | Competence | Implementation deadline |
|--|---|--------------|---|-------------------------|
| 1. Strategically consider public relations | Develop a public relations protocol | 1 | Faculty management, Head of the Department for international cooperation and public relations | 2023 |
| 2. Continuously report on the results of the work of the Faculty and its employees | Publishing news through appropriate communication channels | n/a | Faculty management, Head of the Department for international cooperation and public relations | Ongoing |
| 3. Strengthen the role and cooperation with the Alumni Association of the Faculty | The Faculty alumni association is involved in the communication, promotion and support of the work of the Faculty | n/a | Faculty management, Alumni Association | Ongoing |
| 4. Develop the visual identity of the Faculty | Making a book of Faculty standards | 1 | Faculty | 2025 |

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| 5. Achieve targeted communication with partners and users | Communicate informative and / or promotional content to partners and / or users as needed | n/a | Faculty management, Administrative staff, Head of the Department for international cooperation and public relations | Ongoing |
|---|---|-----|---|---------|