

**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

	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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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
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