



DEVELOPMENT STRATEGY

OF THE FACULTY OF HUMANITIES
AND SOCIAL SCIENCES IN RIJEKA
2019.–2023.

Sveučilište u Rijeci, Filozofski fakultet
University of Rijeka, Faculty of Humanities and Social Sciences





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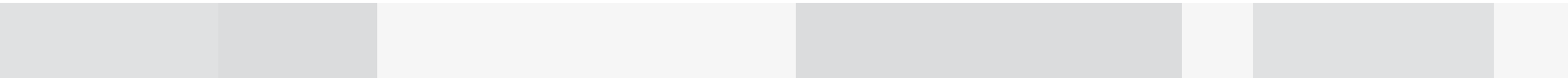
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Ines Srdoč-Konestra

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We thank everyone who was involved in specific phases of the Strategy development and contributed in such a way.



Opening words

The University of Rijeka made its first development strategy for the 2007-2013 period. Following the principles of strategic planning of the University, we developed the 2011-2015 Development Strategy of the Faculty of Humanities and Social Sciences in Rijeka, which was adopted in 2011, the year of moving to the Campus premises in Trsat, which provided for better conditions and improved the quality of our work. Following the re-accreditation process of

the Faculty in 2014, we defined the guidelines for further development in the 2016 - 2020 Strategy for Development of Scientific-Research Work of the Faculty of Humanities and Social Sciences in Rijeka. Through adoption and implementation of these basic documents, we clearly set the goals we want to achieve in higher education and the field of science. In the forthcoming period, the University of Rijeka and all of its components continued to think strategically regarding

the growth and progress, bearing the European Development Strategy in mind, i.e. the fact that since 2013 Croatia has been fully participating in shaping and strengthening the European Union's educational and scientific-research capacities.

The 2014 - 2020 Development Strategy of the University of Rijeka is the result of considering our own development within the European context, while the guidelines and goals of the University's integration processes

were the starting point for setting long-term goals and how to achieve them, and our institution. We insisted on the active involvement of all stakeholders in numerous analyses and discussions in the implementation of *the University of Rijeka Strategy*, especially in the field of humanities and social sciences, adopted annual reports on the implementation of the Strategy and enacted action plans.

Considering that the Faculty of Humanities and Social Sciences is the only part of the University of Rijeka which educates stu-

dents and conducts research in the field of humanities, and the only one in the fields of psychology and pedagogy in the area of social sciences, during the academic year 2018 - 2019 we elaborated in more detail some of the goals foreseen in the *2014-2020 Development Strategy of the University of Rijeka*. It is because of these important goals that we want to achieve, we made our own strategy which was adopted in July 2019 by the Faculty Council of the Faculty of Humanities and Social Sciences and at the University of Rijeka Senate.

Our mission is accomplished through the realization of the established strategic goals, and the policy of the Faculty of Humanities and Social Sciences in Rijeka is focused on the constant assurance and improvement of the quality of all the activities at the Faculty. With this strategy, we continue the development of our Faculty and respond to the challenges that higher education and science face, posed by the community and a common, increasingly dynamic, European space.

Ines Srdoč-Konestra, dean

Mission

We encourage quality and efficient education, student mobility, community engagement, and students are at the center of the learning process. We base our study programs on learning outcomes. By establishing the Alumni Club and by offering lifelong learning and postgraduate programs, we care about the continuing education of our student, as well as their employability. We promote scientific-research excellence, as well as the importance of our scientific disciplines, through publishing and disseminating scientific work results, encouraging teacher mobility, international collaborations and project activities.

Vision

By introducing new studies and modernizing the existing ones, by aligning with the Croatian Qualifications Framework, along with monitoring the interests and needs of students and the labor market, we want to contribute to the development of a society based on knowledge. We want to be recognized in the field of humanities and social sciences by developing quality scientific-research projects, as well as by increasing the number and quality of the existing doctoral studies.

/ I. Research

- a) The Faculty of Humanities and Social Sciences in Rijeka is a research constituent of the University of Rijeka, with a high level of scientific activity.
- b) The Faculty of Humanities and Social Sciences in Rijeka is integrated into the European research area.
- c) The Faculty of Humanities and Social Sciences in Rijeka encourages the concept of circulating researchers for increasing personal and institutional capacity.

/ II. Education

- a) The Faculty of Humanities and Social Sciences in Rijeka encourages quality and efficient education
- b) The Faculty of Humanities and Social Sciences in Rijeka systematically develops and modernizes study programs on an undergraduate, graduate and postgraduate level.
- c) At The Faculty of Humanities and Social Sciences in Rijeka students are at the center of the learning process and share responsibility for the success of the education process.

- d) The Faculty of Humanities and Social Sciences in Rijeka is integrated in the European Higher Education Area.
- e) The Faculty of Humanities and Social Sciences in Rijeka takes care of student employability with study programs based on learning outcomes.
- f) The Faculty of Humanities and Social Sciences in Rijeka increases the attainability of higher education to all interested individuals.
- g) The Faculty of Humanities and Social Sciences in Rijeka systematically develops programs for lifelong education.

/ III. Public function

- a) The Faculty of Humanities and Social Sciences in Rijeka is publically responsible and socially responsive.
- b) The Faculty of Humanities and Social Sciences in Rijeka initiates economic development and is a relevant partner and subject that insures the

- two-way transfer of technology and knowledge.
- c) The Faculty of Humanities and Social Sciences in Rijeka is a key factor in the region's transition to a knowledge based society.
- d) The Faculty of Humanities and Social Sciences in Rijeka is a driver of regional cultural development.
- e) The Faculty of Humanities and Social Sciences in Rijeka promotes health through the systematic development of university sport.

/ IV. Organization

- a) The Faculty of Humanities and Social Sciences in Rijeka efficiently and transparently establishes instruments for the development of every individual and institution.
- b) The Faculty of Humanities and Social Sciences in Rijeka strives towards the highest level of quality, organization and responsibility, through the strategic management of all its organizational units.



I. Research¹

a) The Faculty of Humanities and Social Sciences in Rijeka is a research institution with a significant level of scientific activity in the field of humanities and social sciences.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	la - 1	1. increase the number of PhD dissertation defenses	Annual number of defended PhD dissertations	Two more every year than the year prior
1.1.	la - 1.2.	1.1. increase the number of professors – active mentors for PhD candidates	Number of active mentors included in doctoral study	Three more every year than the year prior
1.2.		1.2. increase the number of professors who have completed a mentoring program at a doctoral level	Number of professors who finished programs for mentoring at the doctoral level	Five more every year than the year prior
2.	la - 2	2. increase the number and quality of published academic works		10% more in each subsequent year

¹ Given that The Faculty of Humanities and Social Sciences in Rijeka has an accepted Strategy for the development of scientific research for the period between 2016-2020, in this Strategy the area of research is represented with fewer indicators.

2.1.	la - 2.1.b	2.1. increase the number of papers published per researcher	Number of published works (SCOPUS) Number of published academic works in international, foreign or national publications(A1 category national publications represented in international data bases relevant to the field of humanities)	Reach one equivalent work in the research period per researcher annually 1 work per researcher annually (A1)
2.2.	la - 2.2.	2.2. increase the quality of published works	Number of works in Q1, number of works in Exc (SCOPUS)	10% Q1, 5% Exc (SCOPUS) more in relation to the previous year
2.3.		2.3. increase number and quality of published chapters in books and books	number of published chapters in books (indexed in WoSu or Scopusu or published by international (or national) reputable scientific/academic publishers) number of published books (indexed in WoSu or Scopusu or published by international (or national) reputable scientific/academic publishers)	more every year than the year prior more every year than the year prior
3.		3. establish a joint humanities doctoral study	submitted for accreditation	By the end of 2020
4.	lb - 1	4. increase research funding		
4.1.	la - 4.1	4.1. increase the number of projects financed from competitive sources	number of project managers in relation to total number of researchers at The Faculty of Humanities and Social Sciences in Rijeka	5% of researchers at The Faculty of Humanities and Social Sciences in Rijeka are managers of projects financed from competitive sources within the strategic period

4.2.	la - 4	4.2. secure funds for co-financing scientific research projects	Total amount of funds intentionally spent on financing research projects	10% more personal funds earmarked for financing research projects of employees in the strategic period
5.		5. support regular publishing of journals to which the university is the publisher	Total amount of funds intentionally spent on financing active journals	more personal funds intended for the financing of editorial staff of the magazine in the strategic period

b) The Faculty of Humanities and Social Sciences in Rijeka encourages the concept of circulating researchers for the purposes of increasing personal and institutional capacity.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	Ic - 1a	1. increase the number of researchers in the "system of circulation"	number of persons-days actualized at other higher education or research institutions	10% more in the strategic period
			number of persons-days actualized at The Faculty of Humanities and Social Sciences in Rijeka	10% more in the strategic period



II. Education

a) The Faculty of Humanities and Social Sciences in Rijeka encourages quality and effective education.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	Ila - 1	1. maintain a favorable student to professor ratio	number of students and professors ²	10 : 1
2.	Ila - 2	2. increase the success of study in first year undergraduate study	number of students who achieved 60 ECTS points in the first year of study (until 01. November)	Increase by 20% (in relation to the previous strategic period)
3.	Ila - 3a	3. increase the number of elective enrollments in the regime of internal mobility	number of students who enrolled in an elective courses from other study programs number of study programs in which a minimum of 3 ECTS points can be achieved in the frame of internal mobility	10% of students who enrolled in elective courses from other study programs (in relation to the previous strategic period) All study programs
4.	Ila - 4	4. increase the number of students in specialized study on a graduate and postgraduate level	number of fulltime graduate and postgraduate specialized studies	Increase of 20% (in relation to the previous strategic period)
4.1.	Ila - 4.1	4.1. increase number of graduate and postgraduate specialized studies	number of accredited graduate and postgraduate specialist studies	Increase of 10% (in relation to the previous strategic period)

² The number of students is the sum of all full-time students at all levels and the number of part-time students divided by two on November 1.
The number of professors is the number of all professors (employees and external associates) who have taught during the past academic year (fte).

4.2.		4.2. increase in number of double major graduate studies	number of study programs submitted for accreditation	Two new programs in the strategic period
4.3.		4.3. introduce a new interdisciplinary graduate study tailored to the needs of society	submitted for accreditation	Until the end of the strategic period
4.4.		4.4. introduce new part-time graduate program	Submitted for accreditation	until the end of 2022
4.5.		4.5. encourage mobility of lecturers from foreign universities and institutions	number of guest lecturers	More than in the previous strategic period
5.	Ila - 5	5. increase e-learning in study programs	number of courses per study program within which e-learning is used	50% of every study program use advanced e-learning tools ³
6.	Ila - 6	6. continuously implement teacher training for the improvement of study and teaching at higher education institutions through appropriate forms of education	number of professors who have completed some kind of teacher training for the improvement of study and teaching processes at higher education institutions	Increase of 50% (in relation to the previous strategic period)
6.1.	Ila - 6.1	6.1. introduce teacher training as an additional prerequisite for selection in the academic teaching professions, if prescribed by the University of Rijeka	yes/no	Prescribed additional conditions for selection into the profession

3 Advanced tools for e-learning are considered : e-courses, online courses, multimedia content, e-literature, video classes.

7.	Ila - 7a	7. removal of barriers to successful study relating to acquired competencies, motivation, socio-economic status and belonging to vulnerable groups (students with disabilities, older students, student parents and the like)	number of students belonging to vulnerable groups that have completed their study in the previous academic year number of students involved in activities encouraged by the University of Rijeka for the purpose of removing study barriers ⁴	Increase the number of students in vulnerable groups that complete their study by 10% (in relation to the previous strategic period) Increase the number of students that are included in the activities listed by 10% (in relation to the previous strategic period)
8.	Ila - 8a	8. increase the quality and quantity of available study resources	number of recently published university text books number of recently published university publications number of e-issues	Increase annual number of new university textbooks by 10% (in relation to the previous strategic period) Increase the number of recently published university publications by 10% (in relation to the previous strategic period) Increase the annual number of recent publications in e-format by 50% (in relation to the previous strategic period)
9.		9. improve the quality of professional and practical forms of work by the student	Increase the number of courses that include practical skills	Each year an increase by two more than the previous year (at least one course per study program)
10.		10. promote socially beneficial learning	Increase number of courses that include socially beneficial learning	by the end of 2022
11.		Coordinate study programs with the Croatian qualifications framework – develop occupational and qualification standards and align study programs with them	Increase number of study programs that are in alignment with occupational and qualification standards	By the end of 2022, 50% of student programs aligned with standards of occupation and standards of qualification

⁴ Workshops, counselling programs, competency compensation programs and the like.

b) At the Faculty of Humanities and Social Sciences in Rijeka students are at the center of the learning process and share responsibility for the success of the educational process.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	IIb - 1	1. continue monitoring student satisfaction	Increase number of students who fill out questionnaires related to student satisfaction	Increase number of students who fill out questionnaires by 20% (in relation to the previous strategic period)
1.1.	IIb - 1.1	1.1. increase student satisfaction index	Student satisfaction index	Higher student satisfaction index (in relation to the previous strategic period)
2.	IIb - 2	2. include students in the working body for the evaluation of study programs, educational processes and functions at the university	Number of included senior students	Involve students in all areas related to student affairs

c) At the Faculty of Humanities and Social Sciences in Rijeka students are actively involved in cultural, athletic and social activities.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	IIc - 1	1. increase the number of students involved in cultural, athletic, and social activities, and number of those involved in student activism	Number of students involved in extracurricular activities organized by the University of Rijeka	30% of students involved in some of the listed activities (in relation to the previous strategic period)

d) The Faculty of Humanities and Social Sciences in Rijeka and the University of Rijeka are integrated in the European Higher Education Area.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	IId - 1	1. increase the number of students in the incoming and outgoing mobility system (two weeks to one semester – Erasmus, CEEPUS)	number of students in the mobility program	5% more students (in relation to the previous strategic period)
2.	IId - 2	2. increase the number of students from the EU who come from countries outside the Republic of Croatia	Number of fulltime or part-time students from other countries in the EU	1% of the whole number of students (in relation to the previous strategic period)
2.1.		2.1. develop systematic support for international students	Number of workshops held for incoming students	2 annually
3.	IId - 3	3. increase the number of students coming from countries outside of the EU	Number of fulltime or part-time students coming from countries outside of the EU	1% of the whole number of students (in relation to the previous strategic period)
4.	IId - 4	4. increase the number of graduate and postgraduate study programs that are conducted entirely in a foreign language (including joint studies and double degrees)	Number of graduate and postgraduate study programs conducted entirely in a foreign language	For 2 more (in relation to the previous strategic period)
4.1.		4.1. increase the number of courses in English	Number of courses held in the English language	Every year more than the year prior

e) The Faculty of Humanities and Social Sciences in Rijeka concerns itself with the employability of its students with study programs based on learning outcomes.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	Ile - 1	1. develop methodology for monitoring the employability of students who finish study at The Faculty of Humanities and Social Sciences in Rijeka	Establish a track record of the employability of alumni	Until 2020.
1.1.	Ile - 1.1	1.1. develop an institutional program to increase the employability of former Faculty of Humanities and Social Sciences in Rijeka students	Former Faculty of Humanities and Social Sciences in Rijeka students' employability index	Alumni employability index higher in 2021 (in relation to the previous strategic period)
2.	Ile - 2	2. determine the list of practical competencies guaranteed by the completion of study and align study programs in the (re)accreditation process	Number of aligned study programs	All study programs aligned by 2020
3.	Ile - 3	3. link students to employers through a portal designed to inform and spark communication with stakeholders	yes/no	uspostaviti portal namijenjen informiranju i komunikaciji dionika do kraja novog strateškog razdoblja
3.1.	Ile - 3.1	3.1. publicly represent 10% of the most successful students in the academic year on the Faculty of Humanities and Social Sciences in Rijeka portal	yes/no	Publish information about 10% of the best students by study programs

3.2.	Ile - 3.2	3.2. develop a model for the evaluation of graduated Faculty of Humanities and Social Sciences in Rijeka students by employers	yes/no	Developed model of evaluation of graduated students by employers by the end of 2020
4.	Ile - 4	4. systematically monitor and encourage entrepreneurial tendencies and intentions and develop students' entrepreneurial competencies	yes/no	1% annual increase in the proportion of students with expressed entrepreneurial intentions
4.1.		4.1. introduce a course on entrepreneurship in the humanities and social sciences	Number of students enrolled in the course entrepreneurship in the humanities and social sciences	By 2021
5.	Ile - 5	5. encourage Faculty of Humanities and Social Sciences in Rijeka Alumni Club activities	Number of activities	3 activities annually
6.		Establish a Careers Office and Office of Academic Student support at the Faculty of Humanities and Social Sciences in Rijeka	Established offices	By the end of 2022
7.		Design new and update existing models of professional practice at the Faculty of Humanities and Social Sciences in Rijeka	Developed and updated models of professional practice in Faculty of Humanities and Social Sciences in Rijeka study programs	By the end of 2023

f) The Faculty of Humanities and Social Sciences in Rijeka systematically develops programs of lifelong education.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	Ilg - 1	1. increase the number of lifelong education programs	Number of ECTS points gained in lifelong education programs	500 student – ECTS points in the strategic period
1.1.	Ilg - 1.2	1.1. recognition of non-formal and informal learning	Number of ECTS points awarded through recognition of informal and non-formal and informal learning	1% of total ECTS points gained (in relation to the previous strategic period)

III. Public Function

a) The Faculty of Humanities and Social Sciences in Rijeka is publically responsible and socially responsive.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	IIIa - 1	1. develop a model for systematic data collection of students who volunteer and actively participate in organizations in civil society	Accepted model	By the end of 2020
2.	IIIa - 1	2. increase the number of students who volunteer and/or actively participate in organizations in civil society	Number of students who volunteer	10% of total number of students (in relation to the previous strategic period)
3.	IIIa - 2	3. conduct research or professional projects for public and organizations/institutions of civil society or partnership with public and organization/institutions of civil society	Number of projects ⁵	for 5 more (in relation to the previous strategic period)
4.	IIIa - 3	4. develop mechanisms of cooperation with educational institutions with the goal of joint and synergistic work to increase the quality and efficiency of the educational system	Number of contracts / actuated professional cooperation	For contracts more annually

⁵ It is necessary to define what does and does not constitute such a program, and what the institutions of civil society are.

b) The Faculty of Humanities and Social Sciences in Rijeka drives economic development and is a relevant partner and subject that insure the two-way transfer of technology and knowledge.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	IIIb - 1	1. in cooperation with local governments (city and county) strengthen the program promoting Rijeka as a city where it is nice and beneficial to study	Number of actuated joint promotion projects	At least one program in a three year cycle
2.	IIIb - 2a	2. develop academic and professional services that will further support "new" industries in the region, especially tourism, education, scientific research and industries of information, education, entertainment and culture	Number of introduced services	One annually
3.	IIIb - 5	3. increase number of collaborative projects/programs	Number of collaborative projects / programs	One in the strategic period

c) The Faculty of Humanities and Social Sciences in Rijeka in one factor in the regions transition to a knowledge based society.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	IIIc - 1	1. make annual plans to popularize science	number of popularization activities number of employees participating in popularization activities	At least one activity more every year Continual growth in relation to the previous year
2.	IIIc - 2	2. improve communication with the public through television, radio, social media and other forms of media through which academic perspectives and critical thinking about relevant social questions will be promoted	Number of public appearances/appearances in the media	Continual growth in relation to the previous year

d) The Faculty of Humanities and Social Sciences in Rijeka drives of cultural development.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	IIIId - 1	1. develop systematic cultural production at both the Faculty and the University	Number of institutionally verified programs/projects ⁶ in culture and art	2 programs/projects annually
2.	IIIId - 2	2. participate in program Rijeka – European Capital of Culture	yes/no	10 programs in 2020

⁶ Programs or projects carried out by decision of a constituent or by the University of Rijeka.

e) The Faculty of Humanities and Social Sciences in Rijeka promotes health through the systematic development of university sport.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
		1. develop systematic support for student sport	Number of students included	Continual growth in relation to the previous year
1.	IIIe - 1a		Number of organized sports activities	Continual growth in relation to the previous year
			Amount of funds earmarked for the development of university sport	Annual investment up to 10.000,00kn

IV. Organization

a) The Faculty of Humanities and Social Sciences in Rijeka efficiently and transparently establishes instruments for the development of every individual and institution.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	IVb - 1	1. insure systematic monitoring and development of human resources as a whole at the Faculty of Humanities and Social Sciences in Rijeka	yes/no	Develop a comprehensive model of monitoring and development of human resources at the Faculty of Humanities and Social Sciences in Rijeka
1.1.	IVb - 1.1	1.1. portfolio of employees and institutional and organization units in function with the aim for a more efficient and quality development of human resources	yes/no	Publish and maintain CROSBI, portfolio of employees and organizational units
1.2.	IVb - 1.2	1.2. determine choice of vocation through employee portfolio records	yes/no	Use CROSBI and portfolio while selecting vocation

1.3.	IVb - 1.3	1.3. develop additional institutional criteria for the advancement of university professors in accordance with the Strategy, model of staff development in the faculties and the university as a whole, with the terms of the Rector's assembly	yes/no	Developed additional criteria for advancement at the Faculty of Humanities and Social Sciences in Rijeka
2.	IVb - 2	2. increase number of researchers	Number of researchers (fte)	Increase number of researchers by 20% (in relation to the previous strategic period)
3.	IVb - 4.2	3. ensure quality work through standardized evaluation procedures (self-evaluation, internal and external evaluation)	Self-evaluation (yes/no) Internal evaluation (yes/no) External evaluation (yes/no)	Established self-evaluation, internal and external evaluation
4.	IVb - 5a	4. increase personal standard of employees through measures such as subsidizing home loans, benefits of university services (food, cultural events, health care and the like), organizing discounts on city services, payment of education for students whose parents are employed at the university and the like.	Number of measures introduced to increase personal standard of employees Number of users Material value of introduced measures	At least one new measure introduced annually for increasing personal standard of employees At least 50% of employees using measures of increasing personal standards At least a 50% increase in the value of measures for the increase of personal standards (in relation to the previous strategic period)
5.	IVb - 6	5. invest in development and research	Amount of own/personal assets invested in development and scientific/academic research	20% of own/personal assets invested in development (in relation to the previous strategic period)
6.		Implementation on SVURI system	Implementation of systems	By the end of 2020

b) The Faculty of Humanities and Social Sciences in Rijeka strives to have the highest level of quality, organization and responsibility through strategic management of all organizational units.

Number of tasks	Number by strategy UNIRI	GOAL/TASK	INDICATOR	EXPECTED VALUE
1.	IVc -1	1. partly increase own/personal assets in the Faculty of Humanities and Social Sciences in Rijeka budget	Percentage of own assets/revenues in the total budget	At least 10% of assets/revenues (in relation to the previous strategic period)
2.	IVc - 2	2. complete an internal audit of the quality assurance system	Complete a second cycle internal audit of the quality assurance system	By the end of 2019
3.	IVc - 4b	3. participate in programs of lifelong education for continuous training and specialization of employees at the Faculty of Humanities and Social Sciences in Rijeka in the domain of strategic management	Number of trained board members Number of trained heads of department and managers of other units at the Faculty of Humanities and Social Sciences in Rijeka	All board members 30% of trained heads of department and managers of other units at the Faculty of Humanities and Social Sciences in Rijeka by 2022
4.		Revising the internal structure at the Faculty of Humanities and Social Sciences in Rijeka	Reorganization of services and modernization of jobs at the Faculty of Humanities and Social Sciences in Rijeka	By the end of 2020
5.		Reorganization of the Faculty of Humanities and Social Sciences in Rijeka Teacher Education Center	Design a new organizational model for the Teacher Education Center	By the end of 2021

KEY INDICATORS OF SUCCESS

1. Annual number of defended doctoral dissertations
2. Annual number of works cited in the data base SCOPUS
3. Annual amount of funding from EU programs
4. Number of students enrolled in graduate and postgraduate study
5. Portion of students who completed all study obligations in the first year of undergraduate study
6. Number of students who completed their study within the stipulated timeframe
7. Number of participants in programs of lifelong education
8. Number of collaborative projects with public organizations/ institutions of civil society
9. Share of own revenues in total budget
10. Number of board member, heads of department and managers trained in strategic management and administration

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