Sveučilište Josipa Jurja Strossmayera u Osijeku
Građevinski i arhitektonski fakultet Osijek
Josip Juraj Strossmayer University of Osijek
Faculty of Civil Engineering and Architecture Osijek

DEVELOPMENT STRATEGY OF THE FACULTY OF CIVIL ENGINEERING AND ARCHITECTURE OSIJEK 2023 - 2027

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2023 - 2027

Osijek, March 2023

The Committee for drafting the following document: *Development Strategy of the Faculty of Civil Engineering and Architecture Osijek 2023-2027*

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Hrvoje Draganić, PhD, Assoc. Prof., Vice-Dean for Science and Postgraduate Studies, Member

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In addition to the appointed Committee, *the Development Strategy of the Faculty of Civil Engineering and Architecture Osijek for the period from 2023 to 2027* was developed in cooperation with the Committees for Teaching and Science, the Committee for Monitoring and Quality Assurance of Higher Education and other employees of the Faculty.

Development Strategy of the Faculty of Civil Engineering and Architecture Osijek for the period from 2023 to 2027 was adopted at the session of the Faculty Council held on 15 March 2023.

Class: 001-01/23-01/00001

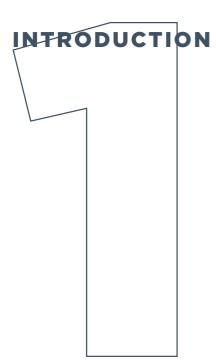Registration number: 2158-77-08-23-00001

8 March 2023

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INTRODUCTION 1

The year 1976 is considered to be the beginning of the Faculty of Civil Engineering and Architecture Osijek (hereinafter: the Faculty). The Faculty acts as one of the components of the Josip Juraj Strossmayer University in Osijek.

Since its establishment, the Faculty has been educating civil engineers and since 2016, also architectural and urban planning engineers. By educating students and conducting scientific research in the fields of construction, architecture and urban planning, the Faculty makes a great contribution to the overall development of the city of Osijek and Slavonia and Baranja.

In our modern and new building on the University campus we provide extremely high standards and quality of studying for students of all our studies, as well as for teachers, in our modern laboratories and equipped classrooms.

Apart from the primary activities of the Faculty, i.e. teaching, scientific research and professional work, students and employees of the Faculty participate in the social and public life of the region in which we live and act.

This document defines the future medium-term period of the Faculty's activities, strategic objectives and activities to achieve these objectives and revises the mission and vision of the Faculty with the aim of improving the quality of teaching, scientific research and professional work at the Faculty.

The management of the Faculty has developed an operational plan for the implementation of activities to achieve the set strategic objectives. This plan is attached to the Development Strategy of the Faculty of Civil Engineering and Architecture Osijek 2023-2027.

The operational plan contains the following:

— activities to achieve strategic objectives

— performance indicators

— measures necessary for the implementation of the activities

— responsible persons

— monitoring mechanisms

— implementation deadline

— links to the points of the Development Strategy, University Strategy and the European Standards and Guidelines in Higher Education Area.

Terms used in the document that have a gender meaning, refer equally to men and women.

BASELINES

2

2.0
Compliance of the Development Strategy of the Faculty of Civil Engineering and Architecture Osijek 2023-2027 with relevant strategic documents

Development Strategy of the Faculty of Civil Engineering and Architecture Osijek 2023-2027 (hereinafter referred to as: the Strategy), through the definition of strategic objectives and tasks by means of which the objectives are intended to be achieved, is harmonized with the following relevant documents:

— Strategy of the University of Josip Juraj Strossmayer in Osijek 2021-2031 (hereinafter referred to as: the Strategy of University)

— Education, Science and Technology Strategy

— European Standards and Guidelines in Higher Education Area – hereinafter referred to as: ESG)

— Regulations of the University and Faculty

— Act on Quality Assurance in Higher Education and Science (NN 119/22)

— Act on Scientific Activity and Higher Education (NN 119/22)

2.1
Historical background of the Faculty of Civil Engineering and Architecture Osijek

History of the Faculty of Civil Engineering and Architecture Osijek dates back in 1967 when a department of the Higher Technical College from Zagreb opened in Osijek, followed by founding of the Higher Technical Civil Engineering College Osijek in 1976 as a response to the increasing demands of civil engineering education in the Slavonia-Baranja region.

Shortly after its establishment, this institution was attached to the Construction School Centre until 1982, when it became a separate institution and for a short period functioned independently as the Higher School of Construction Osijek, which in the following period merged with the Department for Materials and Construction in Osijek as an organisational component of the Civil Engineering Institute in Osijek. Finally, from the 1 March 1983 a new higher education institution began to operate as a member of the University of Osijek and as an organisational part of the Civil Engineering Institute in Zagreb – OOUR (Basic Organisational Labour Cooperative) Faculty of Civil Engineering Sciences, University of Osijek. The Faculty was granted a licence to deliver general civil engineering studies independently in 1986. In this organisational form, it performed scientific-teaching and developmental-expert activ-

ities until 1991, when it became independent, but retained the Department for Developmental-Professional Work within its organisational structure. On 7 February 1992, after separating the department for Developmental-Professional Work from the organisational structure of the Faculty into the Croatian Civil Engineering Institute of Zagreb –Business Centre Osijek, the present, independent Faculty of Civil Engineering of the Josip Juraj Strossmayer University in Osijek was founded. In 2001 the implementation of the postgraduate master's study began. In 2005 the Faculty aligned with the Bologna Declaration at all levels – university undergraduate, graduate, postgraduate and expert studies; the postgraduate master's study was terminated and the implementation of the postgraduate doctoral study began. In the same year the Faculty started with the implementation of the study programme

Differential Year for gaining the requirements to enrol graduate studies, which have four orientations. By obtaining the allowance to conduct the undergraduate university studies in Architecture and Urbanism in 2016 there was a need to change the name of the Faculty, and in 2018 the Faculty was renamed into the Faculty of Civil Engineering and Architecture Osijek. At the point of drafting this Strategy the Faculty has 100 employees (72 of whom have scientific-teaching, teaching or associate titles), and in the academic year 2022/2023 1100 students study in all programmes and courses. After moving to the newly built Faculty building in May 2016, the previously difficult working conditions at two locations have ended and the modern building with its well-equipped laboratories has ensured the improvement of the quality of work in all aspects of the Faculty's activities.

2.2
Organisational Structure of the Faculty of Civil Engineering Osijek

The organisational structure is made of organisational units of the Faculty: institutes, chairs, laboratories, library and secretariat. All the details about the organisational structure and management of the Faculty are regulated by the Statute of the Faculty, ordinances and decisions on internal organisation and systematisation of posts.

The details of the organisational structure and bodies of the Faculty are regulated by the Statute of the Faculty and the Ordinance on Organisation of Posts, as well as with the Decision on Organisation of the Faculty of Civil Engineering and Architecture Osijek, which is adopted at the beginning of each academic year.

The Faculty has 6 departments:

— Department for Technical Mechanics

— Department for Materials and Structures

— Department for Organization, Technology and Management

— Department for Geotechnics, Transportation and Geodesy

— Department for Hydrotechnics and Ecology

— Department for Architecture and Urban Planning.

Laboratories are generally organisational units of the departments, established for performing scientific and professional research and projects as well as conducting practical teaching. The Laboratory for Experimental Mechanics Vladimir Sigmund was established as part of the Department for Technical Mechanics, and the Laboratory for Materials and Constructions as part of the Department for Materials and Constructions. The following laboratories are in the process of establishing: The Laboratory for Hydraulic Engineering, the Geotechnical and Road Construction Laboratory and the Laboratory for Energy Efficiency in Buildings.

The Secretariat is charged with conducting legal, expert-administrative, accounting and financial tasks, with improving and assuring quality, with tasks related to student issues, and technical, auxiliary and other tasks concerning successful work of the Faculty.

The Secretariat is lead by the Secretary and it is divided into lower-level organisational units - offices:

— The General and Staff Office

— The Student Office

— The Accountancy and Finance Office

— The Technical Tasks Office

— The Office for Quality Development and Assurance in Higher Education

— The Office for Projects, International Cooperation and Business Cooperation

— The Office for Computer Network and Communication Systems

— The Office for Business Relations and Procurement.

The Library is an organisational unit of the Faculty for library and IT tasks and tasks related to the teaching, scientific-research and expert needs of the Faculty.

The professional body of the Faculty is the Faculty Council. It comprises all full-time, associate and assistant professors, two teacher representatives elected to teaching titles, three representatives of associates elected to associate titles, or who have an employment contract with the Faculty, an employees' representative and student representatives who make 15% of the overall number of the Faculty Council members. The College of Experts is an advisory body to the Dean, comprising vice-deans, secretary and heads of departments, and is convened when necessary to coordinate and monitor overall activities of the Faculty, as well as to improve the work of the administrative and technical services and to harmonize all business activities of the Faculty.

2.3
Analysis of the current situation

The Faculty conducts several study programmes successfully: undergraduate university studies in Civil Engineering, graduate university studies in Civil Engineering (four majors: Hydrotechnics, Load-Bearing Structures, Organization, Construction Technology and Management and Transportation Infrastructure), undergraduate university studies in Architecture and Urban Planning, undergraduate professional studies in Civil Engineering (full-time and part-time), graduate professional studies (major: Management, Supervision and Maintenance of Buildings) and doctoral studies.

The interest of pupils and future students in Civil Engineering and Architecture and Urban Planning studies is continuously stable, and the Faculty regularly fills enrolment quotas already during the summer enrolment period.

However, mobility of all stakeholders, both outgoing and incoming, teaching in English language, the quality of scientific papers, greater participation in projects and international recognition are areas in which additional efforts should be made to improve the current situation. Shortcomings of the system should be overcome by using one's own resources and abilities.

The Faculty continuously contributes to the community by organizing and providing space for events and charity campaigns.

The recognition of the professional work of the Faculty is unquestionable, but it is necessary to put some additional efforts towards strengthening the cooperation with the economy and life-long learning programmes. One successful aspect of cooperation with the economy is the conduct of mandatory internship during undergraduate professional studies in Civil Engineering, and soon also during undergraduate university studies of Civil Engineering.

Room capacities and facility's equipment represent the advantage of the Faculty and are one of the important preconditions for improving the cooperation on all levels and ensuring the possibility of further progress in the scientific research field.

At the beginning of the new academic year, the Faculty started with education of all participants in the system on use of digital platforms, which is an example of good practice that should be continued in the coming period, as this will ultimately affect the improvement of the quality of all processes as well as facilitate daily work. The same refers to the ongoing digitalization of the processes.

The existing quality assurance system covers the overall activity of the Faculty (teaching, scientific research and business process, support for students and teachers, sensitive groups of students, professional work) and implies continuous development and improvement of quality. The foundation of the quality assurance system is the ESG, the Ordinance on Quality Assurance Organisation, and the Act on Quality Assurance in Higher Education and Science and the Quality Policy. Internal procedures and forms for everyday proceedings of all participants were created on the basis of these previously mentioned documents. The existing successful cooperation between the Office for Quality Improvement and Assurance in Higher Education and the Commission for Monitoring and Ensuring the Quality of Higher Education ensures the implementation of various activities in the field of quality.

MISSION AND VISION

3

With its Mission and Vision, the Faculty of Civil Engineering and Architecture demonstrates its commitment to excellence in education and scientific research as the basis of progress of the region and society in which it operates. Taking the set objectives of the Faculty Strategy into consideration, the Mission and Vision of the Faculty are being redefined for the future period.

MISSION

Mission of the Faculty of Civil Engineering and Architecture is:

— to conduct and develop high-quality university education at undergraduate, graduate and postgraduate levels as well as lifelong education in the field of technical sciences (fields of Civil Engineering, Architecture and Urban Planning and Basic Technical Sciences),

— through scientific and research work adapted to the needs of economy, continuously create new knowledge, promote their application in practice and improve university education and

— to be socially responsible and transparent institution of high academic values and ethical principles that ensures equality and inclusion for its employees and students.

VISION

Vision of the Faculty of Civil Engineering and Architecture is to be internationally recognizable higher education and innovative research institution which follows and analyzes the needs of the economy and takes active part in making modern research discoveries in order to improve the existing and make new ways of transferring knowledge to the society and thus support the development of the Republic of Croatia.

QUALITY POLICY

4

Sveučilište Josipa Jurja Strossmayera u Osijeku
Građevinski i arhitektonski fakultet Osijek
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QUALITY POLICY

The Faculty of Civil Engineering and Architecture Osijek has continuously been working on spreading knowledge through student education on undergraduate, graduate and postgraduate and professional studies as well as through conducting and encouraging the scientific research and professional work in the field of civil engineering.

Quality is the basis for the establishment and functioning of an efficient service providing system to users, which develops and promotes itself in everyday work in all activities of the Faculty, and all in accordance with legal regulations and fundamental values.

Activities supporting the continuous provision and improvement of the quality system are foreseen with strategic documents and the quality policy implementation is defined through mission statements, vision, development of quality culture, definitions of values in daily work and strategic goals.

The quality assurance and improvement system is based on the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). The purpose of establishing a quality system at the Faculty is to continuously ensure and improve quality through constant improvements.

All employees at the Faculty are involved in the quality system and are obliged to conscientiously and diligently fulfil their obligations in their scope of work, and the Management Board assumes the obligation to ensure and develop the necessary resources. Faculty employees continuously improve their knowledge in accordance with their scope of work and needs. The quality of teaching is ensured through the teaching process and scientific research and professional activities. Through the previously mentioned activities, research results and new knowledge are applied in order to provide service users with relevant and up-to-date information and to ensure their satisfaction with processes and results.

Through their productivity in the field of scientific and professional work, employees ensure the spread of acquired knowledge and make it possible for the users of service to use it, thus contributing to and improving the status and reputation of the Faculty in public.

Students of the Faculty of Civil Engineering and Architecture Osijek are members of permanent work bodies and commissions. As important stakeholders of the quality system, service users evaluate the quality and their satisfaction with the service provided through surveys and they participate in other quality assurance procedures. Student associations play an important role in defining the needs and aspirations of students in order to ensure the effectiveness of their participation in the teaching process and other important processes at the Faculty.

The Faculty strongly protects academic integrity and applies procedures and activities to prevent plagiarism, discrimination on all grounds, as well as any other form of unethicality. The above applies to all stakeholders of the quality system.

The quality policy shall be made public so that all employees, students and other stakeholders of the quality system and the public become familiar with it. The Faculty of Civil Engineering and Architecture Osijek, if necessary, revises the Quality Policy in accordance with the needs, trends and changes in the system.

In Osijek, 24, October 2022.

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SWOT ANALYSIS

Strengths

— recognition of the Faculty in the Republic of Croatia and neighbouring countries

— implementation of different types and levels of studies

— accessibility through different study programmes

— linking the theory with the practice in teaching process through project tasks, field teaching and guest lecturers

— continuous training of employees and students at conferences and courses

— encouraging scientific work

— competence of scientific and teaching staff for teaching and professional work

— presence of certified civil engineers and architects

— having one's own library and learning space

— publication of own international scientific journal

— existence of own well-equipped research laboratories

— efficient organisation of work of the technical service and laboratory

— adaption of the Faculty space to people with disabilities and reduced mobility

— adequate spatial capacities

— the location of the Faculty on campus, the immediate vicinity of student dormitory and restaurant

— implementation of professional training programmes

— representation of students in decision-making at the Faculty through intermediaries in the Faculty bodies

Weaknesses

— insufficient number of full-time employed teaching staff in certain scientific areas and fields

— problems with recognition of passed exams upon return from the outgoing student mobility

— not conducting the study programme in English

— low level of incoming and outgoing mobility of students and teachers

— insufficient international teacher networking

— current absence of mandatory internship at certain studies

— absence of systematic monitoring of former students' employment and careers

— problems with the evaluation of scientific work according to the underlying Collective Agreement

— weak involvement in scientific research projects funded by the European Union

— rapid obsolescence of computer equipment and specialized computer programmes in computer classrooms and reading rooms

— insufficiently used potential for computerization and automation of administrative procedures

— non-sufficient fund of university library books for certain scientific fields

— technical deficiencies in the faculty building and equipment

Opportunities

— strengthening the international recognition of the Faculty

— strengthening cooperation with domestic and foreign universities

— internationalisation of study programmes

— strengthening cooperation with the economy (especially the building industry) and institutions

— launch of graduate studies in Architecture and Urban Planning

— changes in study programmes at different types and levels of studies

— intensifying the involvement of employees in lifelong learning programmes

— strengthening communication and digital competences and skills of all internal stakeholders

— inclusion of the Faculty journal ACAE in a larger number of citation databases

— increasing the number of applications for scientific research projects on competitive domestic and international tenders

— intensifying the involvement of students in the implementation of professional and scientific research projects

— accreditation of laboratories and laboratory procedures

— opening and equipping a model shop for students

— strengthening incoming and outgoing mobility of students, teaching and non-teaching staff

Threats

— encouraging applications for competitions with academic and other awards

— team building for the purpose of enhancing connection and cooperation within the team

— introduction of rational forms of control over the execution of work tasks and achieved results

— great demand on the labour market for civil and architecture engineers

— constant and high interest in enrolling in most study programmes

— interest in the STEM field and its promotion

— expanding the library fund

— improvement of the existing waste collection and separation system

— impossibility to employ the necessary number of scientific and teaching staff and employees in the laboratory

— increased administrative and teaching workload of teachers

— the need to engage a large number of external staff for courses that lack full-time teachers

— reduction of motivation and loss of employees due to the real backlog of salaries

— insufficient interest of students to enrol in doctoral studies

— health, economic, political and energy global risks

— frequent changes in legislation and by-law regulations

STRATEGIC OBJECTIVES

6.0
Teaching process and student support system

The general objectives of the Faculty concerning classes and students support the mission and vision of the Faculty, and the activities are aimed at fulfilling the Strategy of Education, Science and Technology and the Strategy of the University Josip Juraj Strossmayer in Osijek. In this respect, the basic general objectives related to the teaching process and student support are as follows:

— to work constantly on improvement and new content of study programmes in accordance with the progress of the scientific and professional community in the fields of construction, architecture and urban planning

— to monitor the connection of learning outcomes with the situation on the market and the needs of the profession, as well as national needs

— to strengthen international recognition of study programmes and increasing the student and teacher mobility

— to support all forms of teaching quality improvement in order to improve the adoption of expected learning outcomes and to bring studying closer to current generations of students.

OBJECTIVE 1.1.

Improve and introduce new content of study programmes.

Activity 1.1.1	Increase teaching content in English and encouraging the possibility of conducting courses in English.
Activity 1.1.2	Elaborate learning outcomes of study programmes and certain courses in cooperation with employers and graduated students.
Activity 1.1.3	Introduce new content into study programmes and modernizing the same in order to meet the demands of the profession and the market, as well as learning outcomes that support the development of science and profession.
Activity 1.1.4	Link teaching and scientific research work and integrating research findings into teaching content.
Activity 1.1.5	Extend internship to more study programmes and an increase in the share of field and laboratory classes in the number of teaching hours.
Activity 1.1.6	Define topics of final and diploma theses with the aim to encourage the cooperation with business partners.

OBJECTIVE 1.2.
Provide and improve quality of the teaching process.

Activity 1.2.1	Increase the perceptibility of the studies and profession in secondary schools.
Activity 1.2.2	Increase the success in studying.
Activity 1.2.3	Encourage and rewarding students.
Activity 1.2.4	Stronger rely on the Information System of higher education institutions and integrate it better into teaching processes.
Activity 1.2.5	Organise extracurricular activities for students.
Activity 1.2.6	Encourage students to participate in the work of the Faculty's bodies.
Activity 1.2.7	Support students in participating in projects and in applying for incoming and outgoing mobility.
Activity 1.2.8	Link students and employers through internship.

OBJECTIVE 1.2.
Provide and improve quality of the teaching process.

Activity 1.2.9	Improve teaching competencies.

Activity 1.2.10	Encourage publication of university textbooks and manuals.

Activity 1.2.11	Increase the library fund.

Activity 1.2.12	Increase the number of computer classrooms and the number of computers and expanding the available general and professional software packages.

Activity 1.2.13	Modernise laboratory equipment for laboratory exercises.

Activity 1.2.14	Evaluate teaching work systematically and balance the teachers' workload.

6.1
Scientific research activity

The scientific research activity focuses on the positioning of the Faculty as a scientific and research centre of civil engineering and architecture in the area of Eastern Croatia and South-eastern Europe that produces new knowledge, thus contributing to sustainable development of the University and society. The outline consists of ideas formed in projects, whereas the postgraduate university studies of Civil Engineering must represent an incubator of scientists who will be competitive with their knowledge and skills in Europe and worldwide. The objectives and activities aimed at the development of scientific research activities are aligned with the Strategy of Education, Science and Technology of the Republic of Croatia and the Strategy of Josip Juraj Strossmayer University in Osijek through the general objectives of the scientific and research activities at the Faculty:

— to position itself as an internationally competitive institution in higher education and research area with the aim to achieve scientific excellence and make the most of scientific potential in setting up new scientific, social and economic values,

— to increase quality and recognisability of scientific research work and the number of competitive scientific research projects,

— to achieve new and strengthen the existing collaborations with scientific and research institutions,

— to improve quality and strengthen the international recognition of postgraduate university studies of Civil Engineering and the Faculty as a scientific and research institution.

OBJECTIVE 2.1.

Increase the international recognition of the Faculty and the quality of scientific research.

Activity 2.1.1	Encourage the publication of scientific papers in journals indexed in the Web of Science (WoS) database with a special emphasis on journals classified in the first two quartiles (Q1 and Q2), whereby the quartile is determined according to the JCR (Journal Citation Report) categories based on the Web of Science database.
Activity 2.1.2	Encourage applications for competitive scientific research projects.

OBJECTIVE 2.1.

Pove ati me unarodnu prepoznatljivost Fakulteta i kvalitetu znanstvenih istraživanja.

| **Activity 2.1.3** | Provide institutional support for application and implementation of competitive scientific research projects. |

| **Activity 2.1.4** | Encourage inter-departmental and inter-institutional cooperation in applications for competitive scientific projects. |

| **Activity 2.1.5** | Promote scientific research work. |

OBJECTIVE 2.2.

Improve the quality of postgraduate university studies in Civil Engineering and its integration into the European higher education area.

| **Activity 2.2.1** | Improve the postgraduate studies programme in Civil Engineering. |

| **Activity 2.2.2** | Improve the quality of mentoring work. |

| **Activity 2.2.3** | Improve the quality of information in English. |

| **Activity 2.2.4** | Encourage the mobility of PhD students to international scientific institutions. |

OBJECTIVE 2.2.

Improve the quality of postgraduate university studies in Civil Engineering and its integration into the European higher education area.

Activity 2.2.5	Increase the visibility of the doctoral studies of Civil Engineering in the European framework.

OBJECTIVE 2.3.

Strengthen the research potential and infrastructure.

Activity 2.3.1	Support further development of the Faculty Journal Advances in Civil and Architectural Engineering.
Activity 2.3.2	Increase the availability of scientific research results.
Activity 2.3.3	Develop and modernise the laboratories for scientific and research work.
Activity 2.3.4	Encourage organising and co-organising international scientific and professional meetings, workshops and similar activities.

6.2
Cooperation with the environment and international cooperation

Cooperation with the environment, international cooperation and professional activities are some of the keys to the development and progress of the Faculty. The objectives relating to cooperation with the environment follow the guidelines of the national strategy (Education, Science and Technology Strategy of the Republic of Croatia), and are aligned with tasks and planned activities defined in the Strategy of Josip Juraj Strossmayer University in Osijek. General objectives related to the cooperation of the Faculty with the environment are:

— to support and encourage participation of experts from the Faculty of Civil Engineering and Architecture Osijek in activities performed in order to develop and popularise the profession, both in the region and in wider environment,

— to encourage acquisition and transfer of new knowledge between the Faculty and stakeholders from the economy interchangeably,

— to promote openness and a pro-active attitude towards the environment ,

— internationalisation of the Faculty through development of international cooperation with other universities and institutions worldwide,

— to encourage applications for joint international projects, the mobility of students, teachers and non-teaching staff within the framework of existing programmes and projects.

OBJECTIVE 3.1.

Increase recognition and provide prerequisites for the transfer of knowledge through internships and the transfer of new scientific ideas to the Croatian economy by strengthening cooperation with the economy, public sector, local and regional self-government.

Activity 3.1.1	Encourage scientific research and development projects in cooperation with the economy, public and state sector.
Activity 3.1.2	Develop and improve cooperation between the Faculty and the alumni association.
Activity 3.1.3	Create a digital platform to ensure easier and faster communication between companies, teachers and students.

OBJECTIVE 3.1.

Increase recognition and provide prerequisites for the transfer of knowledge through internships and the transfer of new scientific ideas to the Croatian economy by strengthening cooperation with the economy, public sector, local and regional self-government.

Activity 3.1.4	Encourage enrolment of students from business to doctoral studies.
Activity 3.1.5	Establish teaching and professional bases and improve the connection between the Faculty and other companies and institutions providing internship.
Activity 3.1.6	Establish systems of awards for participation and improvement in teaching and scientific activities of the Faculty for companies and members of the alumni association.
Activity 3.1.7	Encourage inter-institutional cooperation (at local, national and international level).

OBJECTIVE 3.2.

Improve and ensure quality of laboratory work.

Activity 3.2.1	Reorganise the existing laboratories.
Activity 3.2.2	Carry out accreditation of the laboratory.

OBJECTIVE 3.3.

Improve the conditions for professional activities that will enable long-term development of the Faculty and improve cooperation with the environment.

Activity 3.3.1	Improve the procedures related to the professional activity of the Faculty.
Activity 3.3.2	Encourage teachers of the Faculty of Civil Engineering and Architecture Osijek to participate in the work of professional bodies.
Activity 3.3.3	Create a database of professional papers in the field of professional activity as well as an informative brochure of the laboratory.

OBJECTIVE 3.4.

Strengthen the international network of collaborating institutions and the international recognition of research groups of the Faculty of Civil Engineering and Architecture.

Activity 3.4.1	Encourage cooperation with international institutions.
Activity 3.4.2	Improve the quality of information related to teaching, science and professional work in English.
Activity 3.4.3	Encourage membership in international professional associations and reporting on association activities.

OBJECTIVE 3.4.

Strengthen the
international network of
collaborating institutions
and the international
recognition of research
groups of the Faculty
of Civil Engineering and
Architecture.

Activity 3.4.4	Provide all prerequisites for continuing the implementation of international student conferences and workshops.

Activity 3.4.5	Encourage international cooperation and mobility of teaching and non-teaching staff.

6.3
Resource development

The resources of the Faculty apply to human and material resources, and the Faculty manages them autonomously. The preconditions for efficient operations are high-quality organisation of the Faculty and its organisational units, motivation of staff members for work, as well as advancement and professional development. Effective operation implies provision of services and implementing obligations of the Faculty with minimal business costs. Special attention will be paid to the Faculty offices that monitor teaching, scientific and professional work and conduct legal, administrative, accounting, technical and auxiliary tasks, and jobs relating to students issues. The development of the Faculty's resources is aligned with the objectives and activities from the Strategy of Josip Juraj Strossmayer University in Osijek, i.e., the general objectives in the development of the Faculty resources are:

— to use resources economically with the aim of improving teaching, research and professional activities of the Faculty, taking into account the rational use of energy and environmental protection;

— to encourage and monitor the progress of employees and strengthen the competencies of teaching and non-teaching staff;

— to encourage excellence in work and introduce criteria for the selection of teaching and non-teaching staff;

— to digitise and accelerate business processes;

— to improve the organisational structure of the Faculty.

OBJECTIVE 4.1.

Ensure the necessary number and structure of human resources.

Activity 4.1.1	Monitor the implementation of the annual plan for employment and advancement of Faculty employees.
Activity 4.1.2	Establish qualitative and quantative criteria in the employee selection procedures for certain posts.
Activity 4.1.3	Cooperate with external stakeholders of the Faculty.

OBJECTIVE 4.2.

Continuously work on strengthening the teaching, professional and business competences of employees and develop a system for rewarding the best employees.

Activity 4.2.1	Create and monitor the implementation of the employee professional development plan.
Activity 4.2.2	Reward and encourage teachers.

OBJECTIVE 4.3.

Unaprijediti informati ku, poslovnu i organizacijsku strukturu službi i uredâ Fakulteta.

Activity 4.3.1	Improve the IT structure at the Faculty as well as the business and organizational structure of the Faculty's services and offices.
Activity 4.3.2	Digitise business processes.
Activity 4.3.3	3 Improve the organisational structure of the Faculty.

OBJECTIVE 4.4.

Implement programmes of lifelong learning and professional development.

| **Activity 4.4.1** | Create and implement lifelong learning programmes. |
| **Activity 4.4.2** | Create and implement professional development programmes. |

OBJECTIVE 4.5.

Use energy rationally and take care of environmental protection.

| **Activity 4.5.1** | Create preconditions for implementation of renewable energy sources in the Faculty building. |

6.4
Quality assurance and development system

With defined strategic objectives, the Faculty expresses its commitment to promote culture of quality and to improve the quality system through all areas of its activities and daily processes. The objectives and activities from all areas of Faculty's activities include the quality of higher education and the quality assurance and development system represents support for the development of quality education. It is based on the application of the ESG and the standards set by the Agency for Science and Higher Education. The objectives of the quality system are aligned with the Development Strategy of the Josip Juraj Strossmayer University in Osijek 2021-2030. General objectives of the quality system are:

— to ensure efficiency in daily operations continuously,

— to improve all processes at the Faculty,

— to improve the quality of teaching, teachers and other resources to support students constantly,

— to evaluate the satisfaction of system stakeholders, the development and implementation of improvement measures regularly.

OBJECTIVE 5.1.

Improve the level of development of the quality assurance system according to the criteria of the assessment committee in the re-accreditation process in accordance with ESG and the standards of the Agency for Science and Higher Education.

Activity 5.1.1   Implement the recommendations by the independent commission in re-accreditation procedures.

OBJECTIVE 5.2.
Permanently improve the quality system within the organisation and in the environment.

| **Activity 5.2.1** | Pratiti napredak ostvarenja donesenih planova. |

| **Activity 5.2.2** | Prepare short-term plans for implementation of activities and division of responsibilities. |

| **Activity 5.2.3** | Consider possibilities for implementation of international accreditation procedure. |

| **Activity 5.2.4** | Organise events promoting the quality system and values. |

OBJECTIVE 5.3.
Improve the information system for sensitive groups of students.

| **Activity 5.3.1** | Make information materials and post them on the website. |

| **Activity 5.3.2** | Inform students about available resources regularly. |

OBJECTIVE 5.4.

Improve satisfaction degree of the quality system stakeholders.

| Activity 5.4.1 | Conduct a self-evaluation procedure for teachers. |

| Activity 5.4.2 | Conduct a procedure of examining students' satisfaction with the available resources and services of administrative and technical services. |

| Activity 5.4.3 | Implement the procedure of examining the satisfaction of students with the distribution of ECTS. |

| Activity 5.4.4 | Conduct peer review procedures in certain courses. |

OPERATIONAL PLAN FOR THE IMPLEMENTATION OF STRATEGIC OBJECTIVES AND ACTIVITIES

STRATEGIC OBJECTIVES

TEACHING PROCESS AND STUDENT SUPPORT SYSTEM

OBJECTIVE

1.1. Improve and introduce new content of study programmes.

LINKS

University Strategy

Study programmes

Objective 1.1, Task 1.1.1 - 1.1.4

Objective 1.2, Task 1.2.1 - 1.2.3

Objective 1.3, Task 1.3.1, 1.3.3

Objective 1.5

Objective 1.6

Teaching process and student support system

Objective 1.5, Task 1.5.2

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

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ACTIVITY 1.1.1.   **Increase teaching content in English and encourage the possibility of conducting courses in English.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of subjects taught in English.	Define incentives to help teachers to teach and create teaching content in English. Continue to encourage publishing activity.	Vice-Dean for Teaching and Students Vice-Dean for Science and Postgraduate Studies	Comparison with previous period on an annual basis.	2023. - 2027.	6.1 6.2 6.3
Number of students who attended classes in English.					
The number of published teaching and professional copyright works issued by the staff in English.		Head of the Library			
Designed brochures on study programmes in English.	Provide financial resources for the printing of brochures.	Vice-Dean for Teaching and Students Vice-Dean for Science and Postgraduate Studies	Verification whether the materials have been updated on an annual basis		6.1 6.2

ACTIVITY 1.1.2. **Elaborate the learning outcomes of study programmes and certain courses in cooperation with employers and graduated students.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Analysis of the adoption of the intended learning outcomes.	Inform students on the results of surveys and encourage them to complete surveys.	Head of the Office for Quality Development and Assurance in Higher Education	Conducting student surveys on an annual basis	2023. - 2027.	6.1 6.5
The number of subjects on which the compliance of the assessment with the learning outcomes was checked.	Create guidelines for evaluating learning outcomes.	Vice-Dean for Teaching and Students	Report on establishing the compliance of the assessment with the expected learning outcomes on an annual level.	2024. - 2027.	
Defined needs for study programmes and adaption of learning outcomes.	Achieve cooperation with the association of graduated students and rely on professional and teaching bases as a basis for cooperation with employers.		Minutes of meetings with employers and graduated students on an annual basis	2023. - 2027.	6.1 6.3

ACTIVITY 1.1.3.   **Introduce new content into study programmes and modernise the same in order to meet the demands of the profession and the market, as well as learning outcomes that support the development of science and profession.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of new study programmes and study programmes with changes greater than 20%.	Set up working groups. Achieve cooperation with the association of graduated students and rely on professional and teaching bases as a basis for cooperation with employers.	Vice-Dean for Teaching and Students Dean	Minutes of meetings of working groups for the creation of new study programmes and changes in study programmes greater than 20%	2023. - 2027.	6.1
Number of changes to study programmes of less than 20%.	Invite teachers to participate actively in the process of changing existing study programmes.	Vice-Dean for Teaching and Students	Reports on changes and additions to existing study programmes.		

ACTIVITY 1.1.4. **Link teaching and scientific research work and integrating research findings into teaching content.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of workshops held for students.	Create an annual plan of (scientific-research) workshops.	Project Managers Vice-Dean for Science and Postgraduate Studies	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.2
Number of students involved in the implementation of scientific projects.	Encourage involvement of students in working on scientific research projects by amending the existing Regulation on Encouraging and Honouring the Scientific Excellence of Employees of the Faculty of Civil Engineering and Architecture Osijek. Inform students about projects in progress.				

ACTIVITY 1.1.5. **Extend internship to more study programmes and increase the share of field and laboratory classes in the number of teaching hours.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of internship providers and the number of students who attended internships.	Maintain number of professional and teaching bases	Head of Professional Practice	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.3

Number of subjects in which laboratory teaching is conducted.	Provide financial resources for the maintenance and purchase of new laboratory equipment related to teaching.	Head of the Laboratory			6.1
Number of subjects in which field teaching is conducted.	Provide financial resources for field teaching.Create an annual plan of field teaching.	Vice-Dean for Teaching and Students	Reports from field classes at academic year level.		6.1 6.3

ACTIVITY 1.1.6.   **Define the topics of final and diploma theses with the aim to encourage cooperation with business partners.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of finished graduate theses produced in partnership with the economy.	Amend the Ordinance on Final and Graduation Exams. Achieve cooperation with the association of graduated students and rely on professional and teaching bases as a basis for cooperation with employers.	Vice-Dean for Teaching and Students	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.3

STRATEGIC OBJECTIVES

TEACHING PROCESS AND STUDENT SUPPORT SYSTEM

OBJECTIVE

1.2. Provide and improve the quality of teaching process.

LINKS

University Strategy

Teaching process and Student Support System

Objective 1.1, Task 1.1.1 - 1.1.2

Objective 1.2, Task 1.2.1 - 1.2.2 l 1.2.4 - 1.2.6

Objective 1.3, Task 1.3.2

Objective 1.4, Task 1.4.1 - 1.4.3

Objective 1.6

Objective 1.7, Task 1.7.1 - 1.7.2

Objective 1.8, Task 1.8.2

Objective 1.9, Task 1.9.1 - 1.9.2

Objective 1.10

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

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ACTIVITY 1.2.1.   **Increase the perceptibility of the studies and profession in secondary schools.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of followers on the Faculty's social networks.	Adapt the content of posts to the target audience and publish information promptly.	Vice-Dean for Teaching and Students	Comparison with the previous period on a half-yearly basis.		6.1 6.3
Number of activities aiming the popularisation of science in primary and secondary schools.	Offer primary and secondary schools the possibility of cooperation on activities.	President of the Commission for Popularisation of Science and Technical Culture Vice-Dean for Teaching and Students	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1
Number of participation and organising events popularising science (Science Festival, University Fair, Open Days, competitions, workshops).	Inform students and teachers on time about the possibilities of participation.	Vice-Dean for Teaching and Students Vice-Dean for Science and Postgraduate Studies			6.1 6.2
Created promotional materials about undergraduate studies at the Faculty.	Provide financial resources for printing of promotional materials.	President of the Committee for Popularisation of Science and Technical Culture Vice-Dean for Teaching and Students	Checking whether the materials are up-to-date on an annual basis.		6.1

Number of popular scientific lectures by Faculty teachers for general public.	Motivate teachers and inform the general public in time.	Vice-Dean for Science and Postgraduate Studies	Comparison with the previous period on an annual basis.		6.1 6.2 6.3

ACTIVITY 1.2.2.   **Increase the success in studying.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Analysis of the number of newly enrolled students and their success in undergraduate studies in comparison to the success at the state graduation exam.	Create a database with necessary data and create guidelines for the organisation of the database.	Head of the Office for Quality Development and Assurance in Higher Education	Annual analysis report	2024. - 2027.	6.1 6.5
Analysis of the number of newly enrolled students and their success in graduate studies in comparison to the success in undergraduate studies.					
Developed measures to increase the success of studying.	Define the long-term objectives of the Faculty.	President of the Committee for Monitoring and Quality Assurance Vice-Dean for Teaching and Students	Minutes from the sessions of the Board of Education at the annual level.		

ACTIVITY 1.2.3.   **Encourage and reward students.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of students who received the Rector's Award.	Provide financial resources for own awards and inform students on time about scholarship and award tenders.	Vice-Dean for Teaching and Students	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1
Number of students who received the Dean's Award.					
Number of students with a scholarship.					6.1 6.3
Number of students participating in international competitions and conventions.	Inform students and teachers on time about the possibility to participate. Provide financial resources for participation.	Vice-Dean for Teaching and Students Vice-Dean for Science and Postgraduate Studies			6.1 6.2
Number of supported professional, cultural, sports and humanitarian activities of students.	Provide financial resources for activities.	Dekan Vice-Dean for Teaching and Students			6.1 6.3

ACTIVITY 1.2.4. **Rely stronger on the information system of higher education institutions and integrate it stronger into teaching processes.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of teachers who participated in trainings on ISVU modules.	Inform teachers on time about the training sessions organised by SRCE	Vice-Dean for Teaching and Students	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.4
Number of workshops held related to ISVU modules.	Create an annual plan of (professional) workshops.				
Number of surveys for students conducted in ISVU.	Participate in trainings on the implementation of the survey in ISVU.	Head of the Office for Quality Development and Assurance in Higher Education			6.1 6.5
Introduced certificates with electronic seal	Set up a module for creating certificates with an electronic seal.	Head of the Office for Computer Network and Communication Systems Head of the Student Office	Number of issued e-certificates on an annual basis.	2024. - 2027.	6.1 6.4

ACTIVITY 1.2.5.   **Organise extracurricular activities for students.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of forums and workshops held for students with the members of the Faculty Board, potential employers and professional associations.	Achieve cooperation with the association of graduated students and to rely on professional and teaching bases as a basis for cooperation with employers. Activate memberships of the Faculty in professional associations for the purpose of organising forums and workshops.	Vice-Dean for Business Affairs and Professional Work Vice-Dean for Projects and Business Cooperation Vice-Dean for Teaching and Students	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.3 6.4
Funds invested in supporting the work of student associations.	Provide financial resources for student associations.	Vice-Dean for Business Affairs and Professional Work			6.1 6.4
Number of student associations that have been provided rooms.	Coordinate with the number of registered associations that are connected with the Faculty.		Report on the number of associations at annual level.		

ACTIVITY 1.2.6.   **Encourage students to participate in the work of the Faculty's bodies.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of students involved in the Faculty Council, committees and commissions of the Faculty.	When drafting Acts and amending them, try to include students in the system of appointing members.	Secretary of the Faculty	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1
Number of meetings of student representatives and the Faculty Management Board.	Encourage students to engage in dialogue with the Faculty Management Board	Dekan Vice-Dean for Teaching and Students			

ACTIVITY 1.2.7.   **Support students in participating in projects and in applying for incoming and outgoing mobility.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of students involved in professional projects.	Ensure the visibility of professional projects when students can be included in the work.	Vice-Dean for Projects and Business Cooperation	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.3 6.4
Number of incoming and outgoing mobility of students.	Review the adaptability of study programmes to mobility programmes.	ERASMUS coordinator			
Number of presentations of various forms of mobility.	Provide space and dates for presenting mobility programmes to students.	Vice-Dean for Teaching and Students Vice-Dean for Projects and Business Cooperation			6.1 6.3

ACTIVITY 1.2.8.   **Link students and employers through internship.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
The number of students who, on the basis of internship, are employed in a company where they performed their internship.	Connect the association of graduated students with employers.	Head of the Internship	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.3

ACTIVITY 1.2.9.   **Improve teaching competencies.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of workshops for improving teaching competencies.		Vice-Dean for Teaching and Students			
Number of teachers who participated in training courses to improve teaching competencies.	Create guidelines for improving teaching competences. Create an annual workshop plan. Provide financial resources for education.	President of the Committee for Monitoring and Quality Assurance	Comparison with the previous period on an annual basis.	2024. - 2027.	6.1 6.4 6.5
Number of teacher trainings on preparing and conducting quality lessons and the use of new technologies in education.		Vice-Dean for Teaching and Students			

ACTIVITY 1.2.10.   **Encourage publication of university textbooks and manuals.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of published university textbooks and manuals.	Continue to encourage publishing activity.	Vice-Dean for Teaching and Students	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.3 6.4

ACTIVITY 1.2.11.   **Increase the library fund.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of new titles. Number of open bases.	Provide financial resources for the purchase of new titles and access to databases.	Head of the Library	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.2 6.4

ACTIVITY 1.2.12.   **Increase the number of computer classrooms and the number of computers and expanding the available general and professional software packages.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of computers available to students.	Provide financial resources for computers and programme packages.	Office for Computer Network and Communication Systems Vice-Dean for Business Affairs and Professional Work Vice-Dean for Teaching and Students	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.2 6.4
Number of general and professional programme packages available to students.					

ACTIVITY 1.2.13.   **Modernise the laboratory equipment for laboratory exercises.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Harmonisation of laboratory equipment needs with course learning outcomes.	Provide financial resources for laboratory equipment.	Vice-Dean for Teaching and Students Head of the Laboratory	Annual inventory of laboratory equipment and survey on teachers' needs.	2023. - 2027.	6.1

ACTIVITY 1.2.14.   **Evaluate teaching work and balancing of teachers' workload systematically.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Records of contact hours of teachers and associates.	Set up and update the load base.	Vice-Dean for Teaching and Students	Regular filling in of the load base of teachers and associates and checking the load at the level of academic year.	2023. - 2027.	6.1 6.4
Analysis of the teaching load of teachers and associates.					

STRATEGIC OBJECTIVES

SCIENTIFIC RESEARCH ACTIVITY

OBJECTIVE

2.1 Increase the international recognition of the Faculty and the quality of scientific research.

LINKS

University Strategy

Objective 2.1, Task 2.1.1 - 1.1.5 I 2.1.7

Objective 3.3, Task 3.3.1 - 3.3.4

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

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ACTIVITY 2.1.1. **Encourage the publication of scientific papers in journals indexed in the Web of Science (WoS) with a special emphasis on journals classified in the first two quartiles (Q1 and Q2).**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of papers published in journals indexed in the WoS database	Implementation of the Ordinance on Encouraging and Honouring Scientific Excellence.	Vice-Dean for Science and Postgraduate Studies	Comparison with the previous period on an annual basis.	2023. - 2027.	
Number of quotations of works indexed in the WoS database.					
Established award for the most cited paper and the most cited author in the previous year.	Introducing the annual award for the most cited paper and the most cited author.	Vice-Dean for Science and Postgraduate Studies Dekan	Analysis of the scientific work of Faculty teachers on an annual basis.	2024. - 2027.	6.2
Number of attended workshops on academic writing.	Informing teachers about workshops on academic writing.	Vice-Dean for Science and Postgraduate Studies	Annual report on workshops attended by the teachers.	2023. - 2027.	
Amendments to the Ordinance on Encouraging and Honouring Scientific Excellence.	Monitoring and revision of the Ordinance on Encouraging and Honouring Scientific Excellence.	Vice-Dean for Science and Postgraduate Studies Dekan	Annual report on implementation of the Ordinance on Encouraging and Honouring Scientific Excellence.	2024. - 2027.	

ACTIVITY 2.1.2.   **Encourage application for competitive scientific research projects.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of registered competitive scientific research projects by young researchers.	Information on open tenders suitable for applying to young researchers. Implementation of the Ordinance on Encouraging and Honouring Scientific Excellence.	Vice-Dean for Science and Postgraduate Studies	Comparison with the previous period on an annual basis.	2023. - 2027.	6.2 6.3
The total amount of funding agreed for the implementation of scientific research projects of young researchers.	Enabling the use of Faculty resources during project implementation.	Vice-Dean for Science and Postgraduate Studies Dekan			
Number of registered competitive research projects by established researchers (associate professor and higher titles).	Information on open tenders suitable for applying to young researchers. Implementation of the Ordinance on Encouraging and Honouring Scientific Excellence.	Vice-Dean for Science and Postgraduate Studies			
The total amount of funding agreed for the implementation of scientific research projects of established researchers (associate professor and higher titles).	Enabling the use of Faculty resources during project implementation.	Vice-Dean for Science and Postgraduate Studies Dekan			

ACTIVITY 2.1.3. **Provide institutional support for application and implementation of competitive scientific research projects.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of attended education and training courses for employees of the Office for Projects, International Cooperation and Cooperation with the Economy.	Informing the Head of the Office for Projects, International Cooperation and Cooperation with the Economy about possible education and training.	Vice-Dean for Science and Postgraduate Studies	Comparison with the previous period on an annual basis. (at least one attended education per year).	2023. - 2027.	6.2 6.3
Total spent funds intended to encourage project applications.	Implementation of the Ordinance on Encouraging and Honouring Scientific Excellence.		Comparison with the previous period.		

ACTIVITY 2.1.4. **Encourage inter-departmental and inter-institutional cooperation in application for competitive scientific projects.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of scientific research projects reported at the inter-departmental level.	Encourage teachers from different institutes to cooperate and submit projects jointly.	Vice-Dean for Science and Postgraduate Studies	Comparison of the number of reported projects at the inter-departmental level compared to the previous year.	2023. - 2027.	6.2 6.3
Number of scientific research projects reported involving members of other institutions (domestic, foreign).	Encourage interest of teachers to participate in projects with teachers from other institutions.		Comparison of the number of reported projects at the inter-institutional level compared to the previous year.		
Number of scientific groups defined at the level of inter-departmental and inter-institutional cooperation.	Encourage interest of teachers to exchange ideas and topics in the field they deal with. Hold a meeting once a year.		Comparison of the number of defined collaborative groups in comparison to the previous year and analysis on the need to define new ones.		

ACTIVITY 2.1.5.   **Promote scientific research work.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Visibility of the Faculty on social networks, professional-scientific magazines and meetings.	Inform employees regularly about promotion opportunities and encourage regular updates of data.	Vice-Dean for Science and Postgraduate Studies	Checking whether profiles on social networks are up-to-date on an annual basis. Number of publications in professional-scientific journals and meetings.	2023. - 2027.	6.2 6.3

STRATEGIC OBJECTIVES

SCIENTIFIC RESEARCH ACTIVITY

OBJECTIVE

2.2 Improve the quality of post-graduate university studies in Civil Engineering and integrate it into the European higher education area.

LINKS

University Strategy

Objective 2.3, Task 2.3.1 - 2.3.4

Objective 2.4 Task 2.4.1 - 2.4.3

Objective 3.1, Task 3.1.1 - 3.1.8

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

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ACTIVITY 2.2.1.   **Unaprijediti studijski program poslijediplomskoga sveučilišnoga studija Građevinarstvo.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Changes to the study programme of postgraduate university studies in Civil Engineering up to 20%.	Actualization of the curriculum of the postgraduate university studies in Civil Engineering. Annual meetings with students, study advisors, mentors and sub-mentors on quality of postgraduate university study in Civil Engineering.	Vice-Dean for Science and Postgraduate Studies Head of Postgraduate Studies	Analysis of annual reports on work of students, mentors and study advisors and minutes from annual meetings.	2027.	6.2
Number of doctoral theses based on published scientific papers.	Inform students and study advisors about the possibility of creating a doctoral thesis based on published scientific papers.				
Number of doctoral theses written in English.	Inform students and study advisors about the possibility of creating a doctoral thesis in English. Inform students about the possibilities of improving the use of English language through education and workshops.		Comparison with the previous period on an annual basis.	2023. - 2027.	

Number of foreign members in commissions.	Provide financial resources to increase the number of foreign members in committees for the defence of topics and doctoral theses.	Vice-Dean for Science and Postgraduate Studies Dean		2023. - 2027.	
Number of scholarships or awards granted.	Propose a scholarship or reward model for students on postgraduate studies of Civil Engineering. Adopting criteria for scholarships and rewarding the most successful students.			2024. - 2027.	

ACTIVITY 2.2.2.   **Improve the quality of mentoring work.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of teachers who meet the required criteria for being appointed to study advisors, mentors and sub-mentors.	Apply criteria for the appointment of study advisors, mentors and sub-mentors.	Vice-Dean for Science and Postgraduate Studies Head of Postgraduate Studies	Comparison with the previous period on an annual basis.	2023. - 2027.	6.2
Number of scientific trainings of study advisors, mentors and sub-mentors.	Regularly inform study advisors, mentors and sub-mentors about opportunities for development and provide financial resources for development.				

ACTIVITY 2.2.3.   **Improve the quality of information in English.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Availability of information about the postgraduate university study of Civil Engineering in English on the Faculty website.	Regularly update all data and documents related to postgraduate university studies in Civil Engineering on the Faculty website.	Vice-Dean for Science and Postgraduate Studies	Data update on an annual basis.		
Improved procedure forms in English.	Update the forms and procedures of application, defence of the topic and defence of doctoral thesis in English.	Head of Postgraduate Studies	Publication of updated forms on the Faculty website.	2023. - 2027.	6.2
Number of workshops held on academic writing in English.	Organisation (live or on-line) of workshops on writing in English.	Vice-Dean for Science and Postgraduate Studies	Annual report on held workshops.		

ACTIVITY 2.2.4.   **Encourage mobility of PhD students to international scientific institutions.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of realized doctoral student mobility.	Organise meetings and inform students about available mobility.	Vice-Dean for Science and Postgraduate Studies	Annual report of the coordinator on organised meetings and sent information.	2023. - 2027.	
Number of completed courses at foreign and domestic institutions.	Changes to the study programme setting out the recognition mechanisms implemented as part of mobility.	Vice-Dean for Science and Postgraduate Studies Head of Postgraduate Studies	Comparison with the previous period on an annual basis.	2024. - 2027.	6.2

ACTIVITY 2.2.5.   **Increase the visibility of doctoral studies of Civil Engineering in the European framework.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of visits to the website of the study programme in English. Number of foreign students enrolled in the studies.	Promotion of doctoral studies through marketing platforms and social and scientific networks.	Vice-Dean for Science and Postgraduate Studies	Comparison with the previous period on an annual basis.	2023. - 2027.	6.2

STRATEGIC OBJECTIVES

SCIENTIFIC RESEARCH ACTIVITY

OBJECTIVE

2.3 Strengthen the research potential and infrastructure.

LINKS

University Strategy

Objective 2.4, Task 2.4.1 - 2.4.3

Objective 3.2, Task 3.2.4, 3.2.5

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.6

ACTIVITY 2.3.1.   **Support further development of the Faculty journal Advances in Civil and Architectural Engineering.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Increased visibility of journals and articles published in the ACAE journal.	Register the journal in the SCOPUS database.	Editor-in-Chief of the ACAE journal	Proof of registration in the citation database.	2027.	6.2 6.3
Number of journal issues per year.	Increase the number of accepted papers for the journal. Provide financial and administrative support to the journal.	Editor-in-Chief of the ACAE journal Dekan	Comparison with the previous period on an annual basis.	2023. -2027.	6.2 6.3 6.4

ACTIVITY 2.3.2.   **Increase the availability of scientific research results.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of agreed inter-library collaborations.	Regular communication with libraries about the availability of necessary scientific research results.	Head of the Library	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.2
Number of acquired scientific articles and books.	Provide financial resources for the purchase of articles and books.	Vice-Dean for Science and Postgraduate Studies			
Number of scientific papers published in open access journals.	Inform employees about the possibilities of co-financing the publication of works in open access journals. Implementation of the Ordinance on Encouraging and Honouring Scientific Excellence.	Vice-Dean for Science and Postgraduate Studies			6.2

ACTIVITY 2.3.3.   **Develop and modernise laboratories for scientific and research work.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Purchase value of new laboratory equipment.	A developed procurement plan for scientific research equipment in accordance with research needs. Continue to encourage the procurement of equipment through scientific research projects.	Vice-Dean for Science and Postgraduate Studies	Comparison with the previous period on an annual basis.	2023. - 2027.	6.2 6.3 6.4
Number of organized trainings on the use of newly purchased equipment.	Organise training for the use of newly acquired equipment.	Vice-Dean for Science and Postgraduate Studies Vice-Dean for Projects and Business Cooperation			

ACTIVITY 2.3.4.   **Encourage the organisation and co-organisation of international scientific and professional meetings, workshops and similar activities.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of meetings that the Faculty organised or participated in organisation.	Amendments to the Ordinance on Encouraging and Honouring Scientific Excellence. Providing administrative, financial and operational support in the organisation and co-organisation of scientific meetings.	Vice-Dean for Science and Postgraduate Studies Dekan	Comparison with the previous period on an annual basis.	2024. - 2027.	6.2

STRATEGIC OBJECTIVES

COOPERATION WITH THE ENVIRONMENT AND INTERNATIONAL COOPERATION

OBJECTIVE

3.1 Increase recognition and provide prerequisites for the transfer of knowledge through professional practices and the transfer of new scientific ideas to the Croatian economy by strengthening cooperation with the economy, public sector, local and regional self-government.

LINKS

University Strategy

Objective 4.1, Task 4.1.1, 4.1.6

Objective 4.2, Task 4.2.2 - 4.2.4

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.1

1.5

1.8

ACTIVITY 3.1.1.   **Encourage scientific research and development projects in cooperation with the economy, public and state sector.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of registered projects.	Continue to encourage participation in the implementation of scientific research and development projects.	Vice-Dean for Projects and Business Cooperation	Comparison with the previous period on an annual basis.	2023. - 2027.	6.2

6.3 |
| Visibility of projects on the Faculty website. | Created guidelines for designing the content of web pages. | | Regular maintenance of the website. | | |

ACTIVITY 3.1.2. **Develop and improve the cooperation between the Faculty and alumni association.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of alumni association members.	Hold presentations, once a year, about the work of the association to students in their final years of study. Conduct a survey, once a year, among final year students under which conditions they would be members of the alumni association.	Vice-Dean for Projects and Business Cooperation	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.3
Number of activities organised and realised in cooperation with the association.	List with the number of held workshops, round tables and lectures organised by the association.	President of the alumni association			

ACTIVITY 3.1.3.   **Create a digital platform to ensure easier and faster communication between companies, teachers and students.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Digital platform for communication with companies.	Define the application of the platform and contact companies as potential users of the platform.	Vice-Dean for Projects and Business Cooperation	Number of published/ offered professional internships, job advertisements, invited guest lectures, scholarships, etc.	2024. - 2027.	6.1 6.2 6.3 6.4

ACTIVITY 3.1.4.   **Encourage enrolment of students from business to doctoral studies.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Visibility of the postgraduate studies within the digital platform.	Create guidelines for the design of content to be published on the digital platform.	Vice-Dean for Science and Postgraduate Studies	Regular update of data and publication of invitations to enter studies.	2024. - 2027.	6.3 6.2
Number of students from business enrolled to postgraduate studies.	Analyse and determine through surveys once a year what would attract business students to enrol in postgraduate studies.	Head of Postgraduate Studies	Comparison with the number of students enrolled in the previous year.		6.2 6.3

ACTIVITY 3.1.5. **Establish teaching and professional bases and improve the connection between the Faculty and other companies and institutions providing professional internship.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Granted status of professional and teaching base.	Contact companies for cooperation opportunities.	Vice-Dean for Projects and Business Cooperation	Signed cooperation agreements.	2024. - 2027.	6.1 6.3
Feedback on past cooperation and defined suggestions for improvement.	Once a year collect feedback from professional internship providers through surveys.	Vice-Dean for Projects and Business Cooperation	Analysis of survey results at annual level. If necessary, suggestions for improving further cooperation.		

ACTIVITY 3.1.6. **Establish systems of awards for participation and improvement in teaching and scientific activities of the Faculty for companies and members of alumni association.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of acknowledgments to companies and members of alumni association.	Make a contribution in teaching and science by companies and the alumni association.	Vice-Dean for Projects and Business Cooperation	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.2 6.3

ACTIVITY 3.1.7.   **Encourage inter-institutional cooperation (at local, national and international level).**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of reported development and professional projects at inter-institutional level.	Encourage interest of teachers to participate in projects in cooperation with teachers from other institutes.	Vice-Dean for Projects and Business Cooperation	Comparison of the number of reported projects at the inter-departmental level compared to the previous year.	2023. - 2027.	6.2 6.3
Number of reported development and professional projects with members involved at inter-faculty level (local, national and international).	Encourage interest of teachers to participate in projects together with teachers from other faculties.		Comparison of the number of reported projects at the inter-faculty level compared to the previous year.		
Number of professional groups defined at the level of inter-institutional cooperation.	Encourage interest of teachers to share ideas and topics in the field they are dealing with. Hold a meeting once a year.		Comparison of the number of defined collaborative groups in relation to the previous year and analysis of the need to define new ones.		

STRATEGIC OBJECTIVES

COOPERATION WITH THE ENVIRONMENT AND INTERNATIONAL COOPERATION

OBJECTIVE

3.2 Improve and ensure quality of laboratory work.

LINKS

University Strategy

Objective 4.1, Task 4.1.4

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.6

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ACTIVITY 3.2.1.   **Reorganise the existing laboratories.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Unification of laboratories into an independent organisational unit.	Amendments to the respective acts.	Vice-Dean for Projects and Business Cooperation	Semi-annual progress report.	2024.	6.2 6.3 6.4

ACTIVITY 3.2.2.   **Carry out accreditation of the laboratory.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Accredited laboratory.	Prepare the necessary documentation and laboratory work procedures.	Vice-Dean for Projects and Business Cooperation	Progress report at the end of each year until the laboratory accreditation is completed.		6.2 6.3
Trainings related to laboratory accreditation.	Create an annual training plan.		Report on held workshops and signature sheet.	2023. - 2027.	
Number of international cooperation.	Create a plan for interlaboratory cooperation. Make a list of laboratories with which cooperation can be carried out.	Head of the Laboratory	Comparison of realized cooperation with the previous year.		6.3

STRATEGIC OBJECTIVES

COOPERATION WITH THE ENVIRONMENT AND INTERNATIONAL COOPERATION

OBJECTIVE

3.3 Improve the conditions for professional activities that will enable long-term development of the faculty and improve cooperation with the community.

LINKS

University Strategy

Objective 4.1, Task 4.1.3

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

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ACTIVITY 3.3.1.   **Improve the procedures related to the professional activity of the Faculty.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Introduction of a digital platform for recording and monitoring related activities and costs of professional projects and jobs.	Define guidelines for contracting and implementing professional activities. Collect feedback from employees through surveys once a year.	Vice-Dean for Projects and Business Cooperation	Analysis of survey results at annual level.	2024. - 2027.	6.3
Number of professional activities.	Ensure the Faculty's support in resources.		Comparison of realised collaborations with the previous year.		

ACTIVITY 3.3.2.   **Encourage teachers of the Faculty of Civil Engineering and Architecture Osijek to participate in the work of professional bodies.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of employees involved in the work of professional bodies within the Republic of Croatia.	Ensure sufficient financial resources for membership fees.	Dean	Comparison with the previous year.	2023. - 2027.	6.3 6.4

ACTIVITY 3.3.3.   **Create a database of professional works in the field of professional activity as well as an informative brochure of the laboratory.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Brochure related to the professional activity of the Faculty.	Create a database of completed professional projects and work.	Vice-Dean for Projects and Business Cooperation	Monitoring the creation and preparation of the required data on a quarterly basis.	2024.	6.3
Brochure of the laboratory.	Create a database of equipment and test procedures.	Head of the Laboratory		2023.	6.2 6.3

STRATEGIC OBJECTIVES

COOPERATION WITH THE ENVIRONMENT AND INTERNATIONAL COOPERATION

OBJECTIVE

3.4 Strengthen the international network of collaborating institutions and the international recognition of research groups of the Faculty of Civil Engineering and Architecture Osijek.

LINKS

University Strategy

Objective 3.2, Task 3.2.1, 3.2.4 I 3.2.5

Objective 3.3, Task 3.3.2

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

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ACTIVITY 3.4.1.   **Encourage cooperation with international institutions.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of incoming foreign teachers with whom cooperation has been achieved.	Promote opportunities for cooperation.	Head of the Office for Projects and International Cooperation	Comparison with the previous year.	2023. - 2027.	6.1 6.2 6.3
Number of papers published together.	Continue to encourage the publication of papers.	Vice-Dean for Science and Postgraduate Studies	Records of the total number of papers on a yearly basis and comparison with the previous year.		6.2 6.3

ACTIVITY 3.4.2.   **Improve the quality of information related to teaching, science and professional work in English.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of brochures related to teaching, science and professional work in English.	Provide sufficient financial resources for printing materials and proofreading.	Vice-Dean for Projects and Business Cooperation	Checking whether the information in the materials is up-to-date and updating the information on an annual basis.	2023. - 2027.	6.1 6.2
Visibility of information in English on the Faculty's website.	Create guidelines for designing the website content.				6.3

ACTIVITY 3.4.3. **Encourage the membership in international professional associations and reporting on association activities.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of employees involved in the work of international professional bodies.	Encourage Faculty employees to engage in the work of international associations and to report on the activities of associations at the institute level. Provide financial resources for membership fees.	Dean Heads of institutes	Monitoring, analysis and comparison with the previous year.	2023. - 2027.	6.2 6.3 6.4

ACTIVITY 3.4.4. **Provide all prerequisites for continuing the implementation of international student conferences and workshops.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of international student conferences and workshops held.	Encourage employees and students to engage in work. Provide financial resources for implementation.	Vice-Dean for Teaching and Students	Analysis of implementation success and comparison with the previous year.	2023. - 2027.	6.1 6.2 6.3

ACTIVITY 3.4.5.   **Encourage international cooperation and mobility of the teaching and non-teaching staff.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of international collaborations and mobility of teaching and non-teaching staff.	Create the Ordinance on Encouraging International Cooperation and Mobility of Teaching and Non-teaching Staff.	Vice-Dean for Projects and Business Cooperation	Minutes from the meeting with Erasmus, CEEPUS coordinators and members of the Board.	2023. - 2027.	6.1 6.2 6.3 6.4
Number of workshops related to encouraging mobility.	Analyze and resolve obstacles to increased mobility.		Survey on satisfaction and needs of holding workshops.		

STRATEGIC OBJECTIVES

FACULTY RESOURCES

OBJECTIVE

4.1 Ensure the necessary number and structure of human resources.

LINKS

University Strategy

Objective 5.1, Task 5.1.1, 5.1.2, 5.1.4, 5.1.5

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.5

1.6

ACTIVITY 4.1.1.　　**Monitor the implementation of annual plan for employment and advancement of Faculty employees.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of new Faculty employees.	Create an annual employment plan for new Faculty employees.	Dean	Annual monitoring of employment numbers.	2023. - 2027.	6.1
Number of advancements of Faculty employees.	Make an annual plan of advancements.		Annual monitoring of the number of advancements.		6.2 6.4

ACTIVITY 4.1.2.　　**Establish qualitative and quantative criteria in the employee selection procedures for certain posts.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Additional criteria adopted for the selection of teaching staff.	Define additional criteria for the selection of teachers in scientific-teaching, teaching and associate positions.	Vice-Dean for Business Affairs and Professional Work Vice-Dean for Teaching and Students	Monitoring the implementation of elections according to the adopted criteria and the need to revise those criteria.	2023. - 2027.	6.1 6.4 6.5
Additional criteria adopted for the selection of non-teaching staff.	Define additional criteria for the selection of non-teaching staff.	Vice-Dean for Business Affairs and Professional Work Secretary of the Faculty			6.3 6.5

ACTIVITY 4.1.3.   **Cooperate with external stakeholders of the Faculty.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of experts in teaching bases.	Increase the number of experts in teaching bases.	Vice-Dean for Business Affairs and Professional Work	Annual monitoring of the number of experts.	2023. - 2027.	6.1
Number of experts in professional bases.	Increase the number of experts in professional bases.				6.3
					6.4

STRATEGIC OBJECTIVES

FACULTY RESOURCES

OBJECTIVE

4.2 Continuously work on strengthening the teaching, professional and business competences of employees and develop a system for rewarding the best employees.

LINKS

University Strategy

Objective: 5.2, Task: 5.2.1, 5.2.4

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.5

1.6

ACTIVITY 4.2.1.   **Create and monitor the implementation of the employee professional development plan.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of teacher training courses.	Create an annual professional development plan. Provide financial resources.	Vice-Dean for Business Affairs and Professional Work	Comparison with the previous period on an annual basis.	2023. - 2027.	6.1 6.4
Number of professional training courses of non-teaching staff.		Secretary of the Faculty			6.3 6.4
Number of teachers who are members of professional chambers.	Encourage teachers to register in professional chambers. Provide financial resources.	Vice-Dean for Business Affairs and Professional Work	Annual monitoring of the number of active members of professional chambers and dormant members.		6.4
Number of teachers with passed qualification exam.	Encourage teachers to take the qualification exam. Provide financial resources.		Annual monitoring of the number of teachers who passed the qualification exam.		

ACTIVITY 4.2.2.   **Reward and encourage teachers.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of teachers who received an award by the Faculty.	Determine the criteria for awarding educational, scientific and professional excellence awards. Provide financial resources.	Dean	Comparison with the previous period on an annual basis.	2024. - 2027.	6.1 6.2 6.3 6.4 6.5
Number of supported professional, cultural, humanitarian and sporting activities organised and attended by teachers.	Promote activities. Provide financial resources.	Vice-Dean for Business Affairs and Professional Work			6.1 6.3 6.4

STRATEGIC OBJECTIVES

FACULTY RESOURCES

OBJECTIVE

4.3 mprove the IT structure at the Faculty; improve the business and organisational structure of the Faculty's services and offices.

LINKS

University Strategy

Objective: 5.3, Task: 5.3.1

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.6

ACTIVITY 4.3.1. **Improve the IT structure at the Faculty as well as the business and organisational structure of the Faculty's services and offices.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of computers available to students and employees.	Make an annual computer procurement plan. Provide financial resources.	Vice-Dean for Business Affairs and Professional Work	Tracking the purchase of new computers and writing-off the old ones.	2023. - 2027.	6.1 6.2 6.4
Number of computer programmes for students and teachers' needs.	Regularly update and acquire new computer programmes annually. Provide financial resources.		Monitoring the procurement of new computer programmes and monitoring programmes that are not used.		
Equip a new computer classroom.	Purchase computers and computer programmes. Provide financial resources.		Monitoring the procurement of new computers and computer programmes for the computer classroom.	2023.	6.1 6.4

ACTIVITY 4.3.2.   **Digitise operational processes.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Digitise the central records.		Secretary of the Faculty	Monitoring the number of Faculty employees working in the programme on an annual basis.	2023. - 2027.	6.4
Programme for operational processes.	Purchase the programme. Train employees to work in the programme.				
Digital platform for registering and monitoring professional development.		Vice-Dean for Business Affairs and Professional Work	Monitor the number of professional training activities and professional training participants on an annual basis.	2024. - 2027.	6.3 6.4
Digital platform for registering and monitoring of lifelong education.			Monitor the number of lifelong learning programmes and participants on an annual basis.		6.1 6.4

ACTIVITY 4.3.3.   **Improve the organisational structure of the Faculty.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Amendments to the Statute and related acts of the Faculty.	Analyse the organisational structure of the Faculty	Dean	Monitor the effectiveness of the organisational structure of the Faculty on an annual basis.	2023. - 2027.	6.1 6.2 6.3 6.4 6.5

STRATEGIC OBJECTIVES

FACULTY RESOURCES

OBJECTIVE

4.4 Implement programmes of lifelong learning and professional development.

LINKS

University Strategy

Objective 1.1, Task 1.1.1

Objective 1.2, Task: 1.2.1

Objective 1.3, Task 1.3.1

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.6

1.8

ACTIVITY 4.4.1.   **Create and implement professional development programmes.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of lifelong learning programmes.	Create a plan for lifelong education programme Provide financial resources.	Vice-Dean for Business Affairs and Professional Work	Monitor the number and type of lifelong learning programmes on an annual basis.	2024. - 2027.	6.1 6.4 6.5
Promotion and visibility of lifelong learning programmes on the Faculty's website and social networks.	Encourage the interest of teachers and external associates of the Faculty to work in programmes of lifelong learning.		Monitoring the number of teachers and external associates involved in lifelong learning programmes on an annual basis.		

ACTIVITY 4.4.2.   **Create and implement professional development programmes.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number and type of professional development programmes.	Make a professional training programme. Provide financial resources.	Vice-Dean for Business Affairs and Professional Work	Monitoring the number and type of professional development programmes on an annual basis.	2024. - 2027.	6.3 6.4
Promotion and visibility of the professional development programme on the Faculty's website and social networks.	Encourage the interest of teachers and external associates of the Faculty to work in professional development programmes.		Monitoring the number of teachers and external associates involved in professional development programmes on an annual basis.		

STRATEGIC OBJECTIVES

FACULTY RESOURCES

OBJECTIVE

4.5 Use energy rationally and take care of environmental protection.

LINKS

University Strategy

Objective 5.3, Task 5.3.1

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.1

ACTIVITY 4.5.1.   **Create preconditions for implementation of renewable energy sources in the Faculty building.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Prepared project documentation for the implementation of renewable energy sources on the building.	Apply for the Programme for Energy Efficiency Building Renovation of Public Sector Buildings for the period to 2030. Create project documentation for the implementation of renewable energy sources on the building.	Vice-Dean for Business Affairs and Professional Work	Application to the Program for Energy Efficiency Building Renovation Prepared project documentation	2024. - 2027.	6.3

STRATEGIC OBJECTIVES

QUALITY ASSURANCE AND DEVELOPMENT SYSTEM

OBJECTIVE

5.1. Improve the level of development of the quality assurance system according to the criteria of the assessment committee in the re-accreditation process in accordance with ESG and the standards of the Agency for Science and Higher Education.

LINKS

University Strategy

Objective 7.2, Task 7.2.1, 7.2.3

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.1 - 1.7

1.9

1.10

ACTIVITY 5.1.1.   **Implement the recommendations by the independent commission in re-accreditation procedures.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Increased level of system development.	Encourage successful cooperation of all system stakeholders.	The Board Head of the Quality Office	Annual report on the implementation of action plans. Report of the independent commission in re-accreditation procedures.	2023. - 2027.	5.1 5.1.1

STRATEGIC OBJECTIVES

QUALITY ASSURANCE AND DEVELOPMENT SYSTEM

OBJECTIVE

5.2. Permanently improve the quality system within the organisation and in the environment.

LINKS

University Strategy

Objective 7.1, Task 7.1.1

Objective 7.2, Task 7.2.4

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

1.1

1.9

1.10

ACTIVITY 5.2.1.   **Monitor the progress of realisation of adopted plans.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Evaluation of plans	Encourage successful cooperation between the Management Board and the Head of the Quality Office	Head of the Quality Office Vice-Dean for Science and Postgraduate Studies Vice-Dean for Teaching and Students	Annual report on the implementation of the Strategy, the Programme of Scientific Research, action plans in the re-accreditation process	Once a year	5.2 5.2.1

ACTIVITY 5.2.2.   **Prepare short-term plans for implementation of activities and division of responsibilities.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for	Strategy items
Developed plan	Encourage successful cooperation between the management Board and the Head of the Quality Office	Head of the Quality Office	The status of the implementation of the plan	Every three months	5.2 5.2.2

ACTIVITY 5.2.3.   **Consider possibilities for implementation of international accreditation procedure.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Report on available accreditations, agency requirements and required financial resources. Positioning of the Faculty in relation to requirements and necessary financial resources.	Provide financial resources within the scope of possibilities.	Head of the Quality Office	Analysis of requirements Analysis of available financial resources	December 2024	5.2 5.2.3

ACTIVITY 5.2.4.   **Organise events promoting the quality system and values.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of organised events.	Encourage successful cooperation of all system stakeholders.	Head of the Quality Office	Report	Once a year	5.2 5.2.4

STRATEGIC OBJECTIVES

QUALITY ASSURANCE AND DEVELOPMENT SYSTEM

OBJECTIVE

5.3 Improve the information system for sensitive groups of students.

LINKS

University Strategy

Objective 7.2, Task 7.2.6

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

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1.6

ACTIVITY 5.3.1.   **Make information materials and post them on the website.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Created and published informative materials.	Encourage successful cooperation between the Management Board, the IT service and the Head of the Quality Office	Coordinator for students with disabilities	Insight into the website Regular content updates	December 2023	5.3 5.3.1

ACTIVITY 5.3.2.   **Inform students about available resources regularly.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Initial level of information on resources.	Encourage students to participate in the survey.			December 2023	
Increased level of information about resources.	Encourage students to participate in the survey. Effective information on available resources.	Head of the Quality Office	Survey results	December 2027	5.3 5.3.1
Introductory lecture.	Conduct introductory lectures.	Vice-Dean for Teaching and Students	Records/presentation from the introductory lecture.	Once a year	5.3 5.3.2

STRATEGIC OBJECTIVES

QUALITY ASSURANCE AND DEVELOPMENT SYSTEM

OBJECTIVE

5.4 Improve satisfaction degree of the quality system stakeholders.

LINKS

University Strategy

Objective 7.1, Task 7.1.1

Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)

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ACTIVITY 5.4.1.   **Conduct a self-evaluation procedure for teachers.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Increased teacher satisfaction rate.	Encourage teachers to participate in the procedure.	Head of the Quality Office	Report on the previous self-evaluation process. Results of the self-evaluation process.	December 2023	5.4 5.4.1

ACTIVITY 5.4.2.   **Conduct a procedure of examining students' satisfaction with the available resources and services of the administrative and technical services.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Increased rating of resources and services of the administrative and technical services.	Ensure the participation of as many students as possible in the procedure.	Head of the Quality Office	Report on the previous evaluation procedure of the resources and services of the administrative and technical services. Results of the evaluation procedure of resources and services of the administrative and technical services.	December 2023	5.4 5.4.2

ACTIVITY 5.4.3.   **Implement the procedure of examining student's satisfaction with the distribution of ECTS.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Increased student satisfaction rate with ECTS distribution.	Ensure the participation of as many students as possible in the procedure.	Head of the Quality Office	Report on the previous evaluation procedure of ECTS distribution. Results of the evaluation procedure of ECTS distribution.	December 2025	5.4 5.4.2

ACTIVITY 5.4.4.   **Conduct peer review procedures in certain courses.**

Performance indicator	Measure	Responsible persons	Monitoring mechanism	Deadline for implementation	Strategy items
Number of conducted peer review procedures.	Encouraging teachers to participate in the procedure.	President of the Commission for Monitoring and Quality Assurance of Higher Education	Report on the conducted procedure.	Twice per academic year	5.4 5.4.4