



JOSIP JURAJ STROSSMAYER UNIVERSITY OF OSIJEK
FACULTY OF KINESIOLOGY OSIJEK

Development Strategy 2022 - 2026



FACULTY OF KINESIOLOGY OSIJEK
JOSIP JURAJ STROSSMAYER UNIVERSITY OF OSIJEK

DEVELOPMENT STRATEGY 2022 – 2026



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1. Introduction

Faculty of Kinesiology Osijek is a part of Josip Juraj Strossmayer University of Osijek established for the purpose of scientific and teaching activities in the field of social sciences in order to educate competent staff to work in all areas of applied kinesiology. The Faculty of Kinesiology Osijek inherits the tradition of educating staff in the field of kinesiology, ie physical education in Osijek, which dates back to the last century. It was registered on August 3, 2020 at the Commercial Court in Osijek. The Faculty of Kinesiology Osijek received a work licence approved by the Ministry of Science and Education of the Republic of Croatia on September 11, 2020.

Scientific and teaching work of the Faculty of Kinesiology Osijek begins on October 1, 2020 in the academic year 2020/2021 acting as an independent component of the Josip Juraj Strossmayer University of Osijek. University undergraduate and graduate study programs are innovative and in accordance with the Bologna Declaration and European standards in higher education, and are tailored to the individual needs of students in acquiring competencies required in the labor market.

In the sports field of all levels of education in the Republic of Croatia, educated experts with adequate knowledge and skills in the field of kinesiology are needed to develop scientific research in applied kinesiology and be socially involved in sports and the development of a healthy society.

The organizational values promoted by the Faculty of Kinesiology Osijek are knowledge, responsibility, identity, professionalism, flexibility, inventiveness, creativity and cooperation.

The goal of the Development Strategy of the Faculty of Kinesiology Osijek for the period from 2022 to 2027 is a concise presentation of strategic goals, tasks and action plans that will be possible to implement in the next five-year period.

Student education is a fundamental goal of the Faculty, and it starts from scientific knowledge and the needs of the labor market. Attention is being paid to launching new study programs based on qualification standards, with an emphasis on encouraging joint studies. Processes include lifelong learning based on community needs.

Promoting the improvement of the quality teaching is based on strengthening teacher competencies and teaching students in the digital environment, with the inclusion of entrepreneurship and service learning in the teaching process.

The basic goal of the Faculty's research activities is aimed at positioning the Faculty as a recognizable research Faculty in Eastern Croatia and Central Europe while encouraging the development of a stimulating, interdisciplinary scientific environment in order to achieve scientific productivity and excellence.

Through the processes of internationalization and international activities, the main goal is to position the Faculty of Kinesiology Osijek in the European Higher Education Area (EHEA) and the European Research Area (ERA). Mobility and participation in international research activities will create the preconditions for raising international visibility, scientific and teaching excellence and mobility.

The higher education institution always influences the life of the environment in which it operates, and the Faculty of Kinesiology Osijek will continue to improve existing and create new cooperations and partnerships at the regional, national and international levels. Contribution will be provided by cooperation with the newly established Alumni Association with the aim of improving study programs, professional practice and cooperation with sports organizations, clubs and institutions that employ former students of the Faculty.

People who carry and implement activities are key to achieving strategic goals. Therefore, the competencies of the teaching and professional staff of the Faculty will be strengthened, excellence and rewarding in the processes of management, research, education and professionalism will be encouraged. The current method of financing does not allow the

Faculty to plan and develop, so it is necessary to take care of finding other sources of funding and enable an effective response to changes in the environment.

2. Establishment and organization of the Faculty of Kinesiology Osijek

The Faculty of Kinesiology Osijek is a new component of the Josip Juraj Strossmayer University of Osijek, however, the tradition of educating staff in the field of kinesiology and physical education in Osijek dates back to the last century. With the abolition of teachers' and higher schools, the training of teachers was taken over by the newly opened pedagogical academies, and the Pedagogical Academy in Osijek was founded in 1961. The structure of the Pedagogical Academy consisted of two departments: the Department of Classroom Teaching and the Department of Subject Teaching.

7 study programs were conducted at the Department of Subject Teaching, including a two-year study of Physical Education. In the same year, a part-time study for Physical Education began, and the following academic year, 1962/1963 a two-year full-time study of Physical Education was launched. Classes in the study of Physical Education at the Pedagogical Academy lasted continuously until 1977, when there was an expansion of activities and a change in the name of the institution to the Faculty of Pedagogy. At the Faculty of Pedagogy, the study of Physical Education in the field of teaching was also conducted. Two departments in the field of physical education were established, namely the Department of Physical Education, which began as four-year study program in physical education and the University Department of Physical Education, which organized sports activities for all faculties of the University of Osijek. The first generation of students of Physical Education was enrolled in the academic year 1978/1979. Around 40 to 65 students, depending on the generation, regularly enrolled in the study of Physical Education until the academic year 1984/1985. A special feature was that the study of Physical Education was also enrolled by foreign citizens, for example, two generations of students from Greece.

In the academic year 1977/1978, a two-year study in the field of Sports Recreation was launched, which enrolled two generations of students. With the closure of the Physical

Education teaching course, the Department was focused on the organization of extracurricular sports activities for all students of the University of Osijek, but it also stopped working in 1996.

Since then, scientific and teaching activities in the field of kinesiology have taken place at the Higher Teacher Training College in Osijek, which in the academic year 2005/2006 grew into the Faculty of Teacher Education in Osijek.

The Strategy of the Josip Juraj Strossmayer University of Osijek for the period 2011-2020 states the need to organize the study of Physical Education at the Faculty of Teacher Education in Osijek, so in 2014 the Faculty of Teacher Education changed its name to the Faculty of Education. In the 2016/2017 academic year, the sub-department of Kinesiology began its work at the Faculty of Education, which in 2017 grew into the Department of Kinesiology. In 2015, the procedure for initiating the undergraduate university study of Kinesiology was carried out, and the decision to initiate the study was made on July 12, 2016. In the 2017/2018 academic year, more precisely on October 2, 2017, classes began in the new undergraduate university study program of Kinesiology, and 57 students enrolled in the first generation in two modules, Sport and Kinesiological Recreation.

The graduate university study of Kinesiology Education was approved on February 28, 2018.

At the initiative of the Rector of the Josip Juraj Strossmayer University of Osijek, Vlado Guberac, full professor, Ph.D., on September 25, 2019, a procedure was initiated to determine the justification for the establishment of the Faculty of Kinesiology in Osijek.

At the session of the Senate of the Josip Juraj Strossmayer University of Osijek, held on May 27, 2020, a decision was made to establish the Faculty of Kinesiology in Osijek.

At the session of the Senate of the Josip Juraj Strossmayer University in Osijek held on July 20, 2020, the interim dean of the Faculty of Kinesiology, Vesnica Mlinarević, full professor, Ph.D. was elected, and on July 7, 2021 at the Faculty Council of the Faculty of Kinesiology Osijek she was elected dean of the Faculty of Kinesiology Osijek and confirmed on July 13, 2021 at the Senate of the Josip Juraj Strossmayer University in Osijek.

On August 3, 2020, the Faculty of Kinesiology Osijek was registered at the Commercial Court in Osijek. The Faculty of Kinesiology received a work permit approved by the Ministry of Science and Education of the Republic of Croatia on September 11, 2020. Teaching and scientific work of the Faculty of Kinesiology Osijek begins on October 1, 2020 in the academic year 2020/2021 acting as an independent component of the Josip Juraj Strossmayer University of Osijek.

Today, 201 students study at the Faculty of Kinesiology at the undergraduate university study of Kinesiology, 38 students at the part-time undergraduate university study of Kinesiology and 79 students at the graduate university study of Kinesiology Education.



In the academic year 2020/2021, the Faculty of Kinesiology Osijek had a total of 233 students, and in the academic year 2021/2022, 318 students have studied at the Faculty.

The Faculty of Kinesiology Osijek will start with the implementation of two lifelong learning programs for adults with 60 ECTS credits, namely the head of sports and recreational activities and the head of fitness training, and new lifelong learning programs are being prepared.

The University undergraduate study program of Kinesiology and the graduate study program of Kinesiology Education are innovative and in line with the Bologna Declaration and European standards in higher education, and are tailored to the individual needs of students in acquiring competencies required in the labor market.

In the field of sports at all levels of education in the Republic of Croatia, educated experts with adequate knowledge and skills in the field of kinesiology are needed to be recognizable in the market and socially involved in sports and healthy society development as well as development of scientific research in applied kinesiology.



According to the Statute of the Faculty and the Regulations on the internal organization and systematization of employment positions at the Faculty of Kinesiology Osijek, the bodies of the Faculty are the Dean, the Faculty Council and other bodies provided by the Statute of the Faculty and other acts of the Faculty.

Organizational structure of the Faculty

The Faculty of Kinesiology Osijek is a research and teaching unit at the Josip Juraj Strossmayer University of Osijek. The structure of the organization of the Faculty is shown in Figure 1, and the structure of the management of the Faculty in Figure 2.

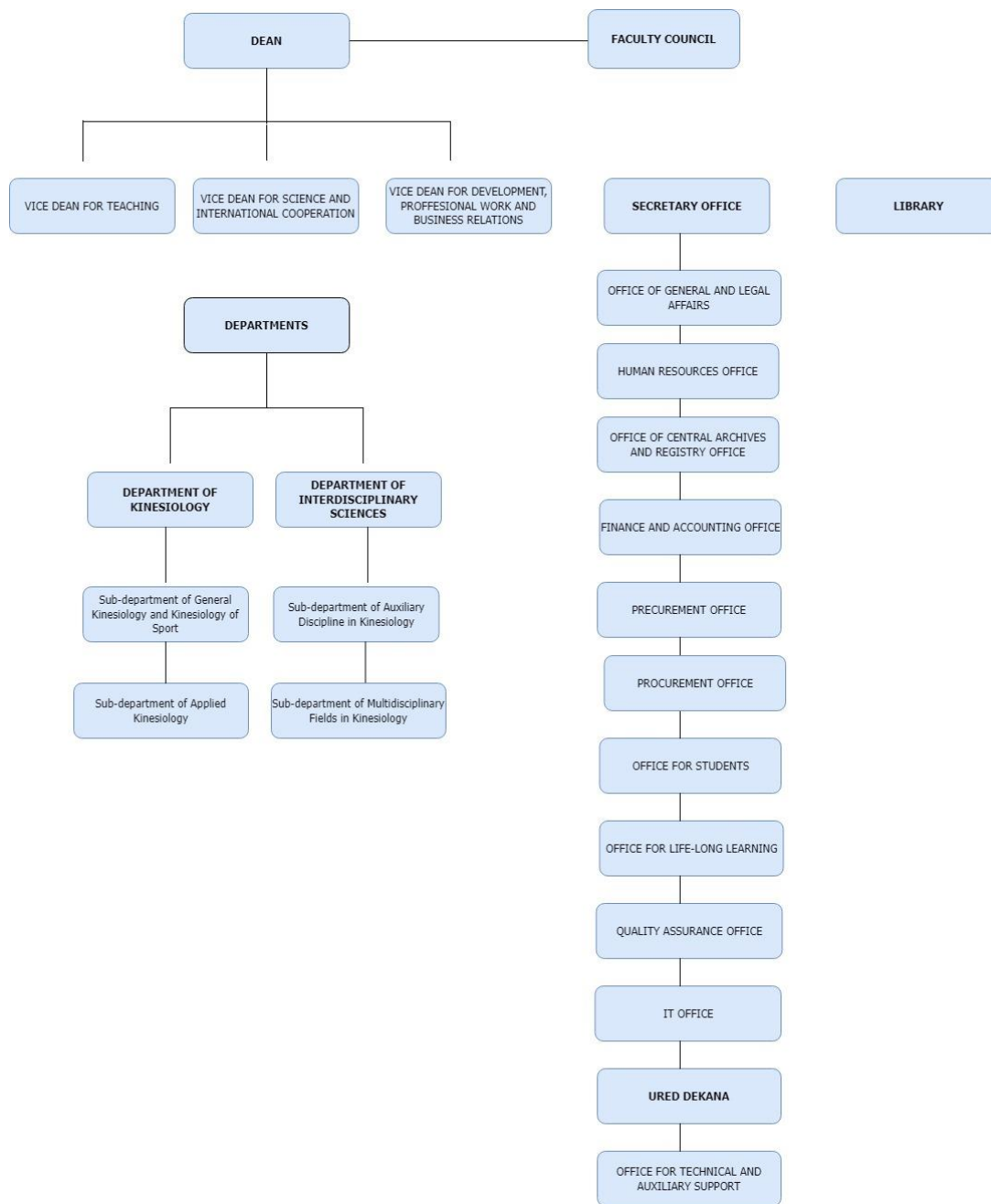


Figure 1. Organizational structure of the Faculty of Kinesiology Osijek

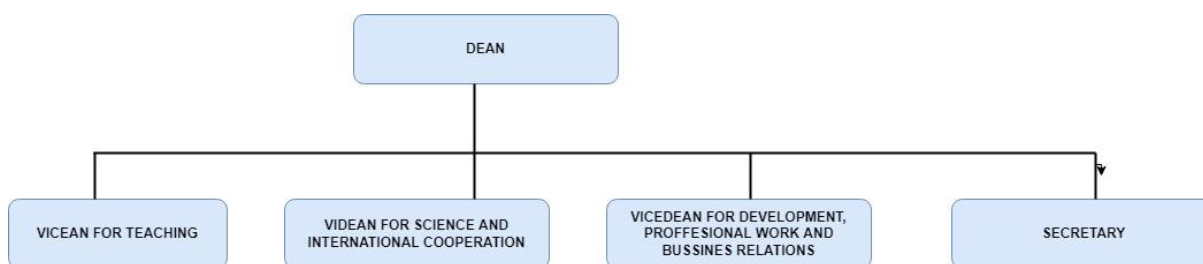


Figure 2. Management structure of the Faculty of Kinesiology Osijek

From the structure presented above, it is evident that the Faculty is managed by the Dean with three vice-deans and the Secretary of the Faculty. The Dean represents the Faculty, is its leader and has all the rights and obligations in accordance with the Statute of the University and this Statute. The Dean is responsible for the implementation of the statute and decisions made by university bodies at the Faculty.

The Faculty has 2 departments with 2 sub-departments, library and secretary office. The department is the basic organizational unit of the Faculty for teaching, scientific and professional work.

A department as a basic organizational unit may be without lower organizational units or it may have two or more sub-departments.

The library is an organizational unit of the Faculty for performing library and information tasks and tasks related to teaching, scientific research and professional needs of the Faculty.

The secretary office is an organizational unit for performing legal, professional-administrative, financial-accounting, quality improvement and assurance activities, tasks related to student issues, technical and assisting tasks at the Faculty and other tasks related to the successful work of the Faculty determined by this Statute and other general acts.

Today, the Faculty has a total of 38 employees, of which 1 full professor, 3 associate professors, 8 assistant professors, 4 assistants, 1 postdoctoral researcher, 3 lecturers, 1 senior lecturer and 17 administrative and support staff.

The Faculty Council consists of all full professors tenure, full professors, associate professors and assistant professors, one (1) representative of teachers elected to teaching positions,

one (1) representative of associates elected to associate positions who have an employment contract at the Faculty, one representative of others employees who have a contract of employment at the Faculty and student representatives who make up at least 15% of the total number of members of the Faculty Council. The Dean and Vice-Deans are members of the Faculty Council by position. The Secretary participates in the work of the Faculty Council, without the right to vote. The Faculty Council holds its sessions, as a rule, once a month, and the sessions are chaired by the Dean.

The Faculty Council has standing committees:

- Committee for verification of academic advancement eligibility
- Committee for teaching and students
- Board for final bachelor and master theses
- Ethics committee
- Board for publishing activities
- Committee for monitoring and ensuring quality of higher education

The management structure ensures that students and employees participate in making important decisions at the Faculty. Students are also members of certain committees at the Faculty.

3. Mission and vision

Mission of the Faculty of Kinesiology Osijek

The mission of the Faculty of Kinesiology Osijek is to enable the highest academic standards in scientific and teaching activities and to ensure that students acquire competencies in accordance with the needs of sports, society and national development.

We contribute to the development and social inclusion of creative and competent professionals, scientists and students in all fields of kinesiology and related scientific disciplines, respecting the needs of the labor market and society as a whole.

By cooperating with related domestic and international higher and public institutions, institutes and sports federations, the Faculty of Kinesiology Osijek promotes sports and encourages the advancement of teachers and students by joining the European higher education area through international cooperation and mobility programs for students, researchers and teachers.

Vission of the Faculty of Kinesiology Osijek

The Faculty of Kinesiology Osijek strives to improve the quality of higher education and will develop study programs, projects and lifelong learning programs in accordance with the needs of society and sports as global universal values.

The Faculty of Kinesiology Osijek will strive for::

- creating new knowledge in the field of kinesiology, sports and related scientific disciplines based on the competence approach, learning outcomes and principles of lifelong learning.
- encouraging and strengthening an innovative interdisciplinary culture, encouraging excellence in research, the quality of higher education, especially in the academic and sporting achievements of students, respecting academic values and ethical principles.

The Faculty of Kinesiology Osijek is the only higher education institution in the field of kinesiology in Eastern Slavonia that educates staff for all areas of applied kinesiology based on the latest scientific and professional knowledge. The Faculty bases its work on high academic and ethical values, on knowledge based on research and professional expertise, and on optimal infrastructural conditions. The Faculty of Kinesiology Osijek significantly contributes to the improvement of sports, sports recreation, physical and health education of pupils and students and the continuous improvement of the quality of active life and health of Croatian citizens.

4. Starting bases for the formation of the Strategy

The development strategy of the Faculty of Kinesiology Osijek 2022 - 2027 (hereinafter: the Strategy) through the definition of strategic goals and objectives by which it is intend to achieve these goals is interdependent with the goals of the environment in which it operates.

The strategy is based on the following strategic areas:

1. Teaching and students
2. Scientific and research activity
3. Internationalization
4. Faculty and environment
5. Human, material and infrastructural resources
6. Quality assurance system

In drafting the Strategy of the Faculty of Kinesiology Osijek from 2022 to 2026, the documents of the University and the Faculty, SWOT analysis of the Faculty and strategic documents from the European, national and local levels were taken into account:

- Strategy Europe 2020: a European strategy for smart, sustainable and inclusive growth
- The National Development Strategy of the Republic of Croatia until 2030
- Regulation (EU) 2021/817 of the European Parliament and of the Council of 20 May 2021 establishing Erasmus+: the Union Programme for education and training, youth and sport and repealing Regulation (EU) No 1288/2013
- Council conclusions of 12 May 2009 on a strategic framework for European cooperation in education and training (ET 2020)
- Strategy of Education, Science and Technology of the Republic of Croatia
- Strategic Plan of the Ministry of Science and Education 2020–2022

- Communication from the European Commission – Rethinking education (2012)
- Guidelines for the strategy of education, science and technology
- National Sports Program 2019 – 2026
- National Strategy for Equalization of Opportunities for Persons with Disabilities 2017 - 2020
- Development plan for research infrastructure in the Republic of Croatia 2016
- European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers
- Code of Ethics of Josip Juraj Strossmayer University of Osijek
- Strategy of Josip Juraj Strossmayer University of Osijek 2021 – 2030
- County Development Strategy of the Osijek-Baranja County until 2020
- Osijek-Baranja County Development Plan 2027
- Strategy of sports development in Osijek from 2020 to 2030
- Statute of the Josip Juraj Strossmayer University of Osijek, consolidated text
- Statute of the Faculty of Kinesiology Osijek, consolidated text

5. Analysis of the current state

5.1. Analysis of the teaching process

The Faculty of Kinesiology Osijek, as a new component of the Josip Juraj Strossmayer University of Osijek, started its teaching activities in the academic year 2020/2021 which was marked by a pandemic caused by the Covid-19 virus. Despite extraordinary circumstances, seminars, exercises and other activities are conducted in person in accordance with the epidemiological measures of the Civil protection.

At the undergraduate university study of Kinesiology and the graduate university study of Kinesiology education in accordance with the study program for the academic year 2020/2021 classes were conducted by 16 teachers and associates of the Faculty of Kinesiology Osijek. In the winter semester, 31 external associates and 1 mentor in primary

school participated in the teaching, and in the summer semester, 23 external associates participated in the teaching.

Study programs

In the academic year 2020/2021, the Faculty of Kinesiology Osijek conducted the following study programs:

Undergraduate University Study Program of Kinesiology

The undergraduate university study program lasts for 3 years - 6 semesters (180 ECTS credits). Upon completion of the study, the academic title of Bachelor of Kinesiology (univ. bacc. cin.) - a coach accompanied by a study module is acquired.

When enrolling in the first semester, the student chooses an elective module:

- Sports module
- Kinesiological recreation module

The competencies that the student acquires upon completion of the study are: general professional competencies and necessary qualifications for work in the field of sports (as sports coaches) and work in the field of recreation and fitness (as leaders of sports and recreational programs).

The Bachelor of Kinesiology (univ. bacc. cin.) will be trained in an expert approach based on scientific knowledge of the exercise process to evaluate the expected kinesiological effects, manage transformation processes in achieving sports form and optimal sports results, and help improve and maintain the health of participants in kinesiology activities.

After completing the Undergraduate University Study program of Kinesiology, the student is enabled to successfully implement and create plans and programs of training processes in sports, kinesiological recreation and fitness, as well as managing human, financial and spatial resources important for successful operations in certain fields.

The undergraduate university study program of Kinesiology was conducted as a full-time study in the academic year 2020/2021. Due to the needs of the labor market and the analysis

of the state of professional staff pointed out in the Strategy of Osijek, Undergraduate University Study Program of Kinesiology from the academic 2021/2022 is also performed as a part-time study. In the same academic year, 37 students were enrolled in part-time study.

Graduate University Study Program of Kinesiology Education

The graduate university study program of Kinesiology Education is conducted for 2 years - 4 semesters (120 ECTS credits), and after the completion of the study, the academic title of Master of Kinesiology Education (mag. cin.) is obtained.

Upon completion of the graduate university study program of Kinesiology Education, students acquire general professional competencies and necessary qualifications for work in sports, in the field of kinesiology teaching of preschool children (leaders of kinesiology sports programs for preschool children) or in education.

Masters of Kinesiology Education are competent to teach physical education at all levels of education, from preschool to college age. Also, based on scientific knowledge and professional approach, they will be able to evaluate the training process and its transformational effects and manage the training process aimed at improving and preserving the health of participants in kinesiological activities in educational institutions.

Improving the study programs of the Faculty of Kinesiology Osijek

Changes in the undergraduate university study program of Kinesiology, which include more than 50% of changes to the study program, relate to the deletion of courses that do not contribute to the competencies of a bachelor of kinesiology and the introduction of new compulsory courses that raise these competencies to a higher level. Also, the progress in the quality of the study program directed towards the labor market represents the introduction of new modules. While two modules, sports and kinesiological recreation, were performed in the old study program, four modules are now prepared in the revised study program:

1. *Sports*
2. *Kinesiological recreation and fitness*
3. *Conditional preparation*
4. *Kinesitherapy*

These changes were made on the basis of a survey of final year students of the undergraduate university study of Kinesiology.

Changes to the study program of the graduate university study of Kinesiology Education, which comprise less than 20%, have been made in order to improve the outcomes and competencies of students, and higher electives have been given to students with new elective courses.

Students of the Faculty of Kinesiology Osijek

At the Faculty of Kinesiology Osijek in the academic year 2020/2021 a total of 233 students studied at the undergraduate university study of Kinesiology and the graduate university study of Kinesiology Education.

Average grade of studying at the Faculty of Kinesiology Osijek in the academic year 2020/2021 was 3,924 and the percentage of graduated students in relation to enrolled was 73,02%.

For exceptional achievements during their studies, students were awarded the Rector's and Dean's Awards in the academic year 2020/21, as well as the Dean's Awards for outstanding students at the end of the current year.

The University Strategy states that the primary task is the implementation of university and vocational higher education, which focuses on the student. In accordance with modern tendencies and responsibility towards development, it is necessary to focus on the student as an individual who, in addition to facilitating access to education, needs to have optimal study conditions which are possible in teaching and study programs.



5.2. Analysis of scientific research work

Scientific research work is one of the basic activities of the Faculty of Kinesiology Osijek and directly contributes to the implementation of the mission and vision of the Faculty, and indirectly to the implementation of the mission and vision of the University. The first analysis of scientific research work was conducted for the period from 2020 to 2021, and includes analysis of the scientific productivity of the Faculty. The scientific productivity of the Faculty is at a satisfactory level considering the number and quality of published scientific papers, especially in journals indexed in relevant scientific databases.

In order to improve the quality of study and encourage scientific activity at the Faculty of Kinesiology Osijek, on May 24, 2021, the Scientific Colloquium "Physical Exercise, Society and Health" was held. The aim of the scientific colloquium was to exchange experiences, cooperate and encourage teachers and students of the Faculty of Kinesiology Osijek to scientific research and scientific cooperation. The lectures once again confirmed that kinesiology is the profession of the future, and kinesiologists are experts who, with their professional and scientific work, can have an extremely positive impact on the health and quality of life of individuals and society as a whole.

Although a new component of the Josip Juraj Strossmayer University of Osijek, the Faculty of Kinesiology Osijek has been systematically encouraging teachers' scientific research through participation in domestic and international scientific and professional conferences, publishing papers in journals indexed in relevant scientific databases. Teachers of the Faculty of Kinesiology Osijek in the academic year 2020/2021 published a total of 61 scientific papers, of which 14 papers were published in publications indexed in WoSCC and / or Scopus. Out of a total of 14 papers indexed in one of these two databases, 6 papers were indexed in WoSCC and 11 in Scopus. In the academic year 2020/2021, one scientific monograph was published.

Also, teachers of the Faculty of Kinesiology Osijek actively participated in 16 domestic and international scientific and professional conferences. At three scientific conferences they were members of the scientific, program or organizational committee. Furthermore,

teachers of the Faculty of Kinesiology Osijek were members of editorial boards, executive editors and/or editors-in-chief in 9 publications and were actively involved in 8 scientific or professional projects. In the academic year 2020/2021, the Faculty of Kinesiology Osijek was not the holder of any scientific project because the majority of activities at the Faculty were related to the organization of work, as well as the beginning of the university graduate study of Kinesiology Education. Also, the Faculty of Kinesiology Osijek in the academic year 2020/2021 has not yet been accredited for scientific activities.

Teachers at the Faculty of Kinesiology in Osijek participated in 12 different lifelong learning programs, including various courses and webinars. It should be noted that the teachers of the Faculty of Kinesiology Osijek were active in the popularization of science, especially within the Festival of Science.

The Faculty of Kinesiology Osijek is a new higher education institution and internationalization and international mobility is of exceptional importance.

By December 2021, two bilateral agreements had been signed with Ss. Cyril and Methodius University in Skopje, Macedonia and the Faculty of Physical Education and Sports, University of Tuzla.

Also, 3 Erasmus+ agreements were signed with: University of Pecs, Ss. Cyril and Methodius University in Skopje, Macedonia and Euro-Mediterranean University (EMUNI), Piran, Slovenia.

In the academic year 2020/2021 in the winter semester one student of the undergraduate university study of Kinesiology was at Erasmus + International Mobility in Slovenia, in Isola, Fakultet za vede o zdravju.

The Commission for Monitoring and Quality Assurance and the Office for Improvement and Quality Assurance of the Faculty of Kinesiology Osijek encouraged teachers, professional staff and students to plan and go on international exchanges. Due to the Covid-19 pandemic, the planned international mobility in the academic year 2020/2021 was realized by one teacher, the outgoing mobility at the University "Vitez" in Travnik, Bosnia and Herzegovina.

In order to encourage the mobility of students and teachers at the Faculty of Kinesiology Osijek, there are Erasmus and CEEPUS coordinators, and the promotion of mobility was carried out by holding an informative workshop for students and teachers.

Balancing the workload of scientists in teaching and research work, increasing motivation and commitment to solving problems in the environment as well as establishing a formal system of research work are key prerequisites for improving research work.

5.3. Analysis of professional work and contribution to the social community

Professional work and contribution to the community is also one of the basic activities of the Faculty of Kinesiology Osijek and the Faculty in the period from 2020 to 2021 did significant activities in the field of improving contributions to the community and encouraging professional work. The Faculty has become recognizable in the local community for organizing numerous events and sports activities that represent educational and promotional content intended not only for students of the Faculty, but also the general public, especially in maintaining health and the importance of physical exercise. Students of the Faculty significantly contribute to these activities, also the Students' Assembly is included, and the Sports Association is being established, which contributes to the recognizability of the Faculty.

Aware of the trends and needs of the community, the Faculty has prepared and will organize and implement programs of lifelong learning and adult education. The contents of the training program are designed according to the needs of the labor market in accordance with the Strategy of sports development in Osijek and the Law on sports which acquire competencies and qualifications for work in the system of sports and sports recreation.

The Faculty of Kinesiology Osijek has two accredited lifelong learning programs:

1. Training program for leaders of sports and recreational activities and
2. Training program for leaders of physical conditioning.

Furthermore, the Faculty of Kinesiology Osijek organized several outdoor KIFOS sports fields for different age groups as part of the Faculty Day in May 2021 and on the occasion of the

European Sports Week, as well as a bicycle race co-organized with the County Association for Sports Recreation.

Professional project "Slavonska X-ica" 1st university race organized by the Faculty of Kinesiology Osijek in co-sponsorship with Osijek-Baranja County and with the support of Josip Juraj Strossmayer University of Osijek was held on the promenade in Osijek on International Sports Day. The race was 5 km long. The first such university race was attended by 304 students, employees of the Josip Juraj Strossmayer University of Osijek, and students from the University of Split and the University of Zagreb.



On the occasion of marking the European Sports Week, the Faculty of Kinesiology Osijek participated in project activities. European Sports Week was held throughout the Republic of Croatia from 23 to 30 September, organized by the Ministry of Tourism and Sports as the national coordinator.

As the youngest component of the University of Osijek, the Faculty of Kinesiology Osijek with its students and teachers participated in the promotion of physical activity within the European Sports Week and open days of the Faculty by organizing sports activities in the spaces it uses, organizing aerobics on campus for all students and through other activities.

The Faculty of Kinesiology Osijek has established cooperation with partners from the local community, with associations for professional practice and kindergartens and schools in which students of the Faculty participate in methodological exercises in order to later be competent to teach. On the occasion of the Week of kinesiology and sports activities for the Faculty Day, students together with teachers became active in organizing outdoor exercise for different populations (kindergartens, schools, retirement homes).

Cooperation agreements were signed between the Faculty of Kinesiology Osijek and the Kindergarten Osijek, with Športski Objekti Osijek and Osijek - Žito Gymnastics Club, Krpan & Babić Academy, the Autism Center Osijek, Fran Krsto Frankopan Elementary School Osijek.

5.4. Quality system analysis

The Faculty has a quality assurance system that includes and evaluates the entire activity and all processes of higher education (study programs, teaching process, student support, support for students from underrepresented and vulnerable groups, learning resources, research, professional activities and similar processes).

Office for the Improvement and Quality Assurance of Higher Education (hereinafter the Office) in cooperation with the Committee for the Improvement and Quality Assurance in the academic year 2020/2021 successfully realized the first planned activities. The Office

participated in the organization and implementation of the Unified University Student Survey for the academic year 2020/2021 organized by the Josip Juraj Strossmayer University of Osijek, conducted in September 2021. Employees of the Center for Improvement and Quality Assurance in Higher Education, members of the Committee for Improvement and Quality Assurance in Higher Education, members of committees for improvement and quality assurance, employees of the Office for Quality and employees of student services of scientific/artistic components, and IT team from the Faculty of Electrical Engineering, Computer Science and Information Technology Osijek participated in the implementation of the survey.

The Faculty of Kinesiology Osijek collected, consolidated and stored data obtained from the Unified University Student Survey conducted by the Center for Quality of the Josip Juraj Strossmayer University of Osijek. At the Faculty of Kinesiology Osijek, 83.33% of students in the academic year 2020/2021 took the university student survey. Average grade of the Faculty of Kinesiology Osijek for the academic year 2020/2021 is high at 4,779 which is positive for the first year because the highest grade is obtained for regular and quality teaching.

The results of the student survey are used when checking the fulfillment of the necessary conditions of the Rector's Assembly for the evaluation of teaching and professional activities in the process of election for artistic/teaching titles, scientific-teaching titles and teaching titles.

In order to improve the quality of studies and study programs at the Faculty of Kinesiology Osijek, an internal student survey of the final year students of the undergraduate university study of Kinesiology was conducted.

In January 2021, the Office conducted a survey on the satisfaction of final year undergraduate students at the Faculty of Kinesiology in Osijek. Part of the survey was related to the attitude towards students and the support in studying that students receive from the teaching and non-teaching staff of the Faculty. The aim of the survey is to assess satisfaction with the acquired knowledge and skills, ability to work, proposing possible measures to

improve and enhance the study program, and certainly the inclusion of graduates in the process of quality assurance and improvement.

The overall average grade of students' assessment of satisfaction with studying and support, especially the quality of the study program and competencies is 3,86. The results of the internal survey indicated the need to change the undergraduate university study program of Kinesiology, which has been done.

The Faculty of Kinesiology Osijek implements a leadership/mentoring system for students in order to establish effective communication between students and teachers that helps students inform, advise and solve problems (familiarization with the Bologna process, rights and obligations in the study, assistance in choosing elective courses, instructions for monitoring classes and attending exercises, recommendations on ways of learning and taking exams and on the conditions for enrollment in a higher year, etc.) that they encounter during their studies. Students of each study year continuously communicates with the head of the year, teacher/assistant, and they advise and solve current problems in meetings and individually.

The Faculty of Kinesiology Osijek has prepared the analysis of student performance in all academic years and within each course, which is presented to the Board and teachers and published on the website of the Faculty.

6 lectures were held for students and teachers of the Faculty and in that way the quality of teaching was improved.

The Faculty of Kinesiology Osijek took part in the popularization of science at the Festival of Science with lectures, workshops and posters. The Faculty also became involved in volunteer activities of voluntary blood donation, sports participation and students received volunteer booklets.



5.5. Resources: Space, equipment and overall infrastructure

The Faculty of Kinesiology Osijek is located and operates in the left wing of the building of the Construction and Geodesy Vocational School Osijek, Drinska 16a, Osijek, based on the Agreement on sublease of office space signed with the Construction and Geodesy Vocational School Osijek. The space consists of 6 classrooms with a total area of 516 m², 8 cabinets with a total area of 140 m² and a sports hall with auxiliary rooms with a total area of 1045.25 m² and outdoor courts with a total area of 1450 m². Apart from the classrooms of the Faculty of Kinesiology Osijek and the classrooms and sports hall of the Construction and Geodesy Vocational School Osijek, part of classes, lectures and seminars took place in two

halls at the Faculty of Agrobiotechnical Sciences Osijek, the premises of the Rectorate of Josip Juraj Strossmayer University of Osijek and Faculty of Education Osijek.

Exercises were conducted in the sports hall Gradski vrt Osijek, in the sports hall Jug 2, in the sports hall at the Faculty of Education Osijek, fitness exercises at the Department of Mathematics and the Faculty of Economics Osijek, at the City Pools Osijek, in the Tennis Club Osijek and in the Sokol center Osijek. Part of the exercises was conducted through field classes at Srednjoškolski centar Osijek, on the trim track of the Osijek Promenade, in the parks of Osijek, on the left bank of the river Drava and in Kopački rit. Methodical exercises were conducted in the Kindergarten Osijek and in the Elementary School Fran Krsto Frankopan Osijek. Professional practice of students of the Faculty of Kinesiology Osijek in the selected module was conducted in registered sports associations and clubs.

All classrooms have computers and multimedia equipment for conducting quality classes.

The lack of space on the Faculty of Kinesiology Osijek for teaching, primarily to improve the quality of teaching, refers to classrooms, and especially a well-equipped sports hall and sports equipment. In order to present the work of students and to be able to continuously prepare for more successful exams, a sports hall is necessary, and thus the Faculty of Kinesiology Osijek would become recognizable in the regional and wider sense and could begin implementing lifelong learning program for leaders of sports and recreational activities and leaders of physical conditioning which would improve the quality of activities and improve the business of the Faculty. In the near future, it is necessary to provide spatial and material resources in order to establish a laboratory for kinesiological research, which is needed for the scientific production of the Faculty, but also the transfer of science into practice and teaching. In addition, it is necessary to provide space and equipment to equip the kinesitherapy cabinet that would serve the teaching purposes of the new module at the undergraduate university study of Kinesiology, especially for kinesitherapy courses in the new academic year, but also other subjects such as Functional Anatomy, Physiology of sports and exercises, Health education and health promotion, etc., for which specialized cabinets are not currently available.

The Faculty continuously procures sports equipment necessary for teaching before the beginning of each semester. Equipment is procured according to the requirements of teachers in agreement with the heads of departments and sub-departments. In addition to sports equipment for the purpose of scientific research through internal projects, teachers had the opportunity to apply for the purchase of equipment such as various measuring and diagnostic devices that will improve the scientific research activities of the Faculty of Kinesiology Osijek.

6. SWOT analysis

Through the SWOT analysis in the strategic context, an attempt was made to determine the current position of the Faculty of Kinesiology Osijek in the context of the community, taking into account the current social, political, geographical and economic situation. In this context, internal factors were analyzed as a starting point for awareness of internal strengths that the Faculty of Kinesiology has, but it also detected internal weaknesses of the Faculty that need to be worked on systematically in the next strategic period.

The analysis followed the strategic areas defined at the beginning of the Strategy. In this way, an attempt was made to systematically approach the definition of strategic goals through microanalysis of each strategic area, which greatly contributed to the more accurate detection of strategic goals and sub-goals.

In methodological terms, the SWOT analysis was performed in several steps in order to assess the current state of the Faculty of Kinesiology in Osijek in as much detail and as objectively as possible. For each strategic area, working groups were created whose task was to analyze each area and make a separate SWOT analysis for it. In the next step, the conclusions were presented to the members of the student body and all teachers of the Faculty of Kinesiology Osijek. All comments were analyzed in detail in the discussion and taken into account. In the last step, summary conclusions for each strategic area were made into a questionnaire that was distributed to all teachers and the Students' Assembly to assess personal perceptions of the importance of individual strengths and weaknesses.

6.1. Strengths and weaknesses

6.1.1. Area Teaching and students

The strategic area of Teaching and students has proven to be an area in which a great step forward has been made so far, and the positive factors that are certainly the strengths of the Faculty are visible. In the part of study programs, it is certainly the attractiveness of study programs and their interdisciplinarity, improved undergraduate university study program in accordance with the European standards and the labor market and the launch of the only part-time undergraduate university study program of Kinesiology in Croatia. The above-average grade of students in the student survey and the favorable ratio of applicants in relation to the number of enrollment places in studies are also recognized as strength.

Weaknesses of the strategic area of Teaching and students will be highlighted in the area of Human, material and infrastructural resources because there is a high dependence on external factors in teaching in many courses and insufficient equipment of teaching aids and props. However, the lack of infrastructure of the Faculty of Kinesiology Osijek is



compensated by relatively favorable long-term conditions of using the necessary facilities and sports fields owned by the Town of Osijek and several educational institutions, which provides adequate infrastructural conditions for quality teaching.

6.1.2. Area Scientific research activity

Through the analysis, the strategic area of Scientific research activity proved to be an area that, due to the short history of the Faculty, can expect its expansion of scientific research productivity in the next strategic period. The reasons for optimism are the forces that are manifested in a stimulating internal environment through the motivation of teachers for scientific work and good cooperation between departments, institutional support of scientific work in the form of institutional projects and funding for scientific conferences and attractiveness, but also interdisciplinarity of research. It is also positive that students join different groups with the aim of their scientific research work.

Weaknesses of the strategic area of Scientific research activity are manifested through the lack of permission to conduct scientific activities, lack of references and necessary experience in obtaining and managing projects at national and international level, unrecognizable scientists and the Faculty of Kinesiology Osijek in scientific research and professional work in kinesiology and uneven distribution of teachers and associates.

There is also a lack of inter-institutional cooperation in the field of scientific research, which includes cooperation with scientists from other higher education institutions in the Republic of Croatia and abroad.

Also, the insufficient book fund and poor coverage of subjects in university textbooks and manuals make research difficult for students, while in the case of teachers there is a lack of research equipment and infrastructural weakness to engage in research activities.

6.1.3. Area Internationalization

The strategic area of Internationalization in the analysis proved to be an area with great potential for empowerment in the future when compared to the current situation. The great potential here can be related to the potential described in the area of Scientific research activity. One internal strength factor has been detected, but we consider it crucial for this area due to the great interest and motivation of teachers and students for the realization of international mobility.

Weaknesses, on the other hand, are manifested through the lack of study programs in English, catalogs of courses taught in English and the Faculty's website in English. All of the above results as a weakness through insufficient international networking.

6.1.4. Area Faculty and environment

The strategic area that analyzes the relationship between the Faculty and environment is important both because of the quality of studies and because of the analysis of the labor market and the employment of graduate kinesiologists. The analysis identified strengths that are visible through the establishment of partnerships with related institutions at the national level, the connection with sports organizations in the town and county, as well as intensive activities for the external visibility of the Faculty. Thus, strategic cooperation was established as a partnership with the Town of Osijek in the area of the Sports Diagnostic Center, in which the Faculty would provide professional staff for the implementation of sports diagnostic procedures. In addition to the Town of Osijek, cooperation has been established with Osijek-Baranja County as the holder of the Sports Incubator development project, and cooperation with the Croatian Kinesiology Association in the field of in-service teacher training.

The weaknesses of this strategic area are primarily related to the activities and care of students after completing their higher education. For this purpose, the lack of a career

counseling center is evident, but also the Alumni Association, which must play a key role in connecting students with future employers and their networking.

6.1.5. Area Human, material and infrastructural resources

The strategic area of Human, material and infrastructural resources in the coming period will be the biggest challenge. The elements that make up the strength of the Faculty of Kinesiology are certainly the current employees of the Faculty, which can be seen from the favorable average age of employees and the willingness of teachers and professional services to change in the teaching and business process. When it comes to the material resources, the strength that has the prospect of further empowerment of the Faculty is the income from the part-time undergraduate university study of Kinesiology.

Weaknesses of this area are found in all three components. The weakness of the infrastructure component is visible in the lack of spatial infrastructure owned by the Faculty and the lack of infrastructure resources as a key prerequisite for scientific research and for the maintenance of all forms of teaching. The weakness of the human resources component is visible in the high workload of teaching staff, insufficient teaching staff, which is evident through the ratio of teachers and associates, large number of teaching staff in part-time employment and the need to harmonize the systematization of professional services with actual activities. The weakness of the material component is visible in the insufficient financial independence of the Faculty.

6.1.6. Area Quality assurance system

The strategic area of Quality assurance for each higher education institution is of utmost importance. As the Faculty of Kinesiology Osijek is a university component that has been operating for just over a year, the task in the coming period is to establish an effective quality assurance system. The strength that is visible in the area of the quality of the educational

process is the pass rate of students in study programs and the percentage of completed studies.

The weaknesses of this strategic area stem from the fact that the quality assurance system does not currently exist. In addition to the lack of quality assurance system, it is evident that the management system is insufficiently developed, which results in the lack of ISO standards, as well as insufficiently developed communication channel between the Office for students, faculty administration and the Students' Assembly.

6.2. Opportunities and threats

The analysis of external factors influencing the activities of the Faculty detected in the SWOT analysis is focused on strategic activities in the future, ie the identified opportunities and threats to some extent present the limitation factors for realization of strategic goals. For the purpose of defining the strategy, opportunities and threats are not separated by strategic areas, but they are listed collectively because certain external factors have a positive or negative impact on several strategic areas.

6.2.1. Opportunities

- lack of a competitive higher education institution in the eastern part of the Republic of Croatia
- favorable geographical position in the context of attracting students from Bosnia and Herzegovina and the Republic of Serbia as non-EU countries
- raising awareness of sports organizations in the environment for the need to employ highly educated staff in the field of kinesiology
- the potential for the implementation of prepared and future lifelong learning programs

- potential for the development of interdisciplinary joint studies with other components of universities and other higher education institutions in the Republic of Croatia (health kinesiology, sports management, kinesitherapy, sport science)
- potential for interdisciplinary research with other components of the University and the local community
- raising awareness of all citizens about the need to engage in physical activities for the prevention of chronic non-contagious diseases and healthy growing up of children through physical activity
- expanding partnerships at local, regional and national levels
- using the good position of Croatian sports and tourism in the world to create scientific and professional projects
- the potential of top sports results of athletes in Osijek and the region
- possibility of diagnostics of athletes from four countries (the Republic of Croatia, Serbia, Bosnia and Herzegovina and Hungary)
- increased awareness of the movement and physical exercise of all citizens which in the conditions of the Covid-19 pandemic took on a new dimension and importance in terms of psychological and physical development of each individual.

6.2.2. Threats

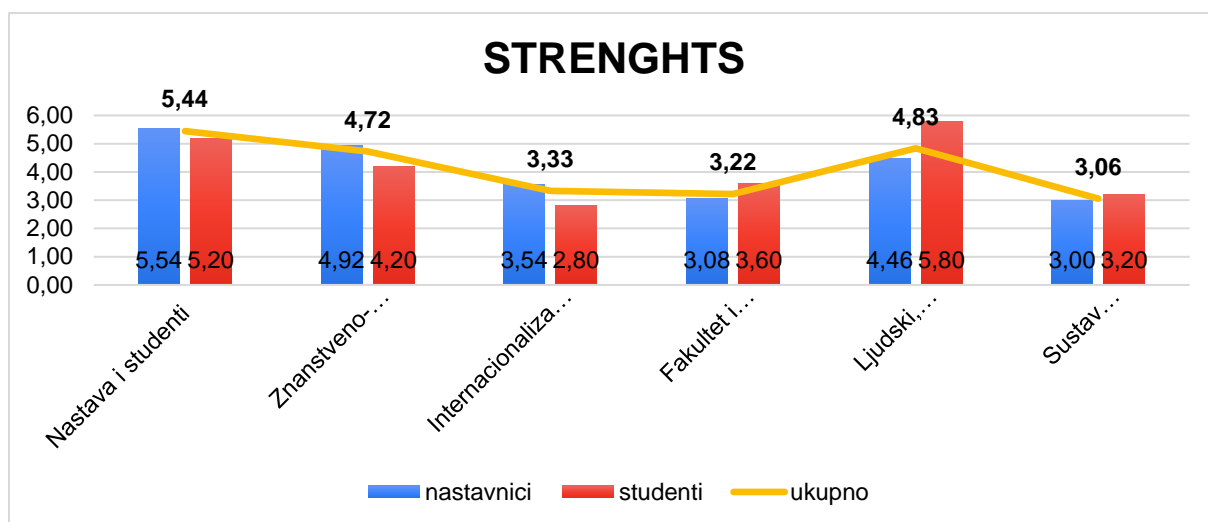
- insufficient financing of scientific and teaching activities from the budget of the Republic of Croatia
- Insufficient empowerment of teaching staff at the level of the Ministry of Science and Education
- unclear long-term concretization of the implementation of the sports development strategy in practice at the local level
- unclear long-term implementation of legal frameworks on sports organizations in the necessity for employment of highly educated staff in the field of kinesiology in accordance with the provisions of the Law on Sports

- a large number of educational institutions that offer adult education programs in the field of kinesiology
- limited employment of graduate kinesiologists
- the presence of a negative pandemic effect on business and educational processes at all levels
- limited employment opportunities for scientific and teaching staff by the Ministry of Science and Education

6.3. Questionnaire on the attitudes of teachers and students

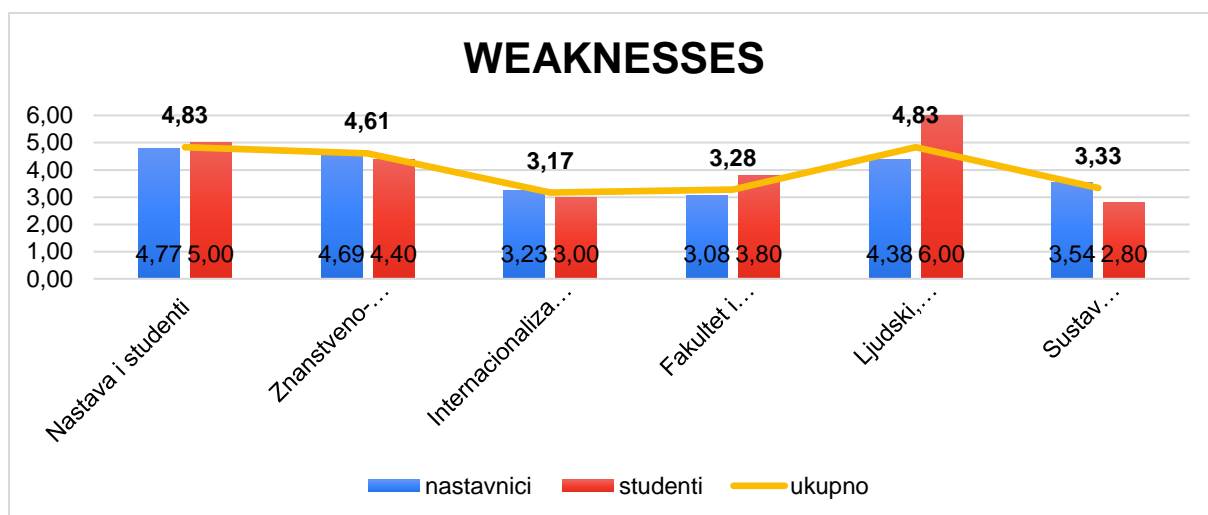
As stated in the introductory part of the section on SWOT analysis, the analysis was conducted in several steps. After all the elements of strengths and weaknesses were identified, all teachers as well as members of the Students' Assembly as representatives of all studies and student years filled out a questionnaire.

Teachers and students in the research had to prioritize strategic areas based on detected strengths. According to the research results, the area which strengths are considered the most important for teachers is the area of Teaching and students, while for students this area came second. Students rated the strategic area of Human, Material and Infrastructure Resources as the area whose strengths are most important to them, while among teachers this area is only in third place. Both groups identified the strategic area of the Quality Assurance System as the area with the least important forces, while slightly more important than that area was the area of the Faculty and environment.



Graph 1: Perceptions of teachers and students about the importance of strategic areas based on detected strengths

When it comes to weaknesses, it is obvious that the strategic area whose weaknesses are considered by teachers to be the most important is the strategic area of Teaching and Students, while it is in the second place for students. All students, as with the strengths, marked the strategic area of Human, Material and Infrastructure Resources as the area with the most important weaknesses, while it is in the third place among teachers. The lowest grade was given by the teachers to the Faculty and environment area, while for students it is the strategic area of Internationalization, which is the second least important area for teachers. The strategic areas Internationalization, Faculty and environment and the Quality assurance system, if we look at the average grade, have very small differences.



Graph 2: Perceptions of teachers and students about the importance of strategic areas based on detected weaknesses

It is important to note that the research was not aimed at detecting which strategic area is least important to teachers and students or which strategic area is most important in the future. The aim of the research was to determine the importance of strategic areas based on currently detected strengths and weaknesses and the fact that the answers are very similar in strengths and weaknesses shows which elements of SWOT analysis are most important, ie which elements of SWOT analysis should be a priority in detecting strategic goals in the future. As detected in the SWOT analysis, these are the areas of Teaching and students, as well as the strategic areas of Human, material and infrastructural resources and the area of Scientific research activity. Regardless of the importance of the goals of each strategic area, the research showed that these three are the ones whose elements are considered the most important for both teachers and students because they directly affect the quality of teaching and study as well as scientific visibility and recognizability of the Faculty of Kinesiology Osijek.

7. Strategic goals

7.1. Area Teaching and students

Strategic goal 1:

Ensuring the improvement of the quality of undergraduate and graduate study programs in the field of kinesiology and related interdisciplinary sciences and their recognition in the domestic and foreign labor market that will provide competencies in accordance with the needs of the labor market and qualification standards.

Strategic sub-goals (■) and strategic tasks (○) 2:

- Improving existing study programs (1.1.)
 - Revision and improvement of the Graduate University Study Program of Kinesiology Education (1.1.1.)
 - Revision of the Undergraduate University Study Program of Kinesiology (1.1.2.)
- Introducing new study programs (1.2.)
 - Launch of new joint part-time graduate studies with partner institutions of the Josip Juraj Strossmayer University in Osijek, universities in the Republic of Croatia and abroad with specializations in sports management, health kinesiology and sports sciences (1.2.1.)
- Improving the quality of teaching (1.3.)
 - Harmonization of the teaching work load according to rules and regulations (1.3.1.)
 - Increasing the number of employees in scientific-teaching and associate positions (1.3.2.)
 - Realization of international outgoing mobility of students, teaching and non-teaching staff (1.3.3.)
 - Providing resources to raise quality (1.3.4.)
- Establishing the Alumni Association and the Career Development Center (1.4.)
 - Establishing the Alumni Association (1.4.1.)
 - Establishing the Career Development Center (1.4.2.)



Implementation plan:

Strategic sub-goal 1.1. Improving existing study programs			
Strategic task 1.1.1. Revision and improvement of the Graduate University Study Program of Kinesiology Education			
Activity	Performance indicator	Executive authorities	Activity dynamics
1.1.1.1. Conduct a survey of the 2nd year of the Graduate University Study of Kinesiology Education that attends the original study	Survey conducted with 2nd year students of the Graduate University Study of Kinesiology Education	Faculty Management; Office for the Improvement and Quality Assurance of Higher Education	May 2022, with 2nd year students of the Graduate University Study of Kinesiology Education

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program and Monitor the satisfaction and opinions of stakeholders of the Graduate University Study of Kinesiology Education			
1.1.1.2. Conduct a survey of the 1st year of the university study of Kinesiology Education, which attends classes with the modified study program of the Graduate University Study of Kinesiology Education	Survey conducted with 2nd year students of the Graduate University Study of Kinesiology Education	Faculty Management; Office for the Improvement and Quality Assurance of Higher Education	May 2023, with 2nd year students of the Graduate University Study of Kinesiology Education
1.1.1.3. Conduct a discussion and identify the competencies of the Master of Kinesiology Education and those acquired at the level of the new Undergraduate University Study Program of Kinesiology, which complement the competencies of teachers of Physical Education at all levels of the educational process.	The analysis is made and the competencies of the master of Kinesiology Education are defined	Faculty Management; Commission for the preparation of the Graduate University Study program of Kinesiology Education; Departments; Sub-departments	May 2023
1.1.1.4. Reduce the number of courses with similar content and increase the number of elective courses in accordance	Proposed obligatory and elective courses that students need to adopt and acquire competencies at the graduate level	Faculty Management; Commission for the preparation of the Graduate University Study of Kinesiology education;	May 2023

with new trends and needs		Departments; Sub-departments	
1.1.1.5. Preparation of a study of the new Graduate University Study program that is a continuation of the Undergraduate University Study program of Kinesiology	Study of the Graduate University Study program prepared	Faculty Management; Commission for the preparation of the Graduate University Study	Completed study of graduate university study program January - February 2024
1.1.1.6. Harmonization of competencies with the Croatian Qualification Framework	Croatian Qualification Framework defined	Faculty Management	2025
Strategic task 1.1.2. Revision of the Undergraduate University Study Program of Kinesiology			
Activity	Performance indicator	Executive authorities	Activity dynamics
1.1.2.1. Correcting and aligning learning outcomes with international standards	Corrected learning outcomes in syllabuses of the Undergraduate University Study Program of Kinesiology	Faculty Management; Departments and sub-departments	June, 2022
1.1.2.2. Harmonization of competencies with the Croatian Qualification Framework	Croatian Qualification Framework defined	Faculty Management	2025

Strategic sub-goal 1.2. Introducing new study programs			
Strategic task 1.2.1. Launch of new joint part-time graduate studies with partner institutions of the Josip Juraj Strossmayer University in Osijek, universities in the Republic of Croatia and abroad with specializations in sports management, health kinesiology and sports sciences			
Activity	Performance indicator	Executive authorities	Activity dynamics
1.2.1.1. Analysis of labor market needs for staff	Prepared report based on information obtained from associations	Faculty Management; Department; EFOS,	February, 2023

in the interdisciplinary field of kinesiology	operating in the applied fields of kinesiology and the Croatian Employment Service	FDMZ, KIFST, KIFZG, FASTO, FSPUNILJ ¹	
1.2.1.2. Conducting a survey among undergraduate students at the Faculty of Kinesiology Osijek, Faculty of Economics in Osijek and the Faculty of Dental Medicine and Health on interest in study programs in education	Analysis of survey results performed	Faculty Management; Department; EFOS, FDMZ, KIFST, KIFZG, FASTO, FSPUNILJ	May, 2023
1.2.1.3. Conduct a thematic discussion on initiating joint part-time graduate studies	Debate conducted. Prepared framework of the study with the established plan and program, and institutional assumptions	Faculty Management; Committee for the preparation of the Graduate University Study Program of Sports Management; EFOS	November, 2023

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¹ KIFOS – Faculty of Kinesiology Osijek; EFOS – Faculty of Economics Osijek; FDMZ – Faculty of dental medicine and health Osijek; KIFST – Faculty of Kinesiology Split; KIFZG – Faculty of Kinesiology Zagreb; FASTO – Faculty of Sports and Physical Education, University of Sarajevo; FSPUNILJ – Faculty of Sports, University of Ljubljana



Strategic sub-goal 1.3. Improving the quality of teaching			
Strategic task 1.3.1. Harmonization of the teaching work load according to rules and regulations			
Activity	Performance indicator	Executive authorities	Activity dynamics
1.3.1.1. Analysis and record of the teaching work load of each teacher	A system of teaching work load records has been developed	Faculty Management; Departments and sub-departments	Beginning of each year
1.3.1.2. Harmonization of the teaching work load according to rules and regulations	Evenly distributed teaching work load expressed in norm hours	Faculty Management; Departments and sub-departments	Beginning of each year
Strategic task 1.3.2. Increasing the number of employees in scientific-teaching and associate positions			
Activity	Performance indicator	Executive authorities	Activity dynamics
1.3.2.1. Increasing the number of employees in scientific-teaching, teaching and associate positions	Number of employees in scientific-teaching, teaching and associate positions employed at the Faculty	Dean	January each year
	Number of advancements of employees in scientific and teaching positions	Dean	January each year
Strategic task 1.3.3. Realization of international outgoing mobility of students, teaching and non-teaching staff			
Activity	Performance indicator	Executive authorities	Activity dynamics
1.3.3.1. Improving teaching through teacher mobility	Increasing the number of outgoing mobility of the Faculty's teaching staff	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	March each year

	Increasing the number of outgoing mobility of the Faculty's non-teaching staff	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	March each year
Strategic task 1.3.4. Providing resources for raising the quality of teaching			
Activity	Performance indicator	Executive authorities	Activity dynamics
1.3.4.1. Encouraging and introducing new digital tools in the distance learning process	New e-learning tools introduced	Faculty Management; Office for the Improvement and Quality Assurance of Higher Education	October 2022
1.3.4.2. Providing material and financial resources for improving the quality of teaching	Necessary functional space and teaching equipment for all courses are provided	Faculty Management; Vice dean for teaching; Vice dean for development, professional work and business relations; Departments and sub-departments; Accounting	Beginning of each semester
1.3.4.3. Encouraging the publication of teaching materials	Teaching materials printed and published on the Faculty website	Departments and sub-departments; Office for the Improvement and Quality Assurance of Higher Education	Beginning of each semester
1.3.4.4. Ensuring the stability of the average grade of teachers given by students	Conducted workshop and teacher education	Faculty Management; Departments and sub-departments	continuously
1.3.4.5. Improving teaching by increasing the amount of library materials	Increased library materials, books and textbooks provided	Heads of departments and sub-departments; Faculty Management; Head of the library	Beginning of the academic year
1.3.4.6. Analysis of study performance in all study programs	A report on the pass rate of students in all years and all courses has been prepared	Vice dean for teaching; Office for students;	continuously

		Office for the Improvement and Quality Assurance of Higher Education	
1.3.4.7. Quality assurance of professional practice	Protocol for improvement of professional practice developed	Faculty Management; Vice dean for teaching; Office for the Improvement and Quality Assurance of Higher Education	June 2022
1.3.4.8. Development and implementation of an information system for creating teaching schedules	A program for creating a schedule developed	Vice dean for teaching; Vice dean for development, professional work and business relations	September 2023
1.3.4.9. Supervision and observation of teaching by other teachers	Participation in the teaching of other teachers	Departments and sub-departments	May 2022

Strategic sub-goal 1.4.			
Establishment of the Alumni Association and the Career Development Center			
Strategic task 1.4.1.			
Establishment of the Alumni Association			
Activity	Performance indicator	Executive authorities	Activity dynamics
1.4.1.1. Constituent session of the Alumni Association	Alumni Association established	Faculty Management; Secretary office; Bachelors of Kinesiology and Masters of Kinesiology of the Faculty of Kinesiology Osijek	June 2022
1.4.1.2. Work Plan of the Alumni Association	Plan and program of the KIFOS Alumni Association developed	Alumni Association KIFOS	September 2022

Strategic task 1.4.2. Establishment of the Career Development Center			
Activity	Performance indicator	Executive authorities	Activity dynamics
1.4.2.1. Establishment of the Career Development Center	The Center established	Faculty Management; Secretary office; Office for Career Counseling and Career Development	June 2024
1.4.2.2. Monitoring the development path of graduated students	Records of graduated students prepared in cooperation with the Employment Service	Faculty Management; Office for students; Office for the Improvement and Quality Assurance of Higher Education	June 2024

7.2. Area Scientific research activity

Strategic goal 2:
Improving the quality, recognition and international visibility of scientific research with the aim of generating new scientific knowledge in the field of kinesiology and related disciplines and achieving the status of a prominent component of the Josip Juraj Strossmayer University in the Central European region.

Strategic sub-goals (▪) and strategic tasks (○) 2:
<ul style="list-style-type: none"> ▪ Creating a stimulating, multidisciplinary and interdisciplinary scientific environment with the aim of achieving scientific recognition and excellence (2.1.) <ul style="list-style-type: none"> ○ Monitoring the quality and providing conditions for the scientific research activities of the Faculty (2.1.1.) ○ Encouraging the publication of scientific papers in journals indexed in the WoSCC and Scopus databases, especially in journals that belong to the Q1 and Q2 quartiles (2.1.2.) ○ Encouraging applications for scientific projects, especially competitive projects, and providing institutional support for the application and implementation of projects (2.1.3.) ○ Increasing the number of scientists and strengthening the young scientific staff (2.1.4.) ▪ Improving and maximizing the use of human and material resources of the Faculty for the purpose of domestic and international scientific recognition (2.2.) <ul style="list-style-type: none"> ○ Ensuring the dissemination of the results of scientific research activities (2.2.1.) ○ Encouraging involvement in international research groups (2.2.2.) ○ Starting our own journal and scientific conference (2.2.3.)

- Connecting with the local community with the aim of implementing joint research activities that will result in the development of society and the popularization of science (2.3.)
 - Connecting with the local community on joint scientific and research projects (2.3.1.)
 - Connecting with the local community through activities of dissemination of knowledge and competencies (2.3.2.)
 - Participation in science popularization activities (2.3.3.)
- Providing material and organizational infrastructure for scientific research activities of the Faculty (2.4.)
 - Establishment and equipping of scientific laboratories (2.4.1.)
 - Improving the IT and library resources of the Faculty (2.4.2.)

Implementation plan:

Strategic sub-goal 2.1.			
Creating a stimulating, multidisciplinary and interdisciplinary scientific environment with the aim of achieving scientific recognition and excellence			
Strategic task 2.1.1.			
Monitoring the quality and providing conditions for the scientific research activities of the Faculty			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.1.1.1. Development of the Faculty's Scientific Research Strategy for the period 2022-2026	The Strategy of Scientific Research of the Faculty for the period 2022-2026 was prepared and adopted.	Faculty Management	April 2022
2.1.1.2. Preparation of study and initiation of procedures for initial accreditation of scientific activities	A study has been prepared and a procedure has been initiated for the initial accreditation of scientific activities	Faculty Management	June 2022
2.1.1.3. Monitoring the scientific productivity of Faculty staff	Development of annual plans for scientific research activities of employees	Vice dean for science and international cooperation; Departments and sub-departments; Office for the Improvement and Quality Assurance of Higher Education	December each year

	Preparation of an annual report on the implementation of scientific research activities of employees	Vice dean for science and international cooperation; Departments and sub-departments; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Drafting of the Regulations on rewarding the scientific excellence of employees and financing the scientific research activities of employees	Faculty Management	June 2022
Strategic task 2.1.2.			
Encouraging the publication of scientific papers in journals indexed in the WoSCC and Scopus databases, especially in journals that belong to the Q1 and Q2 quartiles			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.1.2.1. Increasing the number of published papers in top and other respectable international journals	Number of papers published in journals indexed in WoSCC and Scopus databases in the previous calendar year	Vice dean for science and international cooperation; Faculty library; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Total number of citations of papers indexed in WoSCC and Scopus in the previous calendar year	Vice dean for science and international cooperation; Faculty library; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Total and average impact factor of journals according to JCR in which papers were published in the previous calendar year	Vice dean for science and international cooperation; Faculty library; Office for the Improvement and Quality Assurance of Higher Education	February each year

	Number of scientific papers in the previous calendar year published in journals that according to the impact factor belong to Q1 and Q2 quartiles	Vice dean for science and international cooperation; Faculty library; Office for the Improvement and Quality Assurance of Higher Education	February each year
Strategic task 2.1.3.			
Encouraging applications for scientific projects, especially competitive projects, and providing institutional support for the application and implementation of projects			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.1.3.1. Increasing the number of successful applications for scientific projects	Number of applications for scientific projects in the past calendar year funded from external sources	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of approved scientific projects in the previous calendar year financed from external sources	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of approved international scientific projects in the past calendar year	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of inter-institutional research projects at the University level in the past calendar year	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of institutional research projects in the past calendar year	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of students involved in	Vice dean for science and international cooperation; Office for	February each year

	institutional research projects	the Improvement and Quality Assurance of Higher Education	
2.1.3.2. Increasing the amount of funds for the scientific activity of the Faculty	Amount of granted funds for scientific projects in the previous calendar year from external funding sources	Vice dean for science and international cooperation; Vice dean for development, professional work and business relations; Office for the Improvement and Quality Assurance of Higher Education	March each year
	Amount of funds spent on institutional internal research projects in the previous calendar year	Vice dean for science and international cooperation; Vice dean for development, professional work and business relations; Office for the Improvement and Quality Assurance of Higher Education	March each year
2.1.3.3. Providing administrative support for the application and implementation of scientific projects	Office for projects established	Faculty Management	December 2022
	Conducting workshops for informing about tenders and project application and implementation	Office for projects	Twice a year from 2023
2.1.3.4. Institutionalization of the system of project activities implementation	Defined system of application and implementation of project activities	Faculty Management	March 2023
Strategic task 2.1.4.			
Increasing the number of scientists and strengthening the young scientific staff			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.1.4.1. Increasing the number of employees in scientific professions	Number of employees in scientific titles employed at the Faculty	Dean; Vice dean for science and international cooperation; Professional services;	December each year

		Office for the Improvement and Quality Assurance of Higher Education	
	Number of promotions of employees in scientific titles	Dean; Vice dean for science and international cooperation; Professional services; Office for the Improvement and Quality Assurance of Higher Education	December each year
2.1.4.2. Strengthening young scientific staff	Number of doctoral students employed at the Faculty	Vice dean for science and international cooperation; Professional services; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of postdoctoral researchers employed at the Faculty	Vice dean for science and international cooperation; Professional services; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of defended doctoral dissertations of Faculty employees	Vice dean for science and international cooperation; Professional services; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of papers published in co-authorship with students of the Faculty	Vice dean for science and international cooperation; Professional services; Office for the Improvement and Quality Assurance of Higher Education	February each year

Strategic sub-goal 2.2. Improving and maximizing the use of human and material resources of the Faculty for the purpose of domestic and international scientific recognition			
Strategic task 2.2.1. Ensuring the dissemination of the results of scientific research activities			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.2.1.1. Increasing visibility through participation in domestic and international scientific conferences	Number of participations in domestic scientific conferences	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of participations in international scientific conferences	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
2.2.1.2. Providing funding for participation in scientific conferences	Amount of funds for attending scientific conferences	Vice dean for science and international cooperation; Vice dean for development, professional work and business relations; Office for the Improvement and Quality Assurance of Higher Education	February each year
Strategic task 2.2.2. Encouraging involvement in international research groups			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.2.2.1. Increasing the international scientific activity of the Faculty staff	Number of papers published in co-authorship with scientists from foreign institutions	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of participations in international scientific projects	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year

Strategic task 2.2.3. Starting our own journal and scientific conference			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.2.3.1. Launch of the scientific journal of the Faculty	The first issue of the journal was published	Uprava Fakulteta; Publishing Committee; Library	June 2023
2.2.3.2. Initiation of the scientific conference of the Faculty	Organization of the first scientific conference of the Faculty	Faculty Management	May 2023
2.2.3.3. Co-organization of an international scientific conference	Number of co-organizations of international scientific conferences	Faculty Management	February each year
2.2.3.4. Launching a student conference	Organization of the first student conference	Faculty Management; Students' Assembly	May 2025

Strategic sub-goal 2.3. Connecting with the local community with the aim of implementing joint research activities that will result in the development of society and the popularization of science			
Strategic task 2.3.1. Connecting with the local community on joint scientific research projects			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.3.1.1. Realization of joint scientific research projects with the local community	Number of joint projects with the local community	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
2.3.1.2. Scientific productivity in which the local community is involved	Number of scientific publications resulting from projects with the local community	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
	Number of students' final and graduate theses resulting from	Vice dean for science and international cooperation;	February each year

	cooperation with the local community	Office for the Improvement and Quality Assurance of Higher Education	
Strategic task 2.3.2.			
Connecting with the local community through activities of dissemination of knowledge and competencies			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.3.2.1. Organization of educational activities (workshops, seminars, round tables and lectures) for the local community	Number of organized educational activities (workshops, seminars, round tables and lectures) for the local community	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year
Strategic task 2.3.3.			
Participation in science popularization activities			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.3.3.1. Increasing science popularization activities	Participation in science popularization activities organized by the Faculty, University and other stakeholders	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	February each year

Strategic sub-goal 2.4.			
Providing material and organizational infrastructure for scientific research activities of the Faculty			
Strategic task 2.4.1.			
Establishment and equipping of scientific laboratories			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.1.4.1. Establishment of scientific and professional laboratories and the Sports Diagnostic Center in accordance with the Sports Strategy of the town of Osijek	Organized and equipped center for notational analysis	Faculty Management	June 2022
	Organized and equipped scientific laboratory for human motor skills	Faculty Management	June 2023
	Organized and equipped scientific laboratory for	Faculty Management	May 2024

	interdisciplinary research		
2.1.4.2. Procurement of scientific equipment	Organized and equipped laboratory for testing athletes	Faculty Management	May 2025
	Value of purchased scientific equipment in the previous calendar year	Vice dean for science and international cooperation; Vice dean for development, professional work and business relations; Office for the Improvement and Quality Assurance of Higher Education	March each year
Strategic task 2.4.2. Improving the IT and library resources of the Faculty			
Activity	Performance indicator	Executive authorities	Activity dynamics
2.4.2.1. Equipping and developing the Faculty library	Registered library in the Register of Libraries of the Republic of Croatia	Faculty Management; Library	May 2022
	Creating an online repository of scientific papers of Faculty employees	Faculty Management; Library	December 2022
2.4.2.2. Increasing the library materials and the availability of scientific databases	Number of books purchased in the previous calendar year for teaching and research activities	Library; Office for the Improvement and Quality Assurance of Higher Education	January each year
	Number of subscriptions to scientific databases, online journals and online book databases	Faculty Management; Library; Office for the Improvement and Quality Assurance of Higher Education	January each year
2.4.2.3. Improving the IT resources of the Faculty	Value of purchased IT equipment in the previous calendar year	Vice dean for science and international cooperation; Vice dean for development, professional work and business relations; Office for the Improvement and	March each year

		Quality Assurance of Higher Education	
	Value of purchased computer programs for scientific activity	Vice dean for science and international cooperation; Vice dean for development, professional work and business relations; Office for the Improvement and Quality Assurance of Higher Education	March each year

7.3. Area Internationalization

Strategic goal 3:
Connecting with similar institutions in the European Higher Education Area and the European Research Area through strengthening the international component in all areas of the Faculty's activities.

Strategic sub-goals (▪) and strategic tasks (○) 3:
<ul style="list-style-type: none"> ▪ Development of a supportive environment for international mobility of students, teaching and non-teaching staff (3.1.) <ul style="list-style-type: none"> ○ Increasing the realization of international outgoing mobility of students, teaching and non-teaching staff (3.1.1.) ○ Increasing the realization of international incoming mobility of students, teaching and non-teaching staff (3.1.2.) ▪ Involvement in international activities by connecting with institutions from the region and the European Higher Education Area (3.2.) <ul style="list-style-type: none"> ○ Initiating the signing of Erasmus + and other agreements on international mobility of students, teaching and non-teaching staff (3.2.1.) ○ Signing bilateral agreements on cooperation between faculties and institutions abroad (3.2.2.) ▪ Ensuring the international visibility of the Faculty (3.3.) <ul style="list-style-type: none"> ○ Promotional activities of the Faculty with the aim of better international visibility (3.3.1.) ○ Encouraging the involvement of employees in international organizations and bodies (3.3.2.)

Implementation plan:

Strategic sub-goal 3.1. Development of a supportive environment for international mobility of students, teaching and non-teaching staff			
Strategic task 3.1.1. Increasing the realization of international outgoing mobility of students, teaching and non-teaching staff			
Activity	Performance indicator	Executive authorities	Activity dynamics
3.1.1.1. Increasing outgoing mobility	Number of outgoing student mobility of the Faculty	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	March each year
	Number of outgoing mobility of the Faculty teaching staff	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	March each year
	Number of outgoing mobility of non-teaching staff of the Faculty	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	March each year
Strategic task 3.1.2. Increasing the realization of international incoming mobility of students, teaching and non-teaching staff			
Activity	Performance indicator	Executive authorities	Activity dynamics
3.1.2.1. Increasing incoming mobility	Number of incoming student mobility to the Faculty	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	March each year

	Number of incoming mobility of teaching staff to the Faculty	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	March each year
	Number of incoming non-teaching staff mobility to the Faculty	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	March each year
	Creating a catalog of courses taught in English	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	September each year
3.1.2.2. Facilitating study for foreign exchange students	Establishment of a buddy system for incoming foreign students	Erasmus coordinator; Students' Assembly	June 2023

Strategic sub-goal 3.2. Involvement in international activities by connecting with institutions from the region and the European Higher Education Area			
Strategic task 3.2.1. Initiating the signing of Erasmus + and other agreements on international mobility of students, teaching and non-teaching staff			
Activity	Performance indicator	Executive authorities	Activity dynamics
3.2.1.1. Increasing the number of Erasmus + and similar mobility agreements	Number of signed Erasmus + and similar mobility agreements	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	March each year
Strategic task 3.2.2. Signing of bilateral agreements on cooperation between faculties and institutions abroad			

Activity	Performance indicator	Executive authorities	Activity dynamics
3.2.2.1. Increasing the number of signed bilateral agreements on cooperation between the Faculty and institutions abroad	Number of signed bilateral agreements on cooperation between the Faculty and institutions abroad	Dean; Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	March each year

Strategic sub-goal 3.3. Ensuring the international visibility of the Faculty			
Strategic task 3.3.1. Promotional activities of the Faculty with the aim of better international visibility			
Activity	Performance indicator	Executive authorities	Activity dynamics
3.3.1.1. Preparation of brochures and other materials about the study in English	Prepared information materials for students interested in Erasmus + and other forms of international exchange	Vice dean for science and international cooperation; Erasmus coordinator; Office for the Improvement and Quality Assurance of Higher Education	April 2023
3.3.1.2. Website in English	Prepared part of the Faculty website containing all relevant information in English	Faculty Management	December 2022
3.3.1.3. Ensuring the scientific visibility of employees	Creating employee profiles on Google Scholar and ResearchGate portals and creating ORCID profiles	All employees in teaching-scientific, teaching and associate professions	March 2022
Strategic task 3.3.2. Encouraging the involvement of employees in international organizations and bodies			
Activity	Performance indicator	Executive authorities	Activity dynamics
3.3.2.1. Encouraging employees to join international organizations and bodies	Number of employees in the management structure in international organizations and bodies	Vice dean for science and international cooperation; Office for the Improvement and Quality Assurance of Higher Education	March each year
	Number of employees who are members of international	Vice dean for science and international cooperation;	March each year

	organizations and bodies	Office for the Improvement and Quality Assurance of Higher Education	
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7.4. Area Faculty and environment

Strategic goal 4:
Strengthening the recognition of the Faculty as the bearer of scientific and professional approach in order to strengthen the kinesiology profession and positioning the Faculty as a partner in all social spheres as a higher education institution focused on the development of sports, kinesiology and physical activity.

Strategic sub-goals (■) and strategic tasks (○) 4:
<ul style="list-style-type: none"> ■ Introduction of new and revision of existing lifelong learning programs (4.1.) <ul style="list-style-type: none"> ○ Market needs analysis (4.1.1.) ○ Launch of new lifelong learning programs (4.1.2.) ■ Encouraging cooperation with the local community and social responsibility (4.2.) <ul style="list-style-type: none"> ○ Development and improvement of cooperation with the local community in the field of environmental protection, sustainable development and efficient resource management (4.2.1.) ○ Cooperation with sports associations of cities and counties in eastern Croatia and local government bodies (4.2.2.) ○ Cooperation with other stakeholders in the social and cultural life of the local community (4.2.3.) ■ Encouraging cooperation with sports organizations, who are quality holders (4.3.) <ul style="list-style-type: none"> ○ Cooperation with national umbrella sports associations (4.3.1.) ○ Cooperation with local sports clubs who are quality holders (4.3.2.) ○ Cooperation with local associations for sports recreation and fitness (4.3.3.) ■ Developing educational activities for citizens in the local community (4.4.) <ul style="list-style-type: none"> ○ Promotion of the importance of physical activity through educational lectures and workshops (4.4.1.) ○ Organization of sports activities for different age and social groups (4.4.2.) ■ Strengthening the professional activities of all employees of the Faculty (4.5.) <ul style="list-style-type: none"> ○ Encouraging scientific and teaching staff to get involved in the activities of university, local, national and international bodies (4.5.1.) ○ Encouraging employees of professional services to get involved in the work of professional associations at the local, national and international level (4.5.2.)

Implementation plan:

Strategic sub-goal 4.1. Introduction of new and revision of existing lifelong learning programs			
Strategic task 4.1.1. Market needs analysis			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.1.1.1. Market and competition analysis	Market analysis made	Faculty Management; Departments	September each year
4.1.1.2. Development of proposals for new lifelong learning and adult education programs	Number of proposals for lifelong learning and adult education programs	Faculty Management; Departments	November each year
4.1.1.3. Analysis of existing accredited lifelong learning and adult education programs and their revision	An analysis of existing lifelong learning and adult education programs has been made	Faculty Management; Departments	November each year
	Revision of existing lifelong learning and adult education programs		
Strategic task 4.1.2. Launch of new lifelong learning study programs			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.1.2.1. Preparation of studies for new lifelong learning and adult education programs	Number of approved lifelong learning and adult education programs	Faculty Management; Departments	November each year
4.1.2.2. Launch of new lifelong learning and adult education programs	A tender has been announced for new lifelong learning and adult education programs	Faculty Management; Departments	November each year

Strategic sub-goal 4.2. Encouraging cooperation with the local community and social responsibility			
Strategic task 4.2.1. Development and improvement of cooperation with the local community in the field of environmental protection, sustainable development and efficient resource management			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.1.1.1. Cooperation with the local community in the field of development and promotion of environmental awareness	Number of organized activities and / or projects in which employees and students participated	Faculty Management; Joint services; Departments; Students	February each year
4.1.1.2. Cooperation with the local community in the field of promoting sustainable development and efficient resource management	Number of organized activities and / or projects in which employees and students participated	Faculty Management; Joint services; Departments and sub-departments; Students	February each year
Strategic task 4.2.2. Cooperation with sports associations of cities and counties in eastern Croatia and local government bodies			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.2.2.1. Established cooperation with sports associations in eastern Croatian cities	Number of signed cooperation agreements	Faculty Management	February each year
4.2.2.2. Established cooperation with sports associations in the counties of eastern Croatia	Number of signed cooperation agreements	Faculty Management	February each year
4.2.2.3. Developing joint professional projects	Number of registered and implemented joint professional projects	Faculty Management; Departments	February each year
Strategic task 4.2.3. Cooperation with other stakeholders in the social and cultural life of the local community			

Activity	Performance indicator	Executive authorities	Activity dynamics
4.2.3.1. Established cooperation with stakeholders in the social life of the local community	Number of signed cooperation agreements	Faculty Management	February each year
4.2.3.2. Established cooperation with stakeholders in the cultural life of the local community	Number of signed cooperation agreements	Faculty Management	February each year
4.2.3.3. Developing joint professional projects	Number of joint professional projects	Faculty Management; Departments	February each year

Strategic sub-goal 4.3. Encouraging cooperation with sports organizations who are quality holders			
Strategic task 4.3.1. Cooperation with national umbrella sports associations			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.3.1.1. Establishing cooperation with umbrella sports associations at the national level	Number of signed cooperation agreements	Faculty Management	February each year
4.3.1.2. Applying for joint professional projects with umbrella sports associations	Number of joint professional projects	Faculty Management; Departments	February each year
Strategic task 4.3.2. Cooperation with local sports clubs who are quality holders			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.3.2.1. Establishing cooperation with local sports clubs-quality holders	Number of signed cooperation agreements	Faculty Management	February each year

4.3.2.2. Organization of joint activities with sports clubs- quality holders	Number of organized activities	Faculty Management; Departments	February each year
Strategic task 4.3.3. Cooperation with local associations for sports recreation and fitness			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.3.3.1. Establishing cooperation with local associations for recreation and fitness	Number of signed cooperation agreements	Faculty Management	February each year
4.3.3.2. Organization of joint activities with local recreation and fitness associations	Number of organized activities	Faculty Management; Departments	February each year

Strategic sub-goal 4.4. Developing educational activities for citizens in the local community			
Strategic task 4.4.1. Promoting the importance of physical activity through lectures and workshops			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.4.1.1. Organization of public forums with invited speakers	Number of organized public forums	Faculty Management; Departments; Students' Assembly	February each year
4.4.1.2. Organization of various professional lectures intended for citizens	Number of organized lectures	Faculty Management; Departments; Students' Assembly	February each year
Strategic task 4.4.2. Organization of sports activities for different age and social groups			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.4.2.1. Organization of sports schools in various sports	Number of organized sports schools	Faculty Management; Departments; Students' Assembly	February each year

4.4.2.2. Organization of sports activities	Number of organized sports activities	Faculty Management; Departments; Students' Assembly	February each year
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Strategic sub-goal 4.5. Strengthening the professional activities of all employees of the Faculty			
Strategic task 4.5.1. Encouraging scientific and teaching staff to get involved in the activities of university, local, national and international bodies			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.5.1.1. Involvement of teachers in the activities of university, local, national and international bodies	Number of teachers in differents bodies	Faculty Management; Teachers	February each year
4.5.1.2. Application of acquired knowledge and experience in the work of the Faculty	Number of implemented newly acquired competencies in the work of the Faculty	Faculty Management; Teachers	February each year
Strategic task 4.5.2. Encouraging employees of professional services to get involved in the work of professional associations at the local, national and international level			
Activity	Performance indicator	Executive authorities	Activity dynamics
4.5.2.1. Involvement of employees of professional services in the work of professional associations at the local, national and international level	Number of employees of professional services in bodies	Faculty Management; Professional services	February each year
4.5.2.2. Application of acquired knowledge and experience in the work of the Faculty	Number of newly acquired competencies in the work of the Faculty	Faculty Management; Teachers	February each year

7.5. Area Human, material and infrastructural resources

Strategic goal 5:

Ensuring adequate and timely human, material and infrastructural resources of the Faculty that will be sufficient for the realization of defined goals of scientific research and teaching process in order to raise the level of overall quality of all areas of activity of the Faculty of Kinesiology Osijek.

Strategic sub-goals (■) and strategic tasks (○) 5:

- Improving employee structure (5.1.)
 - Improve the ratio of students to teachers (5.1.1.)
 - Employment of administrative and technical staff in deficient areas of activity (5.1.2.)
 - Encourage professional development of Faculty staff (5.1.3.)
- Improving material resources (5.2.)
 - Improve business processes and employee efficiency (5.2.1.)
 - Increase revenue and cost management level (5.2.2.)
 - Improve teaching and research activities with teaching aids (5.2.3.)
- Improving infrastructure resources (5.3.)
 - Improving infrastructural resources in the teaching process (5.3.1.)
 - Improving infrastructural resources in the scientific research process (5.3.2.)
 - Improving infrastructure resources in operational and administrative activities (5.3.3.)
 - Create a system of teaching bases (5.3.4.)

Implementation plan:

Strategic sub-goal 5.1.			
Human resources plan with analysis of the needs of teachers and staff in the central service and human resources development plan			
Strategic task 5.1.1.			
Improve the ratio of students to teachers			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.1.1.1. Planned human resources	Document of the needs created	Faculty Management; Departments	December each year
5.1.1.2. Increase the number of employed teachers in the scientific-teaching profession in the field of social sciences, field of kinesiology	Report on the number of teachers in the scientific-teaching profession	Faculty Management	December each year

5.1.1.3. Increase the number of employees in scientific and teaching professions from other fields of science	Report on the number of teachers in the scientific-teaching profession	Faculty Management	December each year
5.1.1.4. Increase the number of employees in the associate and teaching profession	Report on the number of employees in the associate and teaching profession	Faculty Management	December each year
5.1.1.5. Increase the number of full-time teachers	Report on the number of part-time teachers	Faculty Management	December each year
5.1.1.6. Reduce the number of external collaborators	Report on the number of external collaborators	Faculty Management	December each year
Strategic task 5.1.2. Employment of administrative and technical staff in deficient areas of activity			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.1.2.1. Analysis of employment needs in the central service	Made a plan of needs	Central service; Faculty Management	December each year
5.1.2.2. Employment of professional services according to the analysis	Report on the number of employees in the central service	Central service; Faculty Management	December each year
Strategic task 5.1.3. Encourage professional development of Faculty staff			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.1.3.1. Encourage professional development of teachers	Number of employees in professional development	Faculty Management; Department; Teachers	December each year
5.1.3.2. Encourage professional development of professional services	Number of employees of professional services on professional development program	Faculty Management; Heads of professional services; Teachers	December each year
Strategic task 5.1.4. Promote gender equality			

Activity	Performance indicator	Executive authorities	Activity dynamics
5.1.4.1. Promote gender equality	Ratio of employees in Faculty bodies according to gender	Faculty Management; Central service; Departments	December each year

Strategic sub-goal 5.2. Improving material resources			
Strategic task 5.2.1. Improve employee processes and employee efficiency			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.2.1.1. Digitize internal communication and communication with students	Paper and toner consumption	Faculty Management; Professional services; Teachers	December each year
5.2.1.2. Improve the digital competencies of teachers and employees of professional services	Using digital tools in everyday work	Faculty Management; Professional services; Teachers	December each year
5.2.1.3. Digitize archiving documentation	Number of documents in the cloud	Faculty Management; Professional services; Teachers	December each year
Strategic task 5.2.2. Increase revenue and cost management level			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.2.2.1. Increase revenues from teaching activities	Revenues from teaching activities	Faculty Management; Departments; Professional services	March each year
5.2.2.2. Increase revenues from lifelong learning and adult education programs	Revenues from lifelong learning programs	Faculty Management; Departments; Professional services	March each year
5.2.2.3. Increase revenues from scientific research	Revenues from scientific research	Faculty Management; Departments; Professional services	March each year
5.2.2.4.	Revenues from professional projects	Faculty Management; Departments; Professional services	March each year

Increase revenues from professional projects			
5.2.2.5. Improve cost management	Improved cost control system	Faculty Management; Professional services	March each year
Strategic task 5.1.3. Improve teaching and research activities with teaching aids			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.2.3.1. Design a system of procedures for the use of teaching aids for teaching purposes and scientific research	A system of procedures for the use of teaching aids for teaching purposes and scientific research has been formed	Faculty Management; Professional services; Departments	October 2022
5.2.3.2. Procurement of new equipment to improve the teaching process	List of purchased teaching aids	Faculty Management; Professional services; Departments	Continuously at the beginning of each semester
5.2.3.3. Equipping the diagnostic center	Functional diagnostic center	Faculty Management; Departments	October 2025

Strategic sub-goal 5.3. Improving infrastructure resources			
Strategic task 5.3.1. Improving infrastructural resources in the teaching process			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.3.1.1. Provide space for quality teaching	Number of classrooms for teaching	Faculty Management	October 2024
	Number of spaces for kinesitherapy classes		
	Secured sports hall for a sufficient number of teaching hours		
	Equipped fitness center provided for long-term teaching needs		
	Provided continuous use of swimming		

	pools for teaching purposes		
	Provided outdoor sports courts for teaching purposes		
5.3.1.2. Provide additional space for teachers' offices	Number of adequate teacher cabinets according to the number of teachers	Faculty Management	October 2023
5.3.1.3. Enable flexibility of teachers' work	Equipment for remote work provided for each teacher	Faculty Management; Professional services; Departments	October 2024
Strategic task 5.3.2. Improving infrastructural resources in the scientific research process			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.3.2.1. Provide space for a diagnostic center	Adequate space provided for the diagnostic center	Faculty Management; Professional services; Departments	May 2024
5.3.2.2. Provide infrastructure for laboratories for scientific research	Provided spaces for scientific research work	Faculty Management; Professional services; Departments	October 2024
5.3.2.3. Improvement of infrastructural resources - outdoor sports courts and use of swimming pools as a prerequisite for scientific research	Built outdoor sports fields on the University campus	Faculty Management	December 2024
5.3.2.4. Improvement of infrastructural resources - use of swimming pools as a precondition for scientific research work	Ensured continuous use of swimming pools as a prerequisite for scientific research	Faculty Management	December 2022
5.3.2.5. Improvement of infrastructural resources - construction of a polyvalent sports hall	Prerequisites created / documentation prepared for the construction of a sports hall on the University campus	Faculty Management	December 2026

on the University campus as a prerequisite for scientific research work			
Strategic task 5.3.3. Improving infrastructure resources in operational and administrative activities			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.3.3.1. Optimize and systematize the number of jobs in offices	Made optimization and systematization of each workplace and office	Faculty Management; Professional services	October 2023
5.3.3.2. Provide additional space capacity for professional services	Number of adequate offices for professional services	Faculty Management; Professional services	October 2024
5.3.3.3. Provide adequate storage space for sports equipment	Adequate storage spaces for sports equipment are provided	Faculty Management; Professional services	October 2023
5.3.3.4. Reorganize physical jobs and offices	Made a functional plan of jobs in each office	Faculty Management; Professional services	October 2023
5.3.3.5. Provide adequate space for the needs of the technical service	Secured space for the needs of the technical service	Faculty Management; Professional services	October 2023
Strategic task 5.3.4. Create a system of teaching bases			
Activity	Performance indicator	Executive authorities	Activity dynamics
5.3.4.1. Develop a policy on teaching bases	Policy on teaching bases developed	Faculty Management; Departments; Professional services	December 2023
5.3.4.2. Analysis of the need for teaching bases and potential teaching bases	Analysis made	Faculty Management; Departments; Professional services	February 2024
5.3.4.3. Signing contracts with teaching bases	Number of contracts signed	Faculty Management; Departments; Professional services	June 2024
5.3.4.4.	A report on cooperation with	Faculty Management; Sub-departments; Departments	February each year

Analysis of the success of work with teaching bases	teaching bases has been prepared		
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7.6. Area Quality assurance system

Strategic goal 6:
Develop a quality management strategy and align it with the UNIOS (J. J. Strossmayer University of Osijek) strategy. Provide channels of communication between the Office for students, the Faculty Management and the Students' Assembly. Revise study programs.

Strategic sub-goals (■) and strategic tasks (○) 6:
<ul style="list-style-type: none"> ■ Improving quality management and science (6.1.) <ul style="list-style-type: none"> ○ Development of quality assurance strategy (6.1.1.) ○ Development of scientific strategy (6.1.2.) ■ Improving communication channels between the Office for students, the Faculty Management and the Students' Assembly (6.2.) <ul style="list-style-type: none"> ○ Improving the quality of the internal student survey at the Faculty level (6.2.1.) ○ Conducting an internal student survey (6.2.2.) ■ Revision of study programs and lifelong learning programs (6.3.) <ul style="list-style-type: none"> ○ Revision and improvement of the Graduate University Study Program (6.3.1.) ○ Revision and improvement of the lifelong learning program (6.3.2.) ■ Providing support to students of unequal opportunities at risk of social exclusion (6.4.) <ul style="list-style-type: none"> ○ Define the rules of material and technical assistance to students at risk of social exclusion (6.4.1.) ● Connecting with the local community and external stakeholders (6.5.) <ul style="list-style-type: none"> ○ Establishment of a volunteer center (6.5.1.) ○ Connecting with the local community (6.5.2.)

Implementation plan:

Strategic sub-goal 6.1.			
Improving quality management and science			
Strategic task 6.1.1.			
Development of quality assurance strategy			
Activity	Performance indicator	Executive authorities	Activity dynamics
6.1.1.1.	Action plan developed	Faculty Management; Office for the Improvement and	March 2022

Develop a quality assurance strategy		Quality Assurance of Higher Education	
	Coordinated strategy with university strategy	Faculty Management; Office for the Improvement and Quality Assurance of Higher Education	July 2022
	Implementation of the action plan	Faculty Management; Office for the Improvement and Quality Assurance of Higher Education	September 2022
6.1.1.2. Analysis of scientific activity	Scientific activity report	Vice dean for science and international cooperation; Faculty Management	February 2022
6.1.1.3. Develop a scientific strategy	Developed scientific strategy	Vice dean for science and international cooperation; Faculty Management; Departments and sub-departments	April 2022

Strategic sub-goal 6.2.			
Improving communication channels between the Office for students, the Faculty Management and the Students' Assembly			
Strategic task 6.2.1.			
Improving the quality of the internal student survey at the Faculty level			
Activity	Performance indicator	Executive authorities	Activity dynamics
6.2.1.1. Revision of the internal student survey of graduate students of Kinesiology education	Analysis of the existing internal survey	Vice dean for teaching; Office for the Improvement and Quality Assurance of Higher Education	October 2022
	Internal survey conducted	Vice dean for teaching; Office for the Improvement and Quality Assurance of Higher Education	December 2022
	Conducting a survey among students	Vice dean for teaching; Office for the Improvement and	May 2023

		Quality Assurance of Higher Education	
6.2.1.2. Establishment of a system of informing stakeholders about the results of the survey	Results report, activity documentation and informing stakeholders	Vice dean for teaching; Office for the Improvement and Quality Assurance of Higher Education	April 2023
Strategic task 6.2.2. Conducting an internal student survey			
Activity	Performance indicator	Executive authorities	Activity dynamics
6.2.2.1. Conduct a survey for the 2nd year of the Graduate University Study of Kinesiology Education, who study according to the original study program	Survey conducted with 2nd year students of the Graduate University Study of Kinesiology Education	Faculty Management; Office for the Improvement and Quality Assurance of Higher Education	May 2022 with the 2nd year of the Graduate University Study of Kinesiology Education; surveying students of the 2nd year of graduate study and the 3rd year of undergraduate university study of Kinesiology
	Survey report		
6.2.2.2. Conduct a survey of the 1st year of the Graduate University Study of Kinesiology Education, who study according to the changed study program.	Survey conducted with 2nd year students of the Graduate University Study of Kinesiology Education	Faculty Management; Office for the Improvement and Quality Assurance of Higher Education	May 2023 with the 2nd year of graduate university study of Kinesiology education
	Survey report		

Strategic sub-goal 6.3. Revision of study programs and lifelong learning programs			
Strategic task 6.3.1. Revision and improvement of the Graduate University Study Program			
Activity	Performance indicator	Executive authorities	Activity dynamics
6.3.1.1. Analysis of the Graduate Study of Kinesiology Education	The analysis is made and the competencies of the master of	Faculty Management;	May 2023

in order to improve the acquired competencies of the study program according to the needs of the labor market	kinesiology education are defined	Commission for the preparation of the Graduate University Study program of Kinesiology Education; Departments; Sub-departments	
6.3.1.2. Reduce the number of compulsory courses with similar content and outcomes	Proposed obligatory courses for students to adopt and acquire competencies at the graduate level	Faculty Management; Commission for the preparation of the Graduate University Study program of Kinesiology Education; Odsjeci; Katedre	March 2024
6.3.1.3. Increase the number of elective courses in line with new trends and labor market needs	Proposal of elective courses that students should adopt and acquire competencies at the graduate level	Faculty Management; Commission for the preparation of the Graduate University Study program; Odsjeci; Katedre	March 2024
6.3.1.4. Preparation of a study of the new Graduate University Study Program	Study of the Graduate University Study prepared	Faculty Management; Commission for the preparation of the Graduate University Study program of Kinesiology Education	February 2024
Strategic goal 6.3.2.			
Revision and improvement of lifelong learning programs and adult education programs			
Activity	Performance indicator	Executive authorities	Activity dynamics
6.3.2.1. Appointment of a coordinator for lifelong	Appointed coordinator for lifelong learning	Dean; Secretary office	March 2022

learning and adult education programs	programs and adult education programs		
6.3.2.2. Development of a plan and definition of the number of lifelong learning programs and adult education programs	Plan for launching lifelong learning programs and adult education programs in line with the strategic goals of the Faculty, social interests and the labor market	Faculty Management; Coordinator for lifelong learning and adult education	September 2022

Strategic sub-goal 6.4. Providing support to students of unequal opportunities at risk of social exclusion			
Strategic task 6.4.1. Define the rules of material and technical assistance to students with unequal opportunities and at risk of social exclusion			
Activity	Performance indicator	Executive authorities	Activity dynamics
6.4.1.1. Analysis of the social status of enrolled students	Development of a policy on support for students at risk of social exclusion	Faculty Management; Secretary office; Office for students	September 2023
6.4.1.2. Providing support to students with disabilities and providing associated infrastructure	Provided support to students with disabilities and associated infrastructure	Faculty Management; Secretary office; Office for students	September 2024

Strategic sub-goal 6.5. Connecting with the local community and external stakeholders			
Strategic task 6.5.1. Establishment of a volunteer center			
Activity	Performance indicator	Executive authorities	Activity dynamics
6.5.1.1. Establishment of a volunteer center	An initiative has been launched to establish a student volunteer center	Faculty Management; Office for the Improvement and Quality Assurance of Higher Education;	April 2022

		Students' Assembly; All employees	
6.5.1.2 Defining the program of the volunteer center	The program of the volunteer center was made	Volunteer center; Students' Assembly	December 2022
Strategic task 6.5.2. Connecting with the local community			
Activity	Performance indicator	Executive authorities	Activity dynamics
6.5.2.1. Establishment of a focus group to bring together external stakeholders	Focus group established	Faculty Management; Office for the Improvement and Quality Assurance of Higher Education; Students' Assembly; Alumni Association	December 2022

8. Conclusion

Development strategy of the Faculty of Kinesiology Osijek 2022-2027 is the framework for the activities of the Faculty in the future five-year period, and the implementation of the Strategy is a continuous process. This certainly implies teamwork and interaction at all levels and the involvement of as many employees of the Faculty as possible in the implementation process and responsibility for achieving the set goals and objectives. Conducted strategic analyzes with the involvement of external stakeholders will enable a clear articulation of strategic objectives and their elaboration into operational activities.

Based on the developed Strategy, action plans for the implementation of the Strategy for each year will be developed. The action plan will contain the following elements: 1. overview of priority goals and tasks 2. precise annual indicators and target values for each goal and task 3. deadlines for realization of goals and tasks 4. list of activities that will implement individual goals and tasks 5. responsible persons for carrying out activities. The elaboration of strategic goals on activities and stakeholders aims to affirm each individual and organizational units in achieving goals on the one hand and to create awareness of the synergistic effects of achieving goals on the other hand. Employees of the Faculty will be continuously informed about relevant information related to certain areas of the Strategy on an annual basis and, if necessary, correct and supplement the formulation of goals, tasks, indicators and target values to ensure consistent implementation of the Strategy.

Consistent implementation of the strategic goals of the Strategy of the Faculty of Kinesiology Osijek will achieve the mission and vision of the Faculty, ensure the continuity of good practice and enable significant steps forward in future key activities of the Faculty.