



STRATEGIC DEVELOPMENT PLAN FOR 2019-2023
FACULTY OF EDUCATION AND REHABILITATION
SCIENCES

Zagreb, 8 July 2019

The Strategic Development Plan of the Faculty of Education and Rehabilitation Sciences was prepared by the **Committee for Preparation of the Strategic Plan**, which was named during the sixth Regular Meeting of the Faculty Council held on 18 March 2019 :

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The Faculty Council adopted the Strategic Development Plan for the Period 2019-2023 at its 10th Regular Meeting on 8 July 2019.

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ABOUT THE FACULTY OF EDUCATION AND REHABILITATION SCIENCES

MISSION

The **Faculty of Education and Rehabilitation Sciences** (ERF) of the University of Zagreb is the only higher education institution in Croatia that provides university studies in **speech and language pathology, educational rehabilitation** and **social pedagogy** and that carries out scientific and professional work in these fields. The Faculty is dedicated to the science-based education of future experts in the fields of educational rehabilitation, speech and language pathology and social pedagogy who work at the level of individuals and social environment towards inclusion of vulnerable and at-risk groups in the community, and who influence public policy and social welfare, while respecting the principles of professional ethics and responsibility.

VISION

The Faculty of Education and Rehabilitation Sciences aims to become a higher education institution internationally recognised for excellence in research and teaching as well as for influence in the communities in which it operates.

HISTORY

The Faculty of Education and Rehabilitation Sciences was founded in 1962 with the name College of Defectology. In 1965, it became part of the University of Zagreb. Since then, it has changed its name twice: in 1973 to the Faculty of Defectology and on 14 April 1998 to the name it bears today. That day is celebrated as the Day of the Faculty of Education and Rehabilitation Sciences. Since 2007, the Faculty has been located on the University Campus Borongaj.

From its beginnings until today, to take into account scientific developments in its areas of expertise, the Faculty has adapted its study programmes many times and continuously developed its scientific research and professional programmes. Since 2005 study programmes have been structured in accord with the principles of the Bologna Declaration.

STRUCTURE, MANAGEMENT AND RESOURCES

The structure and activities of the Faculty are regulated by its Statute, internal acts and decisions of the Dean and Faculty Council. The current Statute was adopted in 2016, and a new Statute is in preparation, together with new versions of the Regulations on Staff Structure, Regulations on the Activities of the Centre for Rehabilitation, Regulations on the Activities of the Faculty Library, Regulations on Quality Assurance and Regulations on Archival and Registration Materials. The updating of these documents aims to improve the regulation of Faculty activities.

The bodies of the Faculty are the Dean and Faculty Council. The Dean directs the Faculty and reports to the Faculty Council and the University Rector. The Dean's Collegium acts as an advisory body to the Dean, and its core comprises the Vice Dean for Study Programmes and Students, the Vice Dean for Science and International Cooperation and the Secretary. When necessary, the Collegium takes on a broader composition including the Vice Deans, Secretary, Directors of the Study Programmes (Rehabilitation/Educational Rehabilitation, Speech and Language Pathology and Social Pedagogy), and Director of the Centre for Rehabilitation. The Dean can also name regular members of Faculty

organisational units and other employees to the Collegium. The Faculty Council comprises all teachers who have achieved a scientific-teaching, teaching, or associate rank, as well as student representatives and non-teaching staff.

The permanent advisory bodies of the Faculty Council are:

- Quality Management Commission,
- Ethics Committee,
- Council on Pre-diploma and Diploma Studies,
- Council on Post-Diploma Studies,
- Committee for Teaching,
- Committee for Scientific Research Activity,
- Library Committee,
- Publications Committee,
- Committee for Handling Complaints and Student Concerns, and
- Disciplinary Commission for Employees.

Following are the organisational units of the Faculty:

1. **Departments** (of which research laboratories form a part):

- **Department of Visual Impairments**
- **Department of Hearing Impairments**
Laboratory for Research of Sign Language and Deaf Culture (HZJ Lab)
- **Department of Motoric Disorders, Chronic Diseases and Art Therapies**
- **Department of Inclusive Education and Rehabilitation**
- **Department of Speech and Language Pathology**
Laboratory for Psycholinguistic Research (POLIN)
Child Communication Research Lab (LIDEK)
Laboratory for Hearing and Speech Acoustics
Laboratory for Assisted Communication
- **Department of Behavioural Disorders**
Laboratory for Prevention Research (PREVLAB)
- **Department of Criminology**

2. **Chairs**

- Chair for Informatics, Statistics and Technology
- Chair for Physical Education and Recreation

3. **Centre for Lifelong Learning**

4. **Centre for Rehabilitation**

5. **Library**

6. **Secretariat**

At the moment 108 staff work at the Faculty:

- 74 scientific-teaching staff: 11 tenured professors (*redoviti profesori u trajnom zvanju*), 7 full professors (*redoviti profesori*), 15 associate professors (*izvanredni profesori*), 23 assistant professors (*docenti*), 12 assistants (*asistenti*), 1 higher assistant (*viši asistent*), 1 senior lecturer (*viši predavač*), 3 doctoral students (*doktorandi*) employed on projects and 1

tenured professor (*profesor u trajnom zvanju*) in partial retirement working at 30% of a full-time position;

- 2 members of library staff;
- 23 administrative, technical and cleaning staff. Two administrators are employed through projects, and two associates and one cleaning lady are employed through the Faculty's own funds;
- 9 staff are employed at the Centre for Rehabilitation: 4 out of the Faculty's own funds, 2 out of funding provided by the Ministry of Science and Education, 2 through projects and 1 administrative secretary through the Faculty's own funds.

In the 12 years since the Faculty has been located at the University Campus Borongaj, the available space has become insufficient to support the scientific research and teaching activities at the Faculty. Each study programme increased its enrolment quota from 30 to 50 students; the number of scientific-teaching, associate and administrative staff has grown; two new laboratories were created; two of the other three laboratories occupy rented space; the library space is inadequate, space for student activities (societies, gatherings, studying) is inadequate, and the Centre for Rehabilitation lacks space for its permanent employees (they mainly borrow space from units to which they do not belong in order to be able to conduct their work without interruption).

Toward the end of 2017, the Faculty Management began to prepare a project to add a floor to the building in order to expand space by approximately 900 m², which has, for the moment, resolved some of the abovementioned problems.

Although the number of administrative staff has grown in the past 12 years, the administrative capacity for supporting projects and international collaboration is no longer sufficient. During the past four years, some 70 scientific and professional projects have been carried out *annually* at the Faculty, in which the Faculty served as a partner or leader. The Faculty has had to reject some requests to serve as leader on some international projects purely for lack of administrative capacity. The Faculty makes an effort, as much as possible, to dedicate its own funds to support scientific, teaching and professional work, including the financing of expert associates and their continuing education.

SCIENTIFIC RESEARCH

Numerous national and international scientific research projects are carried out in seven departments and five research laboratories. Teachers at the Faculty have participated annually in 42-52 scientific projects (14-16 of them international) during the last four years, with the Faculty as leader or partner on those projects, including research lasting 1-2 years and financed by the University of Zagreb. An additional effort should be made for increasing the number of competitive projects on which the Faculty is a lead partner.

We cannot be satisfied with the scientific productivity in terms of the average number of published scientific articles, which is a bit higher than one article annually per researcher. Mechanisms should be developed to increase scientific productivity at the Faculty.

Given the clearly unsatisfactory situation with scientific funding in Croatia, the Faculty has been providing its own financial support, in line with and in support of the goals in the previous Strategic Development Plan, to promote scientific activity – in the form of supporting the participation at scientific conferences at the level of 10,000 HRK per year and refunding fees for editing articles written in English and accepted for publishing in A1-ranked scientific journals, as well as for editing project proposals written in English.

The launching of a new doctoral study programme in Speech, Language and Hearing Disorders in 2017 also fulfilled one of the goals of advancing scientific activity, expressed in the previous Strategic Development Plan. Further improvement is needed in the quality of doctoral studies, in the form of increases in the numbers of doctoral students on projects, published articles involving doctoral students, student mobility and teachers engaged in doctoral study programmes.

The Faculty publishes three open-access scientific journals: ***Croatian Review of Rehabilitation Research (Hrvatska revija za rehabilitacijska istraživanja)***, ***Criminology & Social Integration (Kriminologija i socijalna integracija)*** and, as co-publisher, ***Logopedics (Logopedija)***. All three journals recently began to be published only in electronic form and are included in the DOI system. *Croatian Review of Rehabilitation Research* and *Criminology & Social Integration* have international editorial boards and reviewers, and they publish articles in English. *Criminology & Social Integration* publishes articles in Croatian and English, and articles originally written in Croatian are translated to English at the journal's expense. *Croatian Review of Rehabilitation Research* is indexed in the Scopus database. The editors try to send English-language manuscripts to appropriately qualified reviewers in other countries. From 2014 to 2018, manuscripts were evaluated by approximately 73 foreign reviewers, mostly from the US, Canada, Australia and UK, with smaller numbers from some 10 European countries. In the past four years, the three journals have published altogether 183 articles, of which 157 are research studies and 76 of which were written in English.

Here, too, the Faculty offers financial support for scientific work. In past years, the Faculty has provided two-thirds of the budget of the *Croatian Review of Rehabilitation Research*, and the remaining one third has come from the Ministry of Science and Education. Since 2018, the three journals make use of an anti-plagiarism programme, which is also available to teachers at the Faculty.

In order to continue improving journal quality, the number of articles published in English and the number of foreign reviewers should increase, an on-line editorial system should be implemented, and a policy on publication ethics should be prepared.

In addition to the mentioned journals, the Faculty publishes **a range of other scientific and professional publications**. Within the framework of the Faculty Library, first and subsequent (revised) editions of scientific works (scientific series), textbooks (textbook series), translated works (translation series) and diagnostic/assessment instruments are published. At the moment, approximately 80 publications of which the Faculty is (co)publisher are available, 40 of which are updated editions.

In addition, the Faculty organises every five years the **international conference ERFCON**, at which experts in the Faculty's areas of interest as well as related fields come from within Croatia and

abroad to present their research results and exchange experiences. In 2017, ERFCON was held for the ninth time, when it hosted 348 participants from 25 countries who made 280 presentations. In addition to the main conference, 15 satellite events were held, including preconferences, scientific-research and professional symposia, workshops, scientific methodology schools and round tables. The extent and variety of scientific work at the Faculty implies the need to shorten the interval between ERFCON conferences.

The quality of scientific research at the Faculty is recognised at the national and international levels. In the previous period, Faculty researchers received two **significant awards** for their scientific work: the National Science Award (*Državna nagrada za znanost*), which was conferred on prof. Jelena Kuvač Kraljević PhD in 2017, as well as Recognition from the European Society for Prevention Research, which was conferred in 2018 on the Faculty's Laboratory for Prevention Research.

TEACHING

Three **undergraduate study programmes** are conducted at the Faculty, each lasting three years: *Rehabilitation, Speech and Language Pathology*, and *Social Pedagogy*. The Faculty offers also three **graduate level study programmes**, each lasting two years: *Educational Rehabilitation, Speech and Language Pathology* and *Social Pedagogy*.

In March 2019, the three-year project *Advancing Quality in Study Programmes in Speech and Language Pathology, Social Pedagogy and Educational Rehabilitation* (ERF-LOSPER) was launched, financed by the European Social Fund. Within this project, the study programmes will align with the Croatian Qualifications Framework, and occupational standards as well as qualification standards will be developed for the three professions for which the Faculty trains future professionals. This work will form the basis for a three new study programmes: (1) an integrated university study programme in speech and language pathology, (2) an integrated university study programme in educational rehabilitation, (3) an integrated university study programme in social pedagogy, each of them lasting five years.

The Faculty also conducts two **doctoral programmes** lasting three years (*Prevention Science and Disability Studies*, and *Speech, Language and Hearing Disorders*) and one **specialist programme** lasting three semesters (*Early Intervention in Educational Rehabilitation*).

Each year, each pre-diploma study programme enrolls approximately 50 new students. Given a total of 150 students in each year of both study levels, the total student enrolment at the Faculty comes to approximately 450 at the undergraduate level and 300 at the graduate level. Approximately 35 doctoral students and 25 specialists are enrolled in post-diploma studies. Across all study levels, then, slightly more than 800 students are enrolled at the Faculty. Since the launching of the first post-diploma studies through 2019, 125 doctoral dissertations and 55 specialist theses have been defended at the Faculty.

In relation to the advancement in teaching highlighted in the previous Strategic Development Plan, the last four years have seen a growth in student and teacher mobility at the Faculty (see section on international collaboration), improvement in students' evaluation of teaching (although there

continues to be room for improvement), and availability of learning materials in Croatian. In addition, student research continues to be promoted, as evidenced in University Rector Awards conferred on students at the Faculty. However, fewer such Awards have been awarded to the Faculty than to other faculties, and more support is needed in this area. Publication of educational materials should continue in the next period. Improvements in the organisation and evaluation of student practical work are also needed.

In order to improve teaching quality, the Faculty is dedicated to helping its teachers increase their teaching competencies. Over the last four years, in alignment with the goals of the Strategic Development Plan 2014-2018, teachers have attended diverse trainings (*Active Learning and Critical Thinking, Learning Outcomes, Assessment, Service-Learning, E-Learning*). Competence-building activities for teachers should be continued in the next period.

Under the aegis of the Centre for Lifelong Learning, the Faculty continuously organises numerous training and education events aimed at building competencies of experts in core and related disciplines. Since the founding of the Centre in 2008, more than 2,300 people have participated in education events. The Centre can further improve the quality of its work by expanding its educational offerings and the activities of the Centre and Faculty in the areas of adult education and development of international collaboration.

In addition, since its beginnings, the Faculty has considered students to be its partners and has provided organisational and financial support to the work of student associations, including Student Sport Society of the Faculty of Education and Rehabilitation Sciences (SŠU ERF), Student Society of Social Pedagogy (PUPOVCI), Association of Diploma Students of Educational Rehabilitation [module: Rehabilitation of Individuals with Vision Impairments (REHOV)], Association of Logopedics Students (LOGOMOTIVA), the a cappella group (SORELO) and the ERF Student Association. The Faculty also financially supports and provides scholarships to its high-achieving student athletes.

During the previous period, the Alumni Association AMCA-ERF intensified its activities, and it plans to further intensify its activities in the next period.

PROFESSIONAL ACTIVITIES

An important part of the Faculty's work, through which it hopes to influence its professional environment, is implementation of professional projects; publication of professional works; organisation of professional conferences; participation in professional conferences, forums and round tables; conducting trainings and education for staff in the education, social welfare, justice and health systems; and, especially, training of experts who can influence public policies related to children with developmental difficulties, children and youth at risk or with behaviour problems, and adults with disabilities or difficulties with social integration. Through their participation in working groups for preparing laws and other regulations at the national level, Faculty experts directly influence social change, which is an important part of the Faculty's mission.

Among the many professional projects that the Faculty carries out in collaboration with associations, educational institutions and universities and in addition to professional conferences and publications,

the **Centre for Rehabilitation**, founded in 1997, constitutes an extremely important part of the Faculty's professional activities. The Centre is the Faculty's clinical and teaching base and the site of scientific and professional research, professional projects, workshops, trainings and supervisions. The Centre is home to teaching in 41 undergraduate, graduate and post-graduate courses at the Faculty. Every year, approximately 900 clients of diverse ages and disabilities make use of the Centre's services. Over the last four years, the greatest challenge for the Centre has been short staffing, caused by the impossibility of hiring expert associates on permanent contracts, coupled with fluctuations among temporary staff. Since the Centre is recognised publicly for the quality of its clinical work, demand for its services substantially exceeds its capacities, so waiting lists are long. The Faculty Management therefore is making efforts to resolve the Centre's staffing problems and enable its further development.

Evidence of the quality of professional work at the Faculty is the fact that eight teachers, all members of the project team ICT-ACCT („Competence network founded on information-communication technologies for innovative services for people with complex communication needs“), together with numerous project partners, were among the recipients of the Ivan Filipović Award in 2015, the highest honour in Croatia for contributions to education.

QUALITY MANAGEMENT SYSTEM

The Faculty continuously invests in quality improvements in all aspects of its work. Along these lines, a Quality Policy and Regulations on the Quality Assurance System were approved in 2013. A Committee for Quality Management operates at the Faculty with the task of planning, coordinating, implementing, monitoring and evaluating activities in the Quality Assurance System. The Committee is an advisory body to the Faculty Council and Dean. The Committee comprises seven members from among scientific-teaching staff, teaching and associate staff, non-teaching staff, students and external stakeholders. Investment in quality improvements at the Faculty is a continuous process linked to all other processes and activities at the Faculty. The Committee regularly prepares an annual report about its work as well as an annual plan of activities.

During the previous period, the Committee engaged in activities related to teaching quality (collaboration with the Teaching Committee, distribution and analysis of evaluations by students, audit of study programmes), space remodeling, and introduction of annual reporting by non-teaching staff, among other activities. A more holistic and systematic approach is needed in planning, implementation and evaluation of quality assurance in all areas (teaching, research, professional work, international collaboration, information system, administrative activities and management of all processes, including the Faculty as a whole). To accomplish this, a Vice Dean for Quality should be named and an on-line platform created through which all data for annual reporting and monitoring of quality development can be collected. These steps would create the foundations for internal quality evaluation.

In order to improve its visibility, the Faculty developed a new website during the previous period, in alignment with its strategic goals. The website is now in need of updating. Also there is a need for continuation of work to create an intranet for more effective information exchange.

INTERNATIONAL COLLABORATION

International collaboration in the framework of the scientific, teaching and professional activities of the Faculty are continuously being developed. International scientific and professional projects are on-going, and the numbers of incoming and outgoing students in the Erasmus+ programme and other mobility programmes grow from one year to the next. In recent years, some 15 students came to the Faculty or left it for other faculties, together with the same number of incoming and outgoing teachers. This is a substantial increase over the last period. The number of outgoing non-teaching staff is also increasing. The Faculty has Erasmus+ exchange agreements with 16 universities from 10 European countries (Portugal, Poland, Finland, Bulgaria, Belgium, Slovenia, North Macedonia, Czech Republic, the Netherlands, and Romania). For the last 15 years, on the basis of an inter-university agreement, 15 students from the Faculty have traveled to Indiana State University in the US every year, where they have studied criminology and, starting recently, educational rehabilitation as well. The Faculty also carries out research projects with Indiana State University. Faculty teachers visit foreign institutions within the framework of bilateral inter-university exchanges, a university call for academic mobility and individual agreements with foreign institutions.

On University Day of International Collaboration in 2018, the Faculty was highlighted as a model of good practice in organising mobility, developing international collaborations and, in particular, in providing a catalogue with courses offered in English, as well as in providing supportive information for incoming students.

Although we can be relatively satisfied with the current situation in international collaboration, there are reasons for concern. As a result of the complete neglect of courses in English during the standardisation of teaching work evaluation and recognition across the University, the number of such courses has fallen recently, which will harm mobility and international collaboration at the Faculty in the long run. Thus measures are needed to reverse this trend.

IDENTITY AND VISIBILITY OF THE FACULTY

After 57 years of existence, the Faculty has become recognised publicly as an institution that, with dedication and responsibility, tries to improve the quality of life of children with developmental difficulties, children and youth at risk or with behaviour problems, and adults with disabilities or difficulties in social integration.

In the next period, activities should be strengthened to increase the visibility of all segments of the Faculty's work, particularly abroad, and to make the identities of its three professions more clear to the public.

STRATEGIC DEVELOPMENT PLAN FOR SCIENTIFIC RESEARCH AT THE FACULTY FOR THE PERIOD 2019-2023

The Strategic Development Plan is a foundational document at the Faculty of Education and Rehabilitation Sciences that plots the developmental course for the coming four years. The Plan starts from the Faculty Mission and Vision and is developed based on the Faculty's current state and on the goals achieved during the preceding period.

The Strategic Development Plan is aligned with the following documents:

- Strategy Europe 2020,
- Strategy of Education, Science and Technology of the Republic of Croatia,
- Strategy of Studies and Studying at the University of Zagreb,
- Strategy of Research, Technology Transfer and Innovation at the University of Zagreb,
- Internationalisation Strategy,
- Quality Assurance Strategy at the University of Zagreb,
- Report (2014) from the Expert Committee on Reaccreditation of the Faculty of Education and Rehabilitation Sciences,
- Statute (2016) of the Faculty of Education and Rehabilitation Sciences, and
- Strategic Development Plan (2014-2018) of the Faculty of Education and Rehabilitation Sciences at the University of Zagreb.

The following strategic goals have been established for the next four-year period:

Strategic goal 1 : Advancement in scientific research

Strategic goal 2 : Advancement in teaching

Strategic goal 3 : Advancement in quality management

Strategic goal 4 : Strengthening of professional influence in the community

Strategic goal 5 : Advancement in management and in resources

Strategic goal 6 : Advancement of international collaboration

Strategic goal 7 : Advancement in the Faculty's profile and visibility in the three professions

SWOT analysis was performed for each strategic goal. The Strategic Development Plan is shown as a table, with specific goals for each strategic goal, the measures planned to accomplish the specific goals, the indicators to be used to assess the accomplishment of those goals, the staff members responsible, and the time frames for implementation of measures. The success of activities will be continuously assessed through comparison with indicators from previous years, as described in annual activity reports.

Strategic goal 1: Advancement in scientific research

<p>Strengths Motivation, competence and experience of teaching staff in carrying out projects, leading doctoral studies, organising scientific conferences, as well as editing and publishing scientific journals</p> <p>Existence of two doctoral study programmes at the Faculty</p> <p>Social relevance and immediacy of the research topics covered by Faculty projects</p> <p>Capacity for interdisciplinary research</p> <p>Motivation of students to carry out scientific work</p>	<p>Weaknesses Relatively small number of published articles</p> <p>The Faculty is the lead partner on a relatively small number of competitive projects</p> <p>A relatively small number of doctoral students are involved in scientific projects and mobility programmes at the Faculty</p> <p>Lack of space for research laboratories</p> <p>Relatively small number of articles published in English in Faculty journals</p> <p>Insufficient number of reviewers for articles in Croatian</p> <p>Inadequate awareness of publication ethics among scientists</p>
<p>Opportunities Good international contacts and collaboration</p> <p>Substantial interest for partnership with the Faculty</p>	<p>Threats Insufficient budget for financing scientific research</p> <p>Relatively modest resources available for the Faculty to support scientific work</p> <p>Lack of capacity in project administration</p> <p>Insufficient ability to employ administrative staff on open-ended contracts</p> <p>Staff overload with teaching, administrative and institutional duties</p>

Specific goal	Measure	Indicator	Responsible	Deadline
Increase the number of published A1 scientific articles	Continue to financially support publishing of A1 articles	Number of A1 scientific articles published annually Amount of financing provided	Faculty Management, Committee for Scientific Activity	Continuously 2020
	Introduce additional measures to support scientific productivity	Resolution passed about measures to support scientific productivity		
Increase the number of applications to competitive scientific projects	Continue to financially support project applications	Numbers of competitive projects applied for and won Amount of financing provided	Faculty Management, Committee for Scientific Activity	Continuously 2020
	Introduce additional measures to support applications to	Resolution passed about measures to support applications to competitive projects		

	competitive projects			
Increase active participation at scientific conferences	Continue to financially support attendance at scientific conferences	Numbers of scientific conferences attended Amount of financing provided	Faculty Management, Department heads	Continuously
Improve the quality of doctoral studies	Increase the number of scientific articles published with doctoral students	Number of articles published with doctoral students	Directors of doctoral studies	Continuously
	Increase involvement of doctoral students in scientific projects	Number of doctoral students involved in scientific projects		Continuously
	Increase international teaching activities in doctoral programmes	Number of incoming and outgoing teaching staff and students in mobility programmes		Continuously
Improve the condition of research laboratories	Build and equip three laboratories at the Faculty	Readiness of space for the three laboratories	Faculty Management	9/2020
Improve the quality of journals published by the Faculty	Create web sites for the journals: <i>Croatian Review of Rehabilitation Research, Criminology & Social Integration, Logopedics</i>	Readiness of web site	Journal editors	2019
	Improve journal ranking	Application for <i>Criminology & Social Integration</i> to be indexed in SCOPUS	Journal editor	2020
	Increase the number of articles published in English in journals published by the Faculty	Number of articles published in English	Journal editors	2020
	Improve the quality of manuscript review by increasing the number of reviewers outside Croatia	The journal <i>HRRRI</i> becomes bilingual		2021
	Improve the quality of manuscript review by increasing the number of reviewers outside Croatia	Number of reviewers outside Croatia	Journal editors	Continuously
	Prepare a document on publication ethics	Finished document on ethics of publishing and posting on journal webpage and/or on the HRČAK portal		
Promote scientific work by students	Support organisation of the student conference ERFUSS	ERFUSS conference held	Vice Dean for Science and International Cooperation,	2020 2022

	<p>Publish scientific articles with students as co-authors</p> <p>Award prizes to scientific articles by students</p>	<p>Number of published articles</p> <p>At least one Dean's Prize annually At least one Rector's Prize annually</p>	<p>Student Council</p> <p>Department heads</p> <p>Dean Vice Dean for Science and International Cooperation</p>	<p>Continuously</p> <p>April each year June each year</p>
<p>Improve the profile and visibility of scientific work at the Faculty</p>	<p>Improve the profile and visibility of scientific projects by creating a complete project database on the Faculty website</p> <p>Shorten the period between ERFCON conferences</p> <p>Promote the organisation of smaller scientific conferences</p>	<p>Database with basic information on all projects and links to the respective project websites</p> <p>ERFCON conference held</p> <p>At least one, one-day conference of up to 100 participants held each year</p>	<p>Vice Dean for Science and International Cooperation, Project consultant</p> <p>Vice-Dean for Science, Department heads</p>	<p>2022</p> <p>2021</p> <p>Continuously</p>

Strategic goal 2: Advancement in teaching

<p>Strengths</p> <p>Competent teachers Good ratio of teachers to students Quality work by professional services Centre for Rehabilitation as a teaching base Capacity to offer student services</p>	<p>Weaknesses</p> <p>Inadequate classroom space Lack of own textbooks and course manuals Reluctance of teachers to utilise e-learning more Inadequately structured monitoring of practical work by students</p>
<p>Opportunities</p> <p>Unique status of the Faculty in Croatia Demand for studies at the Faculty Demand, increasingly from abroad, for training and education at the Centre for Lifelong Learning Availability of funding for improving quality of study programmes (European Social Fund) Availability of training for improving teacher and student competencies Some Faculty teachers are qualified to hold workshops on e-learning and assist users</p>	<p>Threats</p> <p>Excessive obligations placed on teachers Turnover in both Student Affairs Offices</p>

Specific goal	Measure	Indicator	Responsible	Deadline
Align study programmes with the Croatian Qualifications Framework	Develop three new, integrated study programmes: integrated programmes in 1) speech and language pathology, 2) educational rehabilitation, 3) social pedagogy, based on the occupational standards and qualification standards	Authorisation for three new study programmes	Vice Dean for Study Programmes and Students, Vice Dean for Science and International Cooperation, Directors of Study Programmes	2022
Improve implementation of practical student work	Improve the students' guidebook for practical work	Completed guidebook	Vice Dean for Study Programmes and Students, Directors of Study Programmes	Continuously
	Introduce student evaluations of practical work	Completed student survey of practical work		2020
	Remodel and equip existing space for clinical work	Remodelled, equipped space	Director of the Centre for Rehabilitation, Office directors	Continuously
Improve the quality of specialist studies	Promote publication of professional and review articles of specialists and students specialising in early	Number of articles published	Director of Specialist Studies	Continuously

	<p>intervention</p> <p>Promote participation of specialists and students specialising in early intervention in professional and scientific conferences</p> <p>Increase international teaching activities in the specialist study programme <i>Early Intervention</i></p> <p>Strengthen the study programme by offering workshops for students</p>	<p>Number of specialists and specialising students who have participated at conferences</p> <p>Number of foreign lectures hosted</p> <p>Number and type of workshops held, Number of students who attended them</p>		<p>Continuously</p> <p>Continuously</p> <p>Continuously</p>
Advance the activities of the Centre for Lifelong Learning	<p>Expand the educational offerings offered by the Centre for Lifelong Learning</p> <p>Include adult education programmes in the Centre's offerings</p> <p>Strengthen collaboration with countries in the region</p>	<p>Number of new education events, Number of participants</p> <p>Introduction of at least one education programme</p> <p>Number of education events abroad, Number of education events involving visiting lecturers from abroad</p>	<p>Director of the Centre for Lifelong Learning</p> <p>Head of the working group for programme development</p> <p>Director of the Centre for Lifelong Learning</p>	<p>Continuously</p> <p>2023</p> <p>Continuously</p>
Improve teacher competencies	<p>Provide educations (in <i>Active Learning and Critical Thinking, Student-oriented teaching, Learning Outcomes, Service- Learning, Public Speaking, etc.</i>)</p>	<p>Number and types of education events, Number of participants</p>	<p>Vice Dean for Study Programmes and Students, Department heads</p>	<p>Continuously</p> <p>1-2 education events annually</p>
Increase the number of teaching materials authored by Faculty teachers	<p>Increase the number of university textbooks and handbooks</p> <p>Increase the number of course manuals on the Faculty website</p>	<p>Number of new textbooks and handbooks</p> <p>Number of course manuals published on the Faculty website</p>	<p>Department heads</p>	<p>Continuous</p> <p>Continuous</p>
Advance e-learning	<p>Increase the number of courses on the second level of e-learning use</p>	<p>Number of courses on the second level of e-learning</p>	<p>Department heads, E-learning coordinator</p>	<p>Continuously</p>

	Organise workshop on use of e-learning Introduce an award for best e-course in Faculty regulations	Number of participants in the workshop Accepted by the Faculty Council	E-learning coordinator Faculty Management	Once annually 2019
Improve support to students, improve their competencies for studies and employment	Provide education in <i>Academic Skills, Social Entrepreneurship, and Entrepreneurial Skills</i> Launch Career Counselling Centre for students Use resources of the Centre for Rehabilitation to offer psychosocial support to students	Number of students who attend Functioning Career Counselling Centre Number of students who receive support	Vice Dean for Study Programmes and Students Career counsellors Director of the Centre for Rehabilitation	Once annually 2021 Continuously

Strategic goal 3: Advancement in quality management

Strengths Motivated, competent members of the Commission for Quality	Weaknesses Staff inadequately informed about the quality management system and its importance Inadequate understanding of how the quality assurance system functions in the activities of the entire Faculty and all its units Lack of internal quality assessment
Opportunities Contact with domestic and international institutions whose quality assurance systems exemplify good practices Availability of project financing (European Social Fund) for improving the quality system Activities by the Agency for Science and Higher Education (AZVO) and University to improve quality	Threats Excessive obligations placed on teachers

Specific goal	Measure	Indicator	Responsible	Deadline
Improve understanding of quality assurance procedures and their importance among teaching and non-teaching staff	Organise thematic meeting of the Faculty Council on establishment of a total quality system at the Faculty	Meeting held	Commission for Quality, Faculty Management	2019
	Organise a seminar on establishment of a quality system at the Faculty	Seminar held		2019
	Provide education in „Student feedback: an opportunity to develop the quality system“ and „Non-teaching staff and the quality assurance system“	Number of teaching and non-teaching staff who attend the education		2020
	Organise a round table discussion on the quality system at the Faculty	Round table held		2022
Advance quality assurance implementation and evaluation	Establish collaborations with institutions in Croatia and abroad whose quality systems are recognised as examples of good practice, and integration of their experiences into the rules and procedures of quality improvement at the Faculty	Collaboration with experts from other institutions of higher learning to hold seminars at the Faculty and help prepare documents	Commission for Quality, Faculty Management	2019-2022
		Study visits by teaching and non-teaching staff to other institutions in Croatia and abroad		2019
	Prepare new regulations on quality assurance	Acceptance of regulations by Faculty Council		2021

	Prepare handbook on quality assurance	Handbook published		2022
	Creation of on-line platform for collecting all data relevant for improving quality of the Faculty's work	Creation of on-line platform	Commission for Quality, Faculty Management	2021
	Name Vice Dean responsible for quality assurance	Vice Dean elected by the Faculty Council		2021
	Begin preparations for introduction of regular internal quality assessment	Annual report delivered to the Faculty Council	Commission for Quality, Faculty Management	2023

Strategic goal 4: Strengthening of professional influence in the community

<p>Strengths Motivated, competent teachers and expert associates Recognition of the Centre for Rehabilitation as a place of clinical excellence Motivated students</p>	<p>Weaknesses Impossibility of satisfying all requests for services of the Centre for Rehabilitation – long waiting lists Despite efforts, unsatisfactory influence on social policymaking Lack of a systematic, unified overview of all important stakeholders in the areas of educational rehabilitation, speech and language pathology and social pedagogy in Croatia</p>
<p>Opportunities Availability of funding through European projects (European Social Fund) High interest among various institutions and associations to partner with the Faculty on professional projects Students motivated for professional work outside the classroom Possibility of employing workers at the Centre for Rehabilitation as expert associates within the system of science and higher education</p>	<p>Threats Insufficient number of permanent employees at the Centre Administrative capacity to support projects is becoming insufficient</p>

Specific goal	Measure	Indicator	Responsible	Deadline
Develop the Centre for Rehabilitation as a centre of excellence in clinical work in the fields of speech and language pathology, educational rehabilitation, and social pedagogy	Strengthen the workforce through new employment	Employment of the following staff on permanent contracts as expert associates in the system of science and higher education: 1 social pedagogue 1 educational rehabilitator 1 speech and language pathologist 1 psychologist 1 administrative assistant	Faculty Management, Director of the Centre for Rehabilitation	2019
		Employment of one freelance expert associate	Faculty Management, Professional course at the Centre for Rehabilitation	2020
	Establishment of collaborations with ministries and other government agencies in order to finance the services of the Centre and advance its work	Number and type of collaborations established	Faculty Management, Director of the Centre	Continuously
	Shorten the waiting lists for Centre services	Waiting lists reduced by 30%	Director of the Centre for Rehabilitation	2020

	<p>Improve the technical equipment and space for offices (acoustic isolation, remodeling of offices, video links between offices and classrooms, video recording system in all offices of the Centre)</p> <p>Improve the Centre's inventory of diagnostic instruments and materials for therapy and professional support</p> <p>Promote professional training of Centre workers</p> <p>Increase the number of professional and scientific projects at the Centre</p> <p>Promote publication of professional and scientific articles based on data from the Centre</p> <p>Improve public visibility of the Centre through a new website</p>	<p>Remodelled and equipped space</p> <p>Number and type of new instruments and materials</p> <p>Number of completed education events, Number of workers who attend</p> <p>Number of professional and scientific projects</p> <p>Number of professional and scientific articles containing Centre data</p> <p>New website of the Centre</p>	<p>Director of the Centre for Rehabilitation, Faculty Management</p> <p>Vice Dean for Science and International Cooperation, Director of the Centre for Rehabilitation</p>	<p>2023</p> <p>Continuously</p> <p>Continuously</p> <p>Continuously</p> <p>Continuously</p> <p>2020</p>
<p>Launch new and special study programmes to reduce the shortage of speech and language pathologists, educational rehabilitators and social pedagogues in Croatia</p>	<p>Launch a study program in Speech and Language Pathology in Rijeka</p> <p>Launch part-time study programme in Educational Rehabilitation</p> <p>Launch part-time study programme in Social Pedagogy</p>	<p>First class enrolled</p> <p>First class enrolled</p> <p>First class enrolled</p>	<p>Vice Dean for Study Programmes and Students, Directors of Study Programme Committees</p>	<p>2019</p> <p>2019</p> <p>2020</p>
<p>Deepen collaboration with institutions of education, social welfare, health and justice systems, as well as the civil sector and government bodies</p>	<p>Apply for new professional projects</p> <p>Accept calls for partnership</p> <p>Organise professional conferences</p>	<p>Number of professional projects</p> <p>Number of conferences organised</p>	<p>Department heads</p>	<p>Continuously</p>

	Participate in professional conferences	Number of participations		
	Publish professional articles	Number of articles published		
Increase influence on public policy	Strengthen teacher competencies in advocating for professional goals and activities	Number of teachers who attend a workshop on advocacy	Vice Dean for Science and International Cooperation	2022
	Participate in the work of agencies that set public policy	Number of initiatives/documents/draft laws	Department heads	Continuously
Develop professional evaluation procedures	Develop and publish instruments for assessment and screening	Number of instruments developed and published	Department heads, Director of the Centre for Rehabilitation	Continuously
Improve availability of information about institutions, services and experts in the fields of speech and language pathology, educational rehabilitation, and social pedagogy in Croatia	Develop the Internet platform ERF-Klik	Functioning platform on the Faculty website	Vice Dean for Science and International Cooperation, Department heads	2022
Support the work of student societies in order to exert professional influence on the external community	Support for activities of student associations at the Faculty	Number and type of society activities supported by the Faculty, Amount of financial support from the Faculty	Vice Dean for Study Programmes and Students	Continuously
Strengthen collaboration with professional associations and chambers	Collaboration on scientific and professional projects and on conference organising	Number of projects Number of conferences	Vice Dean for Science and International Cooperation	Continuously

Strategic goal 5: Advancement in management and resources

<p>Strengths Competence of teachers and associates in professional services Good interpersonal relationships and work environment Capacity to generate own resources</p>	<p>Weaknesses Insufficient space Faculty rules and regulations require updating Insufficient number of expert associates on permanent contracts Insufficient use of information technologies for logging and evaluating work activities Insufficient attention to waste management</p>
<p>Opportunities Social importance of Faculty activities Lack of experts with our profile on the labour market Interest in specialisation and education offered by the Faculty Possibility of professional training for workers in management and administration</p>	<p>Threats Difficulty in employing people on permanent contracts Low salary and few advancement opportunities for expert associates Inertia and inefficiency of government bureaucracy</p>

Specific goal	Measure	Indicator	Responsible	Deadline
Create the Faculty's own resources for investment in further development of its scientific, teaching and professional activities as well as its equipment inventory	Increase educational offerings through the Centre for Lifelong Learning	Faculty income	Director of the Centre for Lifelong Learning	Continuously
	Regularly enrol new student classes in post-diploma study programmes		Directors of post-diploma studies	Upon completion of the cycle
	Launch Special Study Programmes		Directors of Study Committees	2019
Ensure adequate space in the Faculty	Upgrade of Faculty space to include a new library, three laboratories, classrooms and teacher offices	New building floor completed (approximately 900 m ²)	Faculty Management	9/2020
Ensure well-equipped space that respects ecological standards	Equipping of the newly built floor of the building	Report	Faculty Management	9/2020
	Replacement of antiquated technical and informatics equipment	Report		Once annually/as needed
	Use of recycled materials and sorting of waste	Report		Continuously
Organise Faculty activities by implementing existing decisions and passing new ones	Prepare new Statute	Acceptance of Statute by University Senate	Working group for Preparation of the New Statute	2020
	Prepare Regulations on Staff	Acceptance of	Working Group for	2020

	Structure	Regulations by University Senate	Preparation of Regulations	
	Prepare new Regulations on the Activities of the Centre for Rehabilitation	Regulations accepted by the Faculty Council	Committee for Preparation of Regulations	2021
	Prepare new Regulations on the Activities of the Centre for Lifelong Learning	Regulations accepted by the Faculty Council	Committee for Preparation of Regulations	2021
	Prepare new Regulations on the Activities of the Library	Regulations accepted by the Faculty Council	Library Committee	2019
	Prepare new Regulations on Quality Assurance	Regulations accepted by the Faculty Council	Committee for Quality Assurance	2021
	Prepare Regulations on Archival and Registration Materials	Regulations accepted by the Faculty Council	Committee for Preparation of Regulations	2021
Improve administrative resources	Employ one associate for financial monitoring of projects	Associate employed	Faculty Management	2019
	Employ one associate only for international collaboration, dedicated only to project implementation	Associate employed		2020
	Employ associates in the Student Offices for pre-diploma, diploma and post-diploma study programmes one year before retirement of the current administrator	Two associates employed		2019
	Employ one worker for managing archives and records	One worker employed		2019
Advance the work of the Faculty Library	Improve space	Newly built, larger space with more seats and computers	Faculty Management	9/2020
	Complete inventory of Library collection	Report on Library collection	Head librarian	9/2020
	Update Library collection	Number of new titles	Library Committee	Continuously
	Build journal collection	Journal collection	Head Librarian	2021
	Build collection of Faculty publications	Collection of Faculty publications	Head Librarian	2020
	Offer bibliometric services for preparation of reports for promotions, accreditation etc.	Number and type of bibliometric services	Head Librarian	Continuously

	Prepare new Regulations on the Activities of the Library	Regulations accepted by Faculty Council	Library Committee Head Librarian	2020
	Strengthen Library personnel	Employ librarian	Faculty Management	2019
Improve the competencies of expert associations and Faculty Management in business process management	Attendance by expert associates and Faculty Management at training	Number and types of training completed, Number of workers who attend	Faculty Management	Continuous
Reduce administrative workload on teachers and facilitate interpersonal communication through the use of information technologies	Launch an intranet on the Faculty website	Functioning intranet	Vice Dean for Science and International Cooperation	2020
	Create an on-line system of data collection and analysis for generating work reports	Functioning system	Vice Dean for Study Programmes and Students	2021

Strategic goal 6: Advancement in international collaboration

<p>Strengths Motivated, proactive administrative staff Motivated teachers</p>	<p>Weaknesses Insufficient number of courses in English Students have difficulties aligning requirements at the Faculty with those at foreign universities Inadequate administrative support for mobility and international projects Impossibility of permanently employing a financial administrator for projects</p>
<p>Opportunities International contacts and successful collaborations of teachers so far Availability of financing</p>	<p>Threats Difficulty of creating new staff positions Complete neglect of the creation of courses in English Relatively limited self-financing possibilities</p>

Specific goal	Measure	Indicator	Responsible	Deadline
Increase the mobility of teachers and students	Strengthen staffing to offer administrative support to teachers and students who wish to participate in mobility programmes	One associate employed solely for international collaborations	Faculty Management	2020
	Encourage mobility among students	Presentations held	Expert associate for international collaboration	Once annually
	Stimulate creation of courses in English	Decision on Stimulation passed	Faculty Management	2019
	Increase the number of outgoing and incoming teachers and students	Number of courses in English	Vice Dean for Science and International Cooperation	2020
		25% increase in outgoing and incoming visits	Vice Dean for Science and International Cooperation, Expert associate for international collaboration	2023
Increase the number of international scientific and professional projects	Strengthen administrative support for project implementation	One associate dedicated only to administrative project support	Faculty Management	2020
Increase the number of attendances at international scientific and professional meetings	Provide financial support for attendance at conferences	Number of teachers actively participating in international conferences, Number of conferences	Faculty Management	Continuously

Strategic goal 7: Advancement in Faculty profile and visibility in the three professions

<p>Strengths Quality scientific, teaching and professional work Tradition and reputation of the Faculty Enthusiasm of employees and students Participation of Faculty teachers at many scientific and professional conferences</p>	<p>Weaknesses No systematic attention to visibility Unequal public recognition of experts from the three professions Weak interest of alumni for activities of the alumni association AMCA-ERF</p>
<p>Opportunities Possibility of training in increasing visibility Various media available for self-promotion Availability of financing</p>	<p>Threats Excessive workload</p>

Specific goal	Measure	Indicator	Responsible	Deadline
Present the Faculty and the professions for which it trains in promotional materials in English and Croatian	Organise education on branding	Education held	Faculty Management	2019
	Develop new informational booklet about the Faculty in Croatian and English	Booklet published		2019
	Prepare other promotional material	Material prepared		2019/as needed
	Prepare new website	Functioning website		2020
	Prepare new promotional film about the Faculty and the professions for which it trains	Website updated		Continuously
Increase the presence of the Faculty at public events and in the media	Participation of teachers in round tables, forums and commemorations of important events	Film completed	Directors of organisational units	2022
		Number of participations at events		Continuously
		Teacher appearances in electronic media		
Continue to advance the work of the AMCA-ERF	Teacher appearances in print media	Number of appearances	President of AMCA-ERF	Continuously
	Expand membership of the AMCA	Number of members		
	Organise an alumni meeting once a year	Meeting held		Annually

	<p>Organise invited lectures by prominent alumni twice annually</p> <p>Include alumni in the organisation of ERFUSS</p> <p>Include alumni in the ERFCON programme</p> <p>Organise a conference to celebrate the 10th anniversary of the alumni association</p> <p>Network AMCA-ERF with professional associations at the Faculty and with alumni associations internationally</p>	<p>Lectures held</p> <p>Number of alumni included in the organisation</p> <p>Number of alumni participating at the conference</p> <p>Conference held</p> <p>Number of associations with whom AMCA-ERF is in contact</p>		<p>Annually</p> <p>2020</p> <p>2021</p> <p>2020</p> <p>Continuously</p>
<p>Continue to support athletic and artistic activities of students and student societies</p>	<p>Support financially the purchase of sporting equipment and participation at sporting events</p> <p>Support financially the equipment, practice and performance expenses of the a cappella group SORELO</p>	<p>Amount of support; Number, type and outcomes of participation</p> <p>Amount of support; Number, type and outcomes of participation</p>	<p>Faculty Management</p>	<p>Continuously/as needed</p>