

# Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020





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This Strategy of the Faculty of Kinesiology, University of Zagreb has been unanimously adopted at the 3<sup>rd</sup> session of the Faculty Council held December 19, 2013.

DEAN

Prof. Damir Knjaz, PhD.



## 1. BASIC INFORMATION

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# 1. BASIC INFORMATION

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



### 1.1. HISTORY OF THE FACULTY OF KINESIOLOGY

#### 1.1.1. HISTORY

In 1959, the Faculty of Kinesiology was set up as the School for Physical Education in Zagreb. In 1973 it was renamed the Faculty of Physical Education whereas its present name, the Faculty of Kinesiology, University of Zagreb, was given in 2001. The Faculty has been operating as an independent institution of higher education in the Republic of Croatia which educates teachers and masters of kinesiology to meet the needs of physical and health education in schools as well as masters of kinesiology in a selected branch of applied kinesiology (sports, kinesiotherapy or physical recreation) for 54 years. Apart from undergraduate and graduate higher education programs of study, the Faculty organises and carries out postgraduate doctoral studies and specialist postgraduate studies. Also, there is a Coach Education Centre within the Faculty which offers education of coaches from the fields of sports, physical recreation, physical conditioning and fitness. All the study programs are harmonised with similar study programs from European institutions of higher education and follow the principles of the Bologna declaration and the European credit transfer system.

Here is a short overview of the historic events related to the Faculty of Kinesiology:

#### The School for Physical Education in Zagreb

- In July, 1959, the Parliament of the then People's Republic of Croatia passed an act establishing the School for Physical Education in Zagreb (Narodne novine br. 30-1959), thereby ensuring legal basis for the beginning of the work of the **School for Physical Education in Zagreb** as a scientific and teaching institution. Associate Professor Miloje Gabrijelić was appointed the first director (dean);
- An inauguration ceremony on **November 3, 1959, marked the beginning of academic instruction at the Faculty of Physical Education in Zagreb** housed in the Physical Education Institute on Kačićeva Street, which ceased to exist in December 1959;
- On November 14<sup>th</sup>, 1961, the corner stone was laid for new buildings for the School for Physical Education north of the ASD Mladost Sports Park, south of Horvaćanska Road, and west of the "Stjepan Radić" student dormitory, and it boasted a total of thirty-six acres;
- During the academic year 1965/1966, for the first time the teaching was arranged for the first level of coaches and recreation organisers – associate degree (VI/1) for sports coaches;
- In September 1967, a decision was made at the Council session of the School for Physical Education to rename the Physical Education Institute into the **Institute of Kinesiology** – the term *kinesiology* was used for the first time in the name of an institution in Croatia;
- On October 31<sup>st</sup> 1967, at a Council session of the University of Zagreb the **decision was made to integrate the Faculty of Physical Education into the University of Zagreb**;



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- During the academic year 1970/1971, the syllabi and curricula were written, the call for applications was made, enrolment was carried out as well as the teaching of the first semester of the **postgraduate study for scientific specialisation in kinesiology**, organised and carried out by the School for Physical Education in Zagreb - it was the first postgraduate study the scientific field of kinesiology in Croatia;
- In academic year 1971/1972, a Computing Centre was set up within the Institute of Kinesiology and an IBM 1130 computer was leased. Thus, the School for Physical Education became the second institution within the University of Zagreb to establish a computing centre;
- At the end of 1971, the Institute of Kinesiology at the School of Physical Education in Zagreb started **publishing a scientific journal Kinesiology** – the first editor-in-chief of Kinesiology journal was Professor Vladimir Horvat, PhD;
- During the academic year 1971/1972, an initiative for renaming the School for Physical Education in Zagreb was started. The proposal of renaming the School for Physical Education **into the Faculty of Physical Education** was accepted at all levels within the School and as such was forwarded to the University of Zagreb.

### The Faculty of Physical Education, University of Zagreb

- At the beginning of academic year 1973/1974, the School for Physical Education in Zagreb, based on the decision by the Parliament of the then People's Republic of Croatia, was renamed the **Faculty of Physical Education, University of Zagreb**.
- The request of the School for Physical Education made in academic year 1971/1972 to rename it the Faculty of Kinesiology was declined by the Parliament of the then People's Republic of Croatia;

- In academic year 1973/1974, a part-time study program started in Split
- In academic year 1977/1978, essential changes were made in the curriculum of the study program – a decision was made to form three basic branches of study: physical education teacher, bachelor's degree in physical recreation, bachelor's degree in coaching;
- In academic year 1981/1982, a new curriculum for education of experts of a unique profile came into effect - teacher of physical education specialised in certain fields of applied kinesiology – by which the basic concepts of the study of kinesiology were introduced and remain to date;
- In academic year 1981/1982, the construction of the Faculty building was completed. It began in 1961 when a large gymnasium for sports games came into use (45x29 m). Since then, the Faculty of Physical Education occupied 11.433 m<sup>2</sup> of space;
- The first generation of students of specialist postgraduate studies were enrolled in academic year 1988/1989 – the first specialist postgraduate study of kinesiology in Croatia;
- In 1991, Professor Branimir Kuleš, PhD, and Professor Josip Marić, PhD set up an 'Army volunteer unit for special purposes of the Ministry of Internal Affairs', later called MIG, consisting largely of students of the Faculty of Physical Education together with several students of other colleges at the University of Zagreb. The commanding officer was Professor Branimir Kuleš, PhD. **It was the only military unit consisting of students from the University of Zagreb.** During 1992, members of the special MIG unit either joined the active service of the Armed forces of the Republic of Croatia or continued their studies. A smaller number of the members of the special MIG unit joined the reserve forces of the Special police. Nine students of the Faculty of Physical Education laid down their lives in the Homeland war for Croatian independence;
- In September 1997, the Faculty Council of the Faculty of Physical Education reached the decision to initiate the procedure of renaming the Faculty into the Faculty of Kinesiology.

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### Faculty of Kinesiology, University of Zagreb

- On January 16, 2001, the Senate of the University of Zagreb reached the decision on **renaming the Faculty of Physical Education into the Faculty of Kinesiology**. Consequently, the legal procedure of renaming the Faculty was initiated. The Commercial court in Zagreb reached the decision to enter the Faculty of Kinesiology, University of Zagreb into the registry of the court on September 25, 2001 whereby the renaming procedure was formally and legally completed;
- In academic year 2001/2002, a postgraduate scientific program for awarding the academic degree of Master of Science started at the Faculty of Kinesiology according to the standards of the European Credit Transfer System – ECTS;
- The last reform of the curriculum and the study program occurred during academic year 2004/2005. Based on an implementation permit by the Ministry of Science, Education and Sports from June 2, 2005, teaching of the **new study programs** according to the ECTS credits system and the criteria of the Bologna Declaration started at the Faculty of Kinesiology, University of Zagreb;
- Since academic year 2011/2012, after the abolition of Social Science Polytechnic in Zagreb, the Coach Education Department of the Polytechnic was renamed Centre for Personnel in Sports Training (the Study Centre) thus becoming an organisational unit of the Faculty of Kinesiology, University of Zagreb;
- **The study program of the integrated undergraduate and graduate course in kinesiology has been introduced at the Faculty of Kinesiology, University of Zagreb as adopted by the Senate of the University of Zagreb in 2012.**

### 1.2. ORGANISATIONAL STRUCTURE

In order to implement the adopted plans and programs timely and efficiently, with the greatest possible use of available human and material resources, all the activities at the Faculty of Kinesiology are organised and implemented through appropriate organisational units of the Faculty.

**Departments** are the basic scientific-teaching units of the Faculty. Each department consists of teachers, associates and junior researchers in its scientific-teaching disciplines, as well as its extracurricular employees whose activities are directly related to its work. It organises and undertakes its own research, teaching and professional activities and its members are particularly responsible for drafting the departmental plan for its scientific, educational and professional activities, therefore defining the curriculum of all its courses. They plan the acquisition of scientific, educational and professional equipment for the department, estimate personnel requirements and plan personnel education and scientific and professional training, particularly that of the junior members of the department. Within the departments, **chairs** form lower organizational units for the purposes of teaching and research, and each of them is managed by a Head of Chair. The departments of the Faculty are listed as follows:

- **The Department of General and Applied Kinesiology**
- **The Department of Sport Kinesiology**
- **The Department of Kinesiological Anthropology and Methodology**

**Centre for Personnel in Sports Training** (hereinafter the Study Centre) is an organizational unit of the Faculty organising and conducting a professional education program for coaches, and a specialist graduate study for professional coach education, while it develops and performs scientific and expert work in the field of kinesiology and its related scientific disciplines. The Study Centre consists of all the teachers, associates and junior researchers at the Faculty, with the addition of external experts appointed by it, who are directly involved with teaching on the study programs for professional coach



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education. The Department of Education and Training of personnel for professional activities in sport operates within the framework of the Study Centre as a smaller organizational unit.

The basic function of the **Institute of Kinesiology** (hereinafter the Institute) is scientific research and knowledge transfer that aim to raise the quality of overall research, teaching and professional activities in the field of kinesiology and its related scientific fields and disciplines. Members of the Institute are all Faculty scientists, teachers, associates and junior researches assistants and subcontractors. Several intermediate organizational units operate within the Institute:

- **The Centre for Scientific Research**, where basic, applied and developmental research is directly conducted. Special research laboratories are set up within the centre.
- **The Centre for knowledge transfer in kinesiology**, where knowledge is amassed (scientific and technical resources) and then transmitted to end-users in all areas of applied kinesiology, through teaching, life-long education and training, conferences, publishing studies, feasibility studies, expertise, counselling, media and other kinds of activities.
- The Diagnostic Centre, where diagnostic procedures are carried out in all areas of applied kinesiology, using both a research laboratory and special diagnostic equipment.

**The library, information and publishing centre** is the organizational unit of the Faculty, which serves the needs of science and teaching, and is under the direct guidance of the Dean of the Faculty. Within the framework of the centre the following two main activities take place:

- Library and information services, including acquisition, expert processing and maintenance of library materials, production of newsletters, catalogues, bibliographies, and other information tools that ensure the proper use of library materials and information flow; user education aiming at the correct use of the informational resources, and encourages users to select and use library materials, and record keeping with respect to the materials and their users

- Publishing activity, and in particular that which includes consulting, professional and cooperative tasks performed directly by the Centre employees for the purposes of the Panel for scientific and educational literature as well as for the publishing activity of the Faculty Council related to the preparation, drafting and printing of textbooks, books, manuals, manuscripts, scientific professional journals and other Faculty publications.

**The Centre for IT support** is an independent, non-teaching organisational unit which serves the needs of teaching and science processes, under the direct guidance of the Dean of the Faculty. It provides all research, teaching and non-teaching staff of the Faculty and other clients with support in the planning, procurement and maintenance of computer and network equipment and software, design and maintenance of central network services at the Faculty, computer and network management services relating to the overall institutional performance of the Faculty, and user administration and coordination through the Carnet and SRCE systems. Additionally, it safeguards information infrastructure security, as well as maintenance of videoconference transmissions and virus protection implementation.

**The Office for International Cooperation, Protocol, and Public Relations** is an independent non-teaching organisational unit, under the direct guidance of the Dean of the Faculty.

The employees of the Faculty who provide expert, administrative, technical and auxiliary services are organized within the following non-teaching departments:

- **The Secretariat**, which handles all the expert legal aspects of drafting Faculty general legal acts and contracts, as well as representing the Faculty in dealings with the courts, government bodies and other competent authorities. It also undertakes activities related to preparing sessions of the Faculty's governing and expert bodies, and acting in connection with the exercise of student rights and the performance of student obligations on all study programs,

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and additionally to its duties regarding to the exercise of employee rights and personnel transactions, transcripts and copying materials, deliveries, archive and document record maintenance, besides its other administrative and technical duties.

- **The Department of Finances and Accounting**, which performs all activities relating to the material and financial business of the Faculty, as required by the law and by Faculty by-laws and regulations, particularly those dealing with the timely provision of financial resources for the implementation of its programs, payments, cash management, solvency and liquidity safeguards, financial planning and business analysis, purchasing, bookkeeping of business transactions, the keeping of business records, compilation of periodic and annual reports, as well as the provision of data for information purposes, planning, analysis and supervision of the material and financial operations of the Faculty.
- **The Department of Technical Affairs** which carries out ongoing and planned maintenance of the building and exterior of the Faculty, technical supervision and maintenance of heating and ventilation within this facility; fittings, appliances and other devices. It also takes measures relating to fire protection and safety at work, as well as those required to safeguard the facility and equipment from natural disasters, theft and other threats. The Department of Technical Affairs also supervises all tasks relating to cleaning, heating and direct maintenance of the Faculty's facilities.

The internal structure of the Faculty, its functions, management, coordination and systematization of work positions, with job descriptions, conditions necessary for the accomplishing of certain tasks, and anticipated number of staff are regulated in detail by the regulations manual on internal organisation and job classification, issued by the Faculty Council.

### 1.3. ON DEVELOPMENT STRATEGY OF THE FACULTY

Development strategy of the Faculty deals with the following:

- Development strategy of the Faculty deals with the following:
- The current state of affairs with clearly defined strengths, weaknesses, opportunities and threats relevant for further development of the institution;
- Strategic goals regarding the development of teaching, scientific research, knowledge transfer, management of resources and international cooperation and public relations;
- Specific goals for each field emphasizing certain activities;
- Key indicators of efficiency, supervising mechanisms, those in charge of implementation and deadlines;
- Drafting and applying of documents.

The Strategy of Development of the Faculty of Kinesiology, for the period from 2014-2020, values the tradition and the achievements of the Faculty in its 55 years of existence. It also considers the current position of the Faculty in a narrow and wider social context. Possible ways of achieving the strategic goals are defined on the basis of strengths, weaknesses, opportunities and threats. At the same time, the realistic possibilities of using all Faculty resources had to be taken into account. Also, the genuine efforts of all employees and students in making the Faculty an institution of the highest international standards were considered.

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## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



### 1.4. SWOT ANALYSIS

#### • STRENGTHS

- ~ Tradition as the leading institution in the field of kinesiology in the region
- ~ Optimal age of teachers and associates;
- ~ Solid infrastructure of the Faculty;
- ~ An interdisciplinary character of the study programs due to complex structure of kinesiology;
- ~ Partnerships with all institutions related to sports and public health in the Republic of Croatia;
- ~ Permanent improvement of international cooperation;
- ~ Positive and stable financial situation
- ~ An above average grade (University of Zagreb) of the teachers' work by students
- ~ High scientific productivity *per capita* in the field of social sciences and humanities of the Republic of Croatia

#### • WEAKNESSES

- ~ Non-defined status of the study program of integrated university study of kinesiology;
- ~ Insufficient number of full-time teachers and associates as well as subcontractors for certain courses;
- ~ Unfavourable age structure of the non-teaching staff;

- ~ Small number of students who pass each study year and a small number of students who graduate – low pass rate;
- ~ Uneven distribution of scientific productivity per teacher and associate;
- ~ Lack of international scientific projects financed from the EU funds;
- ~ Lack of university textbooks, manuals and other materials and insufficient use of e-learning;
- ~ Insufficiently developed system of management and organisation (lack of ISO standards);
- ~ Lack of connections with the public health and business sector.

#### • OPPORTUNITIES

- ~ Using the position of Croatian sports and tourism in the world to create cooperating scientific studies as well as systems of education for sports professionals and other kinesiology experts;
- ~ Focusing on applied scientific research and transfer of knowledge into practice;
- ~ Using financial assistance from EU funds;
- ~ Increasing students and teachers' mobility;
- ~ Strengthening the relationship with the alumni;
- ~ Creating study programs in English;
- ~ Creating new study programs of lifelong education;
- ~ Establishing relations with the public health sector;
- ~ Provisions of the Sports Act stating the requirements for holding job titles in sports.

# 1. BASIC INFORMATION

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020

### • THREATS

- ~ Insufficient funds for teaching and scientific activities from the budget of the Republic of Croatia;
- ~ Insufficient and unfavourable supply of teachers, associates and non-teaching staff;
- ~ Unsatisfactory relations with the applied branches of kinesiology;
- ~ 'Brain drain' of young professionals abroad and into the private sector;
- ~ Unfair competition in Croatia and the surrounding countries;
- ~ Study programs not being harmonised with the demands of the labour market and the wider social changes/requirements.



## 2. MISSION AND VISION

# Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



## 2. MISSION AND VISION

### MISSION

The Faculty of Kinesiology, University of Zagreb is a leading institution of higher education in the field of kinesiology in the region educating experts in all areas of applied kinesiology based on the latest scientific and professional concepts. The work of the Faculty of Kinesiology is based on high academic and ethical values, on knowledge based on research and expertise and on optimal infrastructure. The Faculty of Kinesiology greatly contributes to the promotion of sports, physical recreation and sport, physical and health education of high school and university students as well as to the quality of active life and health of Croatian citizens.

### VISION

The Faculty of Kinesiology, University of Zagreb as a leading higher education institution in the field of kinesiology in this region strives to become integrated and competitive in the European framework of higher education and scientific research and also wishes to form new and improve the existing systems of knowledge transfer in all fields of applied kinesiology.



### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

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# 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

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### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

#### 3.1. TEACHING

- STRATEGIC GOAL: Improving the quality of the teaching process based on scientific insights, expert knowledge and pedagogical skills of the teachers and on activities and mobility of the students
- SPECIFIC GOALS:

#### 1. STUDY PROGRAMS (INTEGRATED GRADUATE, POSTGRADUATE SPECIALIST, PROFESSIONAL)

- Activity 1: Continuous evaluation and updating of study programs in accordance with international standards
- Activity 2: Introducing new study programs
- Activity 3: Increasing the number of courses in English
- Activity 4: Encouraging and introducing e-learning tools into the teaching process
- Activity 5: Subcontracting teachers for teaching at the Faculty
- Activity 6: Ensuring material and financial means for permanent improvement of teaching conditions

Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Faculty Council decision on changes of the study programs	The beginning of implementation of the changed study programs	Faculty Council; Dean; Vice Dean for Teaching and Student Affairs	October 1, every 2 years
2	Faculty Council Decision on introducing new study programs	The beginning of implementation of the newly introduced study programs	Faculty Council; Dean; Vice Dean for Teaching and Student Affairs	October 1, 2018
3	Number of courses in English	Comparison with previous years	Faculty Council; Dean; Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
4	Number of courses using e-learning tools	Comparison with previous years	Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
5	Number of subcontracted teachers included in the teaching process	Comparison with previous years	Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
6	The amount spent on enhancing the teaching process	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs; Vice Dean for Finance and Resource Planning	October 1 of the new academic year

### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

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#### 2. STUDENTS

- Activity 1: Improving the student-teacher relationship (partnership based on mutual respect, good communication and common work)
- Activity 2: Enhancing the student grading system
- Activity 3: Increasing the student pass-rate per exam and per year by improving the quality of the teaching process
- Activity 4: Ensuring the higher quality of equipment and facilities for teaching and preparing exams
- Activity 5: Encouraging student mobility within the country and abroad
- Activity 6: Encouraging student excellence by scholarships and awards
- Activity 7: Follow-up of the career development of graduated kinesiologists

Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Number of students included in the work of Faculty bodies, activities and projects	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
2	Grade in questionnaire related to grading	Comparison with previous years	Vice Dean for Teaching and Student Affairs, Head of Panel for Quality Assurance	October 1 of the new academic year
3	3.1 Exam pass rate, 3.2 Study year pass rate 3.3 Graduation rate	Comparison with previous years	Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
4	Student grading in questionnaire regarding equipment and facilities for teaching	Comparison with previous years	Vice Dean for Teaching and Student Affairs, Head of Panel for Quality Assurance	October 1 of the new academic year
5	5.1 Number of students included in the system of national mobility 5.2 Number of students included in the system of international mobility	Comparison with previous years	Vice Dean for Teaching and Student Affairs, Head of Office for International Cooperation, Protocol and Public Relations	October 1 of the new academic year
6	6.1 Number of scholarships and awards for encouraging student excellence 6.2 Financial amount for scholarships and student awards	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs, Vice Dean for Finance and Resource Planning	October 1 of the new academic year
7	Number of graduated students recorded into the Alumni database	Comparison with previous years	Vice Dean for Teaching and Student Affairs, President of the Alumni of the Faculty of Kinesiology	October 1 of the new academic year

# 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

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### 3. TEACHERS

- Activity 1: Ensuring a sufficient number of teachers and associates for the implementation of study programs
- Activity 2: Hiring national and international subcontractors – experts for implementation of study programs
- Activity 3: Encouraging teachers and associates to publish university textbooks, manuals and other materials
- Activity 4: Increasing mobility of teachers and associates in Croatia and abroad
- Activity 5: Ensuring continual grade improvement of teachers and associates by students
- Activity 6: Ensuring high standards of the teachers and associates' work

Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Number of teachers and associates for implementation of study programs	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
2	Number of national and international subcontractors – experts for implementation of study programs	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
3	Number of university textbooks, manuals and other materials published by teachers and associates of the Faculty	Comparison with previous years	Head of Panel for publishing activities; Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
4	4.1 Number of teachers and associates included in the system of national mobility 4.2 Number of teachers and associates included in the system of international mobility 4.3 Average duration of mobility 4.4. International rating of institutions included into the mobility system	Comparison with previous years	Vice Dean for Teaching and Student Affairs, Head of Office for International Cooperation, Protocol and Public Relations	October 1 of the new academic year
5	Average grade of teachers and associates given by students within the questionnaire	Comparison with previous years	Head of Panel for quality assurance, Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
6	6.1 Questionnaire grade of the work quality of teachers and associates 6.2 Financial amount spent on the work standard of teachers and associates	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs, Vice Dean for Finance and Resource Planning	October 1 of the new academic year

### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



#### 4. QUALITY ASSURANCE

- Activity 1: Complete analysis for the purpose of enhancing the existing study programs in accordance with the demands of profession and labour market
- Activity 2: Ensuring the use of new information technologies in teaching
- Activity 3: Encouraging continuous pedagogical, professional and scientific training of teachers and associates
- Activity 4: Continuous, transparent and objective evaluation of the teaching process quality
- Activity 5: Drafting and utilisation of Manual on quality assurance
- Activity 6: Better positioning of the Faculty at local, national, regional and international level
- Activity 7: Follow-up of the Strategy implementation at an annual level
- Activity 8: Report of the Faculty Council on the implementation of Strategy

Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Questionnaire grading by teachers and students of the quality of the study programs	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
2	2.1 Number of new information technologies in teaching 2.2 Amount of money spent on new information technologies in teaching	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs, Vice Dean for Finance and Resource Planning	October 1 of the new academic year
3	Number of teachers and associates included in a continuous pedagogical, professional and scientific training	Comparison with previous years	Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
4	Average grade of the quality of teaching at the Faculty	Comparison with previous years	Vice Dean for Teaching and Student Affairs, Head of Panel for quality assurance	October 1 of the new academic year
5	Faculty Council decision on approving the Manual of quality assurance	Application of the Manual of quality assurance	Vice Dean for Teaching and Student Affairs, Head of Panel for quality assurance	October 1 of the new academic year
6	Status of the Faculty at local, national, regional and international level	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs, Head of Panel for quality assurance; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
7	Faculty Council decision on approving the annual activity plan	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs, Head of Panel for quality assurance; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
8	Report of the Faculty Council on the implementation of Strategy	Comparison with previous years	Dean; Vice Dean for Teaching and Student Affairs; Head of Panel for quality assurance; Vice Dean for Finance and Resource Planning	October 1 of the new academic year

# 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



### 3.2. SCIENTIFIC RESEARCH

- STRATEGIC GOAL: Ensure conditions for a creative scientific research aimed at expanding the existing knowledge in all the fields of applied kinesiology
- SPECIFIC GOAL

#### 1. ENHANCING THE SCIENTIFIC RESEARCH PRODUCTIVITY

- Activity 1: Defining a clear research profile of the Faculty of Kinesiology, of its departments, chairs, courses and of certain researchers
- Activity 2: Forming research groups based on competencies and on common research interests of scientists
- Activity 3: Increasing the number of scientific papers published in journals which are indexed in WoS database as well as in other databases
- Activity 4: Increasing the number of applications of scientific-research projects for those calls for applications that are financed from public sources (national and European)
- Activity 5: Encouraging contracting of scientific-research projects with partners from the private sector

Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Conclusions by the Faculty Council, departments and chairs on the research profile of their work	Acting upon the conclusions by the Faculty Council, departments and chairs	Faculty Council; Dean; Heads of departments and chairs	October 1, 2015
2	Number of formed research groups	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year
3	3.1 Number of scientific papers published in journals indexed in WoS database and in other databases 3.2 Number of citations in WoS database and in other citation databases	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year
4	Number of scientific research projects applied to contests financed by public sources (domestic and European) Number of accepted scientific research projects financed by public sources (domestic and European)	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year
5	Number of scientific-research projects in cooperation with partners from the private sector	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year

### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



#### 2. ENSURING THE SCIENTIFIC RESEARCH RESOURCES

- Activity 1: Setting up new research laboratories and acquisition of small, medium and capital scientific equipment
- Activity 2: Ensuring financial means for implementation of internal scientific-research projects
- Activity 3: Ensuring the status of the existing junior researchers and employing new junior researchers
- Activity 4: Drafting the Institute of Kinesiology Book of Rules

Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	1.1. Number of new research laboratories 1.2. Quantity and value of purchased small, medium and capital scientific equipment	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning; Vice Dean for Science	October 1 of the new academic year
2	The amount spent on conducting internal scientific research projects	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning, Vice Dean for Science	October 1 of the new academic year
3	3.1. Number of junior researchers who obtained scientific-teaching titles 3.2. Number of new junior researchers	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning, Vice Dean for Science	October 1 of the new academic year
4	Adopting the Institute of Kinesiology Book of Rules	Applying the Book of Rules	Faculty Council, Dean; Vice Dean for Science	October 1, 2014

#### 3. ASSESSMENT AND ENHANCEMENT OF THE DOCTORAL STUDY PROGRAM

- Activity 1: Assessment of the existing doctoral study program and creating a new doctoral study program of kinesiology
- Activity 2: Higher standards for enrolment of students in doctoral study program
- Activity 3: Assessment, encouraging and enhancement of mentor's work on doctoral study programs
- Activity 4: Including the students of doctoral study programs in Faculty scientific-research projects as well as in collaborative scientific-research projects
- Activity 5: Reducing the time which elapses from the enrolment in doctoral study program to a successful defence of doctoral dissertation
- Activity 6: Increasing the number of doctoral dissertations by 10% with respect to those of the past ten years

## 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

# Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Faculty Council decision on approving the new doctoral study program of kinesiology	Starting a new doctoral study program of kinesiology	Faculty Council, Dean, Vice Dean for Science	October 1, 2014
2	Decision on criteria for the enrolment in doctoral study program	Implementing the criteria on enrolment in the new doctoral study program	Faculty Council for Postgraduate Studies; Vice Dean for Science	October 1, 2014
3	3.1. Assessment of mentor's work by the doctoral candidates 3.2. Number of candidates' mentors 3.3. Number of scientific papers published by doctoral candidates in co-authorship with the mentor	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year
4	Number of doctoral candidates involved in Faculty and collaborative scientific research projects	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year
5	Time from the enrolment in doctoral study programme until the completion	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year
6	Number of defended doctoral dissertations	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year

### 3.3. TRANSFER OF KNOWLEDGE

- STRATEGIC GOAL: Ensuring the application of insights gained in scientific research from all fields of applied kinesiology (sports, kinesiotherapy, physical recreation, kinesiology education)
- SPECIFIC GOALS

#### 1. SPORT

Activity 1: Improve the relationship with sports organisations, associations and teams

Activity 2: Increase the number of sports wherein the Faculty carries out education and training based on scientific and professional insights

Activity 3: Increase the number of applied scientific researches in various sports

Activity 4: Increase the number of professional gatherings in the field of sports wherein the latest scientific and expert insights are shared

Activity 5: Increase the number of published professional literature and journals in the field of sports

Activity 6: Open an expert consulting centre for coaches, athletes and their parents or legal guardians

### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	The number of signed agreements and contracts with sports organisations, associations and teams	Comparison with previous years	Dean	October 1 of the new academic year
2	Number of sports wherein the Faculty carries out education and training based on scientific and professional insights	Comparison with previous years	Dean; Head of the Study Centre	October 1 of the new academic year
3	Number of applied scientific researches in various sports	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year
4	Number of professional gatherings in the field of sports wherein the latest scientific and expert insights are shared	Comparison with previous years	Vice Dean for Science; Vice Dean for Finance and Resource Planning, Head of the Study Centre	October 1 of the new academic year
5	Number of newly published professional literature and journals in the field of sports	Comparison with previous years	Vice Dean for Teaching and Student Affairs; Head of Panel for scientific-teaching literature and publishing activities	October 1 of the new academic year
6	Decision of the Faculty Council on opening an expert consulting centre for coaches, athletes and their parents of legal guardians	The beginning of work of the expert consulting centre	Vice Dean for Finance and Resource Planning; Head of Study Centre	October 1 of the new academic year

### 2. PUBLIC HEALTH

Activity 1: Improve the connections with institutions of public health

Activity 2: Increase the number of applied scientific research studies in the field of physical activity and health

Activity 3: Increase the number of expert gatherings in the field of physical activity and health wherein the latest scientific and professional insights are shared

Activity 4: Increase the number of professional literature and journals from the field of physical activity and health

Activity 5: Open an expert consulting centre for issues of physical activity and health open to the public

Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	The number of signed agreements and contracts with institutions of public health	Comparison with previous years	Dean	October 1 of the new academic year
2	The number of applied scientific researches in the field of physical activity and health	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year
3	The number of scientific and professional gatherings in the field of physical activity wherein the latest scientific and professional insights are shared	Comparison with previous years	Vice Dean for Science; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
4	The number of professional books and journals from the field of physical activity and health	Comparison with previous years	Vice Dean for Science; Head of Panel for scientific-teaching literature and publishing activities	October 1 of the new academic year
5	Faculty Council decision on opening expert consulting centre on issues of physical activity and health	Comparison with previous years	Faculty Council, Dean, Vice Dean for Finance and Resource Planning	October 1 of the new academic year

### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



#### 3. ECONOMY

- Activity 1: Connect with and start a formal legal cooperation with corporate entities in Croatia and abroad
- Activity 2: Offer the Faculty research resources to the corporate entities for the development of new and improvement of the existing products
- Activity 3: Offer the corporate entities the projects aiming at improving work productivity of workers and at reducing the number of sick leave days by engaging them in physical activity

Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	The number of signed agreements and contracts with corporate entities in the Republic of Croatia	Comparison with previous years	Dean	October 1 of the new academic year
2	The number of applied research projects to corporate entities in the Republic of Croatia and abroad	Comparison with previous years	Dean; Vice Dean for Science; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
3	The number of projects aiming at improving work productivity of workers and at reducing the number of sick leave days by engaging them in physical activity	Comparison with previous years	Dean; Vice Dean for Science, Vice Dean for Finance and Resource Planning	October 1 of the new academic year

#### 4. PHYSICAL AND HEALTH EDUCATION OF PUPILS AND STUDENTS

- Activity 1: Start the initiative of increasing the number of hours of organised physical activities in elementary schools, high schools and colleges based on the most recent scientific evidence on the connection between physical activity and health
- Activity 2: Propose changes in the Physical Education curriculum in schools and colleges based on the latest scientific and professional insights
- Activity 3: Increase the number of scientific and professional gatherings within the concept of lifelong learning for kinesiologists working in schools and colleges
- Activity 4: Increase the number of textbooks, manuals and professional journals in the field of physical education and health
- Activity 5: Increase the number of applied scientific studies from the field of physical education of pupils and students

# 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Official presentation of the initiative for increasing the number of hours of organised physical activities in elementary schools, high schools and colleges based on the most recent scientific evidence on the connection between physical activity and health	Response by institutions in charge regarding the presentation	Faculty Council, Dean	October 1, 2015
2	Proposal of changes in curriculum of Physical Education in schools based on the latest scientific and professional insights submitted to the Ministry of Science, Education and Sports	Response by institutions in charge regarding the presentation	Faculty Council, Dean	October 1, 2015
3	The number of scientific and professional gatherings from the field of physical education of pupils and students	Comparison with previous years	Vice Dean for Science; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
4	Number of textbooks, manuals and professional journals in the field of physical education and health of pupils and students	Comparison with previous years	Vice Dean for Science, Head of Panel for scientific-teaching literature and publishing activities	October 1 of the new academic year
5	Number of applied scientific studies from the field of physical education of pupils and students	Comparison with previous years	Vice Dean for Science	October 1 of the new academic year

### 3.4 RESOURCE MANAGEMENT

- STRATEGIC GOAL: Rational, responsible and transparent management of all Faculty resources aiming at creating optimal conditions for scientific, teaching and professional activities
- SPECIFIC GOALS

#### 1. HUMAN RESOURCES

- Activity 1: Increase the number of employees in scientific, teaching and associate positions in accordance with the needs of the Faculty
- Activity 2: Maintain the existing work standard and improving the work standards for all the employees of the Faculty
- Activity 3: Maintaining lifelong scientific, professional and pedagogical training of employees
- Activity 4: Continuously improving the relations between employees based on principles of democracy, good communication and high academic principles



### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Number of employees in scientific, teaching and associate positions in accordance with the needs of the Faculty	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
2	2.1. Employee satisfaction expressed in the questionnaire 2.2. Amount spent on improving the standard and working quality of employees	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
3	Amount spent on lifelong scientific, professional and pedagogical training of employees	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
4	The number of reports to the Ethics Committee and the Dean regarding violations of professional conduct	Comparison with previous years	Dean; Head of the Ethics Committee	October 1 of the new academic year

#### 2. MATERIAL RESOURCES

Activity 1: Increase the standard of teaching facilities (gymnasiums and lecture halls)

Activity 2: Continuously acquire modern teaching and computer equipment

Activity 3: Continuously acquire modern scientific equipment

Activity 4: Increase the standard of employees' offices

Activity 5: Improve energy efficiency and sustainability of Faculty facilities

Activity 6: Build new facilities and sports fields for teaching and scientific research under the condition of financial and material sustainability

### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Amount spent on increasing the standard of teaching facilities	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning; Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
2	Amount spent on acquiring modern teaching and computer equipment	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning, Vice Dean for Teaching and Student Affairs	October 1 of the new academic year
3	Amount spent on acquiring scientific equipment	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning, Vice Dean for Science	October 1 of the new academic year
4	Amount spent on increasing office standards	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
5	Amount spent on energy and maintenance of the Faculty	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
6	The number of new facilities and sports fields for teaching and scientific research	Comparison with previous years	Faculty Council; Dean; Vice Dean for Finance and Resource Planning	October 1, 2016 and 2020

### 3. FINANCES

Activity 1: Ensure sufficient financing from the entire amount the University and state budget

Activity 2: Increase own generated income by independent activities of the Faculty on the market

Activity 3: Find project of mutual interest with the city of Zagreb with its co-financing

Activity 4: Find financial supporters, sponsors and partners for Faculty projects

Activity 5: Continuously rationalising financial management

Activity 6: Ensure the highest level of fiscal responsibility

### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Financing from the entire amount the University and state budget	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
2	Own generated income	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
3	Amount from projects of mutual interest with the city of Zagreb	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
4	Amount from financial supporters, sponsors and partners for Faculty projects	Comparison with previous years	Dean; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
5	Difference in income and expenses in the annual financial report	Comparison with previous years	Dean, Vice Dean for Finance and Resource Planning	October 1 of the new academic year
6	Statement on fiscal responsibility	Comparison with previous years	Dean	October 1 of the new academic year

### 3.5. INTERNATIONAL COOPERATION AND PUBLIC RELATIONS

- STRATEGIC GOAL: Better positioning of the Faculty in the international academic community and presenting kinesiology and results of the Faculty's work in academic community, professional and wider circles
- SPECIFIC GOALS

#### 1. INTERNATIONAL COOPERATION

Activity 1: Increase the number of collaborations with international institutions

Activity 2: Set up joint international study programs

Activity 3: Increase the incoming and outward mobility of students, teachers and associates

Activity 4: Set up international research teams and scientific projects

Activity 5: Increase the participation of the teachers and associates of the faculty in international scientific and professional organisations



### 3. STRATEGIC GOALS AND AN ACTION PLAN OF REACHING THOSE GOALS

## Strategy of the Faculty of Kinesiology, University of Zagreb, 2014-2020



Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Number of collaborating relationships with international institutions	Comparison with previous years	Dean; Head of Office for International Cooperation, Protocol and Public Relations	October 1 of the new academic year
2	Number of established international study programs	Comparison with previous years	Head of Office for International Cooperation, Protocol and Public Relations, Dean	October 1 of the new academic year
3	Number of incoming and outward students, teachers and associates within the framework of international mobility	Comparison with previous years	Vice Dean for Teaching and Student Affairs; Head of Office for International Cooperation, Protocol and Public Relations	October 1 of the new academic year
4	Number of established international research teams and scientific projects	Comparison with previous years	Vice Dean for Science, Head of Office for International Cooperation, Protocol and Public Relations	October 1 of the new academic year
5	Number of Faculty teachers and associates in international, scientific and professional organisations	Comparison with previous years	Vice Dean for Teaching and Student Affairs; Head of Office for International Cooperation, Protocol and Public Relations	October 1 of the new academic year

### 2. PUBLIC RELATIONS

Activity 1: Set up a working panel and appoint a PR contact

Activity 2: Establish cooperation with a corresponding PR agency

Activity 3: Increase visibility and recognisability of the Faculty and of kinesiology in the media

Activity 4: Improve the recognisability of the Faculty and kinesiology in the academic community

Activity 5: Improve the Faculty's image in the professional community

Activity	Indicator	Supervision mechanism	Individuals in charge	Deadline
1	Faculty Council decision on setting up a Panel for public relations	Beginning and continuity of the panel's work	Faculty Council, Dean	October 1, 2014
2	Signing the contract with a PR agency	Applying the contract	Dean	October 1, 2014
3	Visibility of the Faculty in the media according to commercial criteria	Comparison with previous years	Head of Office for International Cooperation, Protocol and Public Relations; Vice Dean for Finance and Resource Planning	October 1 of the new academic year
4	Results of the questionnaire on recognisability of the Faculty and the academic community	Comparison with previous years	Head of Office for International Cooperation, Protocol and Public Relations	October 1 of the new academic year
5	Results of the questionnaire on the Faculty's public image within the professional community	Comparison with previous years	Head of Office for International Cooperation, Protocol and Public Relations	October 1 of the new academic year



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