

FACULTY OF KINESIOLOGY IN SPLIT

STRATEGIC DEVELOPMENT PLAN 2015 – 2020

Let's move toward health!

Split, November 2015

Strategic Development Committee of the Faculty of Kinesiology in Split for the 2015 – 2020 period:

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The Strategic Development Plan has been adopted at the Faculty Council held on 25 November 2015.

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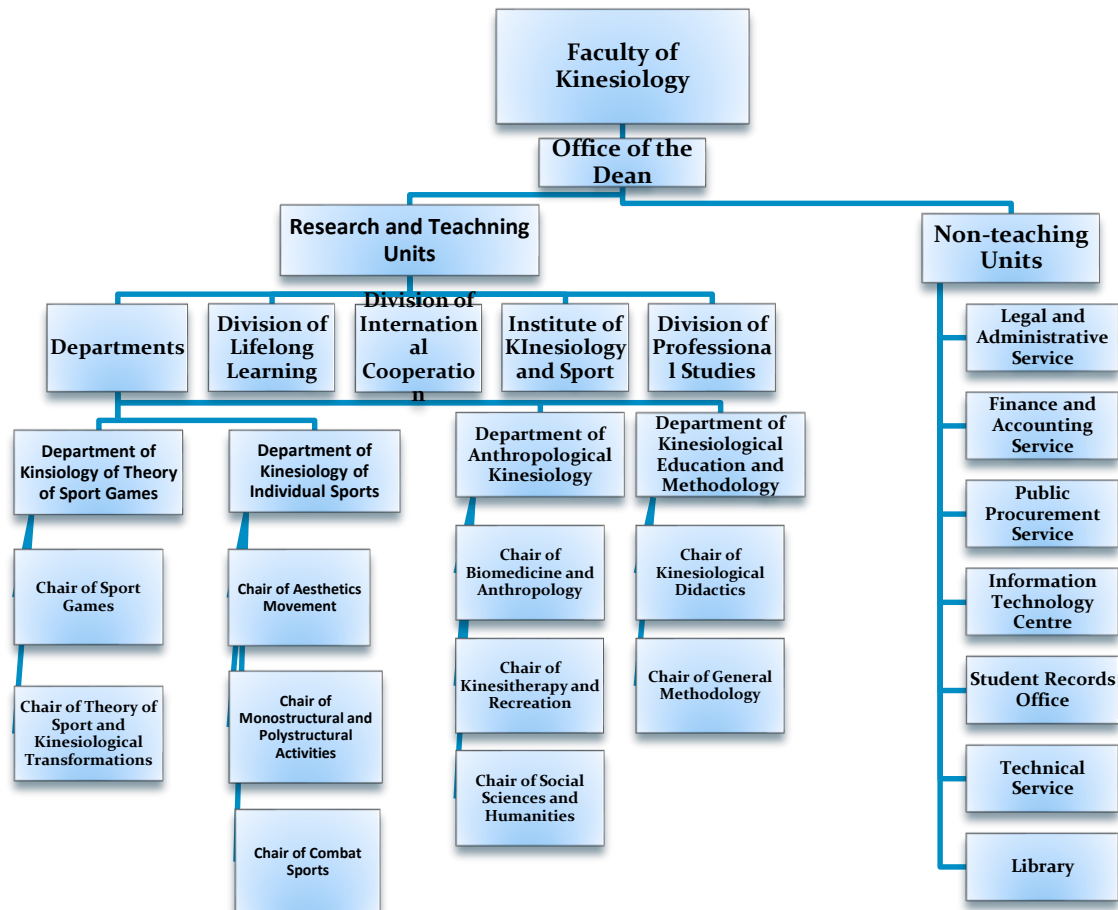
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INTRODUCTION

History and organisational structure of the Faculty of Kinesiology in Split

The Faculty of Kinesiology, University of Split was established in 2008 and it is the youngest constituent of the University of Split. However, the study of Kinesiology in Split has a long tradition. Institutional higher education of teachers of kinesiology in Split has lasted since the 1953/1954 academic year when the study of Physical education was a part of College of Education that is Academy of Education. Since 1978 the four-year study was implemented: within the University of Split, Faculty of Humanities and Social Sciences in Zadar – Basic Organisation of the Associated Labour in Split, Faculty of Science and Education (later Faculty of Science and Kinesiology). Since 2003 an enhanced endeavour of the staff from the Department of Kinesiology at the Faculty of Science and Education, University of Split, and particularly during the process of adjustment of higher educational institutions to the Bologna process, and besides an ever growing number of young scientists and an overall support of professional and scientific community, has resulted in establishment of the Faculty of Kinesiology as an independent constituent of the University of Split. Undergraduate, graduate and postgraduate studies are implemented at the Faculty according to the principles of the Bologna declaration. At its modest beginning the Faculty employed only three full-time teachers and currently the Faculty of Kinesiology employs 50 people, 28 persons in teaching and research positions, 7 in associate positions and 15 employees in administrative and technical services. At the moment the Faculty of Kinesiology represents a respectable institution which is independently capable of offering educational, professional and scientific development of all profiles of kinesiologists (in kinesiological education, sports, kinesiological recreation and kinesitherapy). The institution has relied exclusively on its own research and teaching staff which actively participates in professional and research production and thus creating and promoting an image of the Faculty of Kinesiology in the contemporary research area.

Pursuant to the *Statute of the Faculty* and Regulations on internal organisation and systematisation of work positions at the Faculty of Kinesiology in Split the Faculty **bodies** are the Dean, Faculty Council and other bodies defined according to the Statute of the Faculty and other Faculty Acts, and the **organisational units** are: *the research and teaching Faculty units* (Departments and Chairs,



Division of Lifelong Learning, Division of International Cooperation and Institute of Kinesiology and Sport) and *the Faculty non-teaching units* (Office of the Dean/Deanery, Legal and Administrative Service, Finance and Accounting Service, Student Records Office, Public Procurement Service, Information Technology Centre, Technical Service and Library).

Process of development of the Strategic Plan of the Faculty of Kinesiology in Split

The first Faculty Strategic development plan was developed in 2011 (Strategic development plan for the 2011-2015 period).

This strategy detected certain weaknesses of the Faculty: lack of social community awareness on existence of the Faculty in Split, lack of space and equipment for scientific and teaching work, a relatively low number of staff related to teaching medical and educational courses, lack in cooperation with other related faculties in the country and abroad, relatively low recognisability in the academic community, poor involvement and influence in sports structures, generally lack of application and connection of scientific knowledge with the profession itself, relatively high costs of external cooperation, quite a high percentage of financing from the state budget, lack of mechanism for a more objective assessment of work quality, better modalities of stimulation of excellence of both teachers and students, poor mobility of both students and teachers, low number of bilateral international agreements, low number of improvements abroad and immediately after the doctoral study, lack of international competitive research groups (teams) within the Faculty, insufficient investment in scientific infrastructure and human potential and absence of greater international projects and collaborative interdisciplinary research.

Moreover, many threats have been noticed: uncertain future of junior researchers, uncertainty of moving to the location of the university campus, limited possibility of employing new staff at the faculty, insufficient social stimulation for teaching studies, uncertainty of professional studies, lack of funding for research from the national budget, lack of funding for the system of work quality improvement and lack of funding for development of international cooperation. Staff's commitment during the previous period reduced weaknesses and threats from the Strategic development plan of the Faculty of Kinesiology for the 2011-2015 period which can be seen from the adopted amendments of the subject Strategic development plan at the session of the Faculty Council on 16 December 2013.

In March 2014 the Expert Committee, which was put in charge of implementation of the process of reaccreditation, appointed by the Agency for Science and Higher Education, visited the Faculty and implemented the process of evaluation. Conclusions of the Expert Committee from September 2014 included advantages and disadvantages of the Faculty as well as improvement recommendations. One of the most significant recommendations referred to the importance of rephrasing the vision and mission of the Faculty as well as defining strategic objectives. In December 2014 the Ministry of Science, Education and Sports, based on recommendation of the Accreditation Council from the Agency for Science and Higher Education, issued the Faculty a letter of expectation with a 3 years implementation deadline. Following those recommendations and the letter of expectation the Dean

formed the Committee for Strategic Development Planning for the 2015-2020 period in February 2015. Education of the Committee members on basis of strategic planning was also implemented in the course of the same month. The Committee chair assigned tasks to each member. A large number of meetings was organised with the aim of analysing the strategy development plan. Further activities and assignments of single Committee members were also defined during the previously mentioned meetings. During the process of the strategic development planning the specificities of international, national and university environment were taken into consideration as well as all recommendations of the reaccreditation committee. Endeavour was also made for the strategic development plan to be coordinated with the Scientific Strategy of the University of Split which was somewhat rendered difficult from a fact that the University of Split was developing its strategy at the same time as the Faculty (the Senate of the University of Split adopted the University Scientific Strategy in October 2015).

The Strategic Development Planning Committee attempted to answer the following 4 questions in the process:

1. What is current role and place of the Faculty of Kinesiology taking in consideration international, national and university environment?
2. In what direction does the Faculty strive to develop in the future?
3. How shall the set objectives be achieved?
4. What are the means of knowing whether the set objectives shall be achieved?

For the purpose of answering the first question the analysis of international, national and university environment was implemented and it was connected to the current condition at the Faculty and possible strategic development planning.

The Faculty vision and mission were formulated and the SWOT analysis was carried out as a precondition for answering the second question. Based on previously mentioned, strategic priorities (objectives) of the Faculty activity were established.

To answer the third question there have been a detailed elaboration of the strategic priorities by defining specific, measuring, obtainable, realistic, time-defined and challenging (SMART+C) objectives.

For each objective the year action plan shall define a measuring indicator of implementation of certain activities within the same specific objective. Regular systematic following of their realisation shall result in effort of answering the fourth question.

STARTING BASICS

Vision and mission of the Faculty

VISION:

Our vision is to develop regional recognition in education of enterprising, market oriented and socially involved kinesiologists as well as to improve development and transfer of scientific research and professional knowledge toward individuals and organisations in all areas of applied kinesiology and society as a whole.

MISSION:

Quality education and encouragement of scientific research and professional activity as means of contribution to individual growth and social inclusion of creative, innovative, competent and enterprising professional and scientists in all areas of applied kinesiology, whilst entirely accepting the labour market and society.

VALUES (PRINCIPLES):

Excellence

Through all its procedures the FKST shall be guided by the principle of excellence in the first place. Procedure of entrance examination for the undergraduate, graduate and postgraduate studies shall be implemented by means of choosing the most talented among all applied applicants. The same principle shall be applied when employing new staff in a public call for certain positions. An objective system of evaluation of the most competent students shall be used for giving the best grades to those students and at the same time it shall be a recommendation of the Faculty in the labour market. The Faculty shall also stimulate the scientific, teaching and professional excellence of its employees.

Equity and social inclusion

The FKST shall undertake the necessary activities with the aim of the social profile of students who are enrolling the Faculty, studying and successfully completing the study, to correspond to the social profile of a wider population. In this matter different measures shall be used for studying to be more available to the so called vulnerable groups of students: students with disabilities, students of lower socioeconomic status, students older than 25, students working while studying, students with health problems, students parents and students living outside the place of studying.

Accessibility

During its working hours the Faculty staff shall endeavour to be available to students as much as possible. Regular consultation hours and quick replies to written queries shall provide students with quality communication with the Faculty employees. Students shall be able to communicate with the Faculty management on their problems through students representatives and teachers representatives of each study year. The system of tutorship and mentorship on all levels of study shall allow additional consultation to each student.

Strategic analysis of international national and university environment

International environment

European strategic development plan until 2020 is based on a smart, sustainable and inclusive growth. Smart growth refers to economic and social development based on innovations, education, mobility of the youth and fast use of digital technology in all social processes. Sustainable growth refers to innovations and knowledge implementation through research with the aim of using the most of natural resources and providing development of industries which would be competitive in globalised world. Inclusive growth refers to development and acquiring of the skills necessary for employment and self-employment as well as for innovations in all social processes (including the political one) in order to fight poverty.

Amongst other, the EU strategic development plan emphasises that on the national level the member countries should “direct curriculums towards creativity, innovations and entrepreneurship” as well as to “...put in the first place aside funds for knowledge and tax incentive as well as other financial instruments for promoting private investments in research and development.”

The European Parliament and the Council issued in 2006 a recommendation on key (basic) competencies for lifelong learning. 8 key competencies were defined based on those recommendations. Key competencies are important to each individual regardless of profession, and they are important for personal fulfilment and development, social inclusion and employment. Besides communication in the mother tongue and in foreign languages, it is highly important at the higher institutions to develop systematically basic competencies “basic concepts of information and communication technologies”, “learning organisation” and “innovation and entrepreneurship”. Furthermore, each teacher should be an example for promoting in students civil competencies and cultural expression.

The European strategy Education and Training 2020 is a strategic framework through which the EU shall support adjustments of educational systems for the needs of smart specialisation, particularly deficit compensation in skills and competencies as well as training for global rivalry. Mobility, quality and efficiency of educational systems, promotion of equality, active citizenship and social cohesion as well as building up creativity, innovations and entrepreneurship on all levels of education, are key objectives of the strategic framework E&T 2020. Objectives and tasks are numerous for higher universities and the two key ones are (I) at least 40% of people aged 30 – 34 should finish some sort of form of higher education and (II) at least 15% of adults should be in the system of lifelong learning. It is also provided that a number of the employed graduates (persons aged 20 – 34 who have successfully completed secondary school or higher education) who have completed their education 1 – 3 years before should be at least 82%.

In its report to the Commission the professional body, in charge of modernisation of higher education, emphasises the importance of new models of learning and teaching in higher education (e-learning and distance learning): “There is considerable potential for the increase in availability of higher education as well as diversity of population of students.” E-technologies offer a possibility of learning anywhere, at any time and from anyone.” Distance learning should be developed on 3 levels. On a macro-level it is important to develop systems and theories of distance learning. Meso-level refers to implementation, organisation and technological solutions of distance learning while methods of learning, teaching and evaluation are developed on a micro-level. (Online distance education - towards a research agenda 2014). The Open institute report from 2014 “Innovating pedagogy” describes 10 innovative approaches to learning, teaching and evaluation which have the potential of initiating important changes in educational practice.

The White Paper on Sport, published by the Commission in 2007 was the first strategic document of the European Union which dealt with sport and kinesiology-related activities in general. The Treaty of Lisbon which entered into force in December 2009 contains Article 165TFEU which enabled the EU new possibilities for sport support. This article also contains provisions for promoting important issues for sport in the EU and in this way calls for activities for development of the European dimension of sport. It recognises social, educational and economical role of sport. At the beginning of 2011 the Commission issued a statement Developing European Dimension in Sport with recommendations for specific procedures which refer to social and economic role of sport, and to ways of organisation of sport events. Based on this statement the Council issued a resolution on working plan for sport for the 2011-2014 period which additionally strengthened European cooperation in the area of sport, setting priorities on the level of the EU including member countries and the Commission. The working plan identified social values of sport, particularly promoting among priority topics participating in kinesiological activities.

In 2012 the Council accepted conclusions on importance of physical activity for health, as on importance of sport for the society, inviting the Commission to pay more attention to the same in the future. Objectives which rise above sport and physical education such as good health, balanced personal development and social inclusion are emphasised.

In 2012 the Commission published a study on contribution of sport to economic development and employment. The most important strategic conclusions which came from the study carried out in 2011 and 2012 in all EU member countries imply that:

- Sport is an important economic sector with significant share in national economies with expected growth in the future
- Sport industry represents an intensively and rapidly growing market and it can contribute to the EU 2020 objectives
- Sport market is developing quickly in the poorer EU countries and it can, therefore, contribute to the economic reach of the member countries and thus lower the economic imbalance.

The EU professional team Education & Training in Sport in guidelines on double (dual) careers of athletes emphasises the importance of strategic activities for establishment of balance between commitments in sport and education, and later between commitment in sport and work place. Success of coordinating sport commitments with educational commitments in work place should not depend on good will of individuals, but those activities should be incorporated in laws and regulations of institutions. All parts, including higher education institutions, are expected to make additional effort in that direction. Education institutions should provide assistance to athletes even after their career, particularly to those who were forced to finish their career and who are still interested in continuing their education and in employment.

The most important results of the Eurobarometer on Sport and Physical Activity, implemented in 2013 in 28 member countries on more than 27 000 subjects and comparison to results from 2002 and 2009, imply the trend of growth of persons who do not practice sport or any other form of physical exercising (39% 2009, 42% 2014). A greater number of physically non active persons are from the group of the elderly and the poor. Generally men in the EU are physically more active than women and those differences are mostly expressed in age group 15 to 25. Unequal position of women in sport is evident, among other things, from a significantly lower percentage of women coaches who are besides paid even up to 1000 EUR less than men for the same type of work. Therefore the Commission 2014 suggested a strategic plan of activities for the 2014-2020 period with the aim of achieving equality of both genders in sport.

As a result of the previously mentioned activities and recommendations for the first time in the Erasmus+ programme for the 2014-2020 period included a chapter for financing projects in the field of sport.

The European Council and governments of the member countries confirmed in the work plan for the 2014-2020 period that sport may contribute to achieving objectives of the Europe 2020 strategy. This plan takes into consideration data on Eurobarometer on Sport and Physical Activity (2013) which confirms great differences between member countries, including results on voluntary work and sedentary behaviour.

The work plan also emphasises that the member countries and the Commission should prioritise the following key topics from the field of sport:

- Integrity of sport, particularly fighting against doping and match-fixing, protection of young athletes, good governance and gender equality;
- Economic dimension of sport, particularly sustainable funding of sport, heritage of great sporting events, economic value of sport and innovation;
- Sport and the society, particularly physical activities for health-enhancing physical activity (HEPA), volunteering, employment in sport as well as education and training in sport.

Five expert groups were established for dealing with the following topics: match-fixing, good governance, economic dimension, health-enhancing physical activity (HEPA) and human resource management in sport.

National environment

Croatian public allocating for higher education determined as a GDP percentage is currently amongst the lowest in Europe and it is 0,73%. Such low allocation disables any serious reform of higher educational system. Therefore, the Strategy of Education, Science and Technology from 2014 sets positioning of Croatia among the EU countries on the level of allocation for science and higher education as one of the most important objectives for the future period. It is at the same time a measure of real recognition of the role of education and research as initiators of economic and social progress and real commitment for the society, based on knowledge. Minimum goal set in the strategy for the height of allocation from the public sector is reaching median of the European countries by 2020.

According to the European Commission document Education and Training Monitor 2014 – Croatia less than 1% of students from the Republic of Croatia in 2013 were incoming international students while in the EU countries this percentage was above 8%. The aim of Croatia according to the strategy of education, science and technology is to achieve 10% of outgoing mobility of students and 5% of incoming students until 2020.

According to the Bologna process – Implementation Report 2012 Croatia was categorised as a country in which with less than 5% higher education institutions participated in joint studies. In majority of developed European countries the number of institutions organising joint studies is higher than 50%.

Enrolment rate for higher education institutions in Croatia continues to grow, but the rate of completion of higher education (for the age group 30 to 34) initiated to decline in 2010. In 2013 the rate of completion of higher education was 25,6% in comparison to the EU average which was 36,9%. High rate of school leaving, long studying and unequal approach to higher education were the main obstacles to acquiring higher education due to which Croatia has not reached its national objective for 2020 which is 35%. According to research of the Eurostudent Croatia is one of the countries with highest rate of school leaving (according to estimation it is higher than 40%). Different causes are possible, including lack of motivation, lack of professional orientation and counselling, and insufficient finances for studying. Moving from higher education to a labour market is difficult for Croatian graduates. Completed higher education without a doubt increases opportunities for employment during the working life, but the employment rate for new graduates is significantly lower than the EU average and in 2013 it was 56,5% while in the EU it was 80,07%. It is particularly worrying that in 2010 this percentage was rather higher in Croatia (75%).

71% of first year students tested in 2011 said they were planning to enrol a postgraduate study. It was a sign of irregular implementation of the Bologna process and insufficient recognition of graduate diplomas as independent qualifications on the labour market due to which students might be overqualified for their work upon completion of the study. A factor which contributes to this trend is the lack of services of academic counselling in institutions of higher education. Croatia is the only EU country, which in no way follows graduate students in institutions of higher education, even though there are examples of good practice of programmes for following graduate students on a smaller scale.

Level of participation of adults in education and training is one of the lowest in the EU. In comparison to the EU average 10,7% in 2013 only 2,9% of adults in Croatia participated in education and training. The Strategy of Education, Science and Technology of the Republic of Croatia introduces lifelong learning as a principle on which the entire education is based, with particularly great expectations from university. As one of the greatest challenges of introducing the principle of lifelong learning

shall definitely be establishment of a system and process for recognition of previously acquired knowledge and skills. It was also emphasised in the strategy that the role of higher education teachers in the society has changed and it includes four activity segments: a) educational; b) scientific/artistic; c) organisational, management and expert activities in academic bodies; d) engagement in a third mission of higher education institutions (activity referring to contribution of development and improvement of the community).

Significant changes are expected in both higher education and the system of science which shall be particularly challenging for faculties. System of funding scientific research was transferred in 2013 from the Ministry of Science, Education and Sport to the universities, demanding a more intensive development of university politics of research and funding research projects was transferred from the Ministry of Science, Education and Sport to a competitive system of Croatian Science Foundation. Assistants and junior researchers shall be employed on competitive bases and for shorter periods (4 years), which shall require organisations of doctoral schools and significantly higher level of organisations of research, renewing the educational process, rearrangements of working hours within the university and far higher level of organisation and responsibility of each individual. Those processes shall be additionally intensified by achieving research projects within the programme Horizon 2020, structural EU funds and growing referment of universities to research for the needs of development of economy and smart realisation.

In the Strategy of Education, Science and Technology (2014) it is emphasised that in the implementation of measures for achieving Strategy objectives universities are particularly important as places which actively participate in creating and developing the process of education and research; finally, as a place of education of the holders of the system of education and research itself. Implementation of the Croatian Qualifications Framework which began in 2014 is a long term measure for overcoming a gap between education and labour market and for encouraging lifelong learning. This new framework shall function as a mechanism for quality assurance for directing study programmes towards learning outcomes and it shall be based on foreseen the necessary skills and on analysis of sector skills. A system for recognition and evaluation of non-formal and informal learning shall be developed as a constituent part of implementation of the Qualifications Framework and due to promotion of participation in lifelong learning. This Framework shall ensure the learning outcomes in coordination with competencies and qualifications necessary for the labour market and it shall test whether they could be acquired by non-formal and informal learning.

And while the EU rate of unemployment of highly educated persons is about 15%, according to the data from the Croatian Health Insurance Fund the unemployment rate of PE teachers in Croatia is 32%. In July 2014 only in the Split-Dalmatia County 163 kinesiologists were unemployed according to the last data from the Croatian Employment Service. Such high rate of unemployment is partially a

consequence of unrecognition of all professions for which masters of kinesiology are trained and qualified, and partially a fact that the existing study programmes of the Faculty of Kinesiology were developed without certain consultations with other constituents such as for example employers, adequate national authorities or ALUMNI.

The Faculty of Kinesiology must systematically develop entrepreneurship knowledge, skills and attitudes of students, teachers, and non-teaching and administrative staff as help in the fight against economic crises and high unemployment rate.

High unemployment and low participation in the labour market led to deterioration of social situation in Croatia. According to the data from 2012, almost a third of Croatian citizens were threatened by poverty or social exclusion. The Faculty must aim toward finding a mechanism for enabling equal availability of studying regardless of the socio-economic status of students.

While this document was being developed the Ministry of Science, Education and Sport completed a working version of the new sports act and opened a public debate. It is expected that this act shall regulate athletes' rights such as for example introduction of the legal employment status (contract of employment), pension and healthcare insurance for athletes from the 1st category, unique scholarship for athletes from the 1st category from the state budget, higher education subsidies and training for former and current top athletes. The act shall also be directed towards an attempt of making a medical examination more available and suitable for different sports in terms of frequency and contents.

In the area of professional work it is expected to regulate the issue of licensing, lifelong learning and the level of professional training of coaches and to coordinate qualifications in sports with the EU. The area of kinesitherapy is also introduced in this act.

Programmed financing aims at solving the problem of financing sport, particularly on the local and regional level. Furthermore, the Croatian Olympic Committee, Croatian Paralympic Committee, Croatian Deaf Sports Federation, Croatian School Sports Federation and Croatian Academic Sports Federation, with the programmes financed through public needs, acquire the status of the umbrella sports associations.

University environment

Since 2008 the Faculty has been an independent institution, as a part of the University of Split, cooperating with dedication with the University and its constituents on improvement of all activities and processes which contribute to permanent development of the academic community in Split. However, if we look into long history of the study of kinesiology in the City of Split (which had existed

20 years before the establishment of the University in Split) it is important to emphasise that the integrated development of the University depended on kinesiologists. Perhaps even today the practical integration of the University, whose benefits are mostly felt by those who should feel them, the students, can be clearly seen from the university sport which has its foundations primarily at the Faculty of Kinesiology in Split. Therefore, the Faculty is an equal and estimated member and as such it acts at the university. Accordingly, the dean of the Faculty is also the member of the University Senate, and the Senate decides, according to numerous positive regulations, on educational, scientific, artistic and professional activity of the University. Some of greatest integrated activities are:

- All statutes of the constituents (therefore even the statute of the Faculty of Kinesiology) are structured based on the University Statute and are, in a clearly defined procedure and upon a suggestion of the constituents, confirmed by the Senate.
- Upon a suggestion of the constituents and in conformity with the Regulations on the Centre and Quality Improvement Committees, where the Faculty actively participates, the University Senate in Split approves the adoption and changes of the study programmes.
- Regulations on Studies and the System of Studying is adopted and applied at the University, based on which the constituents and the Faculty of Kinesiology developed their internal regulations which define specificities of the implementation of study programmes;
- A unique academic calendar is established at the beginning of each academic year;
- Enrolment quota for all study programmes are established at the level of the University;
- Student mobility is coordinated through a unique office at the University;
- A number of Faculty teachers hold lessons at other University constituents, and teachers from other constituents hold lessons at the Faculty.

Strategy of the University in Split 2015-2020 portrays and dictates the new environment of activities of the Faculty of Kinesiology with particular emphasis on excellence, competitiveness and innovations and a smart, sustainable and inclusive growth. New strategic guidelines of the University dictate recognisability in the research domain, interdisciplinary cooperation through functional integration of the University, improvement of doctoral education, adaptation of programmes, that is of learning outcomes to the labour market, development of a network of education and research related institutions which shall connect science, practice and higher education, internationalisation of study programmes and their integration in the European area of higher education, development of the system of lifelong learning and distance learning, starting economy in the region by promoting

knowledge based on entrepreneurship, development of programmes of post-academic employment, continuous development of the system of quality, strategic management and student standard.

Strategic analysis of internal factors

Analysis of the current situation at the faculty per areas and politics (strategic plans) of development

STUDIES, STUDENTS AND TEACHERS

Analysis of the existing situation

Studies and lifelong learning

University study of kinesiology is divided in three levels according to 3+2+3 model. **Undergraduate study** lasts 3 years which is 180 ECTS, **Graduate study** lasts two years and 120 ECTS are acquired. Upon completion of the undergraduate and graduate study a fully educated expert is formed from the area of kinesiology with the competencies for performing activities of major complexity and a precondition for enrolment of the postgraduate university study.

Third level of university education is **postgraduate doctoral study** in the duration of three years which is 180 ECTS and upon completing it students acquire academic title doctor of science.

Professional undergraduate studies offer students an appropriate level of professional competencies which help them in performing professional work and train them for immediate involvement in work process, and they last 3 years which is 180 ECTS. Upon completion, professional bachelors of our higher institution or any other home or foreign one, may continue their studies at one of **specialised graduate studies of kinesiology**, implemented with the total of 120 ECTS. Both levels of professional studies, undergraduate and graduate level offer four lines of study: sports coach, recreation and fitness coach, physical conditioning coach and kinesiologist.

<i>Study programme</i>	<i>Regular quota for enrolment of the 1st year of study</i>	<i>Special quota for enrolment of the 1st year of study</i>
Undergraduate university study of kinesiology	75	0
Professional undergraduate study of kinesiology	0	150
University graduate study of kinesiology	90	0
Specialist graduate study of kinesiology	0	50
Postgraduate study of kinesiology	0	30
Total	165	230

During the course of the last four years the university undergraduate study of kinesiology was chosen in average by 616 potential students within their 10 priorities. It is important to emphasise a noticeable positive trend of choosing the undergraduate study of kinesiology as the first enrolment priority, from 2011/2012 to 2014/2015. The enrolment quota of 75 students is filled during the first summer admission procedure. A positive trend has been noticed in the number of students who meet all the Faculty requirements during the admission procedure. The most interesting trend is an

average number of points from the State Graduation Exam of the enrolled students which was 308,89 points in the 2011/2012 academic year, while it equalled 561,3 for the generation of enrolled students for the 2014/2015 academic year. These data give us right to conclude that each year better and better students decide to enrol the university undergraduate study of kinesiology. Students who complete the undergraduate university study at the Faculty usually continue their study at the graduate university study of kinesiology which is also usually enrolled by students from Bosnia and Herzegovina, most frequently from the Faculty in Mostar. In average the graduate4 study is enrolled by 70 students.

An increased number of enrolled students at the professional undergraduate study is also apparent during last five years. First two generations of students enrolled in the 2011/2012 and 2012/2013 academic year processed the admission procedure through the Student Records Office. Providing the admission procedure through the system Postani student (Eng. Become a Student) made these studies rather popular which can be seen from a positive trend of increase in number of the enrolled students.

About 15% of students from the professional undergraduate study acquire less than 20 ECTS credits. This number is still rather low at the university undergraduate study and it equals about 3-4%. About 30% of students acquire more than 2/3 of enrolled ECTS credits at the professional undergraduate studies are about and about 85% of students accumulate between 40 and 60 ECTS credits at the undergraduate university study. About 25% of students from the undergraduate university study acquire all 60 ECTS credits and only 10% of students from the professional studies acquire all credits. It can be explained with the fact that for enrolment of the university studies there is a higher threshold and that students primarily enrol the undergraduate university study, and professional studies as well as part-time studies are their second or even third option. Paying for the professional studies is the second reason why the university study is the first choice.

During the 2014/2015 academic year the study programmes of the Faculty of Kinesiology were revised and new Feasibility studies of programmes were adopted and they were supplemented with the learning outcomes of each course and final competencies of students. On the yearly level the undergraduate study of kinesiology promotes in average 60 university bachelors, 10 professional bachelors, 52 university masters of kinesiology and 4 specialists of kinesiology. Employment of graduate students can be hardly followed because exit qualifications are not in conformity with the labour market. Minimum records of graduate students are kept during the first year after completion of the study. Therefore, information on employment of kinesiologists who completed the study are unknown.

It is widely known that in National Classification of Occupations which keeps records on graduate students in the Croatian Employment Service there are only a few registered occupations for which

kinesiologists are educated at the Faculty of Kinesiology in Split. A professor or a teacher of Physical Education, recreation and fitness leaders and sports coach are recognised occupations. Other potential occupations such as strength and conditioning coach, kinesitherapist and other potential occupations are not recognised in the previously mentioned National Classification of Occupations. Division of lifelong learning has been established at the Faculty and in 2014 one of the programmes of lifelong learning was implemented. The Faculty has expanded its activities to education and training of adults as well.

Teachers

Considering the potential of development and amount of work the number of full-time employed teachers at the Faculty holding a research and teaching position is 28, while there are no teachers holding a teaching position employed full-time. There are 2 employed postgraduate students holding associate positions and 5 junior researchers as postgraduate students.

In the 2014/2015 academic year there were 12 external associates holding a research and teaching position and in relation to the number of the full-time employees we can be rather satisfied with this ratio. However, for the associate positions the ration is not that satisfying (2 full-time employees holding associate positions in relation to 14 assistants external associates). The greater number of external associates was hired to maintain kinesiological, laboratory exercises which imply an enormous lack of the associate staff.

Currently, for one teacher holding a research and teaching position there is 0,07 assistants which is far from the optimal ratio of 1,5 to 2 assistants per teacher. Accordingly, the underlying problem related to staff politics is certainly insufficient employment of associate positions. Rather high number of hired external associates holding teaching positions at the professional studies implies the necessity for that staff itself.

Student standard

Organisation of student meals at the Faculty is quite unsatisfactory. The Faculty does not provide room for a student restaurant, but nearby there are two student canteens and a student restaurant. Student accommodation in student dorms is satisfactory as far as the quality is concerned but, according to student opinions, it is too expensive. Students of Kinesiology have a significant role in participation at the inter-faculty and inter-university sport competitions where they mostly achieve outstanding results. Students actively participate in international student exchange through the Erasmus programme and the programme of the Croatian Olympic Academy for additional education in Olympia.

Politics and development strategies

Studies and lifelong learning

Priority of the Faculty of Kinesiology is coordination of study programmes at all levels to the needs of the labour market. The Faculty has applied to one of the projects of the European Structural Fund named Development of occupational standards, qualification standards and Master degree study programmes in Kinesiology. It also important to apply for the second project which includes coordination of Bachelor degree study programmes of the Faculty with the labour market. Previously described projects shall clearly define learning outcomes and exit competencies of graduate students. Thereby the Faculty of Kinesiology shall provide students with better employment opportunities. Introduction of interdisciplinary study programmes are extremely important for the Faculty.

Intention of the Faculty is to continuously increase the number of the offered lifelong learning programmes through forms of workshops, lecturers of eminent experts from different areas to programmes which contribute to accumulation of specific CETS credits. There is a certain need and requirement for programmes of education and training of adults in the field of kinesiology, so the Faculty shall also actively participate in that area as well. Department of lifelong learning shall implement differential programmes for enrolment to graduate university and specialist studies. Introduction of e-learning to professional undergraduate and specialist graduate studies in the previous period shall continue to be improved and an attempt shall be made to introduce forms of e-learning to university studies as well.

Teachers

Development of study programmes implies the need for teaching staff from interdisciplinary areas. Connecting kinesiology as a scientific field to other scientific field and areas (psychology, pedagogy, sociology, economics, medicine, food technology, etc.) shall enable a more quality implementation of study programmes at the Faculty. The professional study of the Faculty has a high number of students in all four lines of study. Teachers holding teaching positions are required for implementation of the professional studies. Associate positions which are low in number at the Faculty are necessary for a quality implementation of exercises and seminars.

Student standard

Improvement of student standard shall primarily depend on the University Student Centre. The Faculty shall endeavour to enlarge its space and to provide students with space for the Student Council and a smaller student canteen. The Faculty priority is to include students in different cultural and artistic, sport and recreational, humanitarian and social activities within the environment and

wider, as well as to improve conditions of studying for students from more vulnerable groups, and particularly for disabled students.

SCIENCE AND RESEARCH

Analysis of current condition

From independence in 2008 to 2014 the Faculty never had a strategy of scientific activities. First such strategy for the 2014-2018 period was adopted by the Faculty Council in January 2014. This strategy defined mission and vision, strategic objectives and tasks of the Faculty in the area of scientific and research activity as well as persons and bodies responsible for implementation of those objectives and tasks. However, in March 2014 the Expert Committee responsible for implementation of the procedure of reaccreditation named by the Agency for Science and Higher Education announced their visit to the Faculty and carried out the procedure of evaluation. In conclusions of the expert committee from September 2014 it was emphasised, besides other, that it was necessary to develop a more quality strategy of scientific research and it was implied that there were insufficiently developed research activities and scientific productivity, as well as the lack of laboratory and research equipment.

Scientific productivity of the Faculty employees during the previous six-year period (2009-2014) considering we are a young institution, might be evaluated within the University and Croatian framework as more than a satisfactory one but it is rather unsatisfactory within the European and world framework. It particularly refers to publications of papers in journals which are indexed in Web of Science (hereinafter WoS) and Scopus.

Accordingly only 9% of WoS papers from the 2009-2014 period were published in journals which are ranked within the top 50% according to impact factor.

Table 2. Scientific productivity of the Faculty employees for the 2009-2014 period

JOURNALS	2009	2010	2011	2012	2013	2014
WoS	15	15	16	18	35	15
SCOPUS	3	5	4	2	2	6
OTHER	51	53	104	90	31	41

It can be seen from the table that until 2013 number of journals ranked as A1 and A2 not indexed in WoS and SCOPUS was several times higher than scientific papers indexed in WoS and SCOPUS bases. There are more samples of previously mentioned condition. Firstly, system of scientific research in Croatia is insufficiently financed and it does not meet even closely the European standards.

There is even no clear position of expenses for scientific research in universities budgets neither the time spent on scientific research can be seen through salaries of employees. Budget for material expenses is extremely low and was assigned through the system of scientific projects of the Ministry of Science, Education and Sports which encouraged fragmentation of research and did not allow management of institutional politics and strategic management of scientific work. A consequence for this was a weak development of financial instruments for development of science and implementation of scientific politics.

Furthermore, regulations on conditions for research, and research and teaching positions in social sciences did not regulate the necessity for publishing scientific papers in journals of the WoS base. Besides, the Faculty also lacked to form a system of encouragement of scientific excellence.

In 2012 the conditions for professional promotion for research positions were briefly stricter which immediately resulted in an increased number of published scientific papers of the Faculty employees in WoS journals in 2013. However, the majority of those papers (26 papers or 75%) were published in one journal (*Collegium Antropologicum*) and another two papers (6%) were published in other Croatian WoS journals. Only 7 papers were published in international WoS journals. At the same time the number of papers of the employees published in scientific journals not ranked in WoS or SCOPUS were rather lowered in number. Soon after adopting the new regulations on scientific promotion, the Supreme Court of the Republic of Croatia abolished it. Also in 2014 journal *Collegium Antropologicum* was not ranked in the WoS base. Due to the previous in this year there was significantly lower number of published papers in WoS journals (approximately the same level as in the 2009-2012 period). However, the increase in number of published journals in international WoS journals in 2014 was a positive thing. Total of 11 out of 15 papers (73%) were published in international WoS journals and the other 4 were published in Croatian journals *Kineziologija* (Eng. Kinesiology) (2) and *Croatian Journal of Education* (2).

A similar trend as for publishing scientific papers in the WoS journals was recorded in citation of the employees the WoS base. Since 2009 to 2013 there was a significant growth of employees' citations (64 citations in 2009 and 253 in 2013). In 2014, due to the previously mentioned reasons, a significant decrease was recorded in number of published papers and in citations in the WoS base in relation to 2013 (115 citations).

In the 2008-2013 period 7 research and scientific projects were held at the Faculty, all dealing with different areas of fundamental and applied kinesiology. In the area of social sciences, according to the criteria of scientific productivity, these seven projects were ranked among 10% of the most successful ones in the Republic of Croatia. About 2300 projects were funded in this project period in the Republic of Croatia.

However, in 2013 funding of research projects was transferred from the Ministry of Science, Education and Sports to a competitive system of the Croatian Science Foundation. Due to economic crises the total budget for this purpose decreased, and besides the Foundation decided to fund a significantly lower number (about 700) of bigger and internationally competitive projects. In this situation the Faculty employees applied the total of 4 projects to the Foundation and only 1 research project was accepted. It is obvious that it shall take time for the Faculty employees to adapt to these more demanding requirements of development of scientific projects. One of the greatest limitations for having the project approved was complying to demanding requirements of investigators of those projects. Investigators are expected to be prominent researchers with recognition of international achievements in science. The majority of the Faculty employees do not meet those requirements. These requirements are, of course, even stricter for the international EU projects.

During the previous strategic period the Faculty never set sufficiently the skills and knowledge of its employees in the area of scientific and research activity in function of development of local community and society as a whole. Besides participating in Science festivals, the Faculty employees are not significantly engaged in organisation of popular scientific lectures and workshops, educational projects in cooperation with primary and secondary schools, or generally in organisation of events in which scientific, research and educational competencies of the employees would be put to function of development of the society.

Doctoral study of kinesiology was recently established and it was coordinated with trends in the European Union. A good ratio of teachers and students at that study should be emphasised as well as possibilities of individualisation of studying through a selection of elective courses and an elaborated system of following and guiding doctoral students. It can be said that a lack of the study is implementation of lessons only in the Croatian language, insufficient number of reputable foreign lecturers and teachers, lack in control of quality of lessons, insufficient number of courses elaborated through e-learning and insufficient number of active scientific projects for participation of doctoral students.

Politics and development strategies

One of the first short-term objectives of the Faculty from the area of scientific and research work for the following period should be development of strategic programme of scientific research which should be coordinated with regulations on conditions for accreditation. It is also important to establish as soon as possible a functional system of following, evaluating and encouraging scientific and research activities of the Faculty employees. It is of great importance to encourage publications

of scientific papers in quality international journals. Besides the mentioned, the first part of the strategic period refers to formation of competitive scientific teams at the Faculty and their collaboration with qualified researchers from other institutions. It is planned this way to gradually form their international reputation which is a crucial assumption for obtaining a greater number of competitive scientific projects.

It is also planned to initiate a scientific journal as well as its indexing in international bases.

Due to described stricter conditions of applying for scientific projects it is assumed that in the first period of implementation of strategy (2015-2017) it is not expected to have an increase in number of approved projects because application itself is important for acquiring necessary experience and competencies from that process.

It is also important to encourage activities of popularisation of scientific and research work of employees such as festival of science, educational projects in cooperation with primary and secondary schools, participation in radio and TV shows etc.

Greater attention should be given to motivation and education of students of undergraduate and graduate university study for scientific work.

It is necessary to develop doctoral study also by using possibilities of connecting to other institutions of higher education in the Republic of Croatia and foreign countries, as a possibility of application to scientific projects for participation of doctoral students as well. Acquisition of quality scientific equipment and putting it in function within the institute for kinesiology and sport shall provide students from the undergraduate, graduate and doctoral study with better conditions for scientific work. More intensive cooperation with reputable world scientists and implementation of lessons in the English language shall improve the quality of the doctoral study itself. Better cooperation with both education and teaching related institutions and the office for technology transfer in Split shall connect science and profession and science and economy respectively.

INTERNATIONAL COOPERATION AND MOBILITY

Analysis of current condition

Mobility of students, teachers and non-teaching staff

Ever since the University of Split was awarded with an Erasmus Charter in 2008 and until 2011 the Faculty has not participated in activities of either incoming or outgoing mobility. In 2011 we had 5 PhD students and 2 professors participating in mobility, while no incoming mobility was recorded in the same year.

Number of students for outgoing mobility who take at least one semester at a foreign institution in the European Union has kept growing since 2012. This result of growing awareness of students on positive sides of mobility and a growing number of signed agreements between the Faculty and higher institutions provided our students with wider possibilities of choosing a destination for their further education. Until 2015 the Faculty signed agreements with 10 foreign institutions. An increase in number of outgoing students was almost 400% for the 2012-2015 period. Even though it was a significant percentage there is still an insufficient number of our students in mobility in relation to the Faculty practice in the EU. It is quite probable this is a consequence of students not being properly informed on the possibilities for mobility.

Unlike student mobility, a number of teaching and non-teaching staff included in mobility in the previous period was rather modest. Until now our professors achieved mobility only in the regional area, while the interest in leaving for training or holding lessons at the EU institutions is almost equal to zero. A rather too low number of contacts with persons from those institutions has not resulted in significant mobility and the Faculty has fallen quite behind for recommendations within the teaching and non-teaching mobility of the staff.

A greater number of signed agreements has resulted in increased mobility of students from different EU countries and somewhat better "visibility" of the Faculty on the European map. Geographical position is probably one of advantages we use to attract students from the continental part of Europe. Certainly, a number of only several students per year, which spend a part of their education at our institution, has not been impressive and numerous reforms would enable an increase in number of those students.

Unlike student mobility, an incoming mobility of teaching and non-teaching staff is modest. Only one professor per year is insufficient for an institution with a vision of an internationally recognised faculty to deserve that title.

Involvement in international associations

Until 2015 the Faculty was not immediately a member of any international sports sciences association. Besides patronage in some associations for scientific and professional conferences, not a single membership was recorded in any of the EU famous sports or scientific association.

International scientific and professional conferences

Until now the Faculty has organised four international scientific conferences "Contemporary Kinesiology" (2006, 2007, 2008, 2012). The conferences were organised in cooperation with institutions co-organisers from Zagreb, Bratislava and Sarajevo. The last conference, held in 2012, was organised under the patronage of the International Federation of Physical Education (FIEP) which is a proof of international scientific and professional recognisability. The 5th international

scientific and professional conference is in progress of being organised and its aim is a more quality exchange of experience between researchers and professionals. Students from all studies (undergraduate, graduate and doctoral study) always had a particularly important status in our conferences where they had an opportunity to publish and present their scientific papers (about 40% of total number of published papers).

Besides our conference, the Faculty is always willing to help in organisation of conferences in the region where we frequently act as co-organisers and members of scientific and organising committees, while we have no experience in organisation of conferences outside the region.

Implementation of lessons in English

Until 2013 the lessons were held at the Faculty only in Croatian. Since 2014 there have been 2 elective courses at the graduate study completely held in English. Incoming students take their lessons in Croatian but consultations, reference books and exams are provided in English. As far as the number of courses in English is concerned we are significantly behind the recommendations which suggest at least 10 foreign courses. Until 2015 there were no study programmes in a foreign language.

Politics and development strategies

It is necessary to organise functionally the Division of International Cooperation at the Faculty which has a task of coordinating activities related to cooperation with institutions and partners outside the Republic of Croatia. Persons in charge of the Division would be a head and an associate who would, first of all, be in charge of application of all international projects and of contact with partners. Lack of functioning of the Division and persons in charge of all international contacts currently make the Faculty unrecognisable in Europe which leaves everything on individual contacts gained by professors and staff.

The Division would coordinate all activities related to mobility (Erasmus and other) which would significantly raise quality of the organisations of those activities. Head of the Division would be in charge of education of students and teaching and non-teaching staff on possibilities of mobility, which is currently a huge problem. More available information on activities related to mobility for students and staff would increase their participation in those programmes and the Faculty would have quality representatives in Europe. At the same time, the Head would encourage teachers to formalisation of individual contacts which would increase number of agreements with international higher education institutions. Adopting the Erasmus Regulations, Regulations on Encouragement of Teachers for Developing Courses in English and many others, would raise a number of outgoing as well as incoming mobility of students and teaching and non-teaching staff, which is one of the main objectives.

It is important to include the Faculty through the Division into the network of national and international associations from the area of science and sport. Active membership in such associations would put the Faculty on the World map of desirable destinations for studying and a partner for scientific and other research. Developing a new, more approachable and organised web site in English as well as development of Faculty's visual identity would provide potential partners and placement on the market.

Opening a higher number of courses in English and regular encouragement of teachers for developing them would open the Faculty toward Europe and it would increase the number of visiting teachers as well as incoming students. Organisation of the entire study programme in English is the objective we need to aim to as soon as possible.

BUSINESS AND FINANCES

Situation analysis

The Faculty of Kinesiology, University of Split is a high educational institution still financed from the national budget (75% of the total budget). From the 2014 budget which amounted about 14 million kuna, 3,5 million kuna (25%) came from the non budget incomes (independent business incomes) increased for incomes (donations) for implementation of competitive scientific and research projects. Despite considerable independent incomes achieved through realisation of the programme at the professional and specialised study as well as from the lifelong learning programme offered by the Faculty on the education market, further improvements in the field of financial independence of the institution is related to development of new products (programmes) and to finding new users as well.

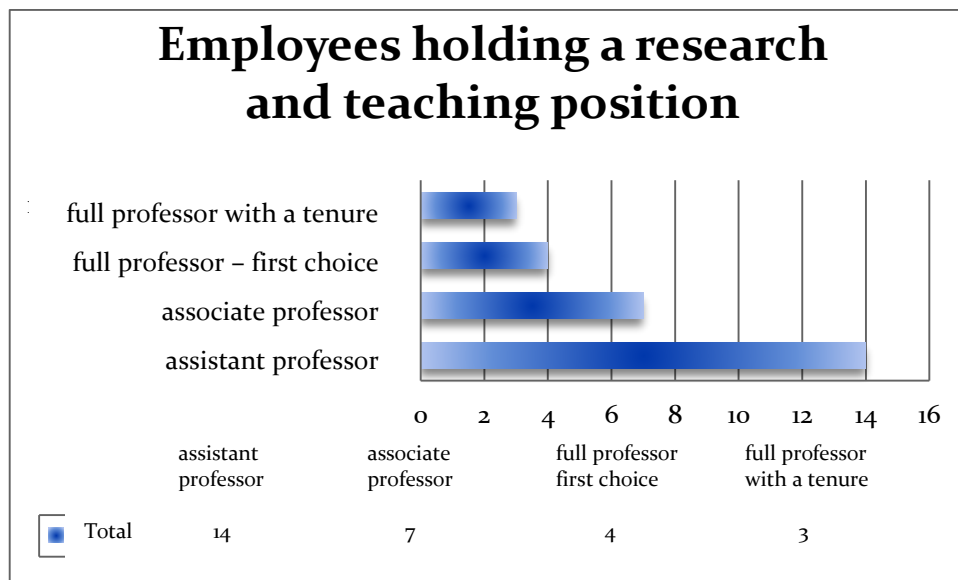
Table 3. Financial indicators for the 2010-2014 period in HRK

Year/Source	2010	2011	2012	2013	2014
Incomes from the budget for funding regular activities of the budget users	9.713.149	10.281.484	10.621.584	10.932.563	10.557.696
Incomes (donations) for implementation of the competitive scientific and research projects	163.447	163.447	205.447	167.942	175.592
Incomes (donations) for implementation of the competitive professional EU projects	-	-	-	-	-
Independent business incomes (non budget incomes)	1.647.223	1.292.825	2.263.301	2.844.396	3.324.748
Total incomes	11.523.819	11.737.756	13.090.332	13.944.901	14.058.036
Total expenditures	10.573.547	11.017.681	12.039.135	12.752.719	13.639.635
Financial transfer from the previous year	2.470.784	3.190.859	4.242.056	5.434.238	5.852.639
Total budget	13.994.603	14.928.615	17.332.388	19.379.139	19.910.675

The Faculty disposes with its own premises sized 1180 m², including area for practical lessons, area for theoretical lessons, area for teachers' offices, area for the Faculty management and area for

administrative and professional services. Number, size and arrangement of the classrooms, in relation to number of programmes and users, are not on a satisfactory level. Number and size of the offices for teachers are also not of satisfactory standards and do not meet the existing needs of the teaching staff. The Faculty does not possess a strictly intended area for performing scientific and research work and the biggest part of practical lessons is implemented in rented spaces which consequently implies relatively high expenses of the rent for sports facilities. Office space used by the administrative services is also in a rather poor condition.

The Faculty currently employs 50 persons, 15 in administrative services and 35 employees holding a research and teaching position as follows: 3 tenured full professors, 4 full professors – the first choice, 7 associate professors, 14 assistant professors, 2 postgraduate assistants, 5 postgraduate junior researchers. 70% of employees refers to teachers while 30% refers to administrative staff.



The total population of teachers at the Faculty includes a number of employed teachers according to scientific areas as follows: 31 teachers in scientific area of social sciences, field of kinesiology (88,6%), 1 teacher in scientific area of social sciences, field of sociology (2,85%), 1 teacher in scientific area of humanities, field of philology (2,85%) and 2 teachers in scientific area of biomedicine and health, field of basic medical sciences (5,70%).

There are 8,57% of employed teachers from interdisciplinary and/or kinesiology of complementary areas. Currently the Faculty does not employ persons engaged only in scientific work.

It has been planned to include about 200 external associates in the study programmes for the 2014/2015 academic year. The ratio of students and employed teachers is 20:1. The number of

external associates at professional and university studies is relatively high in relation to the number of full-time employees.

Non-teaching staff consists of heads of the organisational units: secretary of the dean, secretary of the Faculty, head of Student Records Office, head of finance and accounting service, head of the IT Office, head of technical services, head of procurement and analytics service as well as all employees working in these offices and services. Tw3o administrative experts are employed and financed from the Faculty independent budget. Number of administrative experts is not satisfactory in relation to the current extent of running business which is significantly growing.

The Faculty employees are not sufficiently included in systems which deal with organisation and improvement of activities from the area of kinesiology and sport. The Faculty has its representatives in the Croatian Olympic Committee and 2 employees are Executive Committee members in the Split Sports Association. We lack in data for the number of employees included in the systems of management and decision making for sports clubs and associations.

The existing system of human resources management partially limit quality use of the existing resource potentials, filling and replacing certain positions, creativity of employees and particularly of the heads of certain organisational units. Even in the past the steps were taken to create new and improved existing motivational systems and mechanisms, the existing mechanisms of human resources management and encouragement for training and creating additional values are not sufficiently effective and are, to a certain extent, discouraging for work of employees and external associates. During the period of implementation of the strategy it is crucial, among other, and besides the improvement of the model for encouragement of engagement, scientific and professional excellence, to ensure growth of disposable means for improvement of working conditions, and scientific and professional training of the employees.

During 2014 with the aim of improvement of working quality, the exit competencies of the programme attendances and achievement of additional incomes, additionally intensified activities related to signing agreements based on partnership bases (international universities and faculties, international and national umbrella sports organisations, education and research related institutions etc.). Even though the Faculty management has recognised the importance of the Alumni association as a quality partner which, among other, provides information on employment for students upon completion of studies, currently there is a systematic solution of providing material and technical as

well as financial conditions for work and business of the mentioned association does not exist whatsoever.

Table 4. Indicators on a number and character of the signed agreements on cooperation for the 2011-2014 period in HRK (national sport alliances, expert associations, education and research related institutions, gymnasias)

Signed agreements on cooperation	2011	2012	2013	2014	Total
International legal entities	3	3	2	2	10
National legal entities	3	2	2	4	11
Higher education institutions at the University of Split	3	5	4	6	18
TOTAL	9	10	8	12	39

The Faculty management has data on engagement and work of the Faculty employees (from the parent institution) on its disposal, and those are: memberships in expert bodies, part in the ownership structure of the legal entities, socially useful work from the area of kinesiology and sport and which might be of interest for the institution and kinesiology as a profession.

Table 5. Indicators on a number and character of the signed agreements on membership of the Faculty of Kinesiology in membership organisations of interest for the 2011-2014 period

Memberships in membership organisations	2011	2012	2013	2014	TOTAL
International	0	0	0	0	0
National	0	0	1	0	1
TOTAL	0	0	1	0	1

The Faculty of Kinesiology is not owned or co-owned by either of the legal entities, besides having a plan for starting a procedure of establishment of Croatian Institute for Kinesiology and Sport pursuant to the act on institutions. Considering the intellectual potential of the employees and external associates, as well as the potential of the area of kinesiology and sport itself, it is rather unrealistic for the Faculty not to (co)own at least one *start up / spin off* company. The Faculty of Kinesiology as an institution does not have incomes from the patents of intellectual property and data on such incomes of the employees are unknown. Besides a committed lawyer who helps the

Management in legal and business matters, there are no officially appointed national or foreign competitive advisors for development of certain business fragments (science, economy, etc.).

Despite endeavours of the previous and current management, the business system, and particularly in non-teaching fragments, is still insufficiently rational within its frameworks there is space for additional improvements. Within the business system, the under-systems of business planning and controlling are insufficiently computerised, they do not provide monitoring of activities per organisational units, programmes (products) and employees in real time, and they interfere with quick and efficient decision making. Possibilities offered by the contemporary technology are only partially used.

Even though all business processes have been carried out with maximum regard to legal provisions from the area of fiscal responsibility, the Faculty of Kinesiology, University of Split intends to additionally protect interests and improve business politics of the institution in its future business activities and through improvement of business processes and raising ethical standards in all segments.

Politics and development strategies

Due to lack in funds and other boundaries for rationalisation and lowering of the expenses, the Faculty, like many other higher education institutions in the Republic of Croatia, was forced to continuously improve the existing business processes and to find new sources for financing. With the aim of further reinforcement of financial independence, for the period of realisation of the Strategy, the Faculty should provide a stabile flow and growth outside the budget incomes, a more quality system of planning and developing the budget as well as growth of the following business activities:

- improvement of infrastructure,
- rationalisation of running business, development of the information system and improvement of the system of encouragement of employees and external associates,
- starting a start up and/or a spin off company in cooperation with partners as well as other forms of cooperation (inter-university cooperation, mutual and joint studies, sports clubs and alliances, education and research related institutions, gymnasias, etc.),
- introduction of new commercial programmes at the professional studies and the lifelong learning centre, with the emphasis on programmes in foreign languages (English),

- further development of the diagnostic centre at the Institute of Kinesiology and sport and its partial exploitation in commercial purposes,

a more active approach to potential partners, donors and sponsors as well as applying to projects from national and international institutions.

In the area of rationalisation, the Faculty plans to proportionally lower the expenses of external cooperation in relation to the amount of business, paying the rent and other business expenses. For starting and carrying out great projects, such as renovation and equipping the existing facility and adding new content, it is crucial to find new partners.

The Faculty of Kinesiology, University of Split has on its disposal insufficient and inadequately equipped room capacities which limit improvement of the quality of study programmes and productivity of scientific and research work, and finally even the further growth and development of the institution itself. One of the priority objectives from the area of financial business running which represent basics of a successful realisation of the vision and mission of the Faculty of Kinesiology is a reconstruction and adaptation of the existing capacities as well as building new ones on adequate locations. The following activities have been planned for the period of realisation of the Strategy:

- development of conceptual design and obtaining documentation necessary for reconstruction and adaptation of the existing space resources in the property of the faculty in Teslina street,
- development of conceptual design and obtaining documentation for building a modern structure for the Faculty of Kinesiology with accompanying outdoor sport content on adequate location,
- finding strategic partners for the needs of infrastructure improvement,
- applying project according to structural EU funds and/or potential investors/partners.

Finally, the Faculty of Kinesiology, University of Split, in the period of realisation of the strategy, plans to improve material resources and space infrastructure through development of systems of education and research related institutions and system of gymnasias based on agreements with partners from the profit and non-profit sector, use of intellectual and professional and material resources of partners for implementation of certain lessons and other programmes, considering the environment limits the possibility to build a greater number of sport structures which would strictly be in function of the Faculty.

Insufficient number members of teaching and non-teaching staff, relatively high expenses for external associates and not sufficiently effective system of human resources management represent limiting factors for the process of growth and development of the Faculty of Kinesiology, University of Split. In the period of realisation of the strategy and through improvement of the existing motivational system and implementation of new politics and procedures it is necessary to ensure the following:

- replacement of the staff on all positions,
- decentralisation of the system of management, planning and decision making as well as reinforcement of role of the heads of organisational units,
- support and high level of motivation of all employees, external associates and potential partners for development of different business segments and realisation of established Faculty objectives,
- a relatively low level of costs for external collaboration in relation to earned incomes,
- a more quality structure of employed teaching and non-teaching staff,
- increased number of scientific, research and teaching, teaching and non-teaching staff,
- increase in influence of the profession on creating development strategy and model of management in the area of kinesiology and sport through its delegated representatives.

In the period of implementation of the strategy the Faculty of Kinesiology, University of Split has intended to improve the existing business system through standardisation and introduction of information technology system referred to business running, development of a more specified system of business and finance plan as well as development of information technology system which should provide analytic monitoring of the incomes and expenses, meaning a simple control or budget provisions.

In the area of standardisation and introduction of information technology, the Faculty has intended to develop standards of consumables, introduce the Internet banking as the only option for the system of payments, encourage “an office without any paper”, eliminate the use of standard Student Transcript Books and all unnecessary forms, computerise the inventory processes, formulate and implement additional solutions (ex. using the possibility of an electronic signature) which would enable faster realisation of business processes and issue offers and invoices through introduction of card payments (cash payments and payments in instalments), improve the quality of service for students/clients and encourage requirement for products (educational programmes).

In the area of business and financial planning it is necessary to plan as adequately and precisely possible all incomes, expenses and consumption for each business process, department, service, user group, programme and individual who or which participate in realisation of business processes and to provide preconditions for development of running a business at the Faculty by increase in the number of potential users (expenditure of the market) and introduction of new products (programmes) with emphasis on lifelong learning for the needs of profit and non-profit organisations in the country and abroad.

Within the business planning and controlling system, including financial planning/controlling, it is necessary to develop programme solutions which, in real time, should provide a detailed insight into the budget, incomes per sources, expenses and consumption, and which should also provide sufficient information for a quick reaction of the Faculty management.

The information technology system for analytic monitoring of incomes and expenses should represent a flexible and a simple system which could in real time provide for example data on: monthly, semester or yearly share of incomes, achieved from a product (programme, line of study and similar) for the overall revenue, revenue amount earned in a specific segment of running a business in relation to revenues earned in the same year period in the past and similar.

The Faculty management, based on the previously presented information, might quickly react to all business flows not planned ahead and this way use available information as a starting point for providing competency on the market and improvement of business processes and relations between them.

In the area of fiscal responsibility, the management of the Faculty of Kinesiology, University of Split, has planned to improve the existing politics and efficiently protect the interests of the Faculty, employees and all other participants by raising the level of ethic standards during the period of realisation the strategy. Accordingly, the Faculty has planned to implement the following measures:

- Specification, individualisation and distribution of fiscal responsibility by bringing certain acts and in conformity with the expressed interest of the employees for participating in guidance and development of a certain segment of the Faculty business.
- Additional improvement of the decision making process in order to enable each potential of legal and physical entities which might, based on legal regulations, find themselves in a conflict of interest.

SWOT analysis

STRENGTHS

Experience in the process of implementation of e-learning
Capacity for interdisciplinary research
Formation of the Division of Lifelong Learning
Possibility of participation of students in scientific and sports activities during the study
Experience of the employees in professional work
Adequate teachers-students ratio
Stabile positive and financial situation
Trend of business development and of financial incomes

WEAKNESSES

Inadequate space resources
Lack of professional administrative and support staff, particularly of the one related to research and project activities
Inexistence of information technology system for business monitoring
Study programmes are not in coordination with the market needs
Lack of scientific and professional references in Croatian
Lack of reviewed teaching references
Lack of cooperation with the economy, local community and the society as a whole
Insufficient scientific productivity of the employees
Insufficient "visibility" of the Faculty in the international and scientific community
Lack of adequate equipment for scientific research
Insufficient investment in scientific and professional activities
Inexistence of the system of motivation and upgrade of scientific and professional work
Insufficient number of international projects
Lack of commitment of the staff in activities from the 3rd mission of the university
Insufficient mobility of students and the faculty employees
Lack of commitment of students in extracurricular activities
Lack of knowledge in English of certain persons from the teaching and administrative staff
Insufficient number of courses in English
Lack of use of potential alumni associations

OPORTUNITIES

Attractive scientific field of kinesiology

A wide spectrum of possible external sources of financing project activities

Connecting with other faculties in Croatia and abroad through common research, professional and development projects

Labour market needs for new study programmes and lifelong learning programmes from the area of kinesiology

Increased requirements for education within study programmes in English

Cooperation with economy and local community on common projects

Geographical location

Trend of recognition of kinesiology as a scientific area with a positive influence on life quality

THREATS

Demographic problems (decline in birth-rate)

Economic crises

Insufficient state investment in science and education

Inadequate legislative and legal framework for advancements on research and teaching positions

Limited possibility of employment financed from the state budget

High unemployment rate of graduated kinesiologists in certain regions in the Republic of Croatia

Too frequent elections within the faculty (every two years) which renders certain things more difficult such as long-term strategic thinking and cooperation of the employees

Undefined occupations from the area of kinesiology within Croatian Qualifications Framework

Low number of representatives of the Faculty in scientific and research as well as professional bodies/committees on the local and state level

Insufficient number of experts from the area of kinesiology who are included in processes of bringing decisions important for improvement of the system of kinesiology and sport

STRATEGIC PRIORITIES

Strategic priority 1: The Faculty of Kinesiology in Split shall become an attractive faculty for talented pupils and students as well as for competent experts and scientists

With the aim of more quality introduction of primary and secondary school pupils to the Faculty and kinesiological profession, the Faculty shall organise popular scientific and professional presentations in primary and secondary schools, and particularly in grammar schools. It is also important so kinesiology might be chosen by talented pupils with the potential of developing competencies necessary for their personal development, social inclusion and successful implementation of activities from the area of kinesiology on the labour market. The Faculty shall make endeavours to attract both quality students and competent experts and scientists from other institutions which might make improvements of the Faculty activities in the area of science, education, but also transfer scientific, research and expert knowledge on the society. It shall also encourage students and employees to leave to prestigious European and world high education institutions with the aim of improvement their competencies. Increase of incoming and outgoing mobility shall provide “circulation of talents” which shall additionally develop potential of both students and employees.

The Faculty shall also indicate the growing importance of kinesiology in the society, and particularly in the world with growing health consequences due to the lack of movement. In the long term those activities should result in increase of perception on importance of kinesiological profession for the society as a whole. This way and by coordinating study programmes with the market needs the improvements shall be made in the field of employments of kinesiologists which shall additionally increase the interest for enrolment to Faculty study programmes between pupils from final secondary school forms.

The Faculty shall endeavour to publish position openings and publish them as to inform as many scientists and experts from the country and abroad as possible which would be a precondition for employing a more quality staff.

Strategic priority 2: The Faculty of Kinesiology in Split shall offer quality education available to everyone and according to the market needs

The Faculty shall continuously coordinate its study programmes to the market needs which imply coordination of exit competencies of the study programmes. According to the previously mentioned new professional practice shall be developed on levels with clearly defined and verifiable learning outcomes. Coordination of study programmes with the principles of the Croatian Qualifications Framework shall also lead to increase in quality of study programmes. Verifiable learning outcomes on the level of a single group of learning outcomes, with their availability, shall also lead to increase in quality of lessons for certain courses. With the purpose of quality increase of lessons in all studies, the Faculty shall provide quality lifelong learning education of teaching and associate staff.

The Faculty shall develop and initiate study programmes in English and this way it shall get closer to international market. Approaching the international market shall also help the introduction of e-learning which is aimed for implementation of certain study programmes entirely.

Regulating act on studies and system of studying the Faculty shall render studying more approachable for certain vulnerable groups of students.

Development of the Division of Lifelong Learning is a base for work and advancement of the Faculty until 2020. The number of programmes of informal lifelong learning shall continuously grow as well as the number of programmes of training and improvement for attendants from Croatian Qualifications Framework level 5. Acknowledgment for informal forms of learning shall also be implemented. Using e-learning and development of lifelong learning programme in English shall enable better availability of education.

Strategic priority 3: The Faculty of Kinesiology in Split shall develop scientific, research and professional potentials

The Faculty shall develop more precise criteria with the aim of encouraging scientific and professional excellence of its employees. It shall also develop a strategic programme of scientific research with analysis of scientific potential of the Faculty and its position in scientific and business environment and it shall define strategic objectives, expected outcomes of the strategic research programme, as well as scientific topics which the Faculty employees intend to research in the following period.

By investing in facilities and procuring scientific equipment, hiring top world experts and scientists as lecturers and advisors and continuously educating students and staff on the topic of scientific research and professional work, scientific as well as professional competencies of students and the Faculty staff shall be developed.

Quality implementation of doctoral study shall provide continuity for scientific excellence at the Faculty.

Strategic priority 4: In partnership with the University, the Faculty of Kinesiology in Split shall put its scientific research and professional potentials in function of development of local community and the society as a whole

Within this strategic priority the Faculty shall implement activities of the so called Third mission of the university. Namely, besides the scientific research mission and mission of teaching, the Faculty should take into account putting knowledge and skills of its employees as well as other resources on its disposal in to function of development of local community and the society as a whole. Since the Faculty is mostly financed from the public budget (budget of all taxpayers) the society should have some benefits from the Faculty activity. Therefore, within the Third mission the Faculty shall implement different educational activities from the area of kinesiology (courses, workshops, round tables and other) intended for pupils, students, adults and persons in the third age. In the following period the Faculty shall also endeavour to put its technology and innovations in function of society development which should result in for example establishment of a start-up or spin-off company, scientific and professional projects in cooperation with different organisations in the society, using space, scientific equipment as well as competencies of the Faculty employees in function of health improvement for as many citizens as possible etc. Besides the Faculty shall encourage its students and employees to work as volunteers as much as possible on projects of interest to the local and wider social community, to join and act in associations of civil societies, sport and recreational associations etc.

Strategic priority 5: The Faculty of Kinesiology in Split shall integrate itself in the European area of higher education, and it shall also internationalize its study programmes and lifelong learning programmes

Within this strategic priority it is rather important to establish the Division of International Cooperation for coordination of all international activities. One of the activities of the mentioned division is reinforcement of cooperation with the reputable European institutions from the area of kinesiology by signing agreements, student exchange and staff exchange, participation in common projects and organisation of common meetings and conferences. Besides, the Faculty intends to become an active member of European and world associations from the area of kinesiology and to internationalize its activities by starting new courses and entire programmes in English.

Strategic priority 6: Through establishment of a more efficient and more contemporary business system, and reinforcement of cooperation with potential partners and application to projects, issued by national and international institutions, the Faculty of Kinesiology in Split shall improve the existing material, technical, financial and human resources of the Faculty

The Faculty shall provide, through further business information technology, additional rationalisation and savings in business as well as constant insight in business processes, budget realisation and cash flows, or generally put information technology necessary for fast and quality decision making of the management. Furthermore, the Faculty shall provide a stable flow and growth of incomes earned out of the budget by introducing new commercial programmes at professional studies and the centre of lifelong learning, with emphasis on programmes in foreign languages (English), on further development and commercialisation of a part of services from the diagnostics centre at the Institute for kinesiology and sport and on establishment of start up and/or spin off company in cooperation with interested partners. Through cooperation with potential partners, donors and sponsors and by applying to projects awarded by national and international institutions, the Faculty shall find means for improvements of the existing material and technical infrastructure. The Faculty shall also, through further development of motivational system and increasing investment in scientific and professional training of its employees and external associates, improve the existing infrastructure of the teaching and administrative staff.

ELABORATION OF STRATEGIC PRIORITIES

Each strategic priority has been elaborated in this chapter and specific, measure, achievable, real, time defined and challenging (SMART+C) goals have been defined for each of them.

Strategic priority 1: The Faculty of Kinesiology in Split shall become an attractive faculty for talented pupils and students as well as for competent experts and scientists

SPECIFIC (SMART+C) GOALS	Indicator	Current value (or the average of the previous period)	Target value (until 2020)
Keeping a high level of perception of pupils from final grades in primary schools on desire to study at the Faculty of Kinesiology	Perception on desire to study	3,9	4,0
Improving perception on desire to study and work in kinesiological profession between final grade pupils in secondary school	Perception on desire to study and work in kinesiological profession	2,2	2,5
Improve perception on desire to study and importance of kinesiological profession between teachers from secondary schools	Perception on desire to study and importance of kinesiological profession	2,1	2,5
Increase interest for enrolment at the Faculty of Kinesiology between pupils with good results at the State Graduation Exam	Average number of scores from the State Graduation Exam of enrolled students	440	600
Increase number of arrivals of students, experts and scientists from abroad	Number of arrivals	15	40

Strategic priority 2: The Faculty of Kinesiology in Split shall offer quality education available to everyone and according to the market needs

SPECIFIC (SMART+C) GOALS	Indicator	Current value (or the average of the previous period)	Target value (until 2020)
Coordinating programmes with the needs of the labour market	Number of coordinated programmes	0	3
Increasing number of syllabi for professional practice based on learning outcomes	Number of syllabi for professional practice based on learning outcomes	2	12
Increasing number of lifelong learning programmes	Number of programmes	1	50
Increasing number of e-learning programmes	Number of programmes	0	10
Increasing number of extracurricular, sports, and entertaining activities for students	Number of year activities for students	2	5
Increasing number of students and attendants with scholarship included in the lifelong learning programmes	Number of students and attendants with scholarships	2	10
Increasing access to studying to students from vulnerable groups	Number of measures for increasing access	0	5
Keeping quality of lessons at the undergraduate and graduate study	Average grade of teachers from student surveys	4,4	4,4
Increasing satisfaction of students with quality of studying	Average grade on quality of studying	7	7,5
Starting study programmes in the English language	Number of programmes	0	2

Strategic priority 3: The Faculty of Kinesiology in Split shall develop scientific, research and professional potentials

SPECIFIC (SMART+C) GOALS	Indicator	Current value (or the average of the previous period)	Target value (until 2020)
Increasing number of scientific papers published in WoS journals	Number of published papers	0,5 po zaposleniku	1 po zaposleniku
Increasing quality of papers published in WoS journals	Percentage of WoS papers in the first and second quartile	9%	15%
Increasing percentage of papers published in international WoS journals	Percentage of papers in international WoS journals	40%	60%
Increasing number of employees who publish in international WoS journals	Percentage of total number of employees who published a paper in an international WoS journal	48%	70%
Starting a scientific journal and its indexation in international scientific bases	Journal indexation in international scientific bases	0	1
Increasing number of applications to national and international projects funded from competitive sources	Number of application to international and national projects funded by competitive sources	6	15
Increasing investment in scientific and research equipment and facilities	Annual sources of funds	960.952,99 kn	1.400.000,00 kn
Increasing the number of reviewed teaching material	Number of reviewed teaching material	0	20
Increasing the number of participation in professional training programmes	Number of participations	NEMA PODATAKA	30 godišnje

Strategic priority 4: In partnership with the University, the Faculty of Kinesiology in Split shall put its scientific research and professional potentials in function of development of local community and the society as a whole

SPECIFIC (SMART+C) GOALS	Indicator	Current value (or the average of the previous period)	Target value
Increasing the number of educational Faculty activities from the interest for the local community and the society as a whole	Number of educational activities from interest to the local community and the society as a whole	0	5 godišnje
Realisation of an entrepreneurial ideas through a start up or spin off company	Number of established start up and spin off companies	0	1
Improving collaboration with partners outside the academic community	Number of agreements with non-academic partners (education and research related institutions, sports clubs, sports alliances, etc.)	2	40
Increasing the number of activities related to including the Faculty in the society	Number of activities	2 godišnje	5 godišnje
Increasing the percentage of employees involved in the Third mission activities at the Faculty	Percentage of involved employees	Nema podataka	50% od ukupnog broja djelatnika
Increasing the percentage of students involved in the Third mission activities at the Faculty	Percentage of involved students	Nema podataka	20%

Strategic priority 5: The Faculty of Kinesiology in Split shall integrate itself in the European area of higher education, and it shall also internationalize its study programmes and lifelong learning programmes

SPECIFIC (SMART+C) GOALS	Indicator	Current value (or the average of the previous period)	Target value (until 2020)
Organising the Division of international cooperation	Organisation of divisions	0	1
Increasing the number of staff members at the Division of international cooperation	Number of persons	0	3
Increasing the number of memberships in international associations	Number of memberships	0	5
Increasing the number of participations of teachers in scientific and professional meetings abroad	Number of participation per year	2	10
Increasing the number of courses in the English language	Number of courses	2	10
Increasing student mobility	Number of incoming and outgoing students	7	20
Increasing mobility of reaching and non-teaching staff	Number of incoming and outgoing staff	1	5
Increasing the number of signed agreements with international higher educational institutions	Number of agreements	0	4
Increasing the number of realised EU projects	Number of projects	0	3

Strategic priority 6: Through establishment of a more efficient and more contemporary business system, and reinforcement of cooperation with potential partners and application to projects, issued by national and international institutions, the Faculty of Kinesiology in Split shall improve the existing material, technical, financial and human resources of the Faculty

SPECIFIC (SMART+C) GOALS	Indicator	Current value (or the average of the previous period)	Target value (until 2020)
Increasing the percentage of individual incomes in the total incomes of the institution	Percentage of individual incomes	25%	30%
Increasing the number of services and products offered by the institution to achieve higher incomes	Number of services and products	11	30
Increasing the number of target groups from which the institution achieves individual incomes (attendants of different programmes, business entities, clubs, umbrella sports organisations etc.)	Number of target groups	2	8
Increasing the number of end users (attendants of different programmes) from who the institution achieves individual incomes	Number of end users	500	800
Improving business processes and work efficiency	Introduction of ISO standard	0	1
Increasing space capacity	Number of m ² for the area	1680m ²	3500m ²
Increasing the percentage of invested funds in equipping space in the total budget	Invested amount	6,5%	8%
Increasing the percentage invested in scientific and professional training of employees in the total budget	Invested amount	2%	4%

IMPLEMENTATION AND EVALUATION OF THE STRATEGIC PLAN

Strategy implementation should be a continuous process. It means team work or a dialogue on all levels as well as inclusion of as many Faculty employees as possible in the process of implementation itself, but it is also assuming responsibility for achieving set goals and tasks. Due to the mentioned the committee for strategy development which consists of employees handles certain areas of Faculty activities (selection per functions). In case of changes on a certain function, committee president as well as employee who filled a post on that function should instruct the new committee member on bases of strategic planning and explain that employee the current condition of that segment of Faculty activities. This way we have achieved assumptions for continuous following of strategy implementation but also for competent development of future strategies. Based on the previously developed Strategy, action plans for Strategy implementation for each year shall be developed. The action plan shall consist of the following elements: 1. overview of priority goals and tasks 2. precise year indicators and target values for each goal and task 3. deadlines for realisation of goals and tasks 4. list of activities for realisation of each goal and task 5. responsible persons for implementation of activities. It has been planned not only to regularly inform all Faculty employees on relevant information related to certain areas of the Strategy but also to question on a yearly level and also to correct and fill in formulation of the goals, tasks, indicators and target values mentioned in the Strategy.