



SVEUČILIŠTE U RIJECI UNIVERSITY OF RIJEKA
FAKULTET ZA MENADŽMENT U TURIZMU I UGOSTITELJSTVU
FACULTY OF TOURISM AND HOSPITALITY MANAGEMENT
OPATIJA, HRVATSKA CROATIA

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FACULTY OF TOURISM AND HOSPITALITY MANAGEMENT

**Strategy of the Faculty of Tourism and Hospitality
Management 2021 - 2025**

Opatija, 2021.

INTRODUCTION

The strategy of the Faculty of Management in Tourism and Hospitality for the period from 2021 to 2025 is a continuation of the Development Strategy for the period from 2015 to 2020. The strategy retains the previously adopted direction of development, but in addition to the existing ones, new goals have been added, through which it is possible to realize the development direction of the Faculty with regard to current and projected future challenges and needs. The Faculty operates as an independent institution within the University of Rijeka, the development of which is influenced by a number of factors. The basic direction of the development of the Faculty, as a constituent of the University of Rijeka, is determined by the strategic goals defined by the Strategy of the University of Rijeka in the period 2021-2025. The starting point for the preparation and elaboration of the Strategy were the relevant European strategic documents, which are also the basis for national and institutional documents. With the necessary harmonization, efforts were made to recognize the national relevance and all the specifics of the Faculty in defining the strategic framework and the main determinants of development. Therefore, there is a need to develop a Strategy that, in addition to the common goals of the University, has implemented the specifics of the Faculty, which arise from its mission and vision.

This document is a strategic framework for the development of teaching, research and innovation activities of the Faculty through regional involvement and internationalization. The strategy includes the digitalization of the process and the quality assurance system. Teachers from seven Institutes and twenty Departments participated in the preparation of the document, representatives of the Student Council were involved, and the document was discussed with the Economic Council and the Council of the Career Centre.

VISION

The Faculty of Tourism and Hospitality Management is a leader in higher education, scientific and professional research in the field of tourism, hospitality and sustainable development in Croatia and the wider region

KEY VALUES

Commitment to students

Partnership with the economy

Excellence

Academic freedom

Ethics and social responsibility

MISSION

The Faculty acts as a creator of knowledge about tourism, hospitality industry and sustainable development.

Students are provided a quality education aimed at taking over the leadership positions in the conditions of a strong global competition. Employees thereby play a crucial role. Stimulating working environment initiates innovation, scientific, research and educational excellence, loyalty and commitment.

Creative partnerships with the economy, public sector and civil society provide scientific based solutions to economic and social challenges.

It encourages excellence whereby all the activities are carried out in accordance with the principles of ethics and social responsibility.

In accordance with the Strategy of the University of Rijeka 2021 - 2025, there are four strategic areas within which the quantitative and qualitative development goals are defined:

- I. LEARNING AND TEACHING: OPEN EDUCATION***
- II. RESEARCH: INNOVATION AND ECONOMIC AND COMMUNITY DEVELOPMENT***
- III. REGIONAL INCLUSION: KNOWLEDGE TRANSFER AND SOCIAL RESPONSIBILITY FOR SUSTAINABLE DEVELOPMENT***
- IV. INTERNATIONALIZATION: EXPANDING HORIZONS AND STRATEGIC PARTNERSHIPS***

I. Learning and teaching: open education

Strategic policies - quantitative indicators:

Goal What we want to achieve?	Indicator What is the success indicator?	Definition Formula description	Initial value FMTU 2020	Target value FMTU 2025	*Target value FMTU 2025	Target value UNIRI 2025
1. Maintain the quality of teaching conditions	Student-teacher ratio	The total teacher FTE (associate, teaching, scientific-teaching ranks, regardless of the source of funding) compared to the number of students enrolled in all study programmes (all levels, regardless of funding).	1 : 28,54	1 : 28,00	1 : 28,00	1 : 15
2. Increase the organization level and teaching effectiveness	Share of graduate Students	The total number of graduate students divided by the total number of first-year students enrolled as many years ago as is the prescribed duration of the corresponding study programme (duration of the study The total number of graduate students divided by the total number of first-year students enrolled as many years ago as is the prescribed duration of the corresponding study programme (duration of the study programme + 1).	93,8%	90%	90%	88%
3. Develop a personalized approach to learning	Share of ECTS credits acquired through prior learning recognition	Number of total ECTS credits acquired through prior learning recognition, divided by all students' acquired ECTS credits. The following are factored in: a) recognition of learning outcomes achieved at other HE institutions, b) student exchange programme mobility (Erasmus+, CEEPUS), c) recognition of non-formally and informally acquired competencies.	3,64%	5,00%	37% increase	53% increase
4. Foster students' generic practical competencies	Share of ECT credits from courses involving practical competencies	The number of ECTS credits acquired through professional traineeships, divided by the total number of ECTS credits in related study programmes. The following are factored in: a) the number of ECTS credits for professional traineeship and b) the number of ECTS credits from the course description related to practical work.	5,83%	5,83%	0% increase	116% increase
5. Maintain student satisfaction with their study programme	Graduate student satisfaction index	From the graduate student survey – a composite index containing the grades: satisfaction with studies' programme and organization, compulsory and elective courses' content and offer, teaching methods and relationship with teachers, evaluation of student work, availability of learning materials,	4,22	4,30	4,30	4,30

			and the possibility of gaining practical competencies and joining various forms of extracurricular activities.				
6.	Increase the number of courses that develop digital skills	Number of courses that develop digital skills	Number of courses that develop digital skills <ul style="list-style-type: none"> courses dealing with the application of modern technologies (software) in tourism and hospitality in the teaching process 	10	10	50% increase	n/a
7.	Improve teacher competencies	Number of teacher trainings Number of teachers	a. Number of trainings in one academic year b. Number of teachers who participated in teacher training in one academic year	a. 2 b. 25	a. 3 b. 30	increase a. 50% b. 20%	n/a

Note: pink indicates additional indicators that are monitored at the Faculty level (6th and 7th).

* The target value of FMTU 2025 is expressed in the same way as the target value of UNIRI 2025 (as a ratio, percentage or increase).

Strategic policies - qualitative indicators:

- ❖ Students are at the centre of the educational process. Students are our partners and are actively involved in policy making and the process at the Faculty, and their satisfaction with their studies and study conditions are continuously monitored and improved.
- ❖ Acquisition of relevant competencies and fulfilment of students' interests is guaranteed by promoting and supporting the development of flexible and open learning pathways, and innovative teaching methods based on new scientific knowledge, but also the possibility of creating international curricula, and the acquisition of relevant practical competences through professional practice during studies.
- ❖ The quality of acquired learning outcomes is improved by the digital transformation of the learning and teaching process and the use of modern technologies in tourism, with the aim of preparation for the jobs of the future in tourism and hospitality

Proposed measures for achieving the FMTU strategy indicators:

- ✓ Systematically plan enrolment policy and monitor dropouts
- ✓ Systematically analyse the results of student satisfaction, suggest activities for improvement and monitor their implementation
- ✓ Continuously implement the student-mentor support system
- ✓ Continuously implement a support system for students with disabilities
- ✓ Plan personnel policy in accordance with enrolment quotas and development of new study programmes
- ✓ Continuous education of teachers and associates and implementation of peer review
- ✓ Recognition of prior learning, including lifelong learning programmes
- ✓ Prepare students for career development in tourism and hospitality by holding regular workshops within the Centre for Careers and Internship
- ✓ Survey the economy on the topicality and attractiveness of learning outcomes and innovating study programmes in accordance with the needs of the economy
- ✓ Consult experts from practice about the proposals of the research area within the BA and MA theses
- ✓ Application of new technologies in the field of tourism and catering in the teaching process
- ✓ Increase the number of professional bases in the field of tourism and sustainable development

- ✓ Encourage the development of the environment of the Learning community which requires the presence of economic entities in the teaching process and the focus of students on solving real problems in the economy and public administration.

II. Research: innovation and economic and community development

Strategic policies - quantitative indicators:

Goal What we want to achieve?	Indicator What is the success indicator?	Definition Formula description	Initial value FMTU 2020	Target value FMTU 2025	*Target value FMTU 2025	Target value UNIRI 2025
1.	Increase scientific production	Number of works per scientist a. The number of scientific papers according to Scopus/WoS database, divided by scientists' FTE (scientific rank regardless of the source of funding) b. The number of scientific papers in a1 publications (according to the Ordinance on the Conditions for Appointment to a Scientific Rank, OG 28/2017) that are not already listed under II.1.a. c. The number of books and edited books d. The number of chapters in books	a. 0,64 b. 17 c. 4 d. 1	a. 0,84 b. 20 c. 4 d. 3	Increase: a. 31% b. 18% c. 0% d. 200%	Increase: a. 47% b. 22% c. 30% d. 28%
2.	Increase scientific impact	Number of Q1 and Exc papers per scientist The number of papers in scientific journals categorized as a. Q1 and b. Exc in the previous year divided by the number of papers from 1.a.	a. 5,71% b. 0,00%	a. 8,51% b. 2,12%	a. increase: 49% b. 1/year	increase: a. 20% b. 22%
3.	Attract research funding	Share of research income Income from national and international competitive projects divided by total income.	4,62%	5,14%	11% increase	42% increase
4.	Strengthen doctoral education	The number of defended doctorates The number of defended doctoral theses in doctoral studies at the University (independent or joint; in the case of the latter, doctoral theses with at least one of the mentors from the University count)	6	7	17% increase	58% increase
5.	Attract postdoctoral students	The number of postdoctoral position The number of postdoctoral positions financed by competitive or other projects and own funds.	0	1	1	39% increase
6.	Increase scientific impact	Citations of FMTU a. Citations - WoS b. Citations - Scopus	a. 375 b. 384	a. 600 b. 620	Increase: a. 60% b. 61%	n/a

Note: an additional indicator that is monitored at the Faculty level is marked in pink (6th)

* The target value of FMTU 2025 is expressed in the same way as the target value of UNIRI 2025 (as increase), except for indicator no. 2 b. and 5 where increase could not be calculated.

Strategic policies - qualitative indicators:

- ❖ The Faculty of Tourism and Hospitality Management encourages academic freedom, innovation, open science, the strengthening of European cooperation and the circulation and transfer of knowledge in the community with the aim of addressing specific societal challenges and increasing the quality of life and well-being of the community.
- ❖ Scientific productivity recognizes and respects the diversity and interdisciplinarity of researchers and their research.
- ❖ The success of competitive research is encouraged by continuous improvement of collaborative potential, attracting talent and encouraging the development of youth careers scientists.

Proposed measures for achieving the FMTU strategy indicators:

- ✓ Systematically monitor the scientific productivity of each researcher
- ✓ Single out the best - annual income for excellence in science
- ✓ Reward papers published in high-ranking journals indexed in bibliographic databases
- ✓ Systematic support, encouragement and rewarding of applications for scientific national and international projects outside the system of scientific projects UNIRI
- ✓ Coordinate the teaching load in accordance with the engagement in scientific projects
- ✓ Involvement of foreign teachers in mentoring in doctoral studies and encouraging the writing of doctorates according to the Scandinavian model
- ✓ Education to increase scientific competencies
- ✓ Systematic support for papers and books published by the Faculty (THM magazine, books, etc.)

III. Knowledge transfer and regional inclusion: knowledge transfer and social responsibility for sustainable development

Strategic policies - quantitative indicators:

Goal What we want to achieve?	Indicator What is the success indicator?	Definition Formula description	Initial value FMTU 2020	Target value FMTU 2025	*Target value FMTU 2025	Target value UNIRI 2025
1. Increase cooperation between the University and the community	The number of active collaborations with the economy and the community	The number of active institutional cooperation agreements with the economy and the community.	316	415	31% increase	31% increase
2. Attract project funding for knowledge transfer purposes	Share of income from professional projects for the economy and the community	Income from all professional projects for the economy and the community divided by the total income.	3,2%	3,7%	16% increase	51% increase
3. Offer educational programmes for the economy and the community	The number of participants in educational programmes for the economy and the community	The number of participants (outside the University) in educational programmes for the economy and community (lifelong education, lectures).	123	250	103% increase	33% increase
4. Increase regional impact	Share of graduates employed in the region	The number of alumni employed in the region (Primorje-Gorski Kotar County) divided by the total number of alumni employed in the Republic of Croatia.	20%	21%	21%	53%
5. Strengthen interdisciplinary research and development	The number of interdisciplinary research-development projects	The number of interdisciplinary research and development projects involving business or community stakeholders.	0	2	2	70% increase

* The target value of FMTU 2025 is expressed in the same way as the target value of UNIRI 2025 (as increase or percentage), except for indicator no. 5 where increase could not be calculated.

Strategic policies - qualitative indicators:

- ❖ Regional involvement through knowledge transfer to the community, collaborative research and professional projects, lifelong educational programmes and institutional engagement in the community are crucial.
- ❖ Promoting European values in accordance with the principles of sustainable development: access to education, ensuring equal opportunities for all, caring for vulnerable and underrepresented groups, promoting diversity and dignity of every person are fundamental principles that, with emphasized academic integrity and public

accountability, increase authentic quality research and educational work and contribute to justice in society. These goals are followed by green and blue policies aimed at preventing the consequences of climate change.

- ❖ Democratic competencies and democratic culture in higher education, which are developed through encouraging critical thinking, active citizenship and through making sustainable decisions in a transparent and participatory manner.

Proposed measures for achieving the FMTU strategy indicators:

- ✓ Strengthen cooperation between the public and private sectors by increasing the number of agreements and contracts with the economy and the community
- ✓ Systematic support and improvement of connections and cooperation of the Faculty with the economy and society as a whole in order to mutually transfer knowledge, encourage and implement innovations
- ✓ Attract project funding for knowledge transfer
- ✓ Adapt and improve educational programmes considering the needs of the labour market, depending on the required knowledge and competencies
- ✓ Inform about and advertise lifelong learning programmes through their own CRM system
- ✓ Strengthen the lifelong personal and professional guidance of students
- ✓ Systematic support, encouragement and rewarding of applications for interdisciplinary research and development projects
- ✓ Monitor the employability of graduates
- ✓ Actively connect higher education and the labour market, coordinate, monitor and develop a system of strategic planning of student employability, provide professional guidance services for students and develop practical skills required on the labour market through the Centre for Careers and Internship
- ✓ Encourage and stimulate student and teacher volunteering
- ✓ Strengthen the social responsibility of the Faculty and actively contribute to the sustainable development of tourism and the implementation of the UNWTO Global Code of Ethics for Tourism

IV. Internationalization: broadening horizons and strategic partnerships

Strategic policies - quantitative indicators:

Goal What we want to achieve?	Indicator What is the success indicator?	Definition Formula description	Initial value FMTU 2020	Target value FMTU 2025	*Target value FMTU 2025	Target value UNIRI 2025	
1.	Enroll more international students	Share of international students	The number of international students (exchange and enrolled, duration: semester or more) divided by the total number of students.	2,59%	3,6%	39% increase	84% increase
2.	Offer more study programmes in a foreign language	Th number of study programmes in a foreign language	Number of study programmes in a foreign language: a) undergraduate; b) graduate; c) integrated; d) postgraduate.	0	2	2	150% increase
3.	Increase academic staff mobility	The number of academic staff members in incoming and outgoing mobility	The number of academic staff members (associate, teaching, scientific, scientific-teaching ranks) in incoming and outgoing mobility: a) up to 7 days, b) 15 days up to 3 months, c) 3 months and more.	39	50	28% increase	37% increase
4.	Increase cooperation with international institutions	The number of cooperation agreements with international institutions	The number of active cooperation agreements with international institutions: a) Erasmus, b) CEEPUS; c) other.	126	140	11% increase	15% increase
5.	Encourage international activities	The number of participants in international activities	The number of participants in international events at the University: a) summer / winter schools, b) seminars, c) conferences, d) doctoral programmes (including online programmes).	154	180	17% increase	43% increase
6.	Increase cooperation with international institutions	Share of researchers from abroad on scientific projects	The number of researchers from foreign institutions in relation to the total number of team members on scientific projects at the constituent.	15,48%	25%	61% increase	n/a
7.	Increase cooperation with international institutions	Share of papers published in co-authorship with international authors	The number of papers published in co-authorship with international authors in relation to the total number of papers (journals, conferences, other).	17,35%	25%	44% increase	n/a

Note: pink indicates additional goals and indicators that are monitored at the Faculty level (6th and 7th).

* The target value of FMTU 2025 is expressed in the same way as the target value of UNIRI 2025 (as increase), except for indicator no. 2 where increase could not be calculated.

Strategic policies - qualitative indicators:

- ❖ The Faculty of Tourism and Hospitality Management strives to strengthen international recognition, visibility, cooperation and transformation potential through all its activities.
- ❖ Look for priority international strategic partnerships for the Faculty of Tourism and Hospitality Management in the field of education among the best higher education and research institutions in the field of tourism, hospitality and sustainable development in Europe and the world.
- ❖ The comprehensive internationalization of the Faculty of Tourism and Hospitality Management is carried out by intensively encouraging the mobility of students, researchers and non-teaching staff, creating innovative international digital environments and developing strategic international partnerships with academic and non-academic institutions.

Proposed measures for achieving the FMTU strategy indicators:

- ✓ Increase the number of contracts and intensify cooperation with international partner universities in teaching and implementation of scientific projects
- ✓ Define the mandatory condition for the inclusion of researchers from abroad in scientific projects
- ✓ Intensify cooperation with institutions that also have UNWTO TedQual certification and other internationally recognized accreditations
- ✓ Establish an undergraduate study programme in English
- ✓ Start the accreditation process of a joint graduate study programme in the field of Camping Management
- ✓ Start a double degree programme in at least one graduate study programme
- ✓ More actively promote FMTU programmes in foreign markets
- ✓ Ensure conditions for research mobility
- ✓ Define the procedure for a sabbatical
- ✓ Encourage and provide administrative support to students and employees during outgoing mobility (Centre for International Cooperation)
- ✓ Organization of international summer school, international scientific conferences, workshops, etc.