UNIVERSITY OF SPLIT
Faculty of Electrical Engineering, Mechanical Engineering and Naval Architecture

Faculty of Electrical Engineering, Mechanical Engineering and Naval Architecture’s

Strategy for the period 2012 - 2016

November, 2011
The Strategy of the Faculty of Electrical Engineering, Mechanical Engineering and Naval Architecture in Split has been created by the Faculty Development Strategy Committee consisting of:

Tomislav Kilić, Ph.D., Full professor, Dean and Chair of the Committee until 30th September 2011
Srdjan Podrug, Ph.D., Associate professor, Dean and Chair of the Committee from 1st October 2011
Vladan Papić, Ph.D., Full professor, Strategy Development Coordinator
Elis Sutlović, Ph.D., Full professor
Mario Čagalj, Ph.D., Associate professor
Ivan Slapničar, Ph.D., Full professor
Željko Domazet, Ph.D., Full professor
Ivica Veža, Ph.D., Full professor

The Faculty of Electrical Engineering, Mechanical Engineering and Naval Architecture’s Strategy has been accepted at the Faculty Council’s meeting on 2nd November, 2011.
BRIEF HISTORY

The Faculty of Electrical Engineering in Split was established in 1960 as a fully autonomous and independent organization within the University of Zagreb. The Centre for part-time study in Split was founded in the same year and operated within the Faculty of Mechanical Engineering and Naval Architecture in Zagreb. During its five years of activity, it was noticed that the preliminary part of study could be more effectively organized by using the resources of the Faculty of Electrical Engineering in Split. In 1965 the Centre for part-time study was replaced by the Mechanical Technology Department, which was founded at the Faculty of Electrical Engineering in Split, providing the two first years of study in Mechanical Engineering. The study programme provided an opportunity for continuing the study programme in Zagreb after the fourth semester.

In 1968 the Naval Architecture programme of study was established at the Department of Mechanical Engineering. The next step in the development of the Faculty was the introduction of postgraduate studies. Postgraduate studies in the field of Electronics and Telecommunications were conducted in 1969 and 1970. In 1971 the Faculty was renamed as the Faculty of Electrical Engineering, Mechanical Engineering and Naval Architecture in Split (FESB). Since 1974 the Faculty has been a constituent part of the University of Split. The Faculty, as one of the founders of the University, significantly contributed to its establishment.

The four-year Mechanical Engineering programme of study with its own curriculum was finally completed in 1976. Regarding the takeover of the educational programmes that were previously conducted at the Nautical College, the two-year post-secondary study programmes in Electrical Engineering, Mechanical Engineering and Naval Architecture were conducted in the 1979/80 academic year, according to the initiative of the University of Split in 1978.

The first phase in the construction of the new Faculty building was completed in 1980 at the location Visoka within the university campus and the second phase of the large project was completed in 2007. Two new undergraduate study programmes were established in 2002: Computing and Industrial Engineering. The activities of the Bologna process of the harmonisation of the higher education systems in Europe were intensified at the end of 2004. Within this process, the Faculty introduced new degree programmes at undergraduate and graduate levels in 2005. At the same time, the Faculty adopted a new credit transfer system called ECTS (European Credit Transfer System). The new study programmes were organized in accordance with the recommendations of the European accreditation agencies. Five undergraduate study programmes were established: Electrical Engineering and Information Technology, Computing, Mechanical Engineering, Naval Architecture and Industrial Engineering, as well as seven graduate programmes: Control and Systems, Electrical Engineering, Electronics and Computer Engineering, Communications and Information Technology, Computing, Mechanical Engineering and Industrial Engineering. Also, four professional study programmes were established: Electrical Engineering, Computing, Mechanical Engineering and Naval Architecture. Furthermore, in 2006 two postgraduate study programmes for obtaining a Doctor of Science degree were established: Electrical Engineering and Information Technology and Mechanical Engineering.
FESB TODAY

The fundamental activities of the Faculty of Electrical Engineering, Mechanical Engineering and Naval Architecture in Split are higher education teaching, scientific research, developmental and professional work in the fields of technical sciences – in the scientific areas of Electrical Engineering, Mechanical Engineering, Naval Architecture, Computing and fundamental technical sciences. With approximately 2600 students and over 240 employees FESB has become a respectable scientific and educational institution educating professionals, who represent the basis for the development of the economy and society as a whole, in the most advanced technologies.

The vitality of FESB as a scientific and research institution has been confirmed through numerous successful research projects, published scientific papers, and especially through cooperation with recognized national and international scientific and academic institutions.

1. Employees

FESB is one of the largest faculties of the University of Split and the largest technical faculty outside of Zagreb. 165 out of over 240 full-time employees are involved in the teaching process: 37 full professors, 21 associate professors, 16 assistant professors, 12 senior lecturers and lecturers, 12 senior assistants and assistants, 12 senior assistants and assistants, 48 junior researchers (assistants and senior assistants). Nineteen laboratory technicians are involved in the teaching process, scientific research and professional work. External associates from other higher education institutions and organizations are occasionally engaged in teaching.

So far, four professors from FESB have received the honorary title of Professor Emeritus from the University of Split. The Faculty is a supporting member of the Croatian Academy of Engineering Sciences of Croatia with 5 regular members, 2 associate members and one professor emeritus.

The employees at FESB are multiple winners of state, city and county awards and several of them have served as mayors, rectors, vice rectors etc.

2. Premises and equipment

The Faculty has approximately 29500 m² of space ensuring a high standard in conditions necessary for study and dealing with scientific and professional work. The Faculty building has 9 amphitheatres, 10 classrooms, 95 laboratories, 11 computer classrooms, including modern classrooms equipped for distance learning - TCR. All amphitheatres and classrooms are equipped with computers, projectors and other additional technical devices for the quality implementation of lectures and exercises. Students are provided with personal computers connected to a local computer network. The Computer Centre is an organizational unit of the Faculty which administers through a local network of over 500 computers and a CARnet node. The library has a reading and study room for students and holds about 1700 books and over 350 journal titles. The Faculty consists of 100 offices for teaching staff, the Dean’s office and the Student Registry. Moreover, the Faculty has a student restaurant, a coffee shop and a recreation centre with facilities available to students.
3. Organizational structure

The Faculty has an internal division of organizational units for teaching and scientific research, administrative and technical work. The organizational units are as follows: Departments of the Faculty, the Department of General Courses, Chairs, the Computer Centre, the Library and the Dean's Office.

The Department as an academic organizational unit participates in organizing and carrying out teaching, scientific and professional work. The Faculty consists of the following Departments:

- Department of Power Engineering,
- Department of Electronics,
- Department of Mechanical Engineering and Naval Architecture,
- Department of Mechanical Technology,
- Department of Mathematics and Physics.

The Department of General Courses organizes and conducts courses of general content. The Chairs are established as sub-organisational units within departments, and as sub-organisational units perform some activities of the Department. The Computer Centre is an organizational unit of the Faculty which organizes and integrates activities related to the use of ICT for teaching, scientific research and professional activities of the Faculty. The Library is a special unit which collects, processes and provides teaching staff and students with publications, journals and information necessary for scientific-educational and professional activities of the Faculty and thus contributes to the development of scientific-educational research.

The Dean's Office performs the administrative, executive, financial, technical and support activities of the Faculty.

The Department of General Courses organizes and conducts courses of general content. The Chairs are established as sub-organisational units within departments, and as sub-organisational units perform some activities of the Department. The Computer Centre is an organizational unit of the Faculty which organizes and integrates activities related to the use of ICT for teaching, scientific research and professional activities of the Faculty. The Library is a special unit which collects, processes and provides teaching staff and students with publications, journals and information necessary for scientific-educational and professional activities of the Faculty and thus contributes to the development of scientific-educational research.

The Dean's Office performs the administrative, executive, financial, technical and support activities of the Faculty.
4. Students

More than 2600 students are currently studying at the Faculty and so far more than 7200 students have successfully completed different study programmes. About thirty candidates annually enrol in postgraduate courses and an increase in the number of defended doctoral dissertations has been recorded: 4 dissertations were defended in 2006 and 2007, whereas 9 dissertations were defended in 2009 and 11 dissertations in 2010.

5. Study programmes

The study programmes are conducted in accordance with the Bologna declaration, in other words, measures aimed at improving the quality of study and at the development of European values and European cooperation in higher education areas have been adopted. Besides other core activities, the Faculty organizes and conducts teaching at the university and professional levels. This university education comprises undergraduate, graduate and postgraduate studies, or is often referred to as a model 3+2+3:

- undergraduate university study,
- graduate university study,
- postgraduate university study.

Undergraduate university study lasts for three years, leading to the academic title of Baccalaureus with an area of specialisation. The second cycle of university education is graduate university study which can be obtained after two years. The students are awarded the academic title of Master with an area of specialisation. The third cycle of university education is postgraduate study which lasts for three years, leading to the academic degree of Doctor of Science.

Professional studies last for 2.5 years and the students obtain the professional title Baccalaureus with an area of specialisation.

The Faculty also conducts distinctive programmes, thereby facilitating horizontal mobility and thus providing the students who have completed professional studies with an opportunity for admission to corresponding graduate programmes.
6. Scientific activities

Scientific-research activities, as the fundamental activities of the Faculty, began immediately after its establishment. Over the last 50 years scientists from FESB have actively participated as heads or associates in hundreds of scientific subjects or projects. Currently, they are heads of about thirty Ministry of Science, Education and Sports scientific research projects, as well as of several technological and information projects. Collaboration with numerous national and international institutions regarding academic activities has been established. Consequently, the results of these scientific activities have been presented in about 350 scientific papers in journals indexed in Current Contents, 430 papers in other journals and 1500 papers in proceedings. Therefore, FESB is ranked among the top faculties in scientific production in its specific fields. So far, 104 Master’s theses and 66 Doctoral dissertations have been defended.
7. Scientific and professional conferences

The Faculty independently or in collaboration with other institutions has organized a series of scientific or professional conferences, symposia, workshops, and summer schools, some of which are particularly prominent: International Conference on Software, Telecommunications and Computer Networks – SoftCOM (organized every year since 1991), LHC Days in Split (organized every two years since 1996), Mechanical Technologies and Structural Materials (organized every year since 2010), Advance Technologies for Developing Countries, Adriatic School on Particle Physics and Physics Informatics, International Workshop on the Self-Reproducing Solar Station, International Workshop on Accurate Solution of Eigenvalue Problems, 25th, 27th, 29th World Conference on Boundary Elements Methods, 6th International Conference on Computational Methods in Electromagnetic Design, Welding in Shipbuilding, Metallurgy and Materials, Croatian Mathematical Congress, Production Systems (PS'89 and PS'95).

8. International cooperation

The first cooperation with foreign scientific institution NASA in CAD technology was established in 1975 through a two-year programme and since then cooperation with foreign scientific and educational institutions has been constantly growing. Many Faculty employees were engaged or are still active in numerous projects and have been visiting professors and researchers at international universities and institutes. Scientists of FESB collaborated or were heads of numerous international and bilateral projects such as the Croatian-Slovenian, Croatian-French, FP6 Marie Curie as well as: COST, ALIS STATES, CEEPUS, CMS and ALICE at CERN, EGEE II, MAGIC and several TEMPUS projects.

9. Professional activities

The results of long-term successful cooperation with the economy can be seen in numerous projects, studies, reports and expertise, as well as in the signing of a long-term cooperation contract in the field of scientific and research work with companies and institutions such as: Croatian Electric Power Utility, Ericsson Nikola Tesla, Končar, Siemens, Croatian Telecom, Institute “Hrvoje Požar”, the Split shipyard, CEMEX, Light Metals Factory in Šibenik, Split-Dalmatia County, Split, and others. The establishment of joint laboratories was initiated with Croatian Telecommunications - Telecommunication Centre, Split, and the company Ericsson Nikola Tesla. Experts in the fields of Electrical Engineering, Mechanical Engineering and Naval Architecture educated at FESB are the basis for the development of the shipbuilding industry, the economic activities based on Mechanical Engineering, Power Industry and in particular the IT activity in the region.

10. Publishing activities

Due to the lack of adequate textbooks in professional engineering areas, since its establishment, FESB has devoted considerable attention to the development of teaching materials. FESB has published a series of textbooks, scripts, handbooks with tasks and instructions for laboratory exercises. In the last decade, within its own publishing activities, Faculty has issued 17 university books and 18 scripts. In 2005, in collaboration with the Association for Communication and Information Technology, the Faculty issued a journal entitled Journal Communications Software and Systems (JCOMSS), currently indexed in SCOPUS.
MISSION

The Faculty of Electrical Engineering, Mechanical Engineering and Naval Architecture in Split is a higher education and research institution focused on the development and application of modern technology, with the strategic focus of achieving the highest international standards in research, higher education and professional activities. FESB is a research and teaching constituent part of the University of Split, educating quality experts in the field of technical sciences, that is, in the scientific areas of Electrical Engineering, Computing, Mechanical Engineering, Naval Architecture and fundamental technical sciences. This is achieved through a continuous improvement of teaching facilities, the application of modern teaching methods and through scientific research. Therefore, experts educated at FESB are able to contribute to the development of the Croatian economy.

FESB adjusts its activities to modern world trends in the development of scientific research, professional and educational activities. This particularly refers to a continuous and systematic improvement of all the following areas: the establishment, the organization and the implementation of study programmes; the increased efficiency in the educational and scientific-research process; connecting educational, scientific and professional activities, as well as establishing and improving internal organization. FESB actively cooperates with scientific, higher education and economic partners at home and abroad. The Faculty provides opportunities for the internal and external mobility of students and teachers. Also, it ensures the rational use of human and material resources, as well as the development of scientific and teaching activities, and professional work in the field of technical and natural sciences.

VISION

FESB will continue to be in coordination with its mission and will direct its development towards the establishment of an educational and scientific research centre of excellence in the field of engineering sciences, that is, in the subject areas of Electrical Engineering, Computing, Mechanical Engineering, Naval Architecture, in the fundamental technical sciences, and in the field of natural sciences, particularly in the subject areas of Mathematics and Physics. The task of the Faculty is to retain its status as one of the leading higher education institutions and as one of the leading scientific research institutions in the above mentioned areas in the Republic of Croatia, constantly aspiring to reaching European standards in teaching and research productivity. FESB will provide quality services in higher education and scientific research, moreover, it will encourage active participation in the European higher education and research area. It will also link the educational process with scientific research and the economy through its active involvement in scientific and technological projects. At the same time, it will actively encourage cooperation with other educational institutions, institutes and expert practitioners.
SWOT ANALYSIS

Situation analysis is a prerequisite for an adequate strategy selection. This relates to the consideration of external and internal factors in order to determine the best way to achieve the desired goal.

SWOT analysis is a qualitative analytical method which uses four factors and tries to show the strengths, weaknesses, opportunities and threats to certain events or situations. Therefore, the Faculty must take into account the internal and external environment. In this context, this analysis can be understood as a representation of the internal strengths and weaknesses of the organisation on the one hand, and of external opportunities and threats the Faculty is faced with on the other. In the context of time, strengths and weaknesses represent the present based on the past, whereas opportunities and threats represent the future based on the past and the present.

During its 50 years of existence, the Faculty has achieved results which have contributed to its affirmation as an important scientific and higher education institution in Croatia.

Strengths / Advantages:
- Tradition and recognizable identity,
- Human resources,
- Recognizable individual research groups,
- Space facilities,
- Computer equipment,
- Information Technology implementation, aimed at supporting the activities of the Faculty,
- Potential for interdisciplinary research,
- Postgraduate studies,
- Support from former students, particularly from the Association of Former Students of FESB.
Weaknesses / Disadvantages:

- Lack of scientific and teaching staff in certain fields,
- Insufficient number of international research projects,
- The researchers have insufficient experience in applying for international projects and in participating in them,
- Insufficient number of technological projects,
- Inadequate coordination of the Faculty’s organization with modern demands and needs,
- Teachers with scientific-educational titles are overloaded with teaching and in particular with administrative duties,
- Low mobility of students and teachers,
- The library’s activity is not proportionate to the size and the Faculty’s significance,
- Lack of guidelines that determine the priority areas of the Faculty,
- Low exam passing rates among certain study groups,
- There is no mechanism for the continuous alignment of the curriculum with the needs of the economy,
- Small number of doctoral students from the economic sector,
- Insufficient connections with the economy,
- Lack of interdisciplinary research,
- Marketing,
- The impact of the Faculty at the University level is not proportionate to its size and significance.

Choices / opportunities:

- The Faculty tends to increase the number of enrolled students with better grades in high school,
- Predictable demand for graduate engineers in the future,
- Applications for projects financed by the European Union and the possibility of using pre-accession and structural funds,
- Better cooperation with economic entities,
- Better scientific connections with other universities and research institutes,
- Attractive geographical location,
- Initiation of different lifelong learning programmes.

Threats / Fears:

- Insufficient funds for scientific research from government and private funding, as well as from foundations,
- Questionable and insecure way of financing higher education,
- Unstable legal framework with regulations that change frequently,
- Insufficient installation grants to fund research projects which would stimulate young researchers,
- Limited staff employment opportunities at the Faculty, especially for graduates of doctoral studies, at the same time, a low absorptive capacity of economic subjects in the region (the motivation for the recruitment of excellent students for the positions of junior researchers),
- Unfavourable economic structure - insufficient promotion of knowledge-based economy.
STRATEGIC GOALS AND TASKS

The development of the Faculty, in line with its vision and mission, must be guided by an appropriate strategy (i.e. defines how to achieve its goals), taking into account the requirements-needs-desires-capabilities-specificities. According to these guidelines, this document defines the Faculty development for the period from 2012 to 2016.

In the process of creating the Faculty Strategy, certain elements have been taken into account such as the Faculty’s uniqueness as a public institution which is largely financed from the state budget on the one hand, and its core activities on the other. These activities comprise three main groups: (1) teaching activities, (2) scientific-research activities (3) and professional activities. The Strategy has been created according to these groups, allowing more effective monitoring, analysis and evaluation of achievements. Each of these groups encompasses a number of activities. In addition to these three groups of activities, a strategy system for quality improvement has been established. Finally, on the basis of these partial strategies, a strategy of material, financial and human resource development has been defined.

1. Teaching activity

Even though the Faculty functions as a scientific-teaching institution, it must not be forgotten that its primary function is to educate young professionals who will become bearers of economic development through their knowledge, skills and competences, and eventually, they will become bearers of the overall development of our region and country. The Faculty will provide its users with quality services in the field of higher education. Also, it will secure and develop all aspects of education on the one hand, and it will encourage active participation in the European higher education area on the other.

Strategic goal 1

The Faculty conducts quality and efficient education through all three levels of university study, namely, it conducts study programmes based on modern scientific knowledge in the scientific field of technical sciences, that is, in the subject areas of Electrical Engineering, Computing, Mechanical Engineering, Naval Architecture, and in fundamental technical sciences as well as in natural sciences.

- Task 1.1. Revision and modernisation of study plans and programmes.
- Task 1.2. Introduction of an effective system for study programme quality assessment and teacher work assessment.
- Task 1.3. Development and improvement of teaching laboratories and IT infrastructure.
- Task 1.4. Provision of conditions in order to ensure the enrolment of the more successful high school students.
- Task 1.5. Inclusion of students into programmes of cooperation with the economy through their BSc and Master’s theses.
- Task 1.6. Increase in the number of students who successfully complete their studies.
- Task 1.7. Establishment of at least one study programme in English.
- Task 1.8. Development of e-learning and a tendency to increase the publication of textbooks and teaching materials.
- Task 1.9. Increase in student mobility - incoming and outgoing.
- Task 1.10. Initiation of postgraduate specialist studies.
2. Scientific activity

Scientific-research activities are the foundation of every university and faculty. The Faculty has an exceptional scientific potential which needs to be motivated and directed towards becoming recognized not only in the Republic of Croatia, but also in the wider region, aiming at becoming one of the initiators of technological development in the region. The Faculty actively collaborates with the scientific and economic partners at home and abroad aiming at becoming one of the leading scientific-research institutions in the field of technical sciences in the Republic of Croatia. The Faculty also needs to achieve its uniqueness abroad.

Strategic goal 2

FESB is a scientific-research institution oriented towards the development and application of modern technologies, but it is also a starting point for the creation of new scientific ideas and their implementation in the economy.

Task 2.1. Increase in the number of enrolled students in postgraduate studies, as well as increase in the number of defended doctoral dissertations.
Task 2.2. Improvement in postgraduate study programmes.
Task 2.3. Creation of conditions for better mentoring with greater involvement of foreign scientists in the teaching and mentoring process.
Task 2.4. Equipment of laboratories with scientific-educational equipment.
Task 2.5. Mobility encouragement and postdoctoral training.
Task 2.6. Increase in the number of published scientific papers and monographs.
Task 2.7. Increase in the number of scientific projects.
Task 2.8. Increase in the number of international projects.
Task 2.9. Strengthening of international cooperation.
Task 2.10. Organization of international and national scientific meetings.
Task 2.11. Defining strategically important areas of research in accordance with international and national strategic priorities.
Task 2.12. Effective efforts in order to popularise science.
Task 2.13. Inclusion of undergraduate and graduate students in research projects.
Task 2.14. Establishment of a fund which would support research projects ("matching fund").
Task 2.15. Improved guidance and supervision of research assistants.
Task 2.16. Analysis of scientific-research work.
Task 2.17. Employment of doctorate recipients in the area of economics and in the scientific-technological park.
Task 2.18. Participation in international institutions and membership in editorial boards of national and international scientific journals.
Task 2.19. Foreign lecturers’ engagement in teaching.
Task 2.20. Establishment of postgraduate study programmes in English.
Task 2.21. Equipping and accrediting laboratories.
Task 2.22. Doctoral dissertations defended at international institutions.
Task 2.23. Integration of scientific-research groups within the constituent part and within the University.
Task 2.24. National and international awards and recognitions.
3. Economic, Community and Environmental Cooperation

Economic development as well as the development of society as a whole is part of the main tasks of the Faculty. As an institution with a large number of highly educated professionals in the field of technical sciences, the Faculty fosters and encourages the participation of its experts in professional activities, both in the region, and in the wider environment.

Strategic goal 3

The Faculty, as a regional institution with the largest number of highly educated professionals in the field of technical sciences, aims to support the economy to keep pace with rapid technological developments.

Task 3.1. Establishment of a committee which would cooperate with the economy.
Task 3.2. Development of Regulations on Foreign Cooperation.
Task 3.3. Establishment of a long-term programme of cooperation with strategic partners.
Task 3.4. Establishment of and equipment for joint laboratories with affiliated companies.
Task 3.5. Increase in the number of highly qualified study programmes, studies and expertise for the needs of our economy and local communities.
Task 3.6. Increase in the revenue generated from professional activities.
Task 3.7. Establishment and implementation of professional training programmes.
Task 3.8. Encouraging extracurricular activities and supporting projects that will provide experiential learning.
Task 1.4. Ensuring successful enrolment of secondary school students.
Task 1.5. Inclusion of students in the programmes of cooperation with the economy through BSc and Master’s theses.
Task 2.21. Establishment, equipment and accreditation of laboratories.

4. The quality assurance system

The aim of the quality assurance system is to establish institutional mechanisms for the systematic evaluation of the Faculty. Also, it aims to create mechanisms for the continuous improvement of education, scientific and professional work, as well as of the administration work and professional services of the Faculty.

Strategic goal 4:

A culture of quality has been established in all areas and through all normative acts of the Faculty.

The Faculty Quality System is part of the University quality system, based on the following documents:
1. Statute of the University of Split,
2. Code of Ethics of the University of Split,
3. Regulations on the Centre and Committees for Quality Improvement of the University of Split,
4. Statute of FESB,
5. Work Regulations,
6. Code of Ethics,
7. Regulations on the Quality Improvement System,
8. Procedural Rules of the Faculty Council and the Department Council,
9. Regulations on Work posts,
10. Study System Regulations,

Task 4.2. Implementation of all evaluations prescribed by the Manual.

For each process it is necessary to define the purpose, the objectives, the process owner, the process result users, the authority for issuing corrective actions and monitoring corrective measures, as well as the description of the steps consisting of inputs, activities, tasks, outputs and implementation deadlines. It is proposed, wherever possible, to use the relevant documents of the University (for example, the Regulations on Student Evaluation of Teachers and Teaching Activities, which is already being used).
5. Human, financial and material resources

It is difficult to achieve the desired development of teaching, research and professional activities of the Faculty without a good infrastructure. A large number of staff and students is a significant potentiality, not only for the Faculty and the University, but also for the entire city and region. This can be verified by a number of people who have won city and county awards, have become rectors, vice rectors, etc. The goal and the task of the Faculty is to create a positive work environment, which is not only in the interest of the employees and the students, but also in the interest of the Faculty, the University, the city and further. In order to ensure the Faculty’s active role through its staff and students, which also applies to activities outside of the Faculty, it is necessary to enable and encourage these activities.

Task 5.1. Alignment of the organizational units of the Faculty with the changed circumstances in relation to their formation.
Task 5.2. Alignment of personnel policies with real needs and plans, according to the indicators relating to teacher workload and the scope of scientific research.
Task 5.3. Encouragement of the mobility of teachers.
Task 5.4. Support of research and training programmes of all the staff at the Faculty.
Task 5.5. Encouragement and support of the publication of textbooks.
Task 5.6. Identification of additional (imposed by the Faculty) criteria for obtaining scientific, educational and scientific-educational titles, as well as criteria for administrative and technical jobs.
Task 5.7. Development of a system (Regulations) for incentives and rewards.
Task 5.8. Provision of a variety of cultural, sporting and other activities for staff and students.
Task 5.9. Provision of the conditions necessary for persons who have disabilities.
Task 5.10. Support for a variety of social and organizational activities of the employees in the city, county and elsewhere.
Task 5.11. Employee encouragement and assistance in the popularisation of science and technology in general.

Task 5.12. Organization of popular scientific lectures, debates, cultural and sporting events, etc.
Task 5.13. Intensification of activities with the local union branch, with the student union and associations at the Faculty.

Strategic goal 6:
Rational management and optimal use of funds in accordance with plans, seeking to increase the share of own funds in the Faculty income.

Task 6.1. Encouragement of all activities within the scope of work of the Faculty which would contribute to revenue growth and which would increase the share of own funds in the Faculty income (cooperation with the economy and the establishment of professional projects, the initiation of corresponding highly professional study programmes for the needs of the economy and for lifelong learning programmes, the increase in the number of national and international projects, etc.).
Task 6.2. Systematic improvement in the internal organization, continuous rationalization of operating costs in line with business planning processes and incomes, increase in energy efficiency.
Task 6.3. Establishment of clear development priorities and criteria for the procurement of equipment for teaching and research needs. Transparent use of funds and proper care of procured equipment.

Strategic Goal 7:
Continuous improvement and development of the Faculty’s material resources in order to enable a high-quality work environment and to ensure the best conditions for conducting teaching, scientific-research and professional work.

Task 7.1. Furnishing and equipment of the Faculty premises and improvement in the working conditions.
Task 7.2. Provision of an effective IT infrastructure to support all Faculty activities.
Task 7.3. Provision of effective technical (IT) support for the Faculty’s core activities.
Task 7.4. Improvement in library services.