



UNIVERSITY OF RIJEKA
**FACULTY OF ECONOMICS
AND BUSINESS**

**STRATEGIC PROGRAMME OF
SCIENTIFIC RESEARCH
FOR THE PERIOD 2021-2025**

CONTENTS

1. INTRODUCTION	3
2. ABOUT THE FACULTY OF ECONOMICS AND BUSINESS	5
2.1. Development of the faculty – its founding purpose and the purpose of its work	5
2.2. Faculty's organisational structure	9
3. ANALYSIS OF THE FACULTY'S SCIENTIFIC POTENTIAL AND ITS POSITION IN THE SCIENTIFIC AND BUSINESS ENVIRONMENT	11
3.1. Structure of employees with scientific-teaching, teaching and associate titles	11
3.2. Data on scientific projects in the period 2016/2017-2020/2021	11
3.3. Number of enrolled doctoral candidates	12
3.4. Number of defended and registered doctoral dissertations	13
3.5. Number of scientific articles published in journals cited in relevant bases	14
3.6. Strengths, opportunities, weaknesses and threats (SWOT analysis)	15
4. STRATEGIC GOALS, EXPECTED OUTCOMES AND PERFORMANCE INDICATORS OF THE SCIENTIFIC RESEARCH PROGRAMME	19
4.1. The mission, the vision and the values	19
4.2. Strategic goals, expectations and performance indicators	20
4.2.1. Increase in the scope and quality of research activity and international visibility	21
4.2.2. Increase in the number of defended doctoral dissertations	23
5. FACULTY ORGANISATIONAL DEVELOPMENT PLAN	24
6. SCIENTIFIC FIELDS THAT THE FACULTY PLANS TO RESEARCH	25
ATTACHMENTS	
A. Employees with scientific-teaching, teaching and associate titles	25
B. List of scientific projects researched in the period 2016/2017-2020/2021	28
C. SWOT analysis by faculty departments	32
D. Overview of scientific topics that the departments plan to research in the period 2021-2025	64

1. INTRODUCTION

The Faculty of Economics and Business of the University of Rijeka presents its Strategic programme of scientific research in compliance with the national priorities with the EU guidelines (the Lisbon Strategy of 2009, European Standards and Guidelines, ESG of 2015 and others), with the joining of the European Research Area (ERA) and the European Higher Education Area (EHEA), in compliance with the need to develop a lifelong learning programme and with the European and Croatian qualification framework, with the continual creation of a national scientific-research and higher-education policy and with the “European University of the Future” Strategy of the University of Rijeka for the period 2021-2025.

The Strategic Programme of the faculty presents the founding purpose and the purpose of its work, the analysis of the scientific potential and the position in the scientific and business environment (SWOT analysis), the strategic goals, the mission and the vision, the expected outcomes of the strategic programme, performance indicators of the strategic programme implementation and the scientific topics that the faculty intends to research.

Defining the central topics of the scientific-research work and evaluating the research potential is part of continual quality assurance and improvement of the scientific activity segment. In doing so, flexibility is essential, so the proposed topics of the scientific research will be adjusted to the goals and the content of the tenders for funding scientific-research projects for which we will apply in the period 2021-2025. We will further stimulate those processes by implementing research projects within the Horizon 2020 programme, the EU structural funds, as well as by increasingly turning to research for the purpose of economic development and smart specialisation.

The Strategic programme of the faculty is based on our achievements, which have been a response to the changes in our environment and to the process of embracing European standards in higher education and science. The strategic programme follows the national priorities expressed in the Strategy for Science, Education and Technology (official gazette NN 124/14), in the Strategic Plan of the Ministry of Science and Education for the period 2020-2022 and in the Implementation Programme of the Ministry of Science and Education 2021-2024, according to which the research universities have to take an active role in transferring innovations from science to economy and social activities in its immediate environment, develop a national science triangle connected with European and world knowledge and international competitiveness.

The faculty's catchment area continually experiences substantial changes in the economic, institutional, sociocultural and other areas of social action, which require a constant and growing influence of science. The new economic and social reality requires systematic research of comparative possibilities and ways of creating an environment that will enable

and encourage the strengthening of the economy. Human capital is particularly important in the process. Competencies, knowledge and skills of people are the fundamental potential on which development and business strategy in the economy should be built. The faculty, as a scientific and teaching institution focused on lifelong learning, should prioritize, in cooperation with the economy and the local community, the coordination of the enrolment policy, study programmes and curricula, should implement lifelong learning programmes, develop and coordinate the collaboration between science and the business/public sector and should include students in the scientific-research work.

The focus of the faculty in the period ahead should be on creating an organisational infrastructure for a more intense and systematic collaboration with the business and public sector in the social community in which it operates.

2. ABOUT THE FACULTY OF ECONOMIC AND BUSINESS

The Faculty of Economics and Business of Rijeka was founded in mid-1961 as a part of the University of Zagreb. When the University of Rijeka was established in 1973, the faculty began to operate under its umbrella.

2.1. Development of the faculty – its founding purpose and the purpose of its work

The faculty began holding classes on 1 November 1961, educating future economic experts primarily to meet the needs of the littoral and the Istrian region. There were three majors: Maritime Studies, Foreign Trade and Tourism and Hospitality. After the curricula underwent some changes and after the faculty merged with the College of Hospitality-Oriented Economics of Opatija, in the academic year 1969/1970, it was organised in four departments: Department of Maritime Studies and Traffic, Department of Industry, Department of Hospitality and Tourism and Department of Foreign Languages.

The faculty, in collaboration with the Faculty of Mechanical Engineering and the Maritime College of Rijeka, founded an intercollegiate study programme in Maritime Transport. A study programme in Law was launched under the same umbrella in 1972/1973. Under the law, each department could constitute an independent faculty and, in the mid-'70s, the faculty actively contributed to the founding of three new faculties: the Faculty of Hotel Management in Opatija in 1973, the Faculty of Law in Rijeka in 1975, and the Faculty of Maritime Studies and Traffic in Rijeka in 1977. At that time, the Rijeka Institute of Economics became part of the faculty.

Pursuant to the legal guidelines of the time, in the academic year 1973/1974, the Faculty of Economics and Business of Rijeka, the Faculty of Hotel Management of Opatija and the Rijeka Institute of Economics signed an agreement on the establishment of a single work organisation – University Centre for Economic and Organisation Sciences of Rijeka (UCEOS). Dr. Mijo Mirković College of Economics of Pula joined the UCEOS in 1979. In 1984/1985, the UCEOS became the Institute of Economics and Organisation of Rijeka, comprising the following member institutions: Faculty of Economics and Business of Rijeka, Faculty of Hotel Management of Opatija and the Dr. Mijo Mirković School of Economics and Tourism of Pula. In the following years, in line with the amendments of the Act on Institutions of Higher Education, all the members of the Institute became independent including the Faculty of Economics and Business. The faculty established a Scientific-Research Centre as a separate organisational unit within the faculty in 1991.

In 2001, the faculty moved to a new location at the address I. Filipovića 4, keeping a few classrooms and cabinets at the former address Vukovarska 58. The faculty was granted a free-of-charge 50-year concession to operate in the new building. The building was restored with the funds of the Ministry of Science, Education and Sports, the City of Rijeka and the Primorsko-goranska County, however the faculty cofunded the restoration from its own

funds. The building was adjusted to the delivery of higher education study programmes to meet the faculty's long-term needs.

Since the academic year 2005/2006, the Faculty of Economics and Business has been delivering university study programmes in compliance with the Bologna Declaration for the Study Programmes in Economics and Business Economics. In defining new study programmes, the faculty adopted the internationally recognizable model 3+2+3, meaning that the students acquired a bachelor's degree after completing a three-year undergraduate course, a master's degree after completing a two-year graduate course, and a PhD degree after completing a three-year postgraduate doctoral course. The transition to the 3+2+3 model was based on international experience, including their experience in carrying out graduate and postgraduate education that the Faculty of Economics and Business of Rijeka had been offering for years.

In place of the pre-Bologna model that was based almost exclusively on mentor research work and the writing of a doctoral dissertation, the postgraduate doctoral study programme at the faculty was launched in the academic year 2008/2009.

Pursuant to the provisions of the Statute of the University of Rijeka of 2004, the member institutions shall keep their legal identity but shall be functionally integrated. The development strategy, construction plans for capital facilities, international collaboration and the budget of the University and its member institutions shall be decided at the University level. The University shall be responsible for general infrastructure requirements (e.g. information system, library system etc.) and for student standard. The faculty is competent for performing its prevailing activities (higher education, scientific and expert work) and other activities defined as "supporting the prevailing activities and being performed to a lesser extent, while ensuring integrity and the needed standard of the higher education system" (e.g. library and publishing activity).

The Faculty of Economics and Business of the University of Rijeka has been developing its programme structure, scientific and teaching activities, teaching and technical equipment and human resources to better suit the needs of industry, maritime transport, entrepreneurship, financial and other services. The large number of foreign universities with which the faculty has signed collaboration agreements in various fields, the number of guest professors directly involved in the teaching process and the number of the faculty's staff teaching at foreign universities are evidence of the scope of the current involvement of the Faculty of Economics and Business of Rijeka in the international area.

Besides providing higher education, the faculty's purpose is to carry out scientific activities (scientific-research and highly specialised activities) in the field of economics. Within the scope of this activity, the international collaboration with numerous international higher

education institutions achieved through various types of collaboration has been particularly important. A significant segment of the scientific-research activity is the publishing activity, within which the faculty publishes a permanent edition entitled *Zbornik radova Ekonomskog fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu / Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business*¹. Another thing that needs to be singled out is the individual work of scientific-teaching staff who publish their papers in Croatian and foreign scientific and professional journals as authors and coauthors. The fact that the faculty, since it was founded in 2011, has successfully carried out research in more than forty scientific projects financed by the Ministry of Science, Education and Sports of the Republic of Croatia, and more than two hundred professional studies, feasibility studies, seminars, conferences and other scientific-research activities for the benefit of the economy and the local and regional self-government, is a confirmation of its scientific and professional activity.

¹The journal has been referenced in the JEL-u (Journal of Economic Literature) / [EconLit](#) (American Economic Association's Electronic Database) since 1993, and in the databases of the [IBSS](#) (International Bibliography of the Social Sciences), ProQuest, Cambridge, UK i [DOAJ](#) (Directory of Open Access Journals), Lund University, Sweden, since 2007. It has been referenced in the [CAB Abstracts](#) UK database since June 2008, and in the [SSCI](#) (Social Sciences Citation Index) database, Social Scisearch i [JCR](#) (Journal Citation Reports / Social Sciences Edition), Thomson Reuters, Philadelphia, USA, since 31 July 2008. Thomson Reuters databases reference the articles published in the 1/2007 and subsequent volumes of the journal and the [ProQuest](#) – ABI/INFORM base, Ann Arbor, Michigan, USA, has been referencing the journal from its volume 1/2006. The [SCOPUS](#) database, Elsevier, B.V., Amsterdam, The Netherlands, references all papers published since 2008. The journal has also been referenced by [EBSCO](#), Ipswich, MA, USA in its EconLit with Full Text databases and SocINDEX in the Abstracts & Indexing with references.

Table: European projects at the Faculty of Economics and Business of Rijeka since 2017

Number	Title	Financing programme	The role of the EFRI	Duration	Leader/coordinator at the EFRI level
1.	FoodandCommunity	European Social Fund	partner	2018-2019	NenadVretenar, PhD
2.	Manufacturing Educationand Training Governance Model for Industry 4.0 inthe Adriatic-Ionian Area - FUTURE 4.0	InterregAdrion	partner	2018-2020	HeriBezić, PhD HrvojeKatunar, Univ.Spec. in Economics
3.	Capacity Building of BLUE EconomyStakeholders to Effectively use CROWFUNDING (BLUE CROWFUNDING)	Interreg Mediteran	partner	2019 – 2022	Marko Tomljanović, PhD
4.	Excellence and Efficiency in Higher Education and in the Field of Economics (E4),	European Social Fund	partner	2019 – 2022	Zoran Ježić, PhD Helga PavličSkender, PhD
5.	TraCEs– Transformative Tourism Across the European Capital ofCulture	COSME	partner	2019 – 2020	Ana MarijaSikirićSimčić, PhD
6.	Social and Creative	Interreg Mediteran	partner	2020 – 2022	Jana Katunar, PhD
7.	Improving Student Employability through the Enhancement of CEZAR - Career and Professional Internship Development Centre	European Social Fund	promoter	2020 – 2023	Danijela Sokolić, PhD/ Ana MarijaSikirićSimčić, PhD/ Marko Tomljanović, PhD
8.	WE–yesterday, today, tomorrow	European Social Fund	promoter	2020 – 2023	Danijela Sokolić, PhD
9.	Inclusion through Crowdfunding (INCroWD)	Erasmus+	partner	2020 – 2023	Marko Tomljanović
10.	E-laboratory for digital education (LaDiEd)	Erasmus+	partner	2021 – 2023	NenadVretenar, PhD
11.	Health Observatory, Krijesnica Association	European Social Fund	partner	2020 – 2023	Ana Bobinac, PhD
12.	Jean Monnet International Summer School International Environment and European Integration	Erasmus+	promoter	2022-2024	Marko Tomljanović, PhD

Table: Projects of the Croatian Science Foundation

Number	Title	Duration	Leader
1.	Economic and Social Effects of Energy Sector Reforms on the Sustainable Economic Growth	2013 – 2018	Nela Vlahinić Lenz, PhD
2.	Tax Policy and Fiscal Consolidation in Croatia	2014 – 2018	Helena Blažić, PhD
3.	Business and Personal Insolvency – Ways to Deal with Over-Indebtedness	2014 – 2018	Mira Dimitrić, PhD
4.	A Model for Measuring the Efficiency of Public Health Services	2015 – 2020	Neda Vitezić, PhD
5.	Value in the Health System: Empirical Research and Application	2020 – 2024	Ana Bobinac, PhD

Table: Horizon 2020 European projects at the Faculty of Economics and Business of Rijeka

1.	Fin-Tech Financial Supervision and Technology Compliance Training Programme	Horizon 2020	partner	2019 – 2021	Saša Žiković, PhD
2.	REPLACE: Making Heating and Cooling for European Consumers Efficient	Horizon 2020	partner	2019 – 2022	Saša Žiković, PhD

In the period ahead, the faculty will continue to propose and encourage new projects and collaboration with other scientific institutions within the European Research Area with the aim to research economic and socially relevant events. By doing so, the faculty intends to increase its scientific productivity and ensure scientific excellence and recognisability in the domestic and international scientific environment.

2.2. Faculty's Organisational Structure

The faculty's organisational structure is defined by the Statute of the Faculty of Economics and Business of the University of Rijeka. The main organisational units of the faculty are departments.

The faculty's administrative bodies are the dean and the Faculty Council. The dean is assisted by four vice-deans and the faculty secretary, which together constitute the Management Board.

Professional offices that operate within the faculty deal with the tasks related to legal aspects, human resources, accounting, administration, and other technical and general aspects of the faculty's activities.

The departments are fundamental organisational units of the faculty and holders of individual study programmes. They have been constituted to deliver undergraduate,

graduate and postgraduate university study programmes. All teaching staff and associates of the faculty that perform their scientific and teaching duties in the study programme delivered by the Department are department members. Departments encompass related subjects pertaining to the same scientific fields or branches, and all teaching, scientific and highly specialised activities of the faculty are carried out within the departments.

The departments cover related subjects pertaining to the same scientific field and branch.

The faculty has 11 departments:

1. Department of Theoretical Economics
2. Department of National Economics and Development
3. Department of International Economics
4. Department of Finance
5. Department of Managerial Economics
6. Department of Accounting
7. Department of Marketing
8. Department of Organisation and Management
9. Department of Quantitative Economics
10. Department of Information Sciences
11. Multidisciplinary Department

Pursuant to the Statute of the Faculty, the department organises and deliver scientific, scientific-research, scientific-development and professional activities, in particular:

- ✓ organises and holds scientific conferences, symposiums, counselling, seminars, congresses and other gatherings;
- ✓ provides research-development services, consultations and expert counselling services,
- ✓ conducts scientific-research studies, expertise and survey reports;
- ✓ organises and delivers various educational programmes that are not considered study programmes and are based on the principles of lifelong learning,
- ✓ organises courses and other forms of supplementary education of students,
- ✓ reviews and revises projects,
- ✓ trains young researchers,
- ✓ performs other scientific, scientific-development and professional tasks.

The organisation and improvement of the scientific-research activity at the faculty is the responsibility of the vice-dean for science and postgraduate studies, who monitors the preparation and the implementation of scientific-research projects, coordinates domestic and international scientific collaboration of the faculty and coordinates the work of postgraduate study programmes offered at the faculty.

The doctoral study programme has a leader who is responsible for the organisation and direct teaching and other activities in the doctoral study programme.

3. ANALYSIS OF THE FACULTY'S SCIENTIFIC POTENTIAL AND ITS POSITION IN THE SCIENTIFIC AND BUSINESS ENVIRONMENT

The Faculty of Economics and Business of the University of Rijeka has fifty-five years of experience in scientific activities and in the field of economics. The faculty's scientists can produce high-quality results even on the most complex project tasks. The researchers, besides conducting individual research, collaborate in research projects with researchers from other scientific institutions from Croatia and abroad. In addition, through its permanent edition *Zbornik radova Ekonomskog Fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu / Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business*, the faculty has been significantly contributing to the domestic scientific literature in the field of economics.

The faculty aims to eventually develop in a relevant and, in its own environment, key institution of scientific excellence included in the European Research Area.

3.1. Structure of employees with scientific-teaching, teaching and associate titles

The faculty currently employs 77 teaching staff with scientific-teaching, teaching and associate titles, which represents a significant research potential of the faculty.

Table 1 Structure of employees with scientific-teaching, teaching and associate titles (as of 1 January 2022)

Title	Number	Structure (%)
Profesor emeritus	2	2,6
Full-time professor	21	27,3
Associate professor	12	15,6
Assistant professor	21	27,3
Senior lecturer and lecturer	3	3,9
Assistant	16	20,8
Junior Assistant	0	0,0
Postdoctoral Researcher	2	2,6
Total	77	100

The list of all the employees with scientific-teaching, teaching and associate titles, and their respective titles, is given in the Attachment A below.

3.2. Data on scientific projects in the period 2016/2017-2020/2021

The total number of scientific projects in which the faculty was the research promoter or partner is 39.

The faculty's special achievements were 2 European Horizon 2020 projects granted in 2019, the participation and the leading role in 12 European projects and 5 projects of the Croatian Science Foundation since 2017.

Table 2 Performance indicators for the scientific-research activities of the faculty in the period 2016/2017-2020/2021

Indicator	Number of projects
Number of international scientific-professional projects in which the Faculty is the research promoter of partner – funded from the EUH2020 project	2
Number of international scientific-professional projects in which the Faculty is the research promoter of partner – funded with the EU support	12
Number of domestic scientific projects in which the faculty is the research promoter or partner – funded with the support from the Croatian Science Foundation	5
Number of domestic scientific projects in which the faculty is the research promoter or partner – funded with the support from the University of Rijeka	48

The list of scientific-research projects conducted in the period 2016/2017-2020/2021 is given below in the Attachment B below.

3.3. Number of enrolled doctoral candidates

The first generation of doctoral candidates was enrolled in the post-Bologna doctoral study programme in the academic year 2008/2009. There were a total of 21 students enrolled, of which 12 part-time students and 9 full-time students. The most recent generation of 18 doctoral candidates was enrolled in the academic year 2020/2021.

When admitting candidates to a doctoral study, the faculty particularly considers their research ideas expressed in their motivation letters, essays and during the interview with the members of the Committee for Postgraduate Studies and Doctorates. On the basis of the estimated scientific contribution of the research topic, the qualifications of the candidate and the likelihood of the expected scientific contribution are assessed, as well as the possibility of ensuring a mentor.

Table 3 Number of enrolled doctoral candidates in the post-Bologna period

Generation	Total enrolled	Enrolled as full-time candidates	Enrolled as part-time candidates
1. 2008/2009	21	9	12
2. 2009/2010	28	6	22
3. 1010/2011	24	1	23
4. 2011/2012	16	2	14
5. 2012/2013	30	1	29
6. 2013/2014	41	0	41
7. 2014/2015	19	1	18
8. 2015/2016	22	2	20
9. 2016/2017	13	1	12
10. 2018/2019	15	1	14
11. 2019/2020	13	1	12
12. 2020/2021	18	0	18

The number of part-time doctoral candidates coming from the world of practice has been growing. They usually have a clear idea about what they want to research but, on the other hand, they have less experience in the scientific research process itself. This has given rise to the idea to introduce scientific colloquia and doctoral conferences, during which doctoral candidates are gradually introduced in the scientific research process, which has proven to be particularly successful.

3.4. Number of defended and registered doctoral dissertations

The scientific-research activity of the faculty is also reflected in the good quality education of new scientific researchers through the doctoral study programme offered at the faculty, which is why more attention should be paid to the increasing efficiency of the doctoral study.

Table 4 Number of defended doctoral dissertations per scientific branch 2017-2021

	2017	2018	2019	2020	2021	Total
Total number of defended dissertations	5	10	11	6	9	41
Per scientific branch						
Managerial Economics		3	2		3	8
Finance		1	4	2	1	8
Macroeconomics		1		1		2
Microeconomics						0
Marketing		1	1	1	2	5
International Economics	1					1
General Economics	2	1	2	1		6
Organisation and Management		1	2	1	2	6
Accounting	1	1				2

Management		1				1
Business Informatics					1	1
Trade and Tourism	1					1

The first generation of post-Bologna doctoral candidates was enrolled in February 2009, and the first dissertation was defended in June 2013.

Table 5 Number of mentors and doctoral candidates who were awarded a PhD 2017-2021

Number of mentors and doctoral candidates	2017	2018	2019	2020	2021	Total
Total of awarded PhDs	5	10	11	6	9	41
Full-time	2	2	2	0	2	8
Part-time	3	8	9	6	7	33
Number of mentors and comentors from the faculty	5	10	11	6	9	41
Number of mentors from outside the faculty	1	2	5	2	3	13

By successfully guiding its doctoral candidates through the process of scientific research, the faculty has significantly contributed to the development of Croatian science.

Table 6 Number of currently registered doctoral dissertations (2021)

Registered dissertation topics and mentors	Number
Registered topics (currently) – total	29
Mentors from the faculty*	20
Mentors from outside the faculty	9
Comentors from the faculty	10

The faculty encourages collaboration with other relevant research institutions, which is supported by the fact that as many as 9 out of 29 registered doctoral dissertation topics have mentors from outside the faculty.

3.5. Number of scientific papers published in journals cited in relevant databases

The total number of papers of the faculty's researchers' published papers indexed in the Scopus and Web of Science databases and referenced in the Croatian Science Bibliography is given below.

Table 7 Number of faculty researchers' papers published in the period 2016/2017-2020/2021

Indicator	Total number of papers	Average number of papers per year
Number of papers published in journals referenced in the <i>Web of Science</i> database	123	30,75
Number of papers published in journals referenced in the <i>Scopus</i> database, and not referenced in the <i>Web of Science</i> database	14	3,5
Number of other published scientific papers (papers published in other journals, books, chapters in books, papers in scientific conference publications) https://bib.irb.hr/	519	129,75
Total of all published scientific papers	656	164

The data have been taken from the web pages of the *Scopus* citation database: <http://www.scopus.com/home.url> and the *Web of Science* database: http://apps.webofknowledge.com/WOS_GeneralSearch_input.do?product=WOS&search_mode=GeneralSearch&SID=W2fDAa8n77Lkh9N5m9&preferencesSaved= and from the *Croatian Scientific Bibliography (Hrvatska znanstvenabibliografija)*: <https://bib.irb.hr/>

Although the production of published scientific papers authored by faculty's researchers is impressive – its structure is not satisfactory – it lacks papers published in the referenced journals so there is room for improvement and for achievement of international visibility.

3.6. Strengths, opportunities, weaknesses and threats (SWOT analysis)

With the aim to define the strengths, opportunities, weaknesses and threats that the faculty faces, a SWOT analysis has been carried out in all the departments, and the emphasis was placed on the departments that conduct their scientific-research activity in the scientific field of economics (11 departments). The remaining departments have also contributed (4 departments not pertaining to the field of economics).

Although some departments have not completely agreed on the elements of the SWOT analysis, some of the common or the most frequent elements that have been recognized by the departments are reflected in the following:

1. STRENGTHS

- ✓ Years-long reputation and the faculty's tradition of creating highly educated human resources.
- ✓ Years-long collaboration with numerous faculties and research centres in Croatia and abroad.

- ✓ Scientific-teaching staff with their specific knowledge and competencies, dedicated to their personal development and to gaining international experience.
- ✓ A wide range of study programmes, including online programmes and English-taught programmes.
- ✓ An established vertical order of academic degree levels: undergraduate – graduate – postgraduate study.
- ✓ The doctoral study included in EDAMBA and the Central and South-East European PhD Network).
- ✓ A joint doctoral study programme delivered together with the University of Ljubljana
- ✓ Developed lifelong learning programmes.
- ✓ Student enterprise support.
- ✓ Long tradition of summer schools.
- ✓ Successful collaboration with the business sector.
- ✓ Successful publishing activity, especially the Zbornik radova Ekonomskog Fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu / Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business, with a high reputation in scientific circles, cited in relevant scientific databases.
- ✓ A developed Career Centre with the mission to network students with the business sector through carefully studied projects, partnerships and counselling, internship, education workshops and similar activities.
- ✓ Available material infrastructure for good quality teaching and scientific-research work.
- ✓ The fact of being included in the international exchange of students, teaching and administrative staff through the ERASMUS and CEEPUS programmes, bilateral collaboration agreements and similar.
- ✓ The faculty's scientists have years-long experience in the field of applications and implementation of a large number of scientific-research projects.
- ✓ Participation of scientific-teaching staff in editorial and review boards of domestic and foreign scientific and professional journals, as keynote speakers at conference sections, in scientific and professional panels etc.
- ✓ Access to recent scientific literature and databases and access to programme for statistical and econometrics data processing.
- ✓ Scientific-research activities of the Centre for Local Economic Development of the faculty in the field of regional and local development and finance.

2. OPPORTUNITIES

- ✓ Changes in the needs of the labour market.
- ✓ Growing awareness and need for lifelong learning.
- ✓ Introduction of contemporary business processes with a strong support of the information-communication technology.
- ✓ Availability of EU and other funding.

- ✓ Opportunity to collaborate with research networks in Croatia and abroad.
- ✓ Opportunity to obtain internationally recognised certificates and accreditations; networking.
- ✓ Acquiring new knowledge and achieving improvement in research as a consequence of scientific-teaching staff exchange with other institutions in Croatia and abroad.
- ✓ Growing community interest in specific fields and knowledge that the faculty can offer
- ✓ Development of interdisciplinary programmes in collaboration with reputable scientific-research institutions.
- ✓ Growing interest in international student/research exchange and foreign researchers' growing interest in coming to the faculty
- ✓ Collaboration with the business sector through scientific and professional projects and the doctoral study.
- ✓ Collaboration with ALUMNI in projects important for the development of the faculty and the broad community.
- ✓ Investment in the knowledge and skills of the scientific-teaching and administrative staff.
- ✓ Growing opportunities of online upskilling for students, scientific-teaching and administrative staff.
- ✓ Increasing media exposure and the use of digital platforms (digital networks) for promoting the faculty and popularising economics.
- ✓ The faculty's geographical position, the historical and cultural development of the city of Rijeka and the climate are factors that attract foreign students but also professors and researchers.

3. WEAKNESSES

- ✓ Insufficient mobility of the scientific-teaching and administrative staff.
- ✓ The ratio of administrative activities to scientific, teaching and professional activities.
- ✓ Insufficient motivation of potential mentors for individual work with students.
- ✓ Inexistence of learning outcomes for study programmes.
- ✓ Low turnout of students in assessing the quality of the teaching process.
- ✓ Insufficient presence and activity of students in classes.
- ✓ Inexistence of systematic monitoring of alumni careers.
- ✓ Insufficient inclusion of alumni in the faculty's panels and activities.
- ✓ Inexistence of a long-term strategy of human resources development with action plans (short-term activities) that need to be carried out.
- ✓ Insufficient support and recognition for individual and/or additional activities of scientific-teaching and administrative staff.
- ✓ Insufficient inclusion in international scientific projects, especially EU projects
- ✓ Insufficient involvement and motivation of a part of the scientific-teaching and administrative staff in project-related activities.

- ✓ Insufficient involvement of the faculty in projects with the business sector.
- ✓ Insufficiently used ties at foreign institutions.
- ✓ Insufficient scientific productivity – measured by the number of published scientific papers per researcher.
- ✓ Insufficient number of papers belonging to the highest category of scientific publication classification.
- ✓ Insufficient international visibility and insufficient involvement in research visibility.
- ✓ Impossibility of regularly sending young researchers to foreign institutions for a longer (semester-long) period because of their class-related obligations and obligations in the broad sense (centres, DL, part-time study etc.).
- ✓ Insufficient intradepartmental and cross-college collaboration.

4. THREATS

- ✓ Uncertainty of the environment (frequent changes of law provisions regulating higher education, staff promotion, employment policy...)
- ✓ A large number of highereducation institutions on a relatively small territory (17 highereducation institutions on the territory of Rijeka and Opatija) offer programmes of education and development.
- ✓ Competition from the surrounding area: presence and relative proximity of other faculties and research centres from the field of economics, including those from the private sector such as polytechnics, which can attract potential researchers by offering financial and other stimulations.
- ✓ Negative demographic trends.
- ✓ Availability of foreign higher education institutions to potential users of education services.
- ✓ Availability of various funding sources for studying encourages potential students to go study abroad.
- ✓ A negative perception of the quality and of the need to produce more experts in economics in the media and the social community.
- ✓ Insufficient information to employers about the possibility to collaborate with the faculty.
- ✓ A growing number of foreign research institutions entering the domestic market and a growing number of independent researchers and analysts from various financial institutions.
- ✓ Insufficient awareness of the importance of monitoring, analysing and implementing the knowledge from scientific research in the business world.
- ✓ Inadequate funding system for scientific projects and activities.

The Attachment C shows individual results of the SWOT analysis per department and lists the proposals for quality improvement of the respective scientific-research activities to which the departments can contribute the most.

4. STRATEGIC GOALS, EXPECTED OUTCOMES AND PERFORMANCE INDICATORS FOR THE SCIENTIFIC RESEARCH PROGRAMME

In this part strategic goals of the faculty's scientific research programme are set, which are based on the mission, the vision and the values of the faculty, as well as on eliminating the recognized weaknesses. The strategic goals are comply with the Development Strategy of the University of Rijeka 2021-2025 and follow the Strategy of the Faculty of Economics and Business of Rijeka for the period 2017-2025.

4.1. The mission, the vision and the values

THE MISSION

The Faculty of Economics and Business of the University of Rijeka conducts scientific and development research, delivers programmes that are of strategic interest for the Republic of Croatia, providing undergraduate, graduate and postgraduate education. All the faculty's tasks are performed in compliance with the requirements of the sustainable economic development and the social community it which it operates.

The faculty makes strategic and development decisions on academic issues, scientific research profiling, financial operations and legal transactions, investments and development plans and ways of presenting the faculty to foreign partners in scientific activities and higher education.

Through study programmes, lifelong learning programmes, collaboration with the business sector, mobility within international academic community and additional extracurricular activities, the faculty enables students to grow and develop professionally with the aim of finding employment and being competitive in the dynamic economic environment. The faculty is always looking to develop the potential of all the staff, to rationally use the material resources, to insure constant quality growth and improve international competitiveness of the teaching and scientific activity.

The mission of the faculty therefore reads as follows:

"In an international environment, we develop entrepreneurially oriented and socially responsible managers, and contribute to the development of science."

THE VISION

"By constantly developing, the faculty will be recognized as a socially responsible and desirable higher education institution and a partner to the community in creating a sustainable society."

The faculty will be an institution that is constantly improving, changing, growing in respect of study programmes, research and human resources.

Guided by a defined mission and vision, the faculty aims to become a leading scientific-teaching institution of the Adriatic Croatia and beyond. It can achieve that only by including and making all the staff identify with the faculty's mission and vision and get involved in their implementation. As a member institution of the University of Rijeka and through its connection with the international academic area, the faculty has been actively participating in scientific, teaching and professional activities, as well as in all the important social events. The faculty's graduates and teaching staff have been performing many responsible duties at all levels of the community, which makes the faculty exposed to the public eye. Social responsibility is the guiding principle of the faculty's existence and of each and every individual activity it carries out.

THE VALUES

The faculty will build its activities and its scientific work on the values reflected in the following:

- ✓ The faculty will set high scientific-research standards, thus raising the quality of the published scientific-research papers authored by its researchers;
- ✓ The researchers have to be independent and unbiased in their research to be able to follow the idea of freedom of research and therefore exercise their traditional right to question and criticise social values and structures in the spirit of responsible and honest search for the truth. The faculty will protect its researchers against any attempt of narrowing, limiting or denying this freedom;
- ✓ The faculty will insist on relevance and will encourage any research that contributes to the solving of economic issues of the Croatian society;
- ✓ The researchers of the faculty will follow the ethical principles in their research, in compliance with the Code of Ethics of the University of Rijeka

Our key values are:

- Responsibility
- Excellence
- Connectedness
- Partnership
- Sustainability

4.2. Strategic goals, expected outcomes and performance indicators

The European development strategy until 2030 is based on smart, sustainable and inclusive development. The smart development means economic and social development based on innovation, education, youth mobility and rapid use of digital technologies in all social processes. The sustainable development refers to the innovation and the implementation of knowledge through research in order to make the best of natural resources and to ensure the development of industries that will be competitive in the globalized world. The inclusive development means development and acquisition of skills needed for employment and self-employment and innovation in all social processes with the aim to decrease poverty.

The role and the responsibility of education and research institutions, therefore, is becoming extremely demanding. The faculty needs to adjust its strategy not only to its own development but to the needs of the development of the community in which it operates, and use all the available potential for obtaining and using the European funds.

In compliance with the Development Strategy of the University of Rijeka for 2021-2025, two strategic goals have been set for successfully accomplishing the faculty's mission and vision, aiming towards improving the scientific activity:

1. increasing the scope and quality of research activities and connecting the faculty's research activity with the development needs of the economy and the social community, and achieving international visibility,
2. increasing the number of defended doctoral theses.

4.2.1. Increasing the scope and quality of research activities and international visibility

To achieve this strategic goal the faculty will encourage the development of research in the fields in which collaboration has been established between the faculty's scientists and with scientists from other research institutions in Croatia and abroad. That will ensure increased inclusion of the faculty's scientists in domestic and international scientific projects.

By being focused on scientific work and research in thematic areas compliant with the development needs of the economy and social community, stronger support to projects will be ensured and additional opportunities for including the faculty's researchers in scientific projects will open up.

Particular focus will be on motivating young researchers to do research, instead of just letting them settle for meeting the admission criteria.

Expected outcomes:

With growing scope of research activity and the increasing efficiency and connectedness of the research activity with the development needs of the economy and social community, the **mission** of the faculty as an education and scientific institution that carries out scientific and development research will be affirmed, and especially as an institution that delivers programmes of strategic interest for the Republic of Croatia and performs its activities in compliance with the needs of sustainable development of the economy and social community in which it operates.

Encouraging scientific excellence will boost international visibility and inclusion of the faculty in the European Research Area. This will confirm the **vision** that sees the faculty integrated in the European Higher Education Area and the European Research Area and as a subject providing strong support to the development of the economy.

Table 8 Performance indicators and target values

Indicator	Value 2016/2017-2020/2021	Target value* (2021-2025)
Number of papers published in journals referenced in the <i>Web of Science</i> database	123	200
Number of scientific papers published in journals referenced in the <i>Scopus</i> database and not referenced in the <i>Web of Science</i>	14	50
Number of other published scientific papers (papers in other journals, books, chapters in books, papers in scientific conference publications) https://bib.irb.hr/	519	550
Number of all published scientific papers	656	800
Percentage of papers published in journals referenced in the <i>Web of Science</i> database in the total number of published papers	18,75%	25,00%
Number of researchers whose h-index in the <i>Web of Science</i> database is > 0	60	70
Number of researchers whose h-index in the <i>Web of Science</i> database is > 1	42	70
Number of researchers whose h-index in <i>Google Scholar</i> > 0	72	77
Number of researchers whose h-index in > 1	63	77
Number of international scientific-professional projects in which the faculty is the research promoter of partner – funded with the support from the EU	13	15
Number of domestic scientific projects in which the faculty is the research promoter of partner – funded with the support from the Croatian Science Foundation	5	6
Number of domestic scientific projects in which the faculty is the research promoter of partner – funded with the support from the UNIRI Foundation	48	50

* The target value encompasses 5 years (2021-2025), while the accomplished value refers to a 5-year period (2016/2017-2020/2021)

4.2.2. Increasing the number of defended doctoral theses

The aim of the doctoral study is to deliver a good quality programme as one of the prerequisites for achieving excellence and obtaining AACSB and EQUIS international accreditations, and it is implemented through a combination of various forms of education and research that, in a relatively short period of time, can train the doctoral candidates for independent top-quality research work – fundamental or applied.

The increase in research attainment at Croatian universities is an important factor of economic development, of job creation and the overall development of the society. The research development of the faculty includes the best possible use of all its resources, and doctoral candidates are an important resource of the faculty. Rational management of resources requires more efficient studying and, above all, increased efficiency of the doctoral study and increase in the number of defended doctoral theses.

To achieve this strategic goal the faculty will encourage research development in the fields in which collaboration has been established between doctoral candidates and the faculty's scientists, the inclusion of doctoral candidates in the faculty's scientific projects and, by providing incentives, it will ensure that most of the faculty's scientists be mentors to doctoral candidates.

Expected outcomes:

The activities aimed at increasing the number of defended doctoral theses help accomplish the faculty's **mission** in the part where the faculty "...enables students to grow and develop professionally with the aim of finding employment and being competitive in the dynamic economic environment".

The faculty's **vision** is reflected in the following: "the support to the economy is achieved by designing educational programmes useful for the economy, through joint, mutually useful research projects and intense inclusion of the student capacities. The faculty will be recognized as a desirable and reliable higher education institution, a partner to the economy, to other domestic and foreign scientific and education institutions and students."

Table 9 Indicators of outcomes and target value

Indicator	Value 2016/2017-2020/2021	Target value (2021-2025)*
Number of defended doctoral theses	41	45
Number of mentors or comentors from the faculty	41	45
Number of mentors or comentors from outside the	13	20

faculty		
Number of scientific papers written by doctoral candidates published in journals referenced in the <i>Web of Science</i> and <i>Scopus</i> databases **	40	50
Number of other published papers written by doctoral candidates (papers in other journals, books, chapters in books, papers in scientific conference publications)**	255	280
Number of doctoral candidates at the faculty's doctoral conferences	22***	30

* The target value encompasses 5 years (2021-2025), while the achieved value refers to a five-year period.

** The number of published papers written by doctoral candidates has been obtained on the basis of 51 survey respondents ***. The data refer to the academic year 2020/2021.

5. FACULTY ORGANISATIONAL DEVELOPMENT PLAN

To be able to respond to the changes and needs of the society, the faculty needs to be restructured to become a strong but flexible institution that, with its research potential, can respond to the requirements and adjust to ongoing changes. The period covered by this strategy will be a period of the faculty's quality improvement.

The existing human resources structure at the faculty largely complies with the mission, the vision and the defined strategic goals. However, to achieve the strategic goal of increasing the scope and the quality of research activity and connecting the faculty's research activity with the development needs of the economy and social community, as well as the goal of achieving international visibility, the faculty needs to be organised in a way that will ensure stronger connection with the economy and other research institutions. Therefore, special attention will be paid to project planning and scientific collaboration with international and domestic research institutions.

To achieve its strategic goals, the faculty plans to stimulate the work of the departments and include them more in the decision-making process at the faculty. By doing so, it should encourage further collaboration between members of the same department and between members of different departments, thus achieving a synergistic effect that should ensure better organisation of the scientific activity and further inclusion in international projects.

It is particularly important to continue encouraging the faculty's staff to gain additional education and acquire new competencies through activities that improve the quality of the scientific-research activity.

In order to achieve better results, the faculty will work on including and connecting its professional offices with scientists, especially when it comes to increasing the equality and the results of the scientific-research activity. By doing so, the faculty will ensure that the scientific productivity does not depend exclusively on the effort of individual scientists but that contribution is made by employees working in professional offices as well.

To achieve the set strategic goals pertaining to science, the organisational efforts of the faculty will target the following:

- ✓ creating the conditions for motivating young researchers to increase scientific productivity,
- ✓ more intense interdepartmental and international collaboration with partner institutions
- ✓ connecting the faculty with the economy and public authorities,
- ✓ increasing the number international projects and intensifying the collaboration with international scientific-teaching institutions,
- ✓ good quality additional education of all the staff.

To achieve high scientific excellence, the faculty will continually improve the modalities of collaboration and coordinate the activities among the departments, the management board, the professional offices and project leaders.

Besides the above-mentioned, measures will be taken to eliminate weaknesses and to improve the faculty's activities and collaboration.

6. SCIENTIFIC AREAS THAT THE FACULTY INTENDS TO RESEARCH

In its scientific activity, the faculty will embrace the strategic goals for research established in the Development Strategy of the University of Rijeka for the period 2021-2025. The university has defined that the research potential will be in the function of smart specialisation and the regional strategy of smart growth. The RIS3 programme (Research and Innovation Strategies for Smart Specialisation) implies the development of regional strategies that include the best possible use of all resources and the connection of all the organisations pertaining to the public sector, small and middle enterprises, with the centres of knowledge, so that research and development could be in the function of specialisation and development of new industries. Besides the EU structure funds, the faculty will be able to apply for the Horizon 2020 research fund and to use the expertise and funds through the Education and Training 2020 Programme. The university plans to use a third of the funds received through the Horizon 2020 programme to finance excellence in science, a third to finance the development of new industries through research and development, and a third to finance the use of knowledge for social changes (health, food, energy, transport, climate changes, including society and safety).

The planned research of the faculty's scientists therefore wishes to encourage excellence and include the development of new industries (OIE economics, sustainable development, management of water resources, contemporary waste management and similar) and the use of knowledge to achieve social changes (health economics, energy sector economics, transport and logistics, human resources and social policy and similar).

The faculty's strategic programme of scientific research aims at achieving scientific excellence, which is why the faculty's scientists will research the areas in which they have

already achieved competitiveness and recognisability. The research topics vary from theoretical to applied areas such as:

- ✓ globalisation and the future of market economy
- ✓ future phases of the development of economic theory,
- ✓ economic (regional) development,
- ✓ measurement of development,
- ✓ human resources,
- ✓ social policy and labour market,
- ✓ economic integration,
- ✓ international finance,
- ✓ energy sector economics,
- ✓ economics of education,
- ✓ health economics,
- ✓ OIE economics,
- ✓ finance and banking sector,
- ✓ insurance sector,
- ✓ competitiveness of economic sectors,
- ✓ controlling
- ✓ accounting system and its implications,
- ✓ strategic management, management and organisation,
- ✓ marketing and consumers,
- ✓ international business,
- ✓ global logistical processes and activities,
- ✓ tax systems and tax policy,
- ✓ quantitative research in economics,
- ✓ other scientific topics in the field of economics and multidisciplinary areas.

In the broadest sense, the planned research of the faculty's scientists includes all the areas of economics covered by the departments, that is, it touches all the branches of the field of economics:

- ✓ general economics, macroeconomics, international economics and finance,
- ✓ microeconomics, managerial economics, organisation and management, accounting, marketing,
- ✓ quantitative economics, business informatics.

A more detailed list of scientific areas and topics that the faculty's researchers intend to research in the period 2021-2025 is given in the attachment D below.

The planned research that has already been registered by the faculty's researchers or the research that has been agreed and planned, and will be continued in the period ahead is:

- ✓ The University of Rijeka launched a “Tender for funding of scientific research for the academic year 2021/2022, or for initial support to young researchers with the status of assistant professors and/or scientific collaborators”, to which young research of the faculty applied with six scientific projects. The results of the tender are yet to be announced so some of the projects are likely to be implemented in the near future with the financial support from the University.