



SVEUČILIŠTE U RIJECI UNIVERSITY OF RIJEKA

FAKULTET ZA MENADŽMENT U TURIZMU I UGOSTITELJSTVU

FACULTY OF TOURISM AND HOSPITALITY MANAGEMENT

OPATIJA, HRVATSKA CROATIA

# STRATEGY OF SCIENTIFIC RESEARCH

FACULTY OF TOURISM AND HOSPITALITY MANAGEMENT

UNIVERSITY OF RIJEKA

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Strategy of the scientific research of the Faculty of Tourism and Hospitality Management, University of Rijeka was adopted at the 137<sup>th</sup> meeting of the Faculty Council held on 6 March 2017.

# 1. INTRODUCTION

The strategy of scientific research at the Faculty of Tourism and Hospitality Management (hereinafter FTHM) is aligned with the Development Strategy of the FTHM and Development Strategy of the University of Rijeka and it refers to the period up to the year 2020.

## VISION OF THE FACULTY OF TOURISM AND HOSPITALITY MANAGEMENT

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

## MISSION OF FTHM

FTHM as a scientific, research and educational institution acts as a creator of knowledge about tourism, hospitality and sustainable development.

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

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

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

## KEY VALUES AND PRINCIPLES OF THE INSTITUTION

Faculty of Tourism and Hospitality Management is committed to the following values:

- excellence
- academic freedom
- professional development of individuals
- public welfare
- ethics and social responsibility.

Faculty of Tourism and Hospitality Management as a constituent of the University of Rijeka follows the following principles:

- the principle of public welfare and responsibility
- the principle of academic integrity
- the principle of transparency
- the principle of systematic strategic management
- the principle of sustainability
- principle of integrity
- principle of excellence and international comparability
- principle of quality assurance through taking responsibility for personal and institutional development.

## 2. STARTING POINTS OF THE STRATEGY OF SCIENTIFIC RESEARCH AT FTHM

In 2015 the Strategy of Development of the Faculty of Management in Tourism and Hospitality 2015 – 2020 was adopted. In the context of that strategy, vision, mission and key strategic goals and objectives have been defined. One of the key areas of the strategy is the science and scientific and research activities.

Scientific research activities of the Faculty take place in the scientific area of social sciences, scientific field of economics and other related areas and fields. The following scientific research and professional activities are defined by the Statute of the Faculty of Tourism and Hospitality Management:

- investigation of current theoretical and practical economic problems, development of scientific research and professional studies, projects, expertises, studies, analyses, expert analyses, consulting, providing research and development services and consultancy services for the needs of the economy, reviews and audits of the projects;
- realization of research projects with foreign institutions within the international cooperation, individual research work of teachers who publish their research results in proceedings, books, journals and other publications;
- organization of national and international scientific and professional symposia, conferences, seminars, congresses, and other scientific and professional meetings;
- organization and performance of the programs of professional lifelong learning, organization of courses and other forms of supplementary education and promotion of a scientifically active young generation.

Efforts aimed at increasing scientific productivity have a key position in the development strategy of the Faculty. The objectives to be achieved can be summarized as follows: to increase the level of research activities and scientific productivity, to improve the quality of papers and their citation, to define research topics in research teams with members from both domestic and international scientific community as well.

Since 1996 the Faculty has been a publisher of the scientific, international multidisciplinary journal *Tourism and Hospitality Management* (ISSN 1330-7533), which is one of the main pillars of the scientific activities of the Faculty. Value, longevity and quality level of the journal contribute to the recognisability of the Faculty not only in Croatia, but also internationally.

The scientific activity of the Faculty is particularly evident in the performance of postgraduate studies. The Faculty provides two postgraduate doctoral studies: Business Economics in Tourism and Hospitality and Management of Sustainable Development. Teachers in scientific-teaching positions are active mentors who pay special attention to the processing of challenging and applicable research topics in the context of doctoral theses. Faculty of Tourism and Hospitality Management also organizes international scientific conferences.

The Faculty traditionally organizes two scientific conferences: Tourism in Southern and Eastern Europe (ToSEE) and Tourism and Hospitality Industry (THI). In addition to these conferences Faculty is the organizer or co-organizer of other scientific and professional thematic meetings and conferences.

The prerequisite for the management of scientific work of the Faculty in the following period are the defined priority areas of research. For this purpose, mapping of research topics of teachers and associates is carried out by taking into account the needs and trends present in the global environment as a basis for defining of such branch, or multi-disciplinary and trans-disciplinary research areas, around which teams of teachers and students (especially of doctoral studies) will be brought together.

Changes in the method and sources of financing scientific projects represent an additional challenge. The system of financial support to scientific research (which since 2013 has been transferred from Ministry of Science, Education and Sports to the universities), and financing through the Croatian Science Foundation, could not in the short time sufficiently institutionally cover the scientific activities of the Faculty, so that since 2015 a part of the funds is directly forwarded to the University system of financial support to scientific research.

The overall aim is to carry out scientific research that will ultimately realize the objectives of the Strategy of the University in Rijeka 2014 – 2020, especially in terms of smart specialization, and in order to strengthen the scientific base of FTHM and to develop its potential for fostering creativity, innovation and mobility as a fundamental lever in shifting boundaries of human knowledge.

### **3. HUMAN RESOURCES**

FTHM employs 99 employees out of whom 46 are in scientific-teaching positions, 3 in teaching positions and 25 in associate positions. Out of 46 employees in scientific-teaching positions, three of them have been elected in the scientific field of the humanities, 1 employee in the scientific field of biotechnical sciences, 1 employee in the scientific field of technical sciences, and the remaining 41 employees have been elected in the scientific area of social sciences, field of economics.

Despite the limitations that make it difficult for new employment, human resources management policy must retain the developing character, and support the ongoing restoration of human potential and generational balance and ensure the conditions for scientific progression as well.

Longstanding efforts and networking activities with related institutions at home and abroad provide the FTHM with the possibility of joint research and publication of their results. Cooperation with related institutions, not only in the field of social sciences and economics, enables the development of interdisciplinary, multidisciplinary and transdisciplinary research.

### **4. KEY RESEARCH AREAS AND TOPICS**

Key research areas and topics arise from the defined vision and the narrow focus of the Faculty on the processing of scientific topics in the area of social sciences, field of economy, mainly applied to tourism, hospitality and sustainable development, which has its social justification related to its importance for the Republic of Croatia.

#### **Tourism**

Tourism is a dominant economic activity in the Republic of Croatia, which in scientific terms of its complexity characterizes the need for research in terms of all branches of the economics, and other scientific fields as well. This is why scientific research is performed both independently and in teams in which, depending on the topic, researchers from other scientific fields are included, and within the topics of doctoral dissertations. The needs of the market and the overall economic system imply predominantly the applied research, which usually includes cooperation with economy and the public system.

# Hospitality

Traditionally, FTHM research is oriented towards business economics applied to hospitality. Hospitality and outstanding competition prevailing in the system of hospitality industry requires scientific knowledge as a basis for business decision-making and application of analytical quantitative and qualitative research methods. Based on the identification of business problems, researchers and research teams formulate topics of scientific research whose results should be implemented in improving business operation and competitiveness of hospitality.

## Sustainable development

Sustainable development essentially involves close cooperation in drafting research topics by interdisciplinary teams of researchers. Besides the research staff employed at FTHM, the researchers from other both domestic and international institutions are included in the research from the area of sustainable development. The research topics from the area of sustainable development are in particular actively processed in the framework of doctoral theses at the postgraduate university doctoral study Management of Sustainable Development.

## 5. STRATEGIC AIMS OF SCIENTIFIC-RESEARCH ACTIVITIES

Strategy of scientific research of the FTHM implies the realization of the following objectives:

1. strengthening the visibility of researchers and institutions, and inclusion in the European research area
2. internationalization of scientific research
3. excellence in scientific research
4. encouraging work in teams and the development of team research
5. establishing of platforms for the exchange of scientific knowledge and networking of researchers
6. continuous improvement of the quality of doctoral studies
7. development of innovative research topics in the context of doctoral theses
8. strengthening mentoring capacity and research competencies of teachers and associates
9. strengthening the capacity of the library
10. improving the ranking and visibility of the journal Tourism and Hospitality Management
11. encouraging of publishing activities
12. strengthening links with the economy and strengthening of applied scientific research
13. popularization of science
14. mobility of researchers.

### Ad 1)

#### **strengthening the visibility of researchers and institutions, and inclusion in the European research area**

By actively supporting the development of competencies of researchers, participation in scientific-research projects and publishing in the areas of identified competencies in which FTHM has internationally recognized references, an impact on increasing the international visibility and a stronger involvement into the European research area will be performed.



## **Ad 2)**

### **internationalization of scientific research**

The internationalization of scientific research will be supported primarily through the following activities:

- participation of foreign scientists in scientific-research projects
- work in international research teams
- publication of scientific papers as co-authors with scientists from abroad
- selection of topics of scientific research relevant to the international environment
- financing the participation and presentation of research results at international scientific conferences.

## **Ad 3)**

### **excellence in scientific research**

FTHM supports in terms of organization the applications of competitive scientific and research projects aimed at achieving excellence and the development of scientific careers of teachers and researchers.

One of the instruments to encourage publication in relevant publications is also the established model of rewarding publication in journals indexed in particular relevant databases (Web of Science Core Collection, Current Contents Connect and SCOPUS). The model established in 2013, accompanied by significant efforts of researchers, showed in a short time significant positive changes in the publication of scientific articles, so that this practice will continue in the future.

The strategic objective of the Faculty is to take part in the most competitive international research projects (e.g. Horizon 2020). Significant experience in the application and management of projects financed by the funds of European Union was gained in the previous period by participating in a large number of research projects.

## **Ad 4)**

### **encouraging work in teams and development of team research**

Due to the specific research areas and the transfer of knowledge and competencies, scientific and research activities in teams will in particular be supported. The involvement of students of doctoral studies in research teams will especially be encouraged.

In cooperation with the University of Rijeka FTHM has created and implemented a unique model of funding research projects which employ teams of researchers established in accordance with the themes of projects. In the next step of development of this project line the focus will be on the involvement of international renowned scientists and researchers in studies that bring together project teams.

## **Ad 5)**

### **establishing of platforms for the exchange of scientific knowledge and networking of researchers**

FTHM continuously promotes networking of researchers, and opens a space for the exchange of scientific knowledge. In this context, it is worth pointing out the traditional International Congress Tourism and Hospitality Industry (THI), which has been taking place since 1972 and the scientific conference Tourism in Southern and Eastern Europe (ToSEE) within which a workshop for doctoral students is organized. Positively reviewed scientific papers are published in conference proceedings (the proceedings THI is referenced in CIRET, EBSCO - Hospitality & Tourism Complete, ProQuest - ABI / INFORM and RePEc, and ToSEE proceedings in WoS CPCI, CAB Direct, EBSCO, ProQuest). Work on increasing the quality of these conferences and related activities should be the task for all teachers involved in scientific and research activities of the Faculty.

As a part of the University of Rijeka FTHM will in the future continue to participate and contribute in organizing the University Scientific Colloquia.

**Ad 6)****continuous improvement of the quality of doctoral studies**

FTHM delivers two programs postgraduate university doctoral studies:

- Business Economics in Tourism and Hospitality
- Management of Sustainable Development.

The necessity of being up to date with the latest scientific research imposes the need for continuous innovation and quality improvement in all segments of activities within the framework of doctoral studies (improvement of course content, organization of scientific debates, visits of eminent scientists, etc.).

In view of the changes taking place in an extremely dynamic environment in the legislative, but also in social and economic context, a process of continuous review of the starting points and determinants of doctoral studies is an assumption for the quality improvement of doctoral studies. Therefore, it is necessary through interviewing and/or workshops with stakeholders of the studies (former and current doctoral students, representatives of the economy and the academic community) to perform an analysis of social, academic and economic needs of the community.

**Ad 7)****development of innovative research topics in the context of doctoral theses**

Within the research topic areas of each individual scientist, and in cooperation and in accordance with the interests of doctoral students, innovative research topics are developed and shaped. This will ensure the implementation of new scientific knowledge and transfer of knowledge and research results in order to foster social and economic development of the Republic of Croatia and the community as a whole.

Operational implementation of this objective with the existing, already implemented support mechanisms will be supported through continuous monitoring of the progress of research of doctoral candidates.

In the doctoral program the practice of the public presentation of the work and progress of the approved topics of doctoral dissertations will be developed, which will be required as obligatory on an annual basis (within the two available terms).

**Ad 8)****strengthening mentoring capacity and research competencies of teachers and associates**

In May 2018 Minimum criteria to select a mentor at postgraduate university studies at the University of Rijeka will come into force ([http://www.biotech.uniri.hr/files/Dokumenti/1\\_Uvjeti\\_za\\_odabir\\_mentora\\_final.pdf](http://www.biotech.uniri.hr/files/Dokumenti/1_Uvjeti_za_odabir_mentora_final.pdf)), ensuring the formal establishment of a higher standard of approval of mentoring.

In order to strengthen the capacity of mentoring, especially among young colleagues who do not have enough experience in mentoring doctoral candidates, FTHM will provide education through special workshops (e.g. Mentoring of doctoral students organized by the Faculty of Humanities and Social Sciences in Rijeka). The aim of the workshops is to train teachers to understand the role and tasks of the mentor in the process of mentoring doctoral students as well as for the implementation of interpersonal skills critical for effective implementation of the mentoring process. In order to improve the quality of mentoring, co-mentorship which helps mentors with lack of experience to be prepared for self-mentoring will be supported.

The systematic practice of investing in education in order to enhance research competencies of teachers and associates will continue in the future.

## **Ad 9)**

### **strengthening the capacity of the library**

The library is a separate organizational unit that collects literature, journals and information needed for scientific teaching and professional activities of the Faculty. The library has about 24,628 books and more than 6,660 volumes of journals. In addition, the library collection consists of the doctoral theses, master's, and specialist theses, and the final papers and graduate theses defended at the FTHM, and a set of encyclopaedias, dictionaries and reference books. In addition to the printed stock, which has until recently represented the main source of information for every library, electronic sources that are available today significantly change the role and activities of the library. Library via CARnet and the Center for online database provides users access to all databases, electronic journals and books that the Ministry of Science, Education and Sports has made available to the Croatian academic and research community. It now includes large bibliographic services and databases such as EBSCOhost and Web of Knowledge, individual bibliographic bases, such as SCOPUS, and services of electronic journals large and renowned publishers: Science Direct, Springer Verlag, Wiley-Blackwell, MathSciNet. From its own funds the FTHM additionally finances subscriptions to electronic sources that are not covered by subscription of the Ministry of Science, Education and Sports as for example Tourism & Hospitality Complete and MINTEL Analyst. The online catalogue on the website of the Library is connected to the common catalogue CroList, with 30 Croatian libraries. Through the integrated library system of the University of Rijeka – SVERIKS (Ebsco Discovery Service) the access to the catalogues of all libraries of the university and databases of electronic journals (integrated library system of the University of Rijeka (SVERIKS) – <http://www.svkri.uniri.hr/index.php/knjiznicni-sustav-sveucilista/o-sustavu>) is assured.

Special attention is paid to the training of users, so that in addition to individual work with users and occasional training for the target groups, once a month workshops on searching electronic data sources are held. Guidance on information sources and searching databases at FTHM and outside the Faculty are also shown in the videos that can be watched on the link (<http://www.fthm.uniri.hr/index.php/biblio-upute>).

The services of the library are available on workdays from 8 a.m. to 8 p.m.. The relocation of the library into a larger and modern space which will additionally improve the conditions of operation is planned through a construction of the annex building.

## **Ad 10)**

### **improving the ranking and visibility of the journal Tourism and Hospitality Management**

Tourism and Hospitality Management (THM) (ISSN 1330-7533) is a scientific, international, multidisciplinary journal with an international Editorial Board and a renowned international team of reviewers which has been continuously published twice a year for 21 years. International Editorial Advisory Board of the journal consists of twelve members from Austria, Bosnia and Herzegovina, Greece, Macedonia, Malta, Germany, Slovenia, Switzerland, Great Britain and Croatia. The Editorial Board consists of 52 members from twenty countries around the world. Tourism and Hospitality Management is an open access journal and is available in the full range, in the printed edition, and on the Hrčak platform.

Tourism and Hospitality Management is indexed in the following databases: SCOPUS, ABI / INFORM Complete (ProQuest), CAB Abstracts – Leisure, Recreation and Tourism Abstracts (CABI Publishing), Cabell's Directories, EconLit (American Economic Association), ERIH Plus, Hospitality & Tourism Complete (EBSCO Publishing), Hamster, RePEc, ZWB – Deutsche Zentralbibliothek für Wirtschaftswissenschaften. In addition, the journal is in the process of evaluation in the Web of Science database.

The aim of the Editorial Board of the journal for the next period is to increase the quality and citation of papers by attracting quality authors, guest editors and by organizing thematic issues, which by 2020 should lead to the inclusion of the journal in the Web of Science Core Collection base.

Editorial Board follows the principles of Code of Ethics. All received papers pass through the software to detect plagiarism (iThenticate). Since 2016 the journal uses ScholarOne electronic system for editorial work and each published paper is assigned the DOI number.



#### **Ad 11)** **encouraging publishing activities**

Through the developed procedure for publishing activities of FTHM the model of financial support for publishing activities of teachers i.e. Faculty is defined. Publishing activities will in the future be supported among other things, through covering the costs of review, editing, prepress and printing the papers. In line with trends e-editions will be encouraged with the technical support expected from the Centre for Electronic Publishing (CEN) of the University.

#### **Ad 12) s** **trenghening links with the economy and strengthening of applied scientific research**

Service to the community and participation in the development of society is one of the fundamental components of the mission of modern university institutions. Therefore, intensification of cooperation with the community and the economy and establishing a network of partnerships is a necessity for the development of the FTHM, but also for the development of the community and the economy which for the transfer of knowledge is required. FTHM, in terms of the specificity of the areas of education (business economics for tourism and hospitality, and sustainable development) and the strategic commitment to the development of the Croatian tourism, in this context, plays a particularly important role.

FTHM is an active partner in economic trends of Primorje-Gorski Kotar County, of the Republic of Croatia, and in some segments also of the wider region, especially in the field of tourism, hospitality and sustainable development. A part of the FTHM's research activities are directed towards the specific needs of the economy and the local community. In this way the Faculty proves its high level of competence and socially responsible behaviour. Research and professional competencies are directed towards the services for the development of professional and scientific projects, studies and surveys, and consulting services.

Referring to a very specific area of research of the Faculty, it is extremely important to foster and develop cooperation with the economy, particularly through the implementation of such research works which can be immediately implemented in the operation of business entities and of public institutions.

Connection with the economy is also fostered through the Alumni Association. Within the scientific conferences special sections, thematic discussions on current topics and presentations of good practices designated for businessmen are organized.

The Faculty encourages the participation of its employees in the bodies of importance for the development of the local community and the economy at all levels.

#### **Ad 13)** **popularization of science**

Tourism presents a dominant economic activity in the Republic of Croatia, and the intention of the FTHM is to emphasize the importance of carrying out scientific research in the area whose results may contribute to the growth of tourism and the competitiveness of the entire economy of Croatia.

Marking the World Tourism Day through exhibitions, workshops and debates and organizing a multi-day event Days of science and tourism are the activities that will contribute to understanding the importance of a scientific approach to tourism, hospitality and sustainable development.

## **Ad 14)** **mobility of researchers**

Cooperation of FTHM with foreign universities, research institutions, international agencies and organizations to help the development of science is of great importance for the realization of the basic development objectives and the process of internationalization.

Through the Erasmus+ program and CEEPUS mobility program and bilateral agreements the FTHM cooperates with over sixty partners in Europe and had the highest number of outgoing and incoming mobility of foreign students of undergraduate, graduate and postgraduate doctoral studies, teachers and researchers at the University of Rijeka. The Faculty has developed a formal system of financial support and organizational adjustments in order to support the mobility of researchers employed at the Faculty.

Activities aimed at encouraging the mobility of associates, teachers, researchers and doctoral students include the provision of additional quota for mobility and entering into new agreements on cooperation with foreign institutions, accreditation of programs that are largely internationalized, increasing the number of courses in English, organizing the International Week of Mobility, elimination of internal and external obstacles to incoming and outgoing mobility, inclusion in the new programs within the Erasmus+ and other EU funds.

The mobility of researchers ensures the exchange of scientific ideas and innovations, the introduction of new concepts and methods into curricula and learning processes, encourages the multicultural understanding, solidarity and development of ideas, influences the increase of the international cooperation of higher education institutions on projects, programs and other activities, and ultimately increases the visibility of the Faculty.

...IDEAS, ...CONCEPTS,...INNOVATIONS,...NEW METHODS



## 6. INDICATORS OF STRATEGY IMPLEMENTATION OF SCIENTIFIC RESEARCH AT THE LEVEL OF THE UNIVERSITY OF RIJEKA

At the level of the University of Rijeka, in the framework of the Strategy for the period 2015 - 2020 indicators in the group "I. Research" are defined. Through monitoring these indicators the constituents of the University monitor the implementation of the defined goals and tasks in the field of scientific and research activities.

### a. The University of Rijeka is a high research activity university

GOAL / OBJECTIVE	INDICATOR
Increasing the number of doctoral degrees awarded	<i>the number of doctoral degrees awarded per year</i>
Increasing the number of full-time doctoral students	<i>the number of full-time doctoral students</i> <i>the number of scholarships/grants awarded to full-time doctoral students not employed by the University of Rijeka</i>
Increasing the number of teaching staff serving as doctoral supervisors	<i>the number of teaching staff serving as active doctoral supervisors</i>
Increasing the number of published papers per researcher	<i>the number of papers published (SCOPUS)</i>
Increasing the quality of published papers	<i>the number of Q1 papers, the number of Exc papers (SCOPUS)</i>
Increasing research funding	<i>the proportion of the budget coming from national and international research projects</i>
Increasing the number of projects financed from competitive sources	<i>the number of project leaders as a percentage of the total number of researchers at the University of Rijeka</i>
Starting a research support fund	<i>the amount of own funds expended specifically on financing research projects (the total of funds expended at the University's constituent units)</i>
Establishing research activities workload norms through staff/institution portfolios	<i>yes/no</i> <i>the number of researchers who spend more than 50% of their work hours engaged in research on international projects</i>



**b. The University of Rijeka is integrated into the European Research Area.**

GOAL / OBJECTIVE	INDICATOR
Increase research funding from EU programmes (such as Horizon, or any other programme)	<i>the amount of funding from EU programmes</i>
Ensuring institutional support and developing financial mechanisms for participating in EU funding schemes	<i>the number of EU projects approved where the University's administration provided project preparation support</i>

**c. The University of Rijeka promotes the circulation of researchers in order to increase personal and institutional potential.**

GOAL / OBJECTIVE	INDICATOR
Increasing the number of circulating researchers	<i>the number of person-days spent at other higher education or research institutions</i>
	<i>the number of person-days spent at the University of Rijeka</i>
Ensuring funding for the circulation of researchers	<i>the total amount of funds expended on circulating University staff (the sum of funds expended by the University's constituent units)</i>

**d. Research at the University of Rijeka recognises the importance of sustainable regional development.**

GOAL / OBJECTIVE	INDICATOR
Founding the Centre for Sustainable Regional Development	<i>yes/no</i>
Founding a periodic conference on sustainable regional development	<i>yes/no</i>



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