

STRATEGY

2016. - 2020.

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Velika Gorica
2015



The mission of the University of Applied Sciences Velika Gorica is to implement the higher education activities in accordance with the principles of social responsibility and academic excellence and to create and develop highly educated competent experts and responsible actors for future development of the social community.

The vision of the University of Applied Sciences Velika Gorica is to develop into a technologically modern Croatian institution of higher education, competitive in the European Union member states due to the specificities and internationalization of professional study programmes and lifelong learning programmes, as well as academic excellence realised on the Quality Assurance Standards and Guidelines within the European Higher Education Area. The University will implement specific professional and specialist graduate professional study programmes and adapt to the needs of current Croatian and European labour market, taking into consideration that the students acquire necessary theoretical and practical knowledge during their studies, which will allow them to find employment with greater ease. Our aim is that the knowledge acquired by the students during their studies and lifelong learning corresponds to the latest insights and technologies of the modern world of science and profession, as well as the needs of the economy and the social community. Modern facilities, lecture halls, exercise rooms and laboratories, an optimum number of students per study programme and the central place of students within the educational system, facilitation of student advancement and mobility, distance learning and English-language programmes, their continuous monitoring and adjustment to actual economic needs, as well as a multitude of other innovations, comprise a guiding principle by which the University of Applied Sciences Velika Gorica shall develop its resources and the teaching process.

Objectives of the University of Applied Sciences Velika Gorica

Educational, business and organisational objectives have been inspired by and aligned with the declared vision and mission of the University. The University is strategically oriented towards the education for the values and competences needed by our students and teachers in the realisation of their personal aspirations and career potentials, as well as the benefit of our social community. Likewise, through the recognisability and competitiveness of its study programmes, the University aims to expand to new higher education markets even beyond Croatia.

Educational objectives of the University are to train the students to:

- successfully launch and realise their own entrepreneurial and other projects after graduation,
- provide an active contribution to the creation of new value and dynamic development of their professional career since the first day of employment,
- continue their academic postgraduate education, lifelong learning and further development of professional competences.



Business objectives of the University are aligned with the requirements of responsible business and the fundamental activities of the University, i. e. the higher education and lifelong learning activities, and are realised:

- through the constant contribution to academic excellence within the process of realising educational goals
- by continuous business success in sustainable and socially responsible business operations.

Our institutional objective as a higher education institution is to provide high-quality, efficient, fair, equal, international and recognizable higher education within the European educational area, which contributes to the competitiveness of Croatian higher education institutions.

The Strategy of the University of Applied Sciences Velika Gorica is a logical sequence and continuation of the successfully implemented development strategy of the University, and is based on the Strategy for Education, Science and Technology of the Republic of Croatia and the Croatian Qualifications Framework. It is also a kind of response to the challenges and changes occurring in our environment under the influence of global factors, as well as trends that change the way things are done and standards in higher education. In its twelve years of existence, the University of Applied Sciences Velika Gorica has established all preconditions for its work and has focused on the continuous improvement of the teaching process at all levels, the analysis and revision of all extant study and educational programmes, as well as the establishment and organisation of new programmes. As a young higher education institution, a whole range of demanding activities and internal continuous improvement is before us until we achieve the desired developmental level, which likewise determines the development strategy. Revision and development of extant educational programmes and the creation of new ones in order to achieve internalization and expand to new markets beyond Croatia lead to expansion as an option for development strategy.

The vision and mission of the University, dynamic environment and labour market demands, as well as the current achievements and the overall level of the University's development in all areas of its activity are imperative for the continuation of its development as outlined in previous strategies. Through the realisation of the Strategy in the following five-year period, the University aims to achieve a balanced, high-quality, stable and sustainable development of its higher education institution. The dynamic quality of the environment has been particularly encouraged by the membership of the Republic of Croatia in the European Union, and thus by the inclusion of the University in the European higher education and research area.

The University shall further develop international cooperation, both in the realisation of its study programmes and the teaching process, student and teacher exchange, organisation of international conferences, and in its scientific-research work and the implementation of international projects funded by the EU funding sources. Therefore, a hallmark of future University development will be the development of e-learning, the performance of study programmes in Croatian and English, and the establishment of a graduate professional study in Optometry in English. The University will revise its study programmes and make them more attractive and accessible to foreign students and students from other higher education institutions in Croatia.

Interdisciplinarity of the study programme in Crisis Management is a challenge for the development of various disciplines with specific knowledge and skills of highly specialised fields, such as Healthcare Crisis Management, Firefighting Crisis Management, Corporate Security, Critical Infrastructure Protection Management, Crisis Management of Public Administration or Environmental Crisis Management.

The idea of excellence has been woven into the establishment of a research centre, lifelong learning, by the

development of mobility and international cooperation and the investment in the training of all employees, especially the teaching staff. The University is given full support in all this by the City of Velika Gorica, the Zagreb County, numerous business entities, ministries, state administration bodies, higher education and scientific institutions in Croatia and abroad, as well as other institutions with which the University cooperates in the realisation of numerous projects and the practical part of the teaching, and the teachers and students of the University and the Alumni Club of the University.

The University is a higher education institution which receives 96% of its financial income by providing educational services and the remaining 4% through other activities.

Numerous objectives remain to be realized in the following five years. Some of them are new spatial and high-quality human resource expansion, which would – in addition to other advantages – allow for the establishment of a scientific-research center, university optometric polyclinic, center of excellence, specialized laboratories, new specialist study programmes, securing the preconditions for the internalization of the University and the reception and education of foreign students in English.

This will create an environment for scientific and research activities and will ensure the knowledge and technology transfer to the social community.

A new conceptual project foresees the construction of a new street building with two thousand square meters of workspace at the site of the current parking lot. This project requires above all financial resources – partially from the University's own funds and the budget of the City of Velika Gorica and mostly from the European Union funds.

All measures and activities undertaken at the University are meant to strengthen the conditions for progress and the realization of academic excellence by the University and the work of its students.

By acquiring the planned spatial capacities, the University would fulfill its long-term needs, including the accommodation of foreign students who attend the University through the Erasmus+ programme or by becoming full-time students; the needs of foreign lecturers, student restaurant, library and reading room, student counseling and career development center. This would enable the overall improvement of the student standard. Velika Gorica is a city that maintains a daily pace of growth. In order to become a city with high living standards, it is necessary to maintain continuous investments in the economic development and create new opportunities for employment.

However, in this constant struggle for progress in all areas, Velika Gorica needs to create infrastructural preconditions which would bring new investors to the city, possibly even large production facilities. Educated and skilled staff is needed to perform complex processes and the University has become a national and regional center of higher education which supplies the labor market with skilled young people.

The development of the University and an increase in the number of full-time lecturers elected to scientific and teaching titles, the establishment of laboratories and practicums and the provision of infrastructure necessary for scientific research are the prerequisites for the establishment of the University of Velika Gorica, which is supposed to be one of the main strategic goals of the University in the following planning period from 2021 to 2025.

Priorities of the University of Applied Sciences Velika Gorica

Based on the results of completed internal audits and external independent periodic evaluation of the University quality assurance system, and in accordance with the accreditation recommendations and the recommendations of the internal quality assurance system of the University and the analysis of the report on the realization of the University Development Strategy, an Integrated Operational Plan of Activities for the improvement of the quality



system at the University of Applied Sciences Velika Gorica has been adopted. Activities on the improvement and advancement of the overall system of the educational and business process of the University are continuously implemented. It is necessary to maintain the achieved high level of quality in the segments in which it has been recognized, and to make improvements in other areas of operation and activity of the University. An integrated system of quality assurance covers all activities of the University. The system is efficiently and continuously improved based on the findings and recommendations of internal and external audits. The goal of the University is to create a system that is periodically monitored based on the collected feedback from all stakeholders and this data is then transformed into information used to improve the quality assurance system (QAS). The University utilizes ESG guidelines and standards and the ISO 9001:2015 standard, which provide support and guide the process of the internal quality assurance system in the area of the educational and business process. They also encourage the continuous development of the quality assurance system as a whole.

The main priorities of the University of Applied Sciences Velika Gorica are:

- efficient **management of the University**
- **quality culture** – continuous improvement of the system
- respect for academic freedoms, mutual differences and tolerance, as well as moral principles
- **improvement of study programmes**
- **flexibility** – in responding to short-term market demands
- **innovativeness** – of teaching methods and forms in order to develop student-oriented teaching
- **teacher and employee excellence** – excellence of teachers, teaching associates and their advancement
- **student employability** – improvement of the conditions and modes of operation for the SOVA center and the Alumni Club, as well as establishment of links between the University and the economy
- **lifelong learning** – modern programmes aligned with the needs of technological development and the labor market, as well as the needs of the local community and the region
- **cooperation and partnership** – with the economy and the social community, as well as the higher education and scientific institutions in Croatia and abroad
- **internationalization** – mobility of teachers and students, e-learning, implementation of study programmes in English, attractiveness of study programmes
- **high level of student standard** – spatial, social and information-communication resources
- **multidisciplinarity** – of scientific-research activity and study programmes, scientific and professional conferences.



I. UNIVERSITY MANAGEMENT AND QUALITY ASSURANCE POLICY

(ESG 1.1.)

1. objective: INTRODUCE PROCEDURES FOR SYSTEMATIC AND PERIODICAL ASSESSMENT OF UNIVERSITY EFFICIENCY

MEASURE 1.1:	Harmonize the QAS documents with the new edition of ESG and the ISO 9001:2015 standard.
AUTHORITY	Head of Quality Assurance Department, or Dean's assistant for quality
IMPLEMENTATION	Quality Assurance Department, Committee for Quality Assurance
IMPLEMENTATION DEADLINE	February 2017
PERFORMANCE INDICATORS	QAS documents harmonized with the new edition of ESG and the ISO 9001:2015 standard.
MEASURE 1.2:	Internal audit of the quality assurance system shall be implemented in accordance with the regulations and the standard, while thematic audits will be implemented in accordance with the plan.
AUTHORITY	President of the Internal Audit Committee
IMPLEMENTATION	Internal Audit Committee
IMPLEMENTATION DEADLINE	Thematic audits – every year after the completion of the academic year, October/November.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • thematic audit plan • internal thematic audit of the quality assurance system completed • recommendations for the follow-up period adopted • results of the follow-up phase publicized
MEASURE 1.3:	Perform internal quality system audits in accordance with ISO standards as part of the preparation for certification auditing
AUTHORITY	Dean
IMPLEMENTATION	Quality Assurance Department, Internal Audit Committee
IMPLEMENTATION DEADLINE	May/June each year
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • analysis of the results of key indicator values • tendencies of changes compared to the previous year • recommendations for improvement activities adopted
MEASURE 1.4:	Perform certification audit in accordance with the ISO 9001:2015 standard
AUTHORITY	Head of Quality Assurance Department, or assistant of the Dean for quality
IMPLEMENTATION	External contracted auditor
IMPLEMENTATION DEADLINE	June 2017
PERFORMANCE INDICATORS	ISO 9001:2015 certificate

MEASURE 1.5:	Hold thematic sessions of study programme councils, Expert Council, Governing Council and the Economic Council on the implementation of the University Development Strategy and action plans for QAS improvement.
AUTHORITY	Dean
IMPLEMENTATION	Vice-Dean for Teaching Activities, Head of Quality Assurance Department, or assistant of the Dean for quality, heads of studies
IMPLEMENTATION	At least once a year.
PERFORMANCE INDICATORS	Minutes from the study programme councils, Expert Council, Governing Council and Economic Council sessions.

2. objective: QUALITY IMPROVEMENT BASED ON THE ANALYSIS OF THE RESULTS AND QUALITY ASSURANCE PROCEDURES

MEASURE 2.1:	Regularly perform annual SWOT analysis of the University
AUTHORITY	Dean
IMPLEMENTATION	Quality Assurance Department, Committee for Quality Assurance
IMPLEMENTATION DEADLINE	Each year in February.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> conducted discussions and workshops with system stakeholders (number of discussions and workshops, number of participants) completed SWOT analysis
MEASURE 2.2:	Redefine performance indicators and identify key indicators at the University level.
AUTHORITY	Dean
IMPLEMENTATION	Dean's Board, Committee for Quality Assurance
IMPLEMENTATION DEADLINE	Each year in January.
PERFORMANCE INDICATORS	Number of indicators, number of key indicators, monitoring methods.

3. objective: PROVIDE RELEVANT INFORMATION AND DOCUMENTS FOR QAS STAKEHOLDERS

MEASURE 3.1:	Conduct informing activities and encourage all stakeholders to become involved in the discussion when adopting and amending documents.
AUTHORITY	Dean
IMPLEMENTATION	Vice-Dean for Teaching Activities, heads of studies and departments, heads of divisions and sub-divisions, all heads of permanent bodies and committees of the University
IMPLEMENTATION DEADLINE	June 2016 to establish a system for internal electronic communication and informing the employees, other continuously
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> established a system for internal electronic communication and informing of the employees, teachers, students and other stakeholders with new proposals and amendments to general acts and documents of the University list of general acts and documents and analogous list of stakeholders to whom they ought to be available number and types of general acts and documents known to relevant stakeholders analysis of the application of general and specific acts of the University and the level of knowledge by relevant stakeholders (number of informative meetings and workshops)
MEASURE 3.2:	Conduct performance analysis for the extant quality assurance system
AUTHORITY	Dean and Vice-Dean for Teaching Activities
IMPLEMENTATION	Quality Assurance Department, Committee for Quality Assurance
IMPLEMENTATION DEADLINE	February 2016 and then continue every year until 2020
PERFORMANCE INDICATORS	Level of satisfaction of key internal and external stakeholders with extant QAS, completed key stakeholder survey, analysis of results and final assessment
MEASURE 3.3:	Appoint QAS committee members (Committee for Quality Assurance and Internal Audit Committee)
AUTHORITY	Dean
IMPLEMENTATION	Vice-Dean, Expert Council
IMPLEMENTATION DEADLINE	February 2016, 2018, 2020
PERFORMANCE INDICATORS	Decisions on committee appointments and minutes from constitutive sessions.
MEASURE 3.4:	Develop a program and implementation plan for the training of QAS Committee
AUTHORITY	Head of Quality Assurance Department or the Dean's Assistant for Quality
IMPLEMENTATION	Quality Assurance Department, Committee for Quality Assurance
IMPLEMENTATION DEADLINE	First quarter of each year
PERFORMANCE INDICATORS	Develop a program and implementation plan for the training of QAS Committee members approved by the Expert Council

4. objective: RAISE THE LEVEL OF FUNCTIONAL COMPLIANCE OF THE QUALITY ASSURANCE SYSTEM WITH QUALITY STANDARDS AND CRITERIA

MEASURE 4.1:	Intensify education and informing and motivate participation of all stakeholders in the creation of all QAS documents and procedures related to their scope of work and interests; especially a more active involvement of students in QAS
AUTHORITY	Dean, Head of Quality Assurance Department or the Dean's Assistant for Quality
IMPLEMENTATION	Quality Assurance Department, Student Council, Heads of Study Programmes, Heads of Departments
IMPLEMENTATION DEADLINE	continuously
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • number of stakeholders involved in QAS (students, teachers, University employees and external stakeholders) • number of topics and topics of training seminars and workshops held • number of meetings and minutes of held informative meetings with students regarding QAS • number of printed brochures and published articles on QAS • number of meetings and minutes of working meetings held by QAS bodies • number of documents, records on the adoption of documents and titles of QAS documents which were discussed, stakeholders and the number of participants

5. objective: ENSURE THE SYSTEM OF ACCOUNTING INFORMATION AND FINANCIAL ANALYSIS TO ASSIST THE MANAGEMENT IN MAKING LONG-TERM BUSINESS DECISIONS IN ORDER TO INCREASE SYSTEM EFFICIENCY AND REALIZE APPROVED STRATEGIES

MEASURE 5.1:	Analysis of business operations through financial ratios
AUTH	Head of Finances and Accounting Department
IMPLEMENTATION	Department of Finances and Accounting
IMPLEMENTATION DEADLINE	Quarterly in the period from 2016 to 2020
PERFORMANCE INDICATORS	Financial statements as a basis for the creation of financial ratios and the report on the conducted analysis
MEASURE 5.2:	Cost tracking and cost rationalization
AUTHORITY	Dean, Head of Department of Finances and Accounting
IMPLEMENTATION	Department of Finances and Accounting
IMPLEMENTATION DEADLINE	Continuously from 2016 to 2020
PERFORMANCE INDICATORS	Financial statements
MEASURE 5.3:	Active tracking of accounts receivable
AUTHORITY	Head of Department of Finances and Accounting
IMPLEMENTATION	Department of Finances and Accounting
IMPLEMENTATION DEADLINE	Continuously from 2016 to 2020
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> financial statements OPZ-STAT1 report
MEASURE 5.4:	Audit of financial statements
AUTHORITY	Dean, Head of Department of Finances and Accounting
IMPLEMENTATION	External auditor
IMPLEMENTATION	Every second year in the period from 2016 to 2020
PERFORMANCE	Report on the audit of financial statements
MEASURE 5.5:	Revenue and profit growth
AUTHORITY	Dean, Head of Department of Finances and Accounting
IMPLEMENTATION	Governing Council, Dean, Head of Department of Finances and Accounting
IMPLEMENTATION	Continuously from 2016 to 2020
PERFORMANCE	Financial statements, profit and loss account, balance sheet, internal reports
MEASURE 5.6:	Cash flow statement
AUTHORITY	Dean, Head of Department of Finances and Accounting
IMPLEMENTATION	Department of Finances and Accounting
IMPLEMENTATION	Continuously from 2016 to 2020
PERFORMANCE	Liquidity and solvency ratios

II. DEVELOPMENT, APPROVAL AND CONTINUOUS MONITORING AND REVISION OF STUDY PROGRAMMES

(ESG 1.2)

1. objective: PROGRAMME DEVELOPMENT AND APPROVAL

MEASURE 1.1:	Analyze normative functionality and implementation of the Book of Regulations on Study Programme Revision and propose improvements if necessary
AUTHORITY	Vice-Dean of Teaching Activities and the Head of Teaching Activities Department
IMPLEMENTATION	Heads of study programmes, study programme councils, Expert Council
IMPLEMENTATION DEADLINE	May 2016
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Report on the conducted analysis and draft version of amendments to the Book of Regulations on Study Programme Revision Expert Council Decision on the adoption of amendments to the Book of Regulations on Study Programme Revision
MEASURE 1.2:	Draft report proposal and launch the certification of the new specialist professional graduate study programme in Optometry in English and Croatian
AUTHORITY	Dean
IMPLEMENTATION	Head of Professional Study Programme in Optometry, coordinator of Professional Study Programme in Optometry, Council of the Study Programme in Optometry, Alumni Club, Croatian Association of Opticians and Optometrists
IMPLEMENTATION DEADLINE	By the end of the academic year 2015/2016
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Proposal of the report on the Specialist Graduate Professional Study Programme in Optometry developed and adopted by the Expert Council, and then referred to ASHE Implementation plan in English for the academic year 2017/2018
MEASURE 1.3:	Draft report proposals on changes to extant study programmes based on the developed occupational standards and qualification standards and the completed comparative analysis with related study programmes in the EU
AUTHORITY	Vice-Dean for Teaching Activities and the Head of Teaching Activities Department
IMPLEMENTATION	Heads of study programmes, teachers, departments, study programme councils, Expert Council
IMPLEMENTATION DEADLINE	March 2018
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Number of report proposals for changes in study programmes submitted to the Expert Council Proposals for redefining competences

MEASURE 1.4:	Develop and create occupational and qualification standards, development of new and improvement of extant study programmes/curricula in accordance with CROQF, development and creation of occupational standards and required analytical bases, development and/or adjustment of study programmes' performance for students whose work or other duties
AUTHORITY	Vice-Dean of Teaching Activities and the Head of Teaching Activities Department
IMPLEMENTATION	Heads of study programmes, teachers, departments, study programme councils,
IMPLEMENTATION DEADLINE	October 2017
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Number of developed occupational and qualification standards • Number of developed analytical bases

III. STUDENT-FOCUSED LEARNING, TEACHING AND ASSESSMENT

(ESG 1.3.)

1. objective: FACILITATE STUDYING AND MASTERING THE CURRICULUM BY DEVELOPING E-LEARNING CONTENT

MEASURE 1.1:	Modify course implementation on undergraduate and specialist graduate professional study programmes for e-learning and expand the scope of such content
AUTHORITY	Vice-Dean for Teaching Activities
IMPLEMENTATION	Heads of study programmes, heads of departments, teachers
IMPLEMENTATION DEADLINE	End of the academic year 2016/2017 and continuous implementation every subsequent year
PERFORMANCE INDICATORS	Number of courses tailored for e-learning and the scope of course contents adapted for e-learning per study programme

2. objective: RAISE THE QUALITY AND INCREASE CONNECTIONS BETWEEN KNOWLEDGE ASSESSMENT AND LEARNING OUTCOMES

MEASURE 2.1:	Analyze course performance reports for each course and determine the level of compliance between knowledge assessment and learning outcomes
AUTHORITY	Vice-Dean for Teaching Activities and the Head of Teaching Activities
IMPLEMENTATION	Heads of study programmes, mentors of individual study years, Study Programme Councils, student representatives
IMPLEMENTATION DEADLINE	August of academic year 2015/2016, periodic implementation every subsequent year
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Number of courses for which the evaluation has been completed Proportion of compliance between actual state of affairs and the published one per courses and study programmes (no. of courses which have actual compliance between knowledge assessment and learning outcomes/no. of courses within the study programme)

3. objective: RAISE KNOWLEDGE ASSESSMENT QUALITY AND THE LEVEL OF COMPLIANCE BETWEEN GRADING AND DETERMINED CRITERIA

MEASURE 3.1:	Analyze course performance reports by individual study programmes and create a joint report with a proposal of measures to improve compliance between grading and grading criteria
AUTHORITY	Vice-Dean for Teaching Activities and the Head of Teaching Activities
IMPLEMENTATION	Heads of study programmes, mentors of individual study years, Study Programme Councils, Expert Council
IMPLEMENTATION DEADLINE	August of academic year 2015/2016, periodic implementation every subsequent year

PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Minutes of study programme councils and the Expert Council • Course performance reports by individual study programmes • Joint course performance report for all study programmes • Measures to improve compliance between grading and grading criteria
MEASURE 3.2:	<ul style="list-style-type: none"> • Monitoring and analysis of the implementation of criteria and assessment procedures and the assessment of achieved learning outcomes. • Revision of learning outcomes' assessment per course, manner of keeping and archiving records related to the learning outcomes' assessment. • Organize a professional workshop and teacher training on learning outcome assessment.
AUTHORITY	Vice-Dean for Teaching Activities
IMPLEMENTATION	Teachers, heads of study programmes, Head of Teaching Activities Department, study programme councils and Expert Council
IMPLEMENTATION DEADLINE	By the end of the academic year 2015/2016
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Reports by heads of study programmes on the revision of learning outcomes and the number of courses • Final joint report on the revision of learning outcomes and the number of courses revised • Minutes of study programme councils and the Expert Council • Number of workshops, the total number of hours and the number of teachers and associates who participated
MEASURE 3.3:	Performing measurements of student workload required for the acquisition of learning outcomes
AUTHORITY	Vice-Dean for Teaching Activities
IMPLEMENTATION	Teachers, heads of study programmes, Head of Teaching Activities Department, study programme councils and Expert Council
IMPLEMENTATION DEADLINE	By the end of the academic year 2015/2016
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Reports by heads of study programmes on student workload • Final joint report on student workload required for the acquisition of learning outcomes • Minutes of study programme councils and the Expert Council
MEASURE 3.4:	Perform the analysis of the application of the Book of Regulations on Student Examination, Assessment and Grading with measures for
AUTHORITY	Dean
IMPLEMENTATION	Teachers, heads of study programmes, Head of Teaching Activities Department, Vice-Dean for Teaching Activities and the Expert Council
IMPLEMENTATION DEADLINE	August 2016
PERFORMANCE INDICATORS	Adopted measures to improve the Book of Regulations on Student Examination, Assessment and Grading and potential proposals for its further improvement.

MEASURE 3.5:	Amend the Book of Regulations on Study Programmes and Studying at the University.
AUTHORITY	Dean
IMPLEMENTATION	Teachers, heads of study programmes, Head of Teaching Activities Department, Vice-Dean for Teaching Activities and the Expert Council
IMPLEMENTATION DEADLINE	March 2016 adoption of the Book of Regulations, and its publication and use from the academic year 2016/2017 onwards
PERFORMANCE INDICATORS	Adopted and published Book of Regulations on Study Programmes and Studying at the University.
MEASURE 3.6:	Familiarize and inform the students about the grading criteria and the provisions of the Book of Regulations on Student Examination, Assessment and Grading and other University Books of Regulations and codes; familiarize the students with the possibility of complaining about the perceived failures in the aforementioned area.
AUTHORITY	Vice-Dean for Teaching Activities and the Head of Teaching Activities Department
IMPLEMENTATION	Teachers and mentors of individual study years
IMPLEMENTATION DEADLINE	Each semester at introductory lectures and during the first meetings of students with their appointed mentors.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Presentations of workshops and the number of workshops held by mentors with their students. • Number of introductory presentations showcasing the grading criteria. • Number of non-conformities observed, and the number of students' complaints and measures undertaken.

4. objective: ENSURE THE PROTECTION OF STUDENTS' PERSONAL DATA, AUTHENTICITY AND QUALITY OF THEIR FINAL, DIPLOMA AND OTHER THESES

MEASURE 4.1:	Ensure the protection of students' identity when publishing the results of exams and midterms.
AUTHORITY	Heads of study programmes and the Vice-Dean for Teaching Activities
IMPLEMENTATION	Teachers, Department for Teaching Activities
IMPLEMENTATION DEADLINE	continuously
PERFORMANCE INDICATORS	Number of non-conformities observed, and the number of students' complaints and measures undertaken.
MEASURE 4.2:	Provide a verification of authenticity for final and diploma theses and the supervision of the same.
AUTHORITY	Head of Department for Teaching Activities
IMPLEMENTATION	Heads of study programmes, mentors of final and diploma theses
IMPLEMENTATION DEADLINE	continuously
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> The number of published final and diploma theses in the digital library repository per individual study programmes and in total. The ratio of the number of theses with disputed authenticity to the number of theses published per individual study programmes and in total.
MEASURE 4.3:	Amend the Book of Regulations on Final and Diploma Theses
AUTHORITY	Dean
IMPLEMENTATION	Teachers, heads of study programmes, Head of Teaching Activities Department, Vice-Dean for Teaching Activities and the Expert Council
IMPLEMENTATION DEADLINE	May 2016 adoption of the Book of Regulations, its publication and use from the academic year 2016/2017 onwards
PERFORMANCE INDICATORS	Adopted and published Book of Regulations on Final and Diploma
MEASURE 4.4:	Create a software application for the registration, approval and record-keeping of final theses.
AUTHORITY	Dean
IMPLEMENTATION	Teachers, heads of study programmes, Head of Teaching Activities Department, Vice-Dean for Teaching Activities, Expert Council, Department for IT Support
IMPLEMENTATION DEADLINE	November 2016
PERFORMANCE INDICATORS	Created a software application for the registration, approval and record-keeping of final theses.

MEASURE 4.5:	Establishment of a repository for final and diploma theses of the University in the Digital Academic Archives and Repositories (DABAR).
AUTHORITY	Dean
IMPLEMENTATION	Repository editor, repository administrator, Department of Student Affairs, the library.
IMPLEMENTATION DEADLINE	November 2016
PERFORMANCE INDICATORS	Repository established, repository editor and administrator appointed, final and diploma theses stored in DABAR
5. objective: IMPROVE CONDITIONS FOR INTERNATIONAL STUDENT EXCHANGE	
MEASURE 5.1:	Encourage student mobility
AUTHORITY	Dean, Vice-Dean for Teaching Activities, Dean's assistant for International Cooperation
IMPLEMENTATION	Heads of study programmes, teachers, Erasmus+ coordinator, Head of Department for Teaching Activities
IMPLEMENTATION DEADLINE	By the end of the academic year and periodically implement each year.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Number of mobilities within the Erasmus+ programme per academic years; • Number of incoming students, ECTS credits gained, teachers and other University staff, • Number of outgoing students, teachers and other VVG staff to other higher education institutions • Number of student transfers from other higher education institutions per academic year • Number of signed agreements within the Erasmus+ programme
6. objective: RAISE THE QUALITY AND CONDITIONS FOR THE PERFORMANCE OF STUDENT PROFESSIONAL PRACTICE	
MEASURE 6.1:	<ul style="list-style-type: none"> • Provide incentives for employers to train and encourage mentors for professional practice. • Provide high-quality and professional mentors from partner institutions, economic and other institutions where the students complete their practice.
AUTHORITY	Dean, Vice-Dean for Teaching Activities, Economic Council
IMPLEMENTATION	Heads of study programmes, committee for professional practice, Head of Department for Teaching Activities.
IMPLEMENTATION DEADLINE	By the end of the academic year 2015/2016 and proceed continuously afterwards.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Defined measures, conditions and procedures for performing the professional practice. • List of mentors per institutions where the students complete their practice. • Results of student questionnaire surveys on the evaluation of practice mentors. • Mentor reports and student practice grades.

MEASURE 6.2:	Renew contracts with extant ones and increase the number of contractual business and other legal entities for the performance of student practice.
AUTHORITY	Dean
IMPLEMENTATION	Heads of study programmes, committee for professional practice, Head of Department for Teaching Activities, Vice-Dean for Teaching Activities.
IMPLEMENTATION DEADLINE	By the end of the academic year 2015/2016 and at the end of each academic year.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • The overall number and the number of new legal entities with whom • the performance of professional student practice was contracted. • Verify student satisfaction with the completed practice through questionnaire surveys. • Record the number of students who were employed in the organization where they completed their professional practice, track rates of change per years and study programmes.

MEASURE 6.3:	Amend the Book of Regulations on the Performance of Professional
AUTHORITY	Dean
IMPLEMENTATION	Teachers, heads of study programmes, Head of Teaching Activities Department, Vice-Dean for Teaching Activities, Expert Council.
IMPLEMENTATION DEADLINE	The end of academic year 2015/2016 2016 adoption of the Book of Regulations, its publication and use from the academic year
PERFORMANCE INDICATORS	Adopted and published Book of Regulations on the Performance of Professional Practice.
7. objective: AVAILABILITY OF LITERATURE TO STUDENTS	
MEASURE 7.1:	Ensure the availability of printed and electronic literature to students.
AUTHORITY	Dean, Committee for Publishing Activities
IMPLEMENTATION	Department of Marketing, Human Resources and General Affairs, library
IMPLEMENTATION DEADLINE	March 2017
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Number of books available in printed and electronic formats. • Software for the use of digital editions.
8. objective: LIFELONG LEARNING AND ADULT EDUCATION	
MEASURE 8.1:	Encourage and improve the cooperation of the University, or the Center for Education and Training and businesspeople and local government to improve the programmes, conditions in which the classes are taught, professional practice and exercises in adult education programmes.
AUTHORITY	Dean
IMPLEMENTATION	Heads of study programmes, Head of Teaching Activities Department, Vice-Dean for Teaching Activities, Dean's Board, Economic Council, Alumni
IMPLEMENTATION DEADLINE	By the end of academic year 2015/2016.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Measures for encouraging and improving cooperation. • Number of activities, number of students involved per individual study programme.
MEASURE 8.2:	Perform the analysis of labor market needs for lifelong learning programmes and adult education, especially in the fields of the University's study programmes.
AUTHORITY	Dean
IMPLEMENTATION	Heads of study programmes, Head of Teaching Activities Department, Vice-Dean for Teaching Activities, study programme councils, Expert Council, representatives of the Student Council, Alumni Club.
IMPLEMENTATION DEADLINE	By the end of academic year 2015/2016.
PERFORMANCE INDICATORS	Completed collective analysis of the need for launching lifelong learning programmes and analysis by individual study programmes.

MEASURE 8.3:	Based on the completed analysis, elaborate study proposals for lifelong learning programmes.
AUTHORITY	Dean, Expert Council
IMPLEMENTATION	Heads of study programmes, Vice-Dean for Teaching Activities, study programme councils, Economic Council, Alumni Club, Expert Council.
IMPLEMENTATION DEADLINE	By the end of academic year 2015/2016, subsequently once a year.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Number of new lifelong learning programmes. • Monitor the number of programmes and the number of students involved by individual programme and collectively for all studies. • Annually monitor the number of programmes in total and by individual study programmes (number of students, number of hours, number of hours per student).

IV. STUDENT ENROLMENT AND ADVANCEMENT, RECOGNITION AND CERTIFICATION

(ESG 1.4)

MEASURE1.1:	Based on the analysis conducted prepare and adopt enrolment quotas and conditions of enrolment for undergraduate and specialist graduate professional study programmes
AUTHORITY	Dean, Expert Council
IMPLEMENTATION	Vice-Dean for Teaching Activities, Head of Teaching Activities Department, Head of Department for Student Affairs
IMPLEMENTATION DEADLINE	Each year in May
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> admission procedure for enrolment in undergraduate and specialist graduate professional study programmes adopted by the Expert Council student enrolment tenders announced admission procedure and student enrolment tender published on the University website
MEASURE1.2:	Ensure consistent and transparent implementation of the admission procedure
AUTHORITY	Dean, Expert Council
IMPLEMENTATION	Vice-Dean for Teaching Activities, Head of Teaching Activities Department, Head of Department for Student Affairs, Enrolment
IMPLEMENTATION DEADLINE	Each year during student enrolment
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Appointed Committee for Student Enrolment Report by the Committee for Student Enrolment, report on the number of received applicant complaints
MEASURE1.3:	Continuous monitoring of students' achievements in all study programmes with regard to student success and graduation
AUTHORITY	Dean, Expert Council
IMPLEMENTATION	Vice-Dean for Teaching Activities, Head of Teaching Activities Department, Head of Department for Student Affairs
IMPLEMENTATION DEADLINE	Each year at the end of the winter/summer semester
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Analysis of the number of students enrolled Number of students enrolled in undergraduate and specialist graduate professional study programmes Monitoring student success Number of students who successfully graduated Number of students who dropped out

MEASURE1.4:	Continuous monitoring of the students' results within the teaching process and beyond, and recording those in students' personal files and diploma supplements
AUTHORITY	Dean, Expert Council
IMPLEMENTATION	Vice-Dean for Teaching Activities, Head of Teaching Activities Department, Head of Department for Student Affairs
IMPLEMENTATION DEADLINE	continuously
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Awarding Student Commendations in accordance with the Book of Regulations on Studying • Entry of all relevant data on the students and their study achievements in their personal files and diploma supplements
MEASURE1.5:	Normatively regulate the process of certification and informal education
AUTHORITY	Dean, Expert Council
IMPLEMENTATION	Vice-Dean for Teaching Activities, Head of Teaching Activities Department
IMPLEMENTATION DEADLINE	February 2017
PERFORMANCE INDICATORS	Normative act on the process of certifying informal education adopted by the Expert Council

IV. TEACHERS AND TEACHING ASSOCIATES

(ESG 1.5)

1. objective: ENABLE PROFESSIONAL DEVELOPMENT OF TEACHERS AND TEACHING ASSOCIATES

MEASURE1.1:	Amend the Book of Regulations on the Education and Training of Teachers and Employees of the University
AUTHORITY:	Dean
IMPLEMENTATION:	Head of Department for Marketing, Human Resources and General Affairs, Head of Department for Teaching Activities, Vice-Dean for Teaching Activities, Expert Council, all teachers, teaching associates and employees
IMPLEMENTATION DEADLINE:	November 2016 adoption of the Book of Regulations, its publication and use from 1 January 2017 onwards
PERFORMANCE INDICATORS:	Adopted and published Book of Regulations on the Education and Training of Teachers and Employees of the University
MEASURE1.2:	Create and adopt a five-year plan and annual teacher and employee training plans
AUTHORITY:	Dean
IMPLEMENTATION:	Head of Department for Marketing, Human Resources and General Affairs, Head of Department for Teaching Activities, Vice-Dean for Teaching Activities, Expert Council
IMPLEMENTATION DEADLINE:	March 2016 for the five-year plan, November of each year for the annual plan
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> • Adopted plans • Reports on the realization of annual plans
MEASURE1.3:	Create a plan and subsequently train and inform employees and teachers regarding the use and application of the University IT systems
AUTHORITY:	Head of Department for IT Support
IMPLEMENTATION:	Department for Marketing, Human Resources and General Affairs, Department for IT Support
IMPLEMENTATION DEADLINE:	Prior to the beginning of each semester and as needed
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> • Annual report on training needs and plans • Annual report on training performed • Report on training success according to participant passing rates • Key stakeholders' level of satisfaction, key stakeholders survey completed, analysis of the results and final evaluation

MEASURE1.4:	Create a special plan for training teachers and teaching associates to work on computers
AUTHORITY:	Head of Department for Marketing, Human Resources and General Affairs, Vice-Dean for Teaching Activities
IMPLEMENTATION:	Department for Marketing, Human Resources and General Affairs, Department for IT Support
IMPLEMENTATION DEADLINE:	December 2016 and continuously each subsequent year
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> • Teacher training plan • Number of programmes and number of teachers involved in each individual programme and in total • Teacher satisfaction with the programmes
MEASURE1.5:	Develop an analysis of needs and a training plan for teachers and teaching associates regarding the use of English
AUTHORITY:	Vice-Dean for Teaching Activities, Head of Department for Marketing, Human Resources and General Affairs
IMPLEMENTATION:	Department for Marketing, Human Resources and General Affairs, Department for Foreign Languages
IMPLEMENTATION DEADLINE:	December 2016 and continuously each subsequent year
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> • Teacher training plan • Number of programmes and number of teachers involved in each individual programme and in total • Teacher satisfaction with the programmes
MEASURE1.6:	Implementation of annual teacher and employee training plans
AUTHORITY:	Vice-Dean for Teaching Activities
IMPLEMENTATION:	Head of Department for Marketing, Human Resources and General Affairs, Head of Department for Teaching Activities, heads of study programmes
IMPLEMENTATION DEADLINE:	July 2016 and continuously each subsequent year
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> • Number of teacher training programmes in the period before 2016 • Monitor the number of programmes and number of teachers involved in each individual programme and in total • Overall satisfaction of teachers with the programmes
MEASURE1.7:	Increase the number of teachers involved in the ERASMUS+ mobility programme
AUTHORITY:	Vice-Dean for Teaching Activities, Dean's assistant for International Cooperation
IMPLEMENTATION:	Vice-Dean for Teaching Activities, Dean's assistant for International Cooperation, Head of Department for Teaching Activities, teachers
IMPLEMENTATION DEADLINE:	Continuously during each academic year
PERFORMANCE INDICATORS:	Number and duration of teacher visits to foreign higher education institutions

MEASURE 1.8:	Appoint a committee to follow the solutions within the EU related to the educational process (particularly distance learning) and propose improvements and activities for more efficient monitoring of student work, their advancement, provision of necessary resources, manner of course organization, partially through videolinks, exam organization and methodology etc.
AUTHORITY:	Dean and Vice-Dean for Teaching Activities
IMPLEMENTATION:	Vice-Dean for Teaching Activities, Dean's assistant for International Cooperation, Head of Department for Teaching Activities, teachers
IMPLEMENTATION DEADLINE:	Continuously during each academic year
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> • Committee appointment • Committee proposals
MEASURE 1.9:	Creation of an annual plan for the participation of teachers and teaching associates in scientific and professional conferences and other gatherings
AUTHORITY:	Dean
IMPLEMENTATION:	Vice-Dean for Teaching Activities, Dean's assistant for International Cooperation, Head of Department for Teaching Activities, heads of departments
IMPLEMENTATION DEADLINE:	December/January of each year
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> • Plan of teacher and teaching associates' participation in scientific and professional conferences • Number of conferences and number of teachers who participated in them • Number of teacher papers presented at conferences

3. objective: IMPROVE THE RATIO OF TEACHERS EMPLOYED PER NUMBER OF STUDENTS

MEASURE 3.1:	Perform the analysis of teachers and teaching associates employed and determine employment possibilities and needs
AUTHORITY:	Dean, Vice-Dean for Teaching Activities
IMPLEMENTATION:	Vice-Dean for Teaching Activities, heads of study programmes, Head of Department for Teaching Activities, Head of Department for Marketing, Human Resources and General Affairs
IMPLEMENTATION DEADLINE:	September 2016
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> Completed analysis of teachers and teaching associates employed with regard to the teaching load Overall need for teacher and teaching associates' employment
MEASURE 3.2:	Five-year employment plan for teachers and teaching associates
AUTHORITY:	Dean, Vice-Dean for Teaching Activities
IMPLEMENTATION:	Vice-Dean for Teaching Activities, heads of study programmes, Head of Department for Teaching Activities, Head of Department for Marketing, Human Resources and General Affairs
IMPLEMENTATION DEADLINE:	December 2016
PERFORMANCE INDICATORS:	Employment plan for teachers, teaching associates and workers in other employee positions
MEASURE 3.3:	Announce tenders for appointment to academic ranks and other employee positions
AUTHORITY:	Dean, Expert Council
IMPLEMENTATION:	Vice-Dean for Teaching Activities, heads of study programmes, Head of Department for Teaching Activities, Head of Department for Marketing, Human Resources and General Affairs
IMPLEMENTATION DEADLINE:	In accordance with the employment plan for teachers, teaching associates and workers in other employee positions
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> Number of tenders Number of teachers and teaching associates employed Number of workers in other employee positions

4. objective: **INFORMING TEACHERS AND TEACHING ASSOCIATES ON THE CRITERIA FOR EVALUATING THEIR WORK, TEACHER ASSESSMENT AND TEACHER TRAINING PLAN**

MEASURE 4.1:	Implement activities meant to inform the teachers and teaching associates about the criteria for evaluating their work, maintaining annual group and individual interviews with all teachers, teaching associates and other employees regarding the results and assessment of their work
AUTHORITY:	Dean, Vice-Dean for Teaching Activities
IMPLEMENTATION:	Vice-Dean for Teaching Activities, heads of study programmes, Head of Department for Teaching Activities, Head of Department for Marketing, Human Resources and General Affairs, Dean's assistant for Quality
IMPLEMENTATION DEADLINE:	September of each year
PERFORMANCE INDICATORS:	Number of meetings and interviews held Submitted evaluations of teachers' and teaching associates' work
MEASURE 4.2:	<ul style="list-style-type: none"> • Determine professional criteria for monitoring and evaluating the work of teachers and teaching associates • Appoint professional committees from the ranks of teachers to monitor and evaluate the work of teachers and teaching associates
AUTHORITY:	Dean, Vice-Dean for Teaching Activities
IMPLEMENTATION:	Vice-Dean for Teaching Activities, heads of study programmes, Head of Department for Teaching Activities, Expert Council
IMPLEMENTATION DEADLINE:	October 2016 for criteria and committee appointments, September of each year for the reports of committees for monitoring and evaluating teachers' and teaching associates' work
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> • Adopted criteria for monitoring and evaluating teachers' and teaching associates' work • Appointed committees for monitoring and evaluating teachers' and teaching associates' work • Number of reports by committees for monitoring and evaluating teachers' and teaching associates' work

STRATEGIC OBJECTIVES

V. LEARNING AND STUDENT SUPPORT RESOURCES

(ESG 1.6)

Objective 1: IMPROVE STUDENT STANDARD AND AMENITIES

MEASURE 1.1:	ensure facilities for student nutrition
AUTHORITY:	Dean, Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	Marketing, Personnel and General Affairs Department
DEADLINE:	December 2019
PERFORMANCE INDICATORS:	space provided and a student restaurant set up
MEASURE 1.2:	ensure individual print and copying to students at reduced prices
AUTHORITY:	Head of IT Support Section, Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	IT Support Section; Marketing, Personnel and General Affairs Department
DEADLINE:	July 2016
PERFORMANCE INDICATORS:	a printing system set up at places accessible to students
MEASURE 1.3:	enable provision of information to students on LCD screens put at frequented places
AUTHORITY:	Head of IT Support Section, Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	IT Support Section, Marketing, Personnel and General Affairs Department
DEADLINE:	October 2016
PERFORMANCE INDICATORS:	LCD screens put at frequented places for students

Objective 2: INCREASE SPACE AND SUPPORT TO STUDENTS

MEASURE 2.1:	ensure study support by increasing space and books at the University library
AUTHORITY:	Dean, Vice-Dean for Teaching Activities, Head of Department for Teaching Activities, Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	Head of Department for Teaching Activities; Marketing, Personnel and General Affairs Department
DEADLINE:	continuously
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> number of new textbook titles monitoring the number of lent books per year and per student number of copies number of available e-editions increasing the library surface number of seats in the reading room number of computers accessible to students in the reading room

MEASURE 2.2:	providing learning support by increasing the number of laboratories and practicum rooms
AUTHORITY:	Dean, Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	Marketing, Personnel and General Affairs Department
DEADLINE:	December 2019
PERFORMANCE INDICATORS:	number of new laboratories
MEASURE 2.3:	make basic information and guidelines accessible to students at seeking assistance from the IT Support Section
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	beginning of August 2016, continuously
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> level of key stakeholders satisfaction, conducted survey of key stakeholders analysis of results and final assessment made
MEASURE 2.4:	develop a process of student support by engaging the computer maintenance students at practical work
AUTHORITY:	Head of the Computer Maintenance Study, Head of IT Support Section
IMPLEMENTATION:	Computer Maintenance Study, IT Support Section
DEADLINE:	February 2017
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> level of key stakeholders satisfaction, conducted survey of key stakeholders, analysis of results and final assessment made
MEASURE 2.5:	provide learning support by increasing space for study and a creative room for student work and collaboration
AUTHORITY:	Dean, Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	Marketing, Personnel and General Affairs Department
DEADLINE:	December 2019
PERFORMANCE INDICATORS:	number of new rooms for students
MEASURE 2.6:	conduct educational activities and inform students of the use of available information technologies
AUTHORITY:	Head of IT Support Section, Vice-Dean for Teaching Activities
IMPLEMENTATION:	IT Support Section
DEADLINE:	September 2016, other activities continuously with the beginning of an academic year for every new generation
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> educational program report on the conducted education level of key stakeholders satisfaction, conducted survey of key stakeholders analysis of results and final assessment made

Objective 3: UPGRADE THE WORK OF “SOVA” CENTRE – STUDENT COUNSELING CENTRE

MEASURE 3.1:	provide learning support by increasing human resources – tutors, mentors, career and other counselors
AUTHORITY:	Dean, Head of Marketing, Personnel and General Affairs Department, Vice-Dean for Teaching Activities, Head of the Department for Teaching Activities
IMPLEMENTATION:	Vice-Dean for Teaching Activities, Head of the Department for Teaching Activities, Head of Marketing, Personnel and General Affairs Department
DEADLINE:	October 2016, and further on continuously
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ appointed manager of the centre, tutors, mentors ▪ timetable and number of users ▪ number of requests at the counseling centre ▪ type and number of activities, seminars, workshops
MEASURE 3.2:	<ul style="list-style-type: none"> ▪ increase the employment of students who have graduated from the University ▪ provide student support by connecting the University with prospective employers in the field, members of the Alumni Club, Economic Council, and cooperating organisations
AUTHORITY:	Dean, Head of Marketing, Personnel and General Affairs Department, heads of studies
IMPLEMENTATION:	Head of Marketing, Personnel and General Affairs Department, Manager of the SOVA Centre, Alumni Club, Study Council, Economic Council
DEADLINE:	continuously
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ number of presentations made by members of the Alumni Club, Economic Council and others from the field, number of participants ▪ number of linking activities ▪ employment rate of the students one year after graduation ▪ number of promoted working positions in the profession after graduation ▪ number of entrepreneurs and self-employed ▪ percentage of students continuing the study at the University or other faculties
MEASURE 3.3:	develop a student IT support system within the activities and the space of the SOVA centre – student counseling centre
AUTHORITY:	Dean, Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	March 2016, two hours per week
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ level of student satisfaction ▪ conducted survey of key stakeholders, analysis of results and final assessment made

Objective 4: ENSURE THE SAFE AND EFFICIENT INFRASTRUCTURE OF INFORMATION TECHNOLOGIES SUPPORTING CONSISTENCY OF BUSINESS PROCESSES AND PROVIDING HIGH-QUALITY INFORMATION

MEASURE 4.1:	develop unique technological architecture for the accomplishment of strategic activities and definition of life cycle of the information technology infrastructure
AUTHORITY:	Dean, Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	Head of IT Support Section, IT Support Section
DEADLINE:	February 2016
PERFORMANCE INDICATORS:	guidelines for the development of a capital plan of investment in the information technology infrastructure
MEASURE 4.2:	develop a capital plan of the reconstruction and development of information technology infrastructure for the period 2016-2020
AUTHORITY:	Dean, Head of IT Support Section
IMPLEMENTATION:	Head of IT Support Section
DEADLINE:	March 2016
PERFORMANCE INDICATORS:	the capital plan of investment in information technology infrastructure made
MEASURE 4.3:	implement infrastructural activities following the guidelines for the development of a capital plan of investment in the information technology infrastructure
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	February 2016, the remaining activities gradually in compliance with the capital investment plan
PERFORMANCE INDICATORS:	report on the implementation of the capital plan of investment in the information technology infrastructure
MEASURE 4.4:	analyse system integration tools and platforms for the provision of a sustainable model of system architecture
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	on annual basis
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> report on the conducted analysis of system integration tools and platforms recommendations for the modification of guidelines for the development of a capital plan of investment in the information technology infrastructure
MEASURE 4.5:	enable highly resilient and top quality network infrastructure and upgrade the quality of wireless network
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	in phases by 2019
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> report on the implementation of the capital plan of investment in the information technology infrastructure level of satisfaction of key stakeholders, conducted survey of key stakeholders, analysis of results and final assessment made

MEASURE 4.6:	ensure an IT services branch in a safe, resistant and reliable manner
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	continuously during the period 2016-2020
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ report on the reliability and availability of IT services ▪ report on the implementation of the capital plan of investment in the information technology infrastructure
MEASURE 4.7:	enable the mobile devices management for the efficient monitoring of the use of relevant infrastructure and tools
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	continuously during the implementation
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ report on the reliability and availability of IT services ▪ report on the implementation of the capital plan of investment in the information technology infrastructure
MEASURE 4.8:	continuously enhance the quality of cloud services for the provision of operating systems, development infrastructure and applications as services
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	February 2017
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ level of satisfaction of key stakeholders ▪ conducted survey of key stakeholders ▪ analysis of results and final assessment made
MEASURE 4.9:	develop a project of transition to the Higher Education Institutions Information System (ISVU)
AUTHORITY:	Dean, Vice-Dean for Teaching Activities, Head of IT Support Section
IMPLEMENTATION:	Vice-Dean for Teaching Activities, ISVU coordinator, IT Support Section
DEADLINE:	June 2016
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ SWOT analysis of the ISVU system ▪ comparison of the Intranet and ISVU information systems ▪ report on the conducted analyses ▪ project documentation on the transition to the new system
MEASURE 4.10:	transition to the ISVU system
AUTHORITY:	Dean, Vice-Dean for Teaching Activities, Head of IT Support Section
IMPLEMENTATION:	heads of studies, teaching staff, Vice-Dean for Teaching Activities, Head of Department for Teaching Activities, ISVU coordinator, ISVU administrator
DEADLINE:	beginning of the academic year 2016/2017 for one study, beginning of the academic year 2017/2018 for other studies
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ report on successful implementation of the ISVU system ▪ level of satisfaction of key stakeholders, conducted survey of key stakeholders, analysis of results and final assessment made

Objective 5: PROVIDE SUPPORT TO INFORMATION TECHNOLOGY RISK MANAGEMENT AND ENABLE THE PROVISION OF TECHNOLOGY AND SERVICES IN A SAFE AND SIMPLE MANNER

MEASURE 5.1:	ensure business continuity by enhancing an emergency recovery system and emergency responses by its implementation
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	September 2016 partially, the remaining activities continuously by February 2017
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ report on the implementation of capital investment plan ▪ report on preliminary recovery tests in the first phase ▪ recommendations for the enhancement of emergency recovery system made ▪ semi-annual testing of the recovery system and drafted status report ▪ defined procedure of emergency response
MEASURE 5.2:	update, implement and promote information system security policies
AUTHORITY:	Head of IT Support Section, Security Manager
IMPLEMENTATION:	Information Security Manager
DEADLINE:	July-September every year
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ new versions of the security policy created ▪ the security policy available to all system stakeholders through the collaboration system
MEASURE 5.3:	enable protocols for safe sharing of information within and out of the institution via any device
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	October 2016–October 2018
PERFORMANCE INDICATORS:	a report on detected and eliminated security incidents
MEASURE 5.4:	implement consistently identity and access rights management, including an option of one registration to all services for all employees of the institution
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	May 2017
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ Measure 4.1 of the Strategy implemented ▪ enabled access to all information technology services through a single user account

Objective 6: ENSURE THE EXCELLENCE OF INFORMATION TECHNOLOGIES AND SERVICES

MEASURE 6.1:	develop protocols for business resilience to disaster by establishing solutions for the emergency recovery of critical system components
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	September 2016 partially, the remaining activities continuously by February 2017
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ report on the implementation of capital investment plan ▪ report on preliminary recovery tests in the first phase ▪ recommendations for the enhancement of emergency recovery system made ▪ semi-annual testing of the recovery system and drafted status report ▪ defined procedure of emergency response
MEASURE 6.2:	develop a standard framework for recognising the importance of project implementation in the field of information technologies aimed at maintaining the system reliability, efficiency and consistency
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	continuously
PERFORMANCE INDICATORS:	document of the priority project implementation in the field of information technologies
MEASURE 6.3:	harmonise the work of IT Support Section with the ITIL standard
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section, IT Academy
DEADLINE:	July 2017, with continuous enhancement
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ procedures and services complied with the ITIL standard ▪ service catalog available ▪ service difficulty reporting system established ▪ annual compliance checks
MEASURE 6.4:	plan and conduct the training of employees in the IT Support Section
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	continuously
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> ▪ annual training plan of employees according to industrial standards ▪ annual report on the implementation of the training plan ▪ report on received industrial certificates or exams passed

STRATEGIC OBJECTIVES

VII. ENSURE THE COLLECTION, ANALYSIS AND EFFICIENT USE OF INFORMATION FOR EFFECTIVE MANAGEMENT OF PROGRAMS AND OTHER ACTIVITIES

(ESG1.7)

Objective 1: ESTABLISH AN INFORMATION SYSTEM THAT WILL FACILITATE THE COMMUNICATION OF ALL EMPLOYEES OF THE UNIVERSITY

MEASURE 7.1:	implement a hybrid communication and collaboration system at the university level that integrates collaboration, electronic mail, social component, video and voice applications
AUTHORITY:	Dean, Head of IT Support Section
IMPLEMENTATION:	IT Support Section
DEADLINE:	May 2016
PERFORMANCE INDICATORS:	level of satisfaction of key stakeholders, conducted survey of key stakeholders, analysis of results and final assessment made
MEASURE 7.2:	enable access to electronic mail to all members of the Alumni Club
AUTHORITY:	Head of IT Support Section, Alumni Club
IMPLEMENTATION:	IT Support Section, Alumni Club
DEADLINE:	May 2016
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> Measure 4.1 of the Strategy implemented report on increased activities and participation of the Alumni Club members report on the implementation of the measure
MEASURE 7.3:	establish a social network system for all employees of the system, including the Alumni Club
AUTHORITY:	Head of IT Support Section
IMPLEMENTATION:	IT Support Section, Vice-Dean for Teaching Activities, heads of studies
DEADLINE:	October 2016
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> analysis of a total number of system users drafting a report on the percentage of network users Measure 4.1 of the Strategy implemented

Objective 2: IMPROVE THE PROCEDURE OF DATA COLLECTION AND PROCESSING

MEASURE 2.1:	analyse the successfulness of surveys conducted in the preceding five-year period
AUTHORITY:	Vice-Dean for Teaching Activities, Dean's Assistant for Quality
IMPLEMENTATION:	Quality Assurance Section
DEADLINE:	January-February 2016
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> number of students at the semester level who participated in the surveys structure of participants by studies number of participants/students of the academic year at the same study tendency of participation for the specified period by academic years and studies

MEASURE 2.2:	implement the improvement of student surveys aiming to include a larger number of students in completing surveys
AUTHORITY:	Vice-Dean for Teaching Activities, Dean's Assistant for Quality
IMPLEMENTATION:	Quality Assurance Section
DEADLINE:	every January
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> percentage of increase of students participating in surveys by studies after the improvement
MEASURE 2.3:	establish the survey system through the collaboration and communication system aiming to conduct quality and easy surveys
AUTHORITY:	Vice-Dean for Teaching Activities, Dean's Assistant for Quality, Head of IT Support Section
IMPLEMENTATION:	Head of IT Support Section, IT Support Section, Quality Assurance Section
DEADLINE:	September 2016
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> number of students at the semester level who participated in the surveys structure of participants by studies number of participants/students of the academic year at the same study tendency of participation for the specified by academic years and studies
MEASURE 2.4:	enable the use of data analysis tools from the integrated collaboration and communication system for support to decision making and increase of the general quality of studying
AUTHORITY:	Dean, Head of IT Support Section
IMPLEMENTATION:	IT Support Section, Quality Assurance Section
DEADLINE:	February 2017.
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> level of satisfaction of key stakeholders conducted survey of key stakeholders analysis of results and final assessment made

STRATEGIC OBJECTIVES

VIII. INFORMING THE PUBLIC OF THE WORK OF UNIVERSITY, STUDY PROGRAMMES AND LIFELONG EDUCATION PROGRAMMES

(ESG1.8)

Objective 1: INFORMING PRESENT, PROSPECTIVE AND ALUMNI STUDENTS, AND BROADER PUBLIC THROUGH NETWORK PAGES AND SOCIAL NETWORKS

MEASURE 1.1:	publish all relevant information regarding the University, study programmes, lifelong education programmes, success of students and events
AUTHORITY:	Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	employees of the Marketing, Personnel and General Affairs Department, public information officer
DEADLINE:	continuously during the year
PERFORMANCE INDICATORS:	number of published information on the University web page and on social networks

Objective 2: INCLUDING STUDENTS IN THE DESIGN AND PROMOTION OF THE GAUDEAMUS STUDENT MAGAZINE AND CREATING AGREEABLE STUDENT ATMOSPHERE

MEASURE 1.2:	publish the Gaudeamus Student Magazine where all activities of students, teachers and other employees are represented
AUTHORITY:	Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	employees of the Marketing, Personnel and General Affairs Department, public information officer, students, Alumni Club, teachers
DEADLINE:	quarterly (March, June, September, December)
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> Gaudeamus Student Magazine on 32 pages in colour number of students included in its design

Objective 3: PROMOTION OF WORK, ACTIVITIES AND ACCOMPLISHMENTS OF THE UNIVERSITY THROUGH MEDIA CONFERENCES AND PRESS RELEASES

MEASURE 1.3:	inform broader public of the University events at media conferences, international conferences, seminars, by visiting experts from the country and abroad, preparation and distribution of press releases
AUTHORITY:	Dean, Head of Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	public information officer
DEADLINE:	periodically as necessary
PERFORMANCE INDICATORS:	number of published articles in printed and digital media (national and local printed media, Internet portals, radio and television news)

Objective 4: INFORMING THE PUBLIC AND PROMOTION OF STUDY PROGRAMMES THROUGH THE WORK OF THE ECONOMIC COUNCIL

MEASURE 1.4:	inform members of the Economic Council of study programmes, students and work of the University
AUTHORITY:	Dean
IMPLEMENTATION:	employees of the Marketing, Personnel and General Affairs Department, public information officer
DEADLINE:	twice every year continuously
PERFORMANCE INDICATORS:	adjustment of study programmes to the labour market, cooperation with the economic sector, organising student practical work and visits, lifelong education

Objective 5: INFORMING PROSPECTIVE STUDENTS (HIGH SCHOOL GRADUATES)

MEASURE 1.5:	particularly inform prospective students, pupils of high school final classes of study programmes and quality of work of the University, check and analyse the manner of informing students of enrolment in the University
AUTHORITY:	Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	Head and employees of Marketing, Personnel and General Affairs Department, teachers, students, Alumni Club
DEADLINE:	January-February every year
PERFORMANCE INDICATORS:	number of enrolled students who finished high schools where study programmes and activities of the University were promoted through presentations, leaflets and brochures, and its share in the total number of enrolled students

Objective 6: ORGANISING INFORMATIVE AND EDUCATIONAL GATHERINGS FOR THE LOCAL COMMUNITY (COMMUNITY OUTREACH)

MEASURE 1.6:	organise free informative and educational workshops on study programmes for the welfare of local and broader communities and their institutions aimed at improving the quality of life of the population
AUTHORITY:	Marketing, Personnel and General Affairs Department
IMPLEMENTATION:	Head and employees of Marketing, Personnel and General Affairs Department, heads of studies, teachers, students, Alumni Club
DEADLINE:	continuously, at least twice a year or more as necessary
PERFORMANCE INDICATORS:	number of free workshops, participants, lecturers

STRATEGIC OBJECTIVES

IX. CONTINUOUS MONITORING AND PERIODIC REVIEW OF PROGRAMMES

(ESG1.9)

Objective 1: MONITORING, ANALYSIS AND PERIODIC REVIEW OF PROGRAMMES

MEASURE 1.1:	amendments of courses up to 20% of the total contents
AUTHORITY:	Vice-Dean for Teaching Activities, Head of Department for Teaching Activities
IMPLEMENTATION:	heads of studies, teachers, chairs, study councils, Expert Council
DEADLINE:	every June
PERFORMANCE INDICATORS:	number of courses and range of amended contents by courses and studies a
MEASURE 1.2:	update and adjust learning outcomes of every course of the study with defined competences for a particular qualification profile
AUTHORITY:	Vice-Dean for Teaching Activities
IMPLEMENTATION:	heads of studies, Head of Department for Teaching Activities, teachers, chair holders, study councils, Expert Council
DEADLINE:	July/August 2016
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> activities performed in cooperation with the above stated stakeholders, number of stakeholders involved, number of workshops held number and titles of study programmes the procedure has been applied to (list of amended competences – number) minutes of the study councils and Expert Council, developed and published course implementation plans

Objective 2: MAKE STUDY PROGRAMMES MORE ATTRACTIVE AND ACCESSIBLE TO FOREIGN STUDENTS AND STUDENTS FROM OTHER HIGHER EDUCATION INSTITUTIONS IN CROATIA

MEASURE 2.1:	increase the number of courses of undergraduate professional and graduate specialist studies conducted in the English language
AUTHORITY:	Dean, Vice-Dean for Teaching Activities
IMPLEMENTATION:	Dean's Assistant for International Cooperation, Erasmus+coordinator, heads of studies, teachers, Head of Department for Teaching Activities
DEADLINE:	by the end of the academic year 2015/2016, continuously every academic year and proceed periodically every year
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> number of courses conducted in English studies, number of students and courses in English they enrolled increase rate of the number of enrolled students number of foreign students by studies and courses

MEASURE 2.2:	ensure the implementation of undergraduate professional study of Aircraft Maintenance in English
AUTHORITY:	Dean
IMPLEMENTATION:	Vice-Dean for Teaching Activities, Dean's Assistant for International Cooperation, Head of the Study of Aircraft Maintenance, Head of Department for Teaching Activities
DEADLINE:	end of the academic year 2015/2016
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> course implementation plan in English for the academic year 2017/2018
MEASURE 2.3:	ensure the implementation of graduate specialist study of Crisis Management in English
AUTHORITY:	Dean
IMPLEMENTATION:	Vice-Dean for Teaching Activities, Dean's Assistant for International Cooperation, Head of the Study of Crisis Management, Head of Department for Teaching Activities
DEADLINE:	end of the academic year 2017/2018
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> course implementation plan in English for the academic year 2018/2019

STRATEGIC OBJECTIVES

X. PERIODIC EXTERNAL QUALITY ASSURANCE

(ESG1.10)

Objective 1: QUALITY ASSURANCE BECOMES A CONTINUOUS PROCESS THAT DOES NOT END WITH THE EXTERNAL FEEDBACK, REPORT OR RETROSPECTIVE MONITORING

MEASURE 1.1:	ensure that at the preparation for external evaluation of quality assurance system the progress achieved from the last process is taken into account – by continuous monitoring of key performance indicators
AUTHORITY:	Dean's Assistant for Quality, Quality Committee
IMPLEMENTATION:	Quality Assurance Section, Committee for Quality System Internal Evaluation
DEADLINE:	once a year thematic audits in compliance with a thematic auditing plan
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> results of monitoring key performance indicators of the thematic audit

Objective 2: VERIFY THE EFFICIENCY OF THE INTERNAL QUALITY ASSURANCE SYSTEM, ACT AS A CATALYST OF CHANGES AND INITIATE NEW PROSPECTIVES

MEASURE 2.1:	use recommendations and observations of an independent external evaluation of the quality assurance system as one of key findings for strategic thinking of further direction of the University
AUTHORITY:	Dean
IMPLEMENTATION:	Expert Council, Quality Assurance Section, Strategy Development Committee
DEADLINE:	after receipt of the report on independent external evaluation of the system
PERFORMANCE INDICATORS:	<ul style="list-style-type: none"> statement on the report and follow-up procedures feedback of findings of external evaluation and a new cycle of strategic planning of the University

Objective 3: PROVIDE INFORMATION TO THE PUBLIC AND SYSTEM STAKEHOLDERS CONFIRMING THE QUALITY OF WORK OF THE UNIVERSITY

MEASURE 3.1:	public promulgation of results of the independent external evaluation of the quality system
AUTHORITY:	Quality Assurance Committee
IMPLEMENTATION:	Quality Assurance Section; Marketing, Personnel and General Affairs Department
DEADLINE:	after receipt of the report on independent external evaluation of the system
PERFORMANCE INDICATORS:	report on independent external evaluation of the system on the University web pages