



# **Development Strategy of the Polytechnic of Međimurje in Čakovec for the period 2014 - 2020**

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**Polytechnic of Međimurje in Čakovec**

**In Čakovec, December 2013**

## Strategy of the Polytechnic of Međimurje in Čakovec

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## Foreword by the Dean

There was progress in the development of the Polytechnic of Međimurje in Čakovec during the past period and the aims of the Strategy of the Polytechnic of Međimurje in Čakovec for the period 2008 – 2013 were successfully realised. The Polytechnic obtained Operating Licences for two professional studies during that period: Tourism and Sport Management and Sustainable Development, and thereby created a secure foundation for further uninterrupted development. Lifelong learning also has significance in the development of the Polytechnic through EU projects, cross-border projects, training courses and seminars for the wider community. Ever since it's founding, the Polytechnic has been focused on promoting the mobility of students, teachers and non-teaching staff, as well as on acceptance of students and teaching staff through the Erasmus Exchange programme.

We introduced a quality assurance system for studies and all related activities, field courses and other activities. In order to ensure the quality of work, it was necessary to adapt the existing building of the Polytechnic. The Polytechnic launched its magazine, which is published twice a year, and organised two international conferences on tourism and sport management.

In further work it is necessary to obtain Operating Licences for specialist studies, revise professional studies and collaborate more intensively with industry and the local community through research area. International cooperation should be intensified and the mutual exchange should be increased. The Strategy adopted for the period 2014-2020 should enable further uninterrupted development of the Polytechnic of Međimurje in Čakovec.

Dean of the Polytechnic of Međimurje in Čakovec,

Ph.D. Nevenka Breslauer, Principal Lecturer



## **1. INTRODUCTION**

The development and operation of the Polytechnic of Međimurje in Čakovec recorded significant results in accordance with the Strategy and the Statute of the Polytechnic during the past period. Despite the crisis and the insufficient number of employees, each year since the establishment left a mark on Croatian and European educational space. Long-term development of the Polytechnic implies consideration and adoption of a strategy which should contain all the elements important for ensuring the effective development. By following the European trends of the higher education binary system development, the organization and implementation of professional and specialist professional graduate studies at the Polytechnic is defined by the Law on Higher Education Institutions. Polytechnic of Međimurje in Čakovec was founded by the Decree of the Croatian Government from November 12, 2007. The following activities of the Polytechnic were defined by this Decree:

- Organizing and carrying out professional programmes of study in accordance with the Law on Science and Higher Education and the Statute of the Polytechnic,
- Conducting highly qualified professional work and scientific research under special regulations,
- Organizing and performing programmes of continuous improvement and lifelong learning,
- Publishing activities, librarian and information science activities connected to the Polytechnic's main line of business,
- Organizing training courses, seminars, professional and scientific conferences.

### **1.1. Overview of the Development Strategy of the Polytechnic of Međimurje in Čakovec**

Short-term and long-term development of the Polytechnic of Međimurje in Čakovec and its successful functioning is in accordance with its vision and mission. The Strategy should specify and govern the methods for achieving the set aims and take into account: the demands, needs, desires, abilities and specific development of the Polytechnic. The purpose of this document is to define a medium-term development period of the Polytechnic of

Međimurje in Čakovec, as well as its development strategies in the period 2014-2020, in accordance with the above guidelines. In this period we will take into account the specificities of the Polytechnic of Međimurje in Čakovec, and actively work on the implementation of the Strategy. Development Strategy is also an implementation plan that provides priorities and measures, which the Polytechnic of Međimurje in Čakovec intends to implement within the mentioned period. The Development Strategy of the Polytechnic of Međimurje in Čakovec defines:

- Mission, vision and values,
- Strategic aims, priorities and measures along with definition of measurable indicators and methods for their monitoring,
- Persons and bodies responsible for the implementation of this Strategy,
- Deadlines required for the realisation of measures that will contribute to achieving the aims,
- Documents to be drafted and adopted for the purpose of ensuring the implementation of the Strategy,
- Term plans (flowcharts) of individual activities defined by the Strategy.

The specificity of activities of the Polytechnic as a public institution, i.e. institution partially financed from the state budget and the budgets of local and territorial (regional) self-administration of the Međimurska County, and its main activities that include educational, professional and scientific research were taken into account during the drafting and adoption of the Development Strategy of the Polytechnic of Međimurje in Čakovec. The implementation of individual activities of the Strategy anticipates inclusion of a greater number of employees of the Polytechnic of Međimurje in Čakovec through the work of individual committees in charge of drafting basic documents, as well as their realisation, which would systematically introduce the envisaged measures to all employees, associate faculty members and students of the Polytechnic, and we expect that these measures will be accepted as a real possibility for development of each individual and the whole Polytechnic institution. The following principles were taken into account in defining the development strategies of the Polytechnic of Međimurje in Čakovec:

- Preservation and development of the primary role of the Polytechnic of Međimurje in Čakovec, which is reflected in the training of professional staff
- Enabling gradual mastering of teaching material by continuous work during the

semester, with the use of transparent evaluation methods for students in accordance with HKO (Croatian Qualifications Framework).

- Increase in the number of graduated bachelors with respect to the number of enrolled students
- Encouraging the exchange and mobility of students, teachers and non-teaching staff
- Continuous contribution to the growth and development of the Međimurska County by raising the educational level of the population
- More intense connections with economic entities in Međimurska County and external stakeholders directly interested in the education of quality experts, who will provide quality business cooperation in the educational, professional and research area
- Development of lifelong learning system in line with labour market needs
- Encouraging publishing activities of teachers and publishing of textbooks and manuals for both students and experts in line with contemporary European knowledge
- Increasing the number of teaching staff and their potential for the implementation of activities in teaching, professional and scientific-research activities
- Promote the reputation of the institution of Polytechnic of Međimurje in Čakovec
- Encouraging the establishment of international cooperation in the field of educational, professional and applied scientific research.

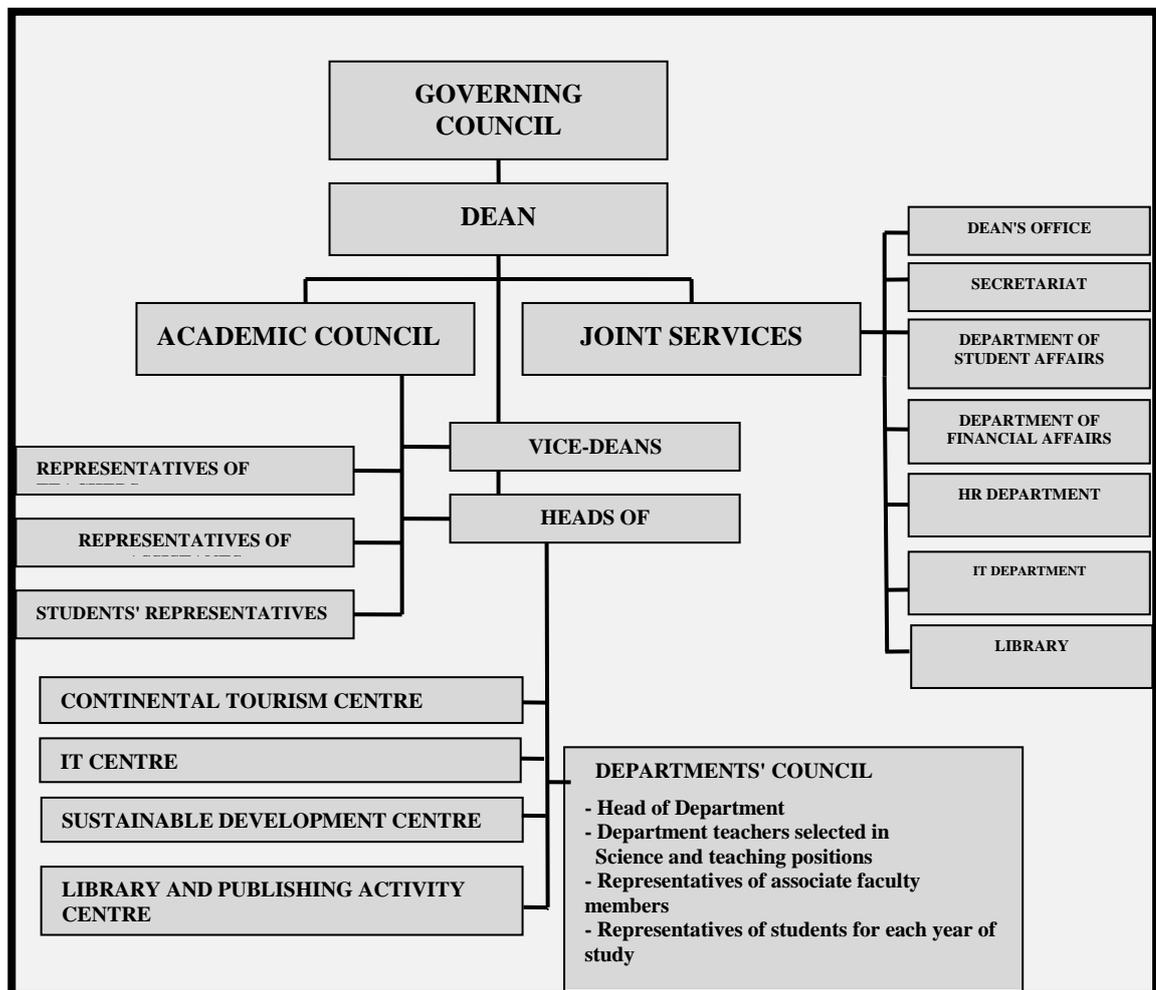
## **1.2. Situation and environment analysis of the Polytechnic of Međimurje in Čakovec**

Starting from the fact that science and higher education are among the most important factors of modern society development, the efforts of the Polytechnic of Međimurje in Čakovec are oriented towards continuous contributing to rapid and quality development of the city of Čakovec and Međimurska County, therefore the Polytechnic of Međimurje in Čakovec educates professionals oriented towards practice whereas professional and specialist professional graduate study programs comprise theoretical and applied knowledge, including practice in the respective working environments depending on the profiles of professionals

who are being educated.

### 1.2.1. Organisational Structure

Figure 1 Organisational scheme of the Polytechnic of Međimurje in Čakovec



In accordance with current capabilities and developmental stage, the Polytechnic of Međimurje in Čakovec has the Dean and two Vice-Deans (for academic affairs and development), and three established departments: Department of Computer Science, Department of Management, Department of Sustainable Development. Heads of Departments are responsible for each department. In accordance with the Statute of the Polytechnic, Department Members are from the ranks of teachers and associate faculty members with elections in teaching positions, from the ranks of assistant representatives with elections in associate positions and from the ranks of students as representatives of the first, second and third year of professional studies; Computer Science, Tourism and Sport Management and Sustainable Development. Joint Services at the Polytechnic are the Dean's Office, Secretariat, Department of Student Affairs, Department of Financial Affairs, HR Department, IT

Department and Library.

### 1.2.2. Study program and organisation of classes

The Polytechnic of Međimurje in Čakovec began its work in the academic year 2008/2009 by performing professional studies in Computer Science organised in two courses: Software Engineering and Computer Systems and Network Engineering; classes of the professional study of Tourism and Sport Management began in 2009/2010 with courses: Tourism Management and Sport Management; classes of the professional study of Sustainable Development began in 2011/2012 with three courses: Sustainable Construction, Thermotechnical Engineering and Environmental Engineering. Obtaining of the specialist professional graduate study of Tourism and Sport Management is in progress. Professional studies last three years and their completion provides 180 ECTS credits. This is in compliance with the Bologna Declaration, which means that it allows mobility of students of the Polytechnic to other institutions of higher education in the Bologna Signatory States and vice versa. Upon completion of professional studies students acquire the professional title of professional bachelor and may continue their education in specialist professional studies according to established ways of transferring ECTS credits (Table 1).

*Table 1: Professional studies at the Polytechnic*

<b>PROFESSIONAL STUDY</b>	<b>COURSES</b>	<b>DURATION</b>	<b>PROFESSIONAL TITLES</b>	<b>ECTS</b>
Computer Science	Software Engineering Computer Systems and Network Engineering	3 years	Professional Bachelor of Computer Science - Software Engineering Course - Computer Systems and Network Engineering Course	180
Tourism and Sport Management	Tourism Management Sport Management	3 years	Professional Bachelor of Economy - Tourism Manager - Sport Manager	180
Sustainable Development	Sustainable Construction Thermotechnical Engineering Environmental Engineering	3 years	Professional Bachelor of Construction Professional Bachelor of Mechanical Engineering Professional Bachelor of Environmental Protection	180

Classes in professional programs are organized in the form of lectures, seminars and exercises as basic organisational forms of teaching, and field courses are also performed in

some courses of studies. Practice for full-time students is required for all three professional studies. The practice for Computer Science lasts 3 weeks, as well as for Sustainable Development, and practice for Sport Management lasts 30 days. The structure of classes shows that 45% of classes organised in 63 compulsory and optional courses are performed by permanently employed teachers and assistants of the Polytechnic, and 25% is performed by associate faculty members, recognized national experts from business entities and institutions from Međimurje and Varaždin County (*Table 2*).

*Table 2: Structure of classes*

<b>STRUCTURE OF CLASSES</b>		
<b>TEACHERS</b>	<b>NUMBER OF COURSES</b>	<b>%</b>
Employees of the Polytechnic		45%
Associate faculty members from other universities		30%
Associate faculty members (MVŽ)		25%
<b>Total</b>		<b>100%</b>

Since classes require appropriate additional teaching materials, as well as appropriate literature, the Polytechnic is continuously equipping the library with the necessary books and teaching materials, and until now the Library has about 3,500 bibliographic units.

### **1.2.3. Students**

After the establishment of the Polytechnic, 86 students were enrolled in the professional study of Computer Science in the first generation of the academic year 2008/2009, and since then, the number of students enrolled in each next generation is increasing due to new study programs for which the Polytechnic obtained Operating Licences (*Table 3*).

*Table 3: Number of enrolled students per academic year*

<b>NUMBER OF ENROLLED STUDENTS PER ACADEMIC YEAR</b>			
<b>Academic year</b>	<b>Full-time students</b>	<b>Part-time students</b>	<b>Σ</b>
2008/2009	58	28	86
2009/2010	158	109	267
2010/2011	192	179	371
2011/2012	274	282	556
2012/2013	345	298	643
2013/2014	400	442	842

Currently there are 842 students enrolled in the Polytechnic in the academic year 2013/2014, of which 423 from Međimurska County, 419 from other Croatian counties, one foreign national and one student from the Czech Republic through student exchange program (Table 4).

Table 4: Number of students according to their place of residence during the academic year 2013/2014

<b>NUMBER OF STUDENTS ACCORDING TO THEIR PLACE OF RESIDENCE (academic year 2013/2014)</b>	
<b>Međimurska County</b>	423
<b>Other Croatian counties</b>	
- Varaždinska County	256
- Požeško-Slavonska County	1
- Koprivničko-Križevačka County	51
- Bjelovarsko-Bilogorska County	22
- Sisačko-Moslavačka County	2
- Zagrebačka County	40
- Istarska County	1
- Dubrovačko-Neretvanska County	1
- Šibensko-Kninska County	2
- Osječko-Baranjska County	3
- Vukovarsko-Srijemska County	2
- Virovitičko-Podravska County	4
- Brodsko-Posavska County	1
- Karlovačka County	3
- Krapinsko-Zagorska County	24
- Primorsko-Goranska County	1
- Ličko-Senjska County	1
<b>Foreign nationals</b>	2
<b>TOTAL</b>	<b>842</b>

In order to facilitate the study, the Polytechnic introduced the ISVU information system that ensures effective management of student records, including registration of exams via the Internet and direct input of exam results, and communication with students is conducted through the website of the Polytechnic [www.mev.hr](http://www.mev.hr), which is regularly updated and provides the students with instructional materials, detailed program, calendar and schedule of classes, as well as all the necessary information regarding the teaching and all necessary documents related to the study.

In order to ensure satisfactory levels of student standard for all full-time students of the Polytechnic, meals for students are organized at the Baroque restaurant in the south part of Čakovec subsidized by the Ministry of Science, Education and Sports. Also, in cooperation with the Varaždin Student Centre, the Čakovec branch of the centre enabled the use of student

services to students of the Polytechnic.

The students of the Polytechnic are organized in the Student Council in the framework of which they, according to the Statute of the Polytechnic, have the opportunity to participate in the work of its bodies, as well as in making decisions that are important for students. The Student Council also offers to students the possibility of practising a variety of activities related to participation in the social life of the closer and wider community, and the Polytechnic established the Student sports associations that participate in sports activities of students of the Council of Polytechnics and Colleges.

#### 1.2.4. Employees and associate faculty members

The Polytechnic of Međimurje in Čakovec currently employs 25 permanent employees, of which 14 teachers, one assistant, one secretary of the Polytechnic, one librarian, one employee of the Deanery, two employees in the accounting department, two employees in the student administration office, one expert associate for IT services and two employees of the technical support staff (*Table 5*).

*Table 5: Structure of employees according to positions in the academic year 2013/2014*

<b>STRUCTURE OF EMPLOYEES ACCORDING TO POSITIONS</b>	
Teachers	14
Assistants	1
Secretary	1
Deanery administrator	1
Employees in the accounting department	2
Librarian	1
Employees in the Student Administration Office	2
IT specialist	1
Technical support staff	2
<b>Total</b>	<b>25</b>
At professional training	3

Educational structure of employees is ranging from Doctors of Science, Masters of Science and masters of profession, graduate engineers, graduate economists, graduate lawyers to economists (*Table 6*), and the average age of employees is 41 years.

*Table 6: Educational structure of employees in the academic year 2013/2014*

<b>EDUCATIONAL STRUCTURE OF EMPLOYEES</b>	
Doctors of Science	3
Masters of Science	5
Masters of Professional Studies	5

Graduate Engineers	2
Graduate Computer Engineer	1
Graduate Economist	1
Graduate Lawyer	1
Graduate Librarian	1
Administrative Lawyers	2
Bachelor of Economics	1
Economists (secondary professional qualification)	1
Other (janitor, cleaning lady)	2
<b>Total</b>	<b>25</b>

Permanently employed teachers and assistants have been appointed to teaching and associate positions according to the areas and courses they teach in professional studies (Table 7).

*Table 7: Structure of teachers according to teaching positions*

<b>STRUCTURE OF TEACHERS ACCORDING TO TEACHING POSITIONS</b>	
Teaching position Principal Lecturer	1
Teaching position Senior Lecturer	7
Teaching position Lecturer	6
Associate position Assistant	1
<b>Total</b>	<b>15</b>

The total number of permanently employed teachers and assistants includes five teachers and one assistant who participate in postgraduate doctoral studies, which are co-financed by the Polytechnic (Table 8).

*Table 8: Employees participants of postgraduate doctoral studies*

<b>EMPLOYEES PARTICIPANTS OF POSTGRADUATE DOCTORAL STUDIES</b>	
<b>POSTGRADUATE DOCTORAL STUDY INSTITUTION</b>	<b>Number of participants</b>
Sarajevo EIF	2
Faculty of Graphic Arts in Zagreb	1
Faculty of Electrical Engineering and Computer Science in Zagreb	1
Faculty of Economics in Rijeka	2
Faculty of Electrical Engineering and Computer Science in Maribor	1
<b>SOURCE OF FINANCING</b>	
Personally	7
Personal Polytechnic income	7

Polytechnic has 43 associate faculty members, of which two Principal Lecturers, 6 Senior Lecturers in nominal titles from other higher education institutions, 17 lecturers in nominal titles and 16 recognized experts from business entities and institutions, and 2 Assistant Lecturers (*Table 9*).

*Table 9: Structure of associate faculty members of the Polytechnic*

<b>STRUCTURE OF ASSOCIATE FACULTY MEMBERS</b>	
Position Principal Lecturer	2
Position Senior Lecturer	6
Position Lecturer	17
Position Associate Faculty Member	16
Assistant Lecturer	2
<b>Total</b>	<b>43</b>

### **1.2.5. Scientific and publishing activities**

In the period from the establishment of the Polytechnic until the academic year 2013/2014, permanently employed teachers and assistants published a total of 220 professional and scientific works in professional and scientific publications in the field of humanities, social, technical and natural sciences. The List of published works is located in the database of the Polytechnic, while some papers that have been published within the research projects of the University of Zagreb with the support of the Ministry of Science, Education and Sports whose members are some of the employees of the Polytechnic, are located in the database of the Croatian Scientific Bibliography (CROSBI) and Portal of scientific journals of Croatia (HRČAK).

In the period between the academic year 2008/2009 and the academic year 2013/2014 permanently employed teachers and assistants as representatives of the Polytechnic participated in a total of 42 international professional and scientific meetings, conferences and congresses (data on Polytechnic employee participation in professional and scientific meetings, conferences and congresses are kept in the database of the Polytechnic), which is a significant quality indicator of the overall professional and scientific development of the Polytechnic.

With the aim of improving the professional scientific work, since 2009 the Polytechnic issues its own collection of works titled "Proceedings of the Polytechnic of Međimurje in Čakovec" in which permanently employed teachers and assistants have so far published 34 papers, and associate faculty members of Polytechnic who are experts from other institutions

of higher education and economy published 70 papers. Within the publishing activities of the Polytechnic, four titles were published whose authors are teachers of the Polytechnic covering teaching materials from the following courses: Physical Education, Programming, Organisation of public gatherings and English language.

### 1.2.6. Conferences

By launching the professional study of Tourism and Sport Management, the Polytechnic of Međimurje in Čakovec began with the organisation of a conference on tourism and sport management, which is held every two years, starting from 2010. 1<sup>st</sup> Croatian scientific Conference on Tourism and Sport Management was held in 2010 on the topic of: "Professional staff in tourism and sport" and in 2012 the second International Conference on Tourism and Sport Management was held on the topic of: "Status and possibilities of health, sports and recreational tourism". Preparations are in progress for the third International Conference on Tourism and Sport Management on the topic of: "Technological Development in the sustainability of tourism and sport".

### 1.2.7. Projects

The Polytechnic of Međimurje in Čakovec previously participated in the realisation of 7 projects, of which 4 projects, 1 pilot project with the Technology Innovation Centre (TIC), 1 student project and one project in collaboration with the Ministry of Social Policy and Youth.

## 1.3. SWOT Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>- age structure of employees (average age 35 years)</li> <li>- educational structure of employees</li> <li>- lifelong education of employees at the postgraduate level</li> <li>- internal organisation supported by internal acts</li> <li>- communication system IT support</li> <li>- financial resources from our own income</li> <li>- financial investment from our own</li> </ul>	<ul style="list-style-type: none"> <li>- insufficient number of employees in relation to the number of students</li> <li>- workload of additional tasks</li> <li>- Some employees' lack motivation and interpersonal relations</li> <li>- insufficiently developed promotional activities and marketing communication with the environment</li> <li>- insufficiently established</li> </ul>

<p>income in lifelong education of employees at the postgraduate level</p> <ul style="list-style-type: none"> <li>- material conditions (adequate space)</li> <li>- attractiveness of the existing study programs</li> </ul>	<p>quality assurance system</p>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>- local community support</li> <li>- possibility to create local partnerships</li> <li>- opportunity to acquire our own income by performing training programs for adults (lifelong education)</li> <li>- possibility of EU funding</li> <li>- European program for the mobility of students and teachers</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- reduced budgetary financing by the founders</li> <li>- restriction of new employment in the public sector</li> <li>- difficulties in obtaining new study programs</li> <li>- disadvantages of the student dorm and student restaurant</li> </ul>

## **2. MISSION, VISION AND VALUES OF THE POLYTECHNIC OF MEĐIMURJE IN ČAKOVEC**

### **2.1. Vision**

*The Polytechnic of Međimurje in Čakovec is a higher education institution which presents regional centre of excellence for highly qualified and applied scientific work that conducts quality and effective education based on the concept of lifelong learning, responsibility for knowledge as a public good, mobility and human resources development as the highest values of society. The Polytechnic will show its public responsibility and contribute to the development of the society of knowledge by active cooperation with the economy, partnerships for community development, involvement in the European Higher Education Area and the European Research Area and the high level of organisation. The Polytechnic of Međimurje in Čakovec will be an institution that promotes the mobility and development of entrepreneurial energy and expression of the talent of each individual (teachers, assistants, administrators and students). The high flexibility of the study and introduction of new programs with the purpose of highly skilled profiles education necessary for the economic growth in the region, will remain one of the fundamental features of the Polytechnic of Međimurje in Čakovec .*

### **2.2. Mission**

*The mission of the Polytechnic of Međimurje in Čakovec is to educate professionals with entrepreneurial spirit, who are willing to independently apply the knowledge and competences directed towards their future profession with an emphasis on professional knowledge related to specific area of interest. Education of students and course participants is carried out not only by organising and conducting professional and specialist graduate studies, but also by execution of specific programs to facilitate continuous improvement in specific professional and scientific fields. By meeting these fundamental tasks, the Polytechnic performs highly professional and scientific work in the field of technical, social and interdisciplinary sciences. Study programs are focused on meeting the needs for professional and specialized personnel in the economy and other domains, primarily on the area of Međimurje, Varaždin and Krapinsko-Zagorska County, and also in other areas of the*

*Republic of Croatia. Therefore the Polytechnic collaborates with higher education and research institutions at home and abroad, and provides the possibility of internal and external mobility of students and teachers, as well as non-teaching staff while taking into account the rational use of human and material resources. Monitoring and continuous supervision of quality, competition and competitiveness in educational and professional work are important tasks on which the future of the Polytechnic depends.*

*Students, teachers, assistants and staff are the main forces of the Polytechnic, because people are and will be the most important potential of each company.*

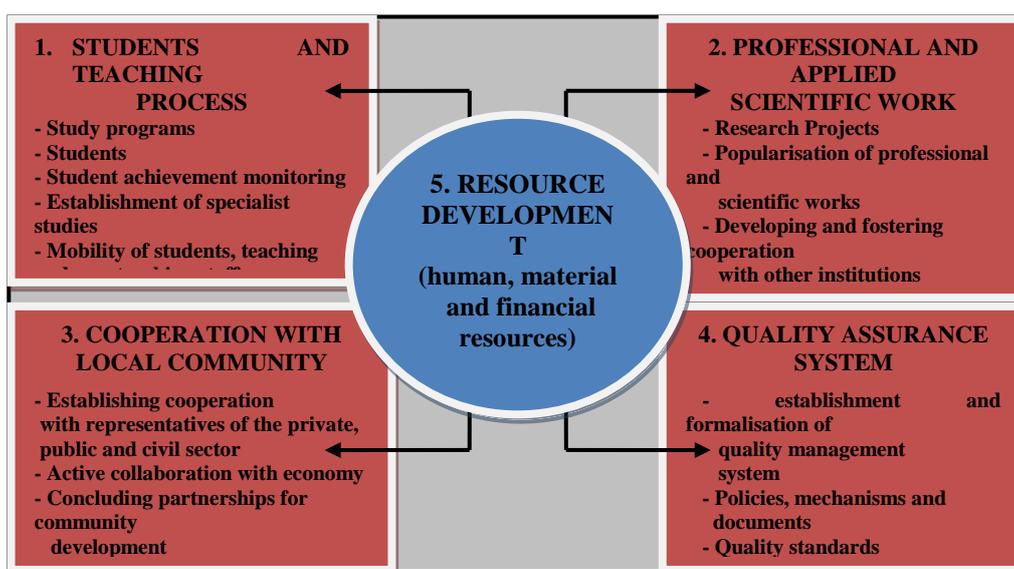
### **2.3. Values of the Polytechnic**

- **RESPONSIBILITY:** We promote responsible access to knowledge as a public good, and the acquisition, use and transfer of knowledge in all areas of life.
- **AMBITION:** We strive to enable high achievements to our students, teachers, assistants and staff in accordance with their expectations and our standards.
- **OPENNESS:** We are committed to establishing partnerships, cooperation, transparency and teamwork.
- **CREATIVITY:** We are open to new ideas and we support the spirit of research, volunteering, creativity, innovation and entrepreneurship.
- **EXCELLENCE:** We strive for a high level of excellence in education and research activities in the European Higher Education Area.

### 3. STRATEGIC AIMS OF THE POLYTECHNIC OF MEĐIMURJE IN ČAKOVEC INCLUDING PERFORMANCE MEASUREMENT INDICATORS FOR THE PERIOD 2014 / 2020

Starting from the mission and vision of Polytechnic development it is possible to divide the activities of the Polytechnic of Međimurje in Čakovec into three main groups: the teaching process, professional and applied scientific work and participation in community development, where each of the mentioned groups of activities includes a series of specific activities. Since the above division of Polytechnic activities follows the projected internal organization of the Polytechnic's work through organisation of workplaces (intended scope of work of the Vice-Dean for Academic Affairs, Vice-Dean for Development and three Heads of Departments, as well as professional and applied scientific work), this division will enable more effective monitoring, analysis and evaluation of achievements. Along with these three groups of activities, the development of quality assurance system is also defined within the Strategy defining the development of human, material and financial resources of the Polytechnic, which provides the opportunity for clear and transparent approach in monitoring the realisation of the set aims. All these elements are basic components of the Development Strategy of the Polytechnic of Međimurje in Čakovec (*Figure 2*).

*Figure 2: Basic components of the Development Strategy of the Polytechnic of Međimurje in Čakovec*



The strategic objectives and priorities are defined by performance monitoring in each individual component of the Development Strategy of the Polytechnic of Međimurje in Čakovec with accompanying measures and measurable indicators, performance indicators for particular measure implementation, as well as term plans, flowcharts of execution of certain activities related to the execution of the defined measures in each component of the Strategy. The final part of the Strategy defines bodies and persons responsible for their implementation.

In addition to persons who are, according to their duties and functions, responsible for the implementation of specific activities for implementation of envisaged measures, all employees of the Polytechnic will be included in the realisation of the Development Strategy by delegating certain responsibilities. This will encourage teamwork and improve confidence to achieve mutual success. In implementing the Development Strategy of the Polytechnic of Međimurje in Čakovec special emphasis will be focused on ensuring the availability of all relevant information through the establishment of appropriate information systems, as well as indirect and direct involvement of employees of the Polytechnic in preparation and revision of certain documents and action plans. The emphasis will be on activities related to revision of existing and launching new specialist study programs.

It is significant to note that Development Strategy is a document of the Polytechnic generated during the recession, therefore during creation of the said document the Polytechnic attempted to realistically and concretely approach to problems that accompany the development and establishment of the Polytechnic as a higher education institution which is still developing in some ways (one cycle of the Sustainable Development professional study is not yet completed). Starting from the mission and vision of the Polytechnic development, the strategic aims of development are defined with detailed indicators as performance indicators for their realisation, and predicted processes should be implemented by the end of 2020.

### **3.1. STUDENTS AND THE TEACHING PROCESS**

Students and teachers are the main value of every institution of higher education because people and knowledge are and will be the most important resource of every society, especially knowledge-based society.

#### **STRATEGIC AIM 1**

*Improving the teaching process by continuous improvement and revision of existing professional and specialist study programs and introduction of new professional and specialist study programs, while ensuring appropriate learning resources available to students, student performance monitoring (learning outcomes and competences acquired according to Croatian Qualifications Framework) with proportional relation between the number of teaching staff and students and the needs of the economy for a certain profile*

**PRIORITY 1.1. Revising the existing study programs and introduction of new professional and specialist study programs according to the needs of the labour market.**

Measure 1.1.1.

Revision of existing study programs based on surveys of teachers, students and businessmen.

Measure 1.1.2.

Analysis of labour market information on employment of graduates of the Polytechnic.

Measure 1.1.3.

Establishment of specialist graduate study of Tourism and Sport Management organised in two courses, Tourism Management and Sport Management, and specialist graduate study of Computer Science and Sustainable Development in duration of two years (120 ECTS credits).

Measure 1.1.4.

Establishment of professional study of Fruit Growing, Viticulture, Winemaking and Gardening (180 ECTS credits) in collaboration with the Polytechnic in Varaždin.

Measure 1.1.5.

Providing information and laboratory support along with further development of the IT system and the establishment of specific laboratory equipment according to professional or specialist studies for the purpose of effective management of teaching and other activities related to study programs.

Measure 1.1.6.

Redefining the professional and specialist studies with partial workload for part-time students.

**PRIORITY 1.2. Increasing the achievement of students in existing study programs related to studying success and learning outcomes in accordance with Croatian Qualifications Framework.**

Measure 1.2.1.

Increasing the achievement of students in continuous learning course through successful colloquia from individual courses.

Measure 1.2.2.

Aligning competences acquired by the study program, defining learning outcomes and their testing in accordance with Croatian Qualifications Framework.

Measure 1.2.3.

Increase in the average grade of studying at existing professional study programs.

Measure 1.2.4.

Increase in the number of students completed a bachelor's degree in technical studies.

Measure 1.2.5.

Increasing cooperation with the Student Council and the Alumni Association of Polytechnics and more intensive work on students' involvement in volunteer work.

Measure 1.2.6.

Increase in two-way mobility of students through exchange with other higher education institutions in the country and abroad, and their admission to the Polytechnic of Međimurje in Čakovec.

**PRIORITY 1.3. Recruitment of teachers and assistants in full-time employment and external collaboration with part-time teachers and associate members taking into account the relative number of teaching staff in relation to the number of students.**

Measure 1.3.1.

Monitoring of teacher/student ratio and the number of students, as well as permanently employed teachers and assistants.

Measure 1.3.2.

Monitoring the number of students and the number of associate faculty members.

**Priority 1.4. Ensuring adequate learning resources available to students.**

Measure 1.4.1.

Increasing the number of scripts, textbooks and other instructional materials published by teachers through publishing activities of the Polytechnic in e-format or hard copy.

Measure 1.4.2.

Increase in library collections of professional books and journals as mandatory and additional literature on professional and specialist professional studies.

Measure 1.4.3.

Improvement of specialised laboratory equipment and enhancement of IT equipment in classrooms, laboratories and student reading room.

Measure 1.4.4.

Increasing the hourly rate and monitoring of student practical classes (students' practice) and increasing the share of field courses on all professional and specialist studies.

Measure 1.4.5.

Regular updates of the Polytechnic's website as a medium of communication with the students and the public, setting up plasma TVs in hallways and student space in order to inform students and visitors.

## STRATEGIC AIM 1

*Improving the teaching process by continuous improvement and revision of existing study programs and introduction of new professional and specialist study programs, while ensuring appropriate learning resources available to students, student performance monitoring (learning outcomes and competences acquired according to Croatian Qualifications Framework) with proportional relation between the number of teaching staff and students and the needs of the economy for a certain profile professions.*

MEASURE	INDICATOR	RESPONSIBLE PERSONS	IMPLEMENTATION DEADLINE
<b>1.1.1. Revision of the existing study program based on surveys of teachers and students.</b>	surveys conducted with teachers, students and employers	Vice-Dean for Academic Affairs, Heads of Departments, President of the Student Council	February and March every academic year
<b>1.1.2. Analysis of labour market information on employment of graduates of the Polytechnic.</b>	data from the Croatian Employment Service and the Alumni Association	Dean, Vice-Dean for Academic Affairs, Head of Student Administration Office	December every academic year
<b>1.1.3. Organisation of graduate professional study of Tourism and Sport Management, Computer Science and Sustainable Development in duration of two years</b>	survey conducted on the interest in the study program, elaborate created, accreditation from the Agency for Higher Education, license obtained	Dean, Vice-Dean for Academic Affairs, Head of Management Department, Head of Computer Science Department, Head of Sustainable Development Department	Management - January 2014 Computer Science- January 2016 Sustainable Development - January 2019
<b>1.1.4. Organisation of professional study of Fruit Growing, Viticulture, Winemaking and Gardening in duration of three years</b>	survey conducted on the interest in the study program, elaborate created, accreditation from the Agency for Higher Education, license obtained	Dean, Vice-Dean for Academic Affairs, Heads of Departments	January 2017
<b>1.1.5. Providing information and laboratory support along with further development of the IT system and the establishment of specific laboratory equipment according to professional or specialist studies for the purpose of effective management of teaching and other activities related to study programs.</b>	laboratory equipment, computer support and information system constructed	Vice-Dean for Academic Affairs, ISVU Coordinator, Heads of all Departments, website administrator	beginning of the first and second semester of each academic year

<b>1.1.6. Redefining the professional and specialist studies with partial workload for part-time students</b>	to define part of the classes performed at the Polytechnic which are accessible via e-learning	Vice-Dean for Academic Affairs, Vice-Dean for Development Affairs Heads of all Departments	September of each academic year
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>1.2.1. Aligning competences acquired by the study program, defining learning outcomes and their testing</b>	competences system created for groups of courses and study program	Vice-Dean for Academic Affairs, Heads of all Departments, Teachers	September of each academic year
<b>1.2.2. Grading of students on the basis of clear and public criteria and consistently applied rules and procedures known to students in advance.</b>	grading criteria, rules and procedures of grading published on the official websites of the course, Regulations on Grading (website)	Vice-Dean for Academic Affairs, Heads of all Departments	beginning of the first and second semester of each academic year
<b>1.2.3. Increase in the average grade of studying at existing programs</b>	Student Administration Office Reports	Vice-Dean for Academic Affairs, Head of Student Administration Office, Heads of all Departments, ISVU Coordinator	September of each academic year
<b>1.2.4. Increase in the number of graduates in technical studies.</b>	Student Administration Office Reports	Vice-Dean for Academic Affairs, Head of Student Administration Office, Head of Computer Science Department and Head of Sustainable Development Department	October of each academic year
<b>1.2.5. Increasing cooperation with the Student Council and the Alumni Association of the Polytechnics</b>	plans for joint activities with the Student Council and the Alumni Association and reports on conducted joint activities	Dean, Vice-Dean for Academic Affairs, President of the Student Council and President of the Alumni Association	continuously during the academic year
<b>1.2.6. Increase in mobility of students through exchange with other higher education institutions in the country and abroad, and their admission to the Polytechnic</b>	concluded bilateral agreements on cooperation and exchange with other higher education institutions in the country and abroad	Dean, Erasmus Coordinator, Vice-Dean for Academic Affairs, Vice-Dean for Development Affairs, Heads of all Departments	Vacancies in June and October of each year

<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>1.3.1. Monitoring of teacher/student ratio and the number of students, as well as the number of permanently employed teachers and assistants</b>	Student Administration Office Reports and the Dean's Office Reports	Dean, Vice-Dean for Development Affairs, Head of Student Administration Office and Head of the Dean's Office	September of each academic year
<b>1.3.2. Monitoring the number of students and associate faculty members</b>	Student Administration Office Reports and reports of Heads of all Departments and the Vice-Dean for Academic Affairs	Dean, Vice-Dean for Academic Affairs, Head of Student Administration Office, Heads of all Departments	September of each academic year
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>1.4.1. Increasing the number of scripts, textbooks and other instructional materials through publishing activities of the Polytechnic</b>	annual publishing activities and reporting plans of the Commission for publishing activities	President of the Commission for publishing activities, Vice-Dean for Development Affairs, Heads of all Departments	December of each academic year
<b>1.4.2. Increase in library collections of professional books and journals associated with professional and specialist professional studies.</b>	annual reports on the state of the library collections	Head of Library, Vice-Dean for Development Affairs, Heads of all Departments	prior to the beginning of the winter and summer semester
<b>1.4.3. Improvement of specialised laboratory equipment and IT equipment in classrooms, laboratories</b>	annual reports on the state of the laboratory inventory and IT equipment in IT classrooms and laboratories	system administrator, Head of Accounting	January of each academic year
<b>1.4.4. Increasing the hourly rate and monitoring of student practical classes and increasing the share of field courses on all professional and specialist studies</b>	records of Heads of all Departments on accomplished practical classes and records of course teachers on accomplished field courses and professional visits	Heads of all Departments and Heads of Professional practical classes	March and September of each academic year
<b>1.4.5. Regular updates of the Polytechnic's website as a medium of communication with the students</b>	number of entered changes monthly available in the archive websites	administrator, employees - website users	continuously during the entire year

### **3.2. PROFESSIONAL AND APPLIED SCIENTIFIC WORK**

Long-term policies of higher education are oriented toward achieving a sturdier system of higher education and research, improving its efficiency and cohesion of the educational and research components as well as strengthening the conjunction of higher education and the environment, especially specific factors which form the society of knowledge.

#### **STRATEGIC AIM 2**

*Supporting the development of the professional and applied scientific work in the field of technical, social and interdisciplinary sciences as well as financially supporting the carrier progress of teachers and assistants.*

**Priority 2.1. Development of professional and applied scientific work in the field of social, technical and interdisciplinary sciences.**

Measure 2.1.1.

Increasing the number of published professional and scientific works.

Measure 2.1.2.

Increasing the number of teachers with the Doctor of Science academic degree, depending on the development of the study programs.

Measure 2.1.3.

Increasing the number of teachers appointed to teaching positions according to the Law on Science and Higher Education (Croatian Official Gazette 123/03, 198/03, 105/04, 174/04, 02/07, 46/07, 45/09, 63/11, 94/13, 139/13) and the Decision on the requirements for grading the teaching and professional activities in the appointment process for teaching positions (Croatian Official Gazette 20/12).

**Priority 2.2. Financially supporting the carrier progress of teachers and assistants.**

Measure 2.2.1.

Establishing a professional and scientific cooperation with related higher education institutions via professional and scientific projects.

Measure 2.2.2.

Establishing a professional and scientific cooperation with higher education institutions from foreign countries via professional and scientific projects.

Measure 2.2.3.

Increasing the mobility of teachers in the Republic of Croatia and abroad.

<b>STRATEGIC AIM 2</b>			
<i>Supporting the development of the professional and applied scientific work in the field of technical, social and interdisciplinary sciences as well as financially supporting the carrier progress of teachers and assistants.</i>			
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>2.1.1. Increasing the number of published professional and scientific works</b>	database Polytechnic	Head of Library, Heads of all Departments	continuously during the entire year
<b>2.1.2. Increasing the number of teachers with the Doctor of Science academic degree.</b>	individual annual reports on the accomplishments of employees participating in the postgraduate doctoral studies	Vice-Dean for Development Affairs, Heads of all Departments	September of each academic year
<b>2.1.3. Increasing the number of teachers appointed to teaching positions</b>	annual reports from the Vice-Dean for Academic Affairs	Vice-Dean for Academic Affairs and the Secretary of the Polytechnic	September of each academic year
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>2.2.1. Establishing a professional and scientific cooperation with related higher education institutions in the Republic of Croatia via professional and scientific projects</b>	concluded agreements for cooperation on professional and scientific projects	President of the Governing Council, Dean	as needed, according to available resources and capabilities
<b>2.2.2. Establishing a professional and scientific cooperation with higher education</b>	concluded agreements for cooperation on professional and scientific	President of the Governing Council, Erasmus Coordinator	as needed, according to available resources and capabilities

<b>institutions from foreign countries via professional and scientific projects</b>	projects		
<b>2.2.3. Increasing the mobility of teachers in the Republic of Croatia and abroad</b>	concluded agreements on the exchange of visiting teachers	Dean, Vice-Dean for Academic Affairs, Erasmus Coordinator	as needed, according to available resources and capabilities

### **3.3. PARTICIPATION IN COMMUNITY DEVELOPMENT**

Participation in community development is one of the fundamental mission components of every institution of higher education and is firmly implemented in the mission of the Polytechnic of Međimurje in Čakovec. Said component is especially important given the fact that the Republic of Croatia decided to approach higher education as a public good and a public responsibility.

#### **STRATEGIC AIM 3**

Establishing communication and concluding partnerships with the private, public and civil sectors.

**Priority 3.1.** Establishing communication with the private, public and civil sectors.

Measure 3.1.1.

Forming an Economic Council of the Polytechnic.

Measure 3.1.2.

Continuous exchange of information on student accomplishments, new study programs and qualitative and quantitative indicators of Polytechnic's collaboration with the private, public and civil sectors.

Measure 3.1.3.

Continuous display of Polytechnic's intentions directly supporting the transfer of knowledge toward the private, public and civil sectors.

Measure 3.1.4.

Increasing the number of training programs for adults (lifelong education) to suit the needs of the economy and the local community.

**Priority 3.2. Concluding partnerships with the private, public and civil sectors supporting the transfer of knowledge.**

Measure 3.2.1.

Increasing the cooperation with economic courses from the public and private sectors and course from the civil sector through accomplishment of common interests and projects.

Measure 3.2.2.

Contracting actual models of cooperation and assistance to businessman for encouraging business innovation through final works.

Measure 3.2.3.

Establishing an actual model for assisting students of lower social status to encourage studying and alleviate possible problems with concluding the education process.

**Priority 3.3. Research focused on the economy and the community.**

Measure 3.3.1.

Realisation of research projects for common benefit in collaboration with businessman and the public sector.

<b>STRATEGIC AIM 3</b> <i>Establishing communication and concluding partnerships with the private, public and civil sectors</i>			
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>3.1.1. Forming an Economic Council of the Polytechnic</b>	Decision on the forming of the Economic Council	Dean, Vice-Dean for Development Affairs, Secretary of the Polytechnic	December 2013
<b>3.1.2. Continuous exchange of information on student accomplishments, new study programs and qualitative and quantitative indicators of Polytechnic's collaboration with the private, public and civil sectors</b>	held conferences for representatives of the press and other media, published articles in the papers and electronic media, held presentations for representatives from the private, public and civil sectors	Dean, Vice-Dean for Development Affairs, Vice-Dean for Academic Affairs,	continuously during the entire year
<b>3.1.3. Continuous briefing on Polytechnic's intentions directly supporting the transfer of knowledge toward the private, public and civil sectors</b>	held conferences for representatives of the press and other media, published articles in the papers and electronic media, held presentations for representatives from the private, public and civil sectors	Dean, Vice-Dean for Development Affairs, Vice-Dean for Academic Affairs,	continuously during the entire year
<b>3.1.4. Increasing the number of training programs for adults (lifelong education) to suit the needs of the economy and the local community</b>	number of newly established training programs for adults and lifelong education during one academic year	Dean, Secretary of the Polytechnic, Vice-Dean for Development Affairs, Head of Training Programs for Adults	December of each academic year
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>3.2.2. Contracting actual models of cooperation and assistance to companies and craft businesses for encouraging companies and craft businesses to achieve business success</b>	concluded agreements on actual models of cooperation, final works	President of the Governing Council, Dean, Vice-Dean for Development Affairs, Vice-Dean for Academic Affairs	as needed, according to available resources and capabilities

<b>Contracting actual cooperation models for assisting students of lower social status to encourage studying and alleviate possible problems with concluding the education process</b>	concluded agreements on actual models for assisting student of lower social status	Vice-Dean for Academic Affairs, Heads of all Departments, Dean	continually, according to available resources and capabilities
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>3.3.1. Realisation of research projects for common benefit in collaboration with businessman and the public sector</b>	realise at least 4 research projects in collaboration with businessman and the public sector, for their benefit	Dean, Vice-Dean for Development Affairs, Heads of all Departments	continuously during the entire year

### 3.4. QUALITY ASSURANCE SYSTEM

The end aim for building a quality assurance system entails creating mechanisms for continuous improvement of education, scientific and professional works and administrative and professional services of the Polytechnic of Međimurje in Čakovec. By the decision of the National Council for Higher Education from 17 May 2006, the Republic of Croatia implemented a document titled "Standards and Guidelines for Quality Assurance in the European Higher Education Area" (ESG) detailing main features of key components of the quality assurance system, which shall be applied during the implementation of quality assurance at the Polytechnic of Međimurje in Čakovec in order to comply with European standards.

#### **STRATEGIC AIM 4**

*Improve the organisational structure of the quality assurance system, development and improvement of mechanisms and processes for quality assurance with accompanying documentation and implementing quality standards and informing the public on performed activities and subsequent results of quality assurance system activities.*

**Priority 4.1. Developing quality assurance mechanisms encompassing re-accreditation processes and external review of the Polytechnic.**

Measure 4.1.1.

Preparing documentation for the implementation of external re-accreditation of quality assurance of the Polytechnic according to the plan of the Agency for Higher Education.

**Priority 4.2. Developing quality assurance mechanisms and processes with accompanying documentation.**

Measure 4.2.1.

Developing quality assurance mechanisms which encompass, according to ESG guidelines, processes for the implementation, reviewing and monitoring the quality system and offer a base for activities during the external review of higher education institutions and study programs.

Measure 4.2.2.

Creating self-analyses of Polytechnic's activities

Measure 4.2.3.

Revising the Quality Assurance Manual according to ESG guidelines after the re-accreditation of the Polytechnic.

**Priority 4.3. Implementing Quality Standards**

Measure 4.3.1.

Gathering information and evaluating the suitability of the ISO Quality Standard for the higher education system.

Measure 4.3.2.

Defining the process of establishing and documenting the Quality Management system according to ISO standard requirements.

Measure 4.3.3.

ISO standard implementation control.

**Priority 4.4. Informing the public on performed activities and subsequent results of quality assurance system activities.**

Measure 4.4.1.

Establishing an information system which would enable an active communication by dividing information on the quality assurance system into publicly accessible information and information restricted to employees of the Polytechnic.

**STRATEGIC 4:**

*To improve the organisational structure of the quality assurance system, develop and improve the quality control mechanisms and procedures with the appropriate documentation, and introducing a quality standard and public notifications on the work and results of the quality assurance system.*

<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>4.1.1. Preparing the documentation for the implementation of external reaccrdition for the Polytechnic quality assurance in accordance with the plan of the Agency for Science and Higher Education.</b>	self-analysis plan adopted	Vice Dean of development, and teams according to the self-analysis points	January 2014
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>4.2.1. Developing quality development mechanisms involving procedures for the reaccrdition and external evaluation of the Polytechnic.</b>	Ordinance on Quality Assurance of the Polytechnic adopted	Dean, Chairman of the Quality Assurance Committee, Polytechnic Secretary, Vice Dean of Development	December 2013
<b>4.2.2. Performing the Polytechnic self-analysis</b>	completed self-analysis documentation	chairman and members of the Quality Assurance Committee	December of each academic year
<b>4.2.3. Revising the Quality Assurance Handbook in accordance with the ESG guidelines</b>	revised handbook with the accompanying documentation	chairman of the Quality Assurance Committee	May-June 2014
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>4.3.1. Collecting information and assessing the appropriateness of the ISO quality standard in the higher education system</b>	informative materials on ISO standards	chairman of the Quality Assurance Committee	February-March 2014
<b>4.3.2. Checking the implementation of the process of the establishment and documentation of the quality management system according to the ISO standard and ESG guidelines</b>	completed activity plan for the establishment and documentation of the quality management system in accordance with the ISO standard and ESG guidelines	Dean, Quality Assurance Committee, Polytechnic Secretary	March-April 2014
<b>4.3.3. Controlling the implementation of the ISO standard</b>	documentation on the control completed	trained internal auditor	December of each academic year

### 3.5. RESOURCE DEVELOPMENT

The development of all resources of the society is one of the fundamental components of the mission of the Polytechnic of Međimurje in Čakovec. That mission component is particularly important with regard to the basic guidelines of the development of the material, financial and human resources necessary for the development of a knowledge-based society.

**STRATEGIC AIM 5:**

*Continuous improvement and development of the material, financial and human*

**Priority 5.1. Continuous improvement and development of material resources aimed at enabling a quality work environment as a basis for a contemporary teaching process and the implementation of applied scientific work.**

Measure 5.1.1.

A reconstruction and furnishing of the attic of the existing building in accordance with the requirements of study programmes, above all the refurbishment of professors' offices and rooms to be used by different centres.

Measure 5.1.2.

A reconstruction and furnishing of the 22-year-old building of the former military barracks for the purposes of the Polytechnic, primarily for the professional study programme of Sustainable Development, student accommodations and student canteen.

Measure 5.1.3.

Continuous upgrades of the computer equipment for the employees and students.

Measure 5.1.4.

Continuous enlargement of the library stock with expert monographs and publications.

**Priority 5.2. Continuous care of the increase in the number of permanently employed professors and assistants, and the reduction in the number of external associates, with emphasis on establishing the optimal size of the faculty in relation to the number of students, and on increasing the number of employees in the expert services of the Polytechnic.**

Measure 5.2.1.

Harmonisation of the employment policy with the actual needs and plans, in accordance with the faculty load indicators and the structure of the study programmes.

Measure 5.2.2.

Reduction of the number of external associates according to the actual needs and specificities of the study programmes, in accordance with the load indicators with respect to permanently employed professors and assistants.

Measure 5.2.3.

Harmonisation of the employment policy with the actual needs and plans, in accordance with the development and establishment of the following centres provided by the Statute: Centre for Computer Activities, Centre for Continental Tourism, Centre for Sustainable Development, Centre for Bibliographic and Publishing Activities, in accordance with the schematic on page 3.

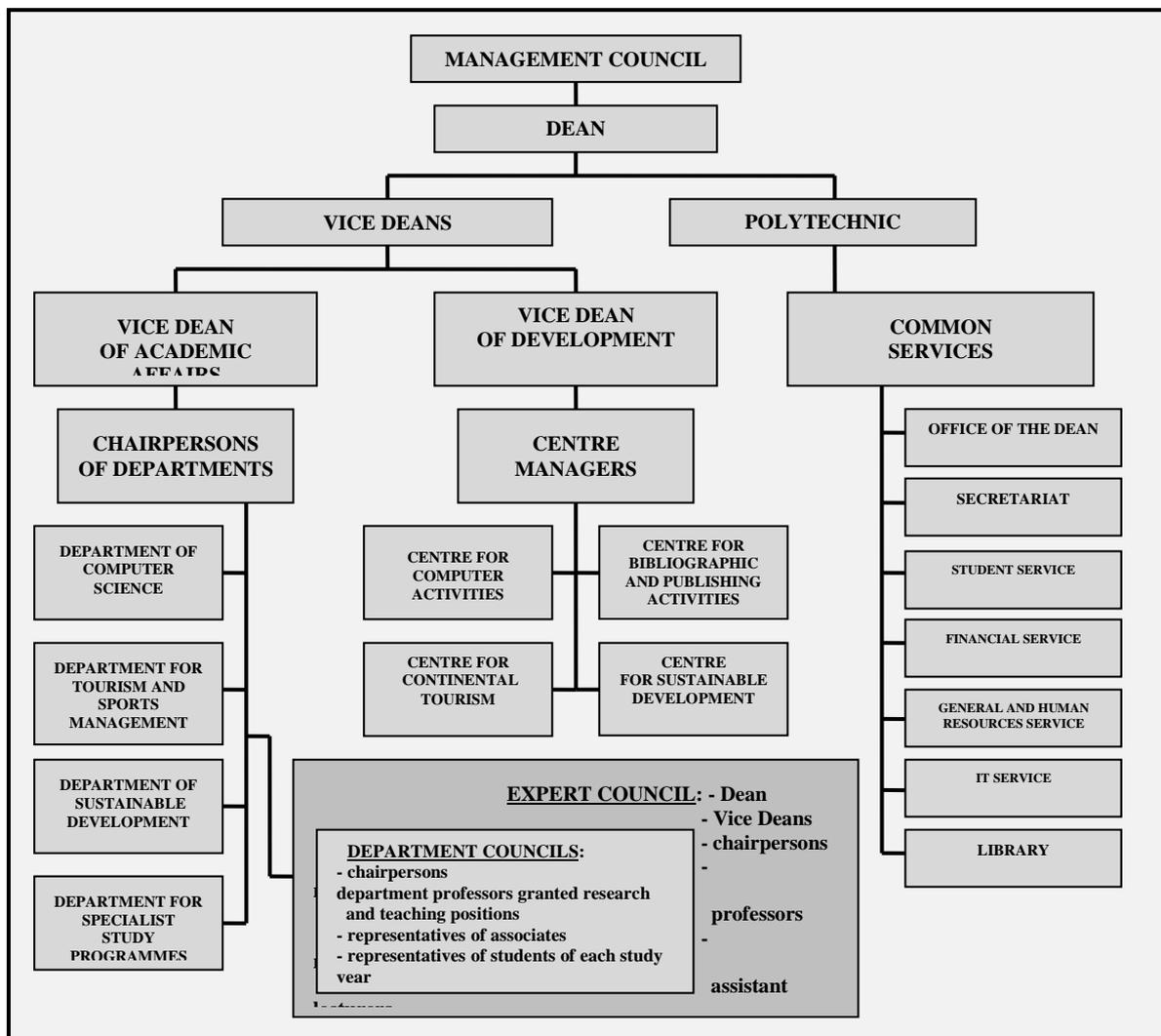
Measure 5.2.4.

Ensuring the possibility of continuous professional training of professors, associates and other employees.

Measure 5.2.5.

Ensuring the financial support for funding the visits of the employees to professional and scientific congresses and conferences.

Figure 3: The planned expansion of the organisation and leadership structure of the Polytechnic:



Schematic elaborating on measures 5.2.1. - 5.2.3.

Measure 5.2.6.

Ensuring the support for the publication of study materials, textbooks and other publications authored by Polytechnic employees.

Measure 5.2.7.

Ensuring the funding doctoral studies for Polytechnic employees.

**Priority 5.3. Ensuring rational business transactions and optimal spending of resources in accordance with the financial plans, and increasing the proportion of own funds in the income of the Polytechnic of Međimurje in Čakovec.**

Measure 5.3.1.

Ensuring transparent and rational spending of financial resources.

Measure 5.3.2.

Ensuring the co-financing of the Polytechnic from the budget of Međimurska County and the City of Čakovec.

Measure 5.3.3.

Maintaining the current level and continuous increase of own funds in the total income of the Polytechnic.

<b>STRATEGIC AIM 5:</b>			
<i>Continuous improvement and development of the material, financial and human resources</i>			
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>5.1.1. Reconstruction and furnishing of the existing building in accordance with the requirements of the study programme</b>	publishing a tender for the reconstruction, and awarding the works contract	Chairperson of the Management Council, Dean, Polytechnic Secretary, Accounting Manager	January-October 2014
<b>5.1.2. Reconstruction and furnishing of the building of the former military barracks for the purposes of the Polytechnic</b>	concluding an agreement on the co-financing of the reconstruction works with the Međimurska County and the Ministry of Science, Education and Sports	Chairperson of the Management Council, Dean, Vice Dean of Development	June 2014 - September 2015
<b>5.1.3. Continuous upgrading of the computer equipment for the employees and students</b>	purchase of modern equipment with installed software	head of Computer Laboratory	in accordance with the needs, continuously throughout the entire academic year
<b>5.1.4. Continuous enlargement of the library stock with expert monographs and publications</b>	library stock purchased	head of the library	in accordance with the needs, continuously throughout the entire academic year
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>5.2.1. Harmonisation of the human resources policy with the actual needs and plans, in accordance with the load indicators with respect to permanently employed professors and assistants.</b>	number of newly employed professors and assistant lecturers	Dean, Vice Dean of Academic Affairs, chairpersons of Departments, Polytechnic Secretary Accounting Manager	September of each academic year
<b>5.2.2. Reduction of the number of external associates according to the actual needs and specificities of the study programmes, in accordance with the load indicators with respect to permanently employed professors and assistants</b>	number of temporary service contracts concluded with external associates professors and assistant lecturers	Dean, Vice Dean of Academic Affairs, chairpersons of Departments, Polytechnic Secretary Accounting Manager	beginning of the winter and summer semester of each academic year
<b>5.2.3. Harmonisation of the employment policy with the actual needs and plans, in accordance with the development and establishment of the following centres provided by the Statute</b>	newly employed heads of the Centre for the Development of Continental Tourism, Centre for Sustainable Development, Centre for Computer Activities and Centre for Bibliographic and Publishing Activities	Chairperson of the Management Council, Dean Polytechnic Secretary Accounting Manager	2014
<b>5.2.4. Ensuring the possibility of continuous</b>	annual plans, earmarked funds and reports on	Vice Dean of Development	January of each academic year

<b>professional training of professors, associates and other employees.</b>	professional training	heads of departments, Accounting Manager	
<b>5.2.5. Ensuring the financial support for funding the visits of the employees to professional and scientific congresses and conferences</b>	annual plans, earmarked funds and reports on the participation of employees in professional and scientific congresses and conferences	Vice Dean of Development heads of departments, Accounting Manager	January of each academic year
<b>5.2.6. Ensuring the support for the publication of study materials, textbooks and other publications authored by Polytechnic employees</b>	annual plans for publishing activities, earmarked funds, report on electronic and printed publications	Chairperson of the Publishing Committee	January of each academic year
<b>5.2.7. Ensuring the funding doctoral studies for Polytechnic employees</b>	earmarked funds based on the monitoring of the achievements of postgraduate students	Vice Dean of Academic Affairs, Accounting Manager	September of each academic year

<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>IMPLEMENTATION DEADLINE</b>
<b>5.3.1. Ensuring transparent and rational spending of financial resources.</b>	financial plans, financial and accounting reports	Dean, Accounting Manager	September-December of each academic year
<b>5.3.2. Ensuring the co-financing of the Polytechnic from the budget of Medimurska County and the City of Čakovec</b>	concluded co-financing agreements	Dean, Accounting Manager	September-December of each academic year
<b>5.3.3. Maintaining the current level and continuous increase of own funds in the total income of the Polytechnic</b>	financial plans, financial and accounting reports	Dean, Vice Dean of Academic Affairs, Vice Dean of Development Accounting Manager	continuously throughout the entire academic year

#### **4. PERSONS AND BODIES NECESSARY FOR THE IMPLEMENTATION OF THE DEVELOPMENT STRATEGY OF THE POLYTECHNIC OF MEĐIMURJE IN ČAKOVEC FOR THE PERIOD 2014-2020**

The implementation of the Development Strategy of the Polytechnic of Međimurje in Čakovec for the period 2014-2020 requires the appointment of the directors of the planned activities. In accordance with her authority, the Dean will allocate parts of the implementation of the Strategy to a larger part of the Polytechnic employees. In that regard, the following persons and bodies of the Polytechnic of Međimurje in Čakovec shall have special duties and authority:

- Management Council
- Dean
- Expert Council
- Vice Deans
- Polytechnic Secretary
- heads of departments
- heads of centres
- head of Student Service
- Accounting Manager
- Student Assembly
- Chairperson of the Student Assembly.

Where necessary, the Dean of the Polytechnic of Međimurje in Čakovec will establish working groups and different committees necessary for the implementation of the Development Strategy of the Polytechnic of Međimurje in Čakovec for the period 2014-2020.

#### **Documents to be adopted by the Polytechnic of Međimurje in Čakovec for the purpose of implementing the Strategy 2014-2020**

In accordance with the aims set out in Strategy 2014-2020. The Polytechnic will adopt the necessary basic documents and action plans for the realisation and implementation of individual aims:

- the action plan on the implementation of the introduction of e-learning at the Polytechnic

- documents concerning the human resources policy with the training plan
- document on the use of mobility and cooperation programmes of the transnational Agency for Mobility
- the action plan on the harmonisation of the outcomes of learning according to the Croatian Qualifications Framework in all study programmes
- the action plan on the implementation of the measures set out in this Strategy.

Where necessary, the Polytechnic shall adopt other necessary documents that will enable the realisation of the fundamental determinants and aims of the Strategy 2014-2020.

### **ACTIVITY SCHEDULE OF THE POLYTECHNIC STRATEGY 2014-2020**

Due to the specific development of the Polytechnic of Međimurje in Čakovec, the dynamics of fulfilling the planned aims and determinants of the Strategy require a constant analysis and control of their realisation and, where necessary, their amendment and revision.

#### **2014.**

Adoption of the 2014-2020 Strategy at the Expert and Management Committee of the Polytechnic

Founding of the Alumni Club of the Polytechnic of Međimurje in Čakovec

Launching of the professional specialist study programme of Tourism and Sports Management

Report on the self-analysis of the Polytechnic of Međimurje in Čakovec

Adoption and publishing of the Report on the Implemented Reaccreditation of the Polytechnic of Međimurje in Čakovec

#### **2015.**

Action plan on the implementation of the Ordinance on the Systematic Verification of the Appropriateness of the Study Programme Content and its Monitoring

Report of the Dean of the Polytechnic of Međimurje in Čakovec to the Expert and Management Committee on the advancement in the aims set out in the Strategy

#### **2016.**

Creation of the specialist postgraduate study programme of Computing

Document on the organisation of lifelong learning at the Polytechnic of Međimurje in Čakovec

Adoption of the annual Report on the Internal Quality Control of the Polytechnic of Međimurje in Čakovec

**2017.**

Establishment of the professional study programme of Fruit Growing, Viticulture and Horticulture in cooperation with the Polytechnic in Varaždin

Adoption of the annual Report on the Internal Quality Control of the Polytechnic of Međimurje in Čakovec

**2018.**

Report of the Dean of the Polytechnic of Međimurje in Čakovec to the Expert and Management Committee on the advancement in the aims set out in the Strategy

Adoption of the annual Report on the Internal Quality Control of the Polytechnic of Međimurje in Čakovec

**2019.**

Adoption of the annual Report on the Internal Quality Control of the Polytechnic of Međimurje in Čakovec

Report on the self-analysis of the Polytechnic of Međimurje in Čakovec