



**WORK AND DEVELOPMENT PROGRAMME -
DEVELOPMENT STRATEGY OF THE VIROVITICA COLLEGE
FOR THE 2018 - 2022 PERIOD**

Virovitica, December 2017

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1. INTRODUCTION

Management, as a process, is universal and necessary for all types of organizations, for both large and small, public sector, profit and non-profit organizations. The management process begins with planning, and planning sets the foundations and comes before any other function or activity. Planning is a glimpse into the future, and the purpose of predicting the future is to anticipate potential risks and threats. Planning has two core goals: preventive and positive. The preventive goal is to minimize risks, and the positive goal is to increase the degree of success. The three fundamental questions that planning strives to answer are: Where are we now? Where do we want to be? How do we want to arrive there? The question “where are we now” concerns the present situation and position of someone or something. The question “where do we want to be” concerns the direction that needs to be taken so that a certain goal can be achieved. The question “how do we want to arrive there” touches upon creating and implementing strategies which will bring a company from its current position to the one the company wants to be at.

A special form of planning, strategic planning, is usually defined as long term planning focused on the organization as a whole, and strategy itself is viewed as a wide and general plan designed to achieve long term goals.

1.1. The Necessity and Purpose of Creating and Implementing the Development Strategy of the Virovitica College for the 2018-2022 period

If we view Virovitica College as an organization, which it truly is an organization in both the formal and practical sense, then everything previously said about the management process also applies to the College itself. The process itself and the need for strategic planning also comes from the sheer organizational complexity of the Virovitica College. This complexity can be seen in: the number of activities and services done by the Virovitica College; Virovitica College’s organizational structure and constitution; the volatile and complex environment in which the Virovitica College operates. In that sense, Virovitica College’s development strategy for the 2018 – 2022 period represents an answer to the challenges generated by the complexity of the organization and the environment, with the goal of using its strengths and opportunities, strengthening its weaknesses and evading threats.

Likewise, Virovitica College is aware of its special role as a public college which pursues the activity of higher education and aspires to increase the quality of education so that students will be able to obtain competencies necessary for a quality professional work, and with that, directly influence the development of not only the region, but the Republic of Croatia as a whole as well. One of the fundamental values of the Virovitica College is excellence, the value with which it aims to secure the quality and competitiveness of our students in the Croatian and European Higher Education Area. The purpose of the development strategy of Virovitica College for the 2018-2022 period can be seen directly in achieving those fundamental values.

1.2. The Methodology of Creating and Implementing Virovitica College's Development Strategy for the 2018-2022 period

While creating the Development Strategy of Virovitica College for the 2018-2022 period, we used the participatory planning method, which entails that all stakeholders have been actively involved in planning the development of Virovitica College. Since a glimpse into the future is expected in the Strategy as well, not only have we encouraged the principles of rationality, but we have also encouraged creativity, intuition, and imagination in all participants involved in the creation of the Development Strategy for the 2018-2022 period of Virovitica College.

While consulting professional literature and modern management concepts, the creation of the Virovitica College development strategy for the 2018-2022 period has gone through the usual stages of the strategic management process: environmental analysis; setting up the organizational direction by defining the vision and mission; formulating the strategic goals, priorities and measures; implementing the strategy and methods of supervising, and evaluating the strategy.

Virovitica College development strategy for the 2018-2022 period is an all-encompassing programme document which directs the development of the Virovitica College and forms the basis for making decisions about the development of the Virovitica College in all of its segments. With the purpose of implementing the strategy, we defined: implementation indicators, the people responsible for implementation, related documents as well as implementation terms. Also, for each year of strategy implementation, an action/implementation will be created, the analysis of which will be carried out as necessary, but at least once a year.

Virovitica College development strategy for the 2018-2022 period is a logical succession and continuation of the two successfully implemented development strategies for 2009 - 2013 and 2013 - 2017 period, and is based on the national strategic framework:

- Education, science, and technology strategy of the Republic of Croatia,
- Croatian Qualifications Framework,
- Entrepreneurship development strategy in the Republic of Croatia,
- Industrial strategy of the Republic of Croatia 2014 – 2020,
- Europa strategy 2020.

As well as the regional strategic framework which consists of Virovitica-Podravina County's strategic documents:

- County development strategy,
- Human resources development strategy,
- Tourism master plan of the Virovitica-Podravina County 2009 – 2019.

2. ENVIRONMENTAL ANALYSIS

The theory and practice of strategic management defines the environment as the totality of phenomena and factors that surround an organization, and which directly or indirectly impact the function and development of an organization. The success of strategic planning, as well as its implementation will be largely determined by the environmental factors in which an organization operates. Commonly, environmental organization is systematized, divided into and analysed as: general environment, task environment and internal environment. Therefore, the analysis that follows will refer to an environment that is observed in this way, with consideration being given to those elements of each environment that are relevant to the strategic planning process of the Virovitica College. Due to the specific position and role of the Virovitica College, the chosen elements of the environment will be observed as the environment of the Republic of Croatia and Virovitica-Podravina County.

2.1. General Environment

Macroeconomic environment represents a framework in which all participants of a certain economy act, with that very environment being the result of their actions. The living standard of a society, which also involves public needs such as education, directly depends on the capacities of the economy. Table 1 shows the most important indicators from which we can gauge the movement of an economy.

Table 1: Chosen macroeconomic indicators

	2007.	2008.	2009.	2010.	2011.	2012.	2013.	2014.	2015.	2016.
GDP rate of growth in %	5,2	2,1	-7,4	-1,7	-0,3	-2,2	-1,1	-0,5	1,6	2,9 ¹
Industrial production rate of growth in %	4,9	1,2	-9,2	-1,4	-1,2	-5,5	-1,8	1,2	2,7	5,0
Consumer prices inflation in %	2,9	6,1	2,4	1,1	2,3	3,4	2,2	-0,2	-0,5	-1,1
Retailer turnover – rate of growth in %	5,3	-0,5	-15,3	-1,8	1,0	-4,2	-0,6	0,4	2,4	4,4
Rate of registered unemployment, %	14,8	13,2	14,9	17,4	17,9	19,1	20,2	19,7	17,4	15,0
Average exchange rate HRK/EUR	7,33	7,22	7,33	7,28	7,43	7,51	7,57	7,63	7,60	7,52

Source: *Economic movements 2017, Croatian Chamber of Economy, Savić, Z., ed.*

Negative growth rates of the real Gross domestic product (GDP) were being reported from the 2008 crisis to the year 2014, and this movement disrupted the planning periods of the development plan of Virovitica College in 2009 - 2013 and 2013-2017 and significantly made it difficult, if not impossible to achieve the set goals.

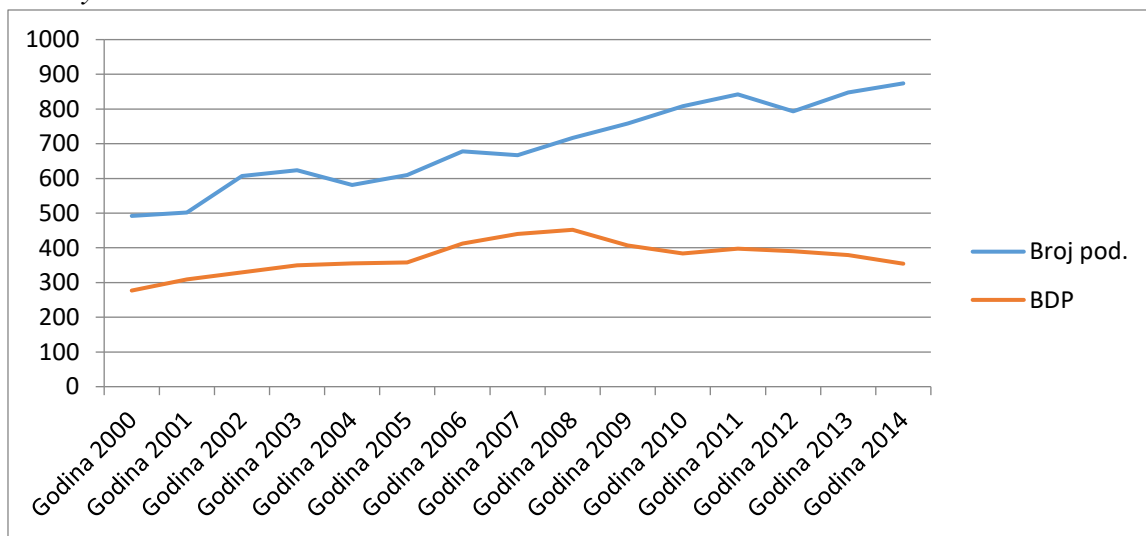
However, a slight recovery of economic activities began in 2015, measured in the growth rate of the GDP, which continued in 2016, with growth increase being expected in 2017.

¹ GDP growth rate estimate for 2017, hovering around 3,0%.

Despite the fact that the growth is still lower than what it was in the pre-crisis years, it can be said that the Croatian economy is no longer in recession. This is also shown by the upward movement of industrial production, which is the result of the favourable movements in the international and domestic demand. Retail turnover is also growing, and the rate of registered unemployment is slowly decreasing. Consumer prices, or inflation, as well as the movement of exchange rates, observed throughout the entire period, can be considered stable and predictable, which is the result of the measures taken by the creators of the macroeconomic policies.

Virovitica-Podravina County's economy is predominantly made out of a sector of small and medium-sized enterprises, with only one large entrepreneur. In terms of the number of employees, generated revenue and/or development index, Virovitica-Podravina County is found at the bottom of the counties in Republic of Croatia. Contrary to what was expected, net profit of 75 million kunas in 2014 puts Virovitica-Podravina County's economy at 12th place (out of 21), which speaks to its efficiency. The regional competitiveness index shows that the entrepreneurship infrastructure of the Virovitica-Podravina County is above average in the Republic of Croatia, and the perceived competitiveness index indicates that optimism prevails in the economy of this County as well. In addition, the data presented in graph 1 shows a growth in the number of entrepreneurs even during the recession. The unemployment rate in the Virovitica-Podravina County is exceptionally large, and is about 30%.

Graph 1: A comparison of GDP trends and the number of enterprises in Virovitica-Podravina County



Source: Croatian Bureau of Statistics, CCE County Chamber Virovitica, data processed by Virovitica College

IN CONCLUSION:

- *This strategy presents the first planning document that was brought forth outside the recession period;*
- *Slight, yet noticeable growth in the economy affects all participants in a moderately optimistic way;*
- *With the growth in the economy and low inflation, a stable financing of public needs in education can be expected;*
- *High rate of unemployment has certain repercussions: employers pressuring for a more educated workforce on one hand, and low opportunity costs of education on the other, which taken together influences an increased demand for education.*

Political-Legal Environment

One of the features of the previous planning period were the frequent parliament elections (2015 and 2016), the result of which were frequent government reconstructions which meant that as many as three ministers in the education, science and sport department have been replaced from 2015 to today. This is the result of the disappearance of the duopolistic political structure in which governments, up to then, could be formed by two dominant political parties. With the appearance of new political options, movements and parties of the Croatian Parliament, emerges a new paradigm of the Croatian political landscape which can be seen in the need to create coalitions between different political options which can last a longer or shorter period of time.

This will not in any way affect the fundamental social position, and that is the idea that public colleges in the Republic of Croatia are institutions of special social interest and that the state must take full responsibility for the organization and the function of the higher education system; that it is necessary to continue with the consistent implementation of the main postulates of the Bologna reform and that it is necessary to develop a binary system of higher education. Still, frequent changes in the executive government can make it more difficult to apply and operationalize the policies, strategies, and laws as well as adapting the higher education institutions to these circumstances.

It is important point out the Draft Law on Amendments of the Law on the Croatian Qualifications Framework where a “problematic” stage 7 emerged in the Croatian Qualifications Framework, referring to the idea that professional studies should be dropped to a lower level. Suggestions went from level 6 to the idea that university studies are put on level 7.1, and professional studies on level 7.2.

3 to 4 representatives from the Virovitica-Podravina County are present in the Croatian Parliament. In the current assembly of the Croatian Parliament there are 4 representatives, with whom we, as before, have a well-established cooperation and it is also realistic to expect their contributions to the profiling and implementation of this strategy.

The local elections in Virovitica-Podravina County were carried out in 2017 and they were no changes to the policies related to Virovitica College. This is important to mention because all units of the local government participate in co-financing the part of the costs of the Virovitica College, to the wider public known as the „Virovitica model “.

IN CONCLUSION:

- *Relatively frequent changes and reconstructions in the government make it more difficult to implement policies, strategies and laws*
- *„speculations“ about the level of professional studies in the Croatian Qualifications Framework*
- *The continuation of the “Virovitica model” of co-financing the Virovitica College.*

Demographic characteristics of the environment

One of the largest problems facing Republic of Croatia are the negative long-term population growth rates. If we also take into the account the trend of immigration of the largely young and educated population (approximately 80 000 inhabitants migrated in 2016), we can rightfully talk about the demographic devastation of Croatia. Repercussions can already be seen, and a decreasing number of young people will become even more pronounced, which will result in an increasingly older workforce, even larger pressure on the medical and pension system, and certainly repercussions will be felt in the education system.

Unfortunately, these trends haven't passed over the Virovitica-Podravina County. In comparison to the 2001 population census, according to the 2011 population census, the number of inhabitants in the County decreased by 9,2% (in the cities by 6,8, in the municipalities by 11,2%), which is higher than in Croatia, where the number of inhabitants decreased by 7,2%. The natural growth rate of the population in 2015 in the Virovitica-Podravina County was negative, amounting to -5,2%, and negative natural growth rates were recorded in 3 cities and 12 municipalities (out of the total 13 municipalities). Natural growth rate in 2015 in the Republic of Croatia was also negative, namely -4,0%. These negative demographic trends and characteristics represent, in the long term, the greatest threat to the system of higher education, and, by extension, to Virovitica College.

IN CONCLUSION:

- *Negative demographic trends*
- *A decrease in the number of new-borns and the ageing of the population*

Technological environment today is, as many other parts of the environment, under the influence of globalization, which consequently means that technological knowledge is spreading and expanding quickly, which means that the lifespan of technologies is becoming shorter.

Due to its importance, the EU in its strategic documents, specifically in Strategy of Europe 2020, as Key Enabling Technologies (*KET*), which are defined as technologies which open up completely new possibilities of development of processes, products, goods and services, as well as completely new industries and markets, including nanotechnology, microelectronics and Nano electronics, robotics, advanced materials and advanced production systems. Furthermore, European technological priorities are tied with the industrial leadership who are focused on supporting research and innovation in information and communication technologies (ICT), nanotechnologies, advanced materials, biotechnology and advanced production. It is estimated that 10% of the world GDP depends on information and

communication technology. Strategically important technologies are considered to be advanced networks, cloud computing, which offers great possibilities of data processing, and sensory and communication devices for a smart network environment which will make many new applications possible, and a top-of-the-line communication and information infrastructure.

There are three possible relations that an organization can have with the technological environment. The first type are the organizations that create it, followed by the organizations that see the bigger picture and quickly apply new technologies, and lastly organizations which are not aware of their technological environment. Considering its mission and vision, it is not expected from the Virovitica College's leadership to create new technologies, but it can be expected from its leadership to apply new technologies and adjust to the new technological changes. This adjustment should be seen in adjusting its study programmes towards new technologies, as well as using new technologies in the education process.

IN CONCLUSION:

- *follow the technological changes in the European environment*
- *adjust the study programmes towards technological changes*
- *use new technologies in the education process*

2.2. Task Environment

Competition

The existing network of colleges in Croatia, with their geographical layout, encompasses the entirety of Croatia. However, their quantity exceeds the national potential and available capacities. Currently Croatia has: 10 universities (8 public and 2 private), 15 polytechnics (11 public and 4 private) and 24 schools of applied sciences (21 private and 3 public). Due to the relatively small size of the higher education market and low mobility of students, new study programmes were often introduced, which led to an unjustifiable expansion of higher education schools and a loss in quality. Therefore, the long-term viability is questionable for certain regional institutions which do not have the necessary requirements for ensuring quality of their educational, or in other words their scientific activity.

On a state level, this results in high enrolment quotas: in Croatia the total number of available enrolment places for students who finished secondary school is 110%, and even 123,4% if we take into the account the private schools of applied sciences, while the European average is 84% out of the number of secondary school graduates. In addition, it is expected a demographic decline of generations of secondary school graduates in Croatia.

At the same time, from the point of view of the binary system, the student structure divided by the types of studies and fields in Croatia is diametrically opposed to other countries in the EU. 77% of all students study at universities, 23% at polytechnics and schools of applied sciences; out of all students who are studying at professional studies, 39% of them are studying at universities; out of all students who study at polytechnics, 46% study social sciences, especially in the field of economy; out of the total number of students who are studying at schools of applied sciences, 72% of them are studying social sciences, especially in the field of economy.

Based on everything that was just said, we come to the conclusion that:

- the most explicit competition is among the schools of applied sciences, specifically between the public and private institutions
- competition is also visible in social sciences in the field of economy.

As an answer to this market structure and the state of offer and demand on the higher education market, Virovitica College, as always, has at its disposal the differentiation strategy. This strategy entails a positive differentiation from the other competitors with: the quality of its study programmes, the quality of teaching, the quality and level of the student standard. The current filled capacity of 96% of the Virovitica College in the summer enrolment period tells us that the strategy of positive differentiation from others has shown results. This high percentage further obligates us to follow the movements on the higher education market and adapt to the changes in it.

IN CONCLUSION:

- *Pronounced level of competition between public and private schools of applied sciences (21 private and 3 public)*
- *Pronounced offer in the field of social sciences, especially in the field of economy*
- *Using the strategy of differentiating study programmes and ways of delivering services*
- *Reposition the College into the polytechnic segment (11 public and 4 private).*

Labour Market

Labour demand depends on product demand, or in other words on the service that requires labour for its production. That is why it is said that labour demand is derived demand. Next to this characteristic of the labour market, there is another important characteristic - the high unemployment rate. The rate of registered unemployment in October 2017 in Croatia was 11,6% which is the third highest unemployment rate in EU. Unemployment is not equally distributed in all areas of Croatia. Virovitica-Podravina County is in a quite unfavourable position when it comes to this indicator and has the highest rate of unemployment in Croatia-33,39%. These high rates of unemployment indicate at structural unemployment, but there are certain professions for which there is a high demand, specifically in the ICT and tourism sector. Croatian employment service has implemented many measures of active employment policies, and one of the most represented is „vocational training without establishing an employment relationship “. The next important characteristic of the labour market is the EU pressuring for the liberalization of this market, in the sense of deregulating the national labour-law standards and the relationship between labour contracts and non-standard labour contracts. „Flexicurity“is EU’s answer, which is presented as an optimal solution which will on one hand enable flexible forms of work and on the other employment security. Furthermore, the labour market in Croatia still does not recognize the clear difference between a university and a professional undergraduate, the certificates of whom we have had since the introduction of the Bologna process, whereby there are not clear enough differences in the learning outcomes of professional and university undergraduates. Even state and public enterprises do not have the obligation, when announcing vacancies, to clearly notice the differences between a university and professional qualification. Therefore, employers should be informed about the types of qualifications and their associated learning outcomes.

Virovitica College observes the labour market from three aspects:

1. Labour demand, according to which study programmes are adjusted;
2. Employability and position of students who graduated from Virovitica College on the labour market and
3. Availability of professions and qualifications needed for the business and development of Virovitica College.

Virovitica College has constantly adjusted its existing study programmes and introduced new ones in order to satisfy the demand on the labour market, and also so graduates would be able to obtain a certain flexibility on the labour market. Also, Virovitica College conducts a yearly survey on the employment of its graduates and follows the survey's unemployment rate of its students as well as any variables that affected the employment of the ones who have obtained employment. When it comes to availability of qualifications required for the business and development of Virovitica College, it must be said there is a noticeable absence of staff in the ICT sector, mathematics and foreign languages. Also, their lack of motivation for teaching is noticeable due to the high advancement criteria and relatively low salaries. Virovitica College overcomes these difficulties by financing the education of the staff it needs.

IN CONCLUSION:

- *High unemployment rates with characteristics of structural unemployment*
- *making work relationships and the labour force market more flexible*
- *Employers not recognizing the difference between university and professional qualifications*
- *follow the labour demand and adjust accordingly the study programmes and enrolment quotas*
- *follow and analyse the employability and position of Virovitica College's undergraduates and specialists*
- *finance the education of the missing professions needed for Virovitica College*

Target Group

Virovitica College's target group consists of students from Virovitica-Podravina County's Colleges, such as grammar schools, technical and related schools. The target group also consists of cities that usually gravitate towards Virovitica: Đurđevac, Koprivnica, Daruvar, Grubišno Polje, Bjelovar and Našice.

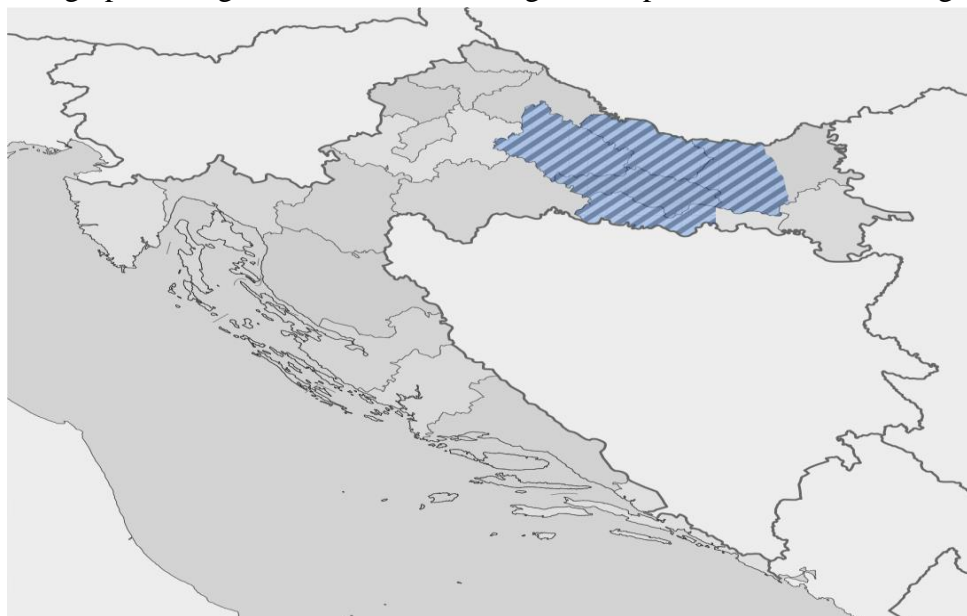
Table 2: The number of students who finished College in the region

GEOGRAPHICAL AREA	TYPE OF SCHOOL	NUMBER OF GRADUATES
Virovitica-Podravina County	GRAMMAR SCHOOL	256
	TEHNICAL AND RELATED SCHOOLS	373
Đurđevac	GRAMMAR SCHOOL	48
	TEHNICAL AND RELATED SCHOOLS	71
Koprivnica ⁸⁷	GRAMMAR SCHOOL	182
	TEHNICAL AND RELATED SCHOOLS	297
Daruvar	GRAMMAR SCHOOL	64
	TEHNICAL AND RELATED SCHOOLS	114
Grubišno Polje	GRAMMAR SCHOOL	29
	TEHNICAL AND RELATED SCHOOLS	29
Našice	GRAMMAR SCHOOL	115
	TEHNICAL AND RELATED SCHOOLS	123
Bjelovar	GRAMMAR SCHOOL	82
	TEHNICAL AND RELATED SCHOOLS	196
TOTAL:		1897

Source: Croatian Bureau of Statistics, data processed by Virovitica College

According to the data in table 2, which lists 1897 graduates and the enrolment quotas in the four study programmes from the undergraduate professional studies, which can enrol 120 students, it can be seen that Virovitica College's "attempt" refers to the 6% of the target group of graduates. It should be pointed out that there is a noticeable trend of a reduced number of enrolled students from the very city Virovitica and its immediate vicinity and an increased number of enrolled students from the wider geographical area of the target segment. This relationship in the academic 2016/2017 was 17% students from Virovitica and 83% outside Virovitica.

Figure 1: Geographical segmentation of the undergraduate professional studies target groups



Source: Virovitica College

As evident from the data in Table 3, future students have shown, not only in the absolute amount but also in the relative amount, largest interest in Computer Sciences and Informatics Management study programmes, which tend to meet the enrolment quotas by 100%, as early as the summer enrolment period. The average enrolment rate in the first enrolment period for all study programmes in Virovitica College is 94%. A greater interest for the Informatics Management study programme can mean that students who did not successfully enrol in the first enrolment period can do so in the second enrolment period. Looking at the average number of achieved points for the university entry lists, it can be seen that the study programme Computer Sciences has the largest average.

Table 3: First enrolment period ranking list 18th July 2017, divided by study programmes

STUDY PROGRAMMES	NUMBER OF ENTRIES	INTEREST %	ENROLMENT %	TOTAL NUMBER OF POINTS Ø
Informatics Management	36	120%	100%	448,79
Rural Tourism Management	26	87%	87%	453,29
Entrepreneurship	27	90%	90%	431,4
Computer Sciences	44	146%	100%	493,99
AVERAGE:	33,25	110%	94%	456,87

Source: Virovitica College

If we are aware that the enrolment quota is 30 students, then this data tells us that the target group is well segmented and the study programmes are well constructed, especially the newly created Computer Sciences study, which is recognized as a scarce occupation on the labour market. Its enrolment quotas are met by 100%, and as early as the summer enrolment period. Such a set geographical segmentation, of course, does not mean that students from other areas of the Republic of Croatia are not welcome, it only speaks to the basic predisposition.

Considering that Virovitica College also has specialist graduate study programmes, the target group are also undergraduates from the Republic of Croatia and neighbouring countries that want to become students of the specialist graduate study programmes.

Taking into account everything thus far:

IN CONCLUSION:

- The target group of the Virovitica College are the graduates of secondary schools in the Virovitica-Podravina county and neighbouring County areas, since they are the attendants of undergraduate professional studies and bachelor studies from the area of the Republic of Croatia, and from neighbouring countries as attendants of specialist graduate professional studies.

-Virovitica College's positive image among the target group results in:

- -A good response from secondary school graduates and an average 94% filled enrolment quotas of all graduate professional study programmes;*
- -Pronounced interest for studying in the ICT area*
- -Intensifying marketing activities so that other study programmes can achieve a higher enrolment percentage in the first enrolment period.*

3. VIROVITICA COLLEGE

The full name “Virovitica College” was established via decree by the Government of the Republic of Croatia on September 7, 2007. The founding decree also defines Virovitica College’s activities as:

- Establishing and conducting professional studies in accordance with the Law on Scientific Activity and Higher Education and Virovitica College's Statute.
- Establishing and conducting specialist graduate studies in accordance with the Law on Scientific Activity and Higher Education and Virovitica College's Statute.
- Conducting professional and scientific research in the area of activities in accordance with the Law on Scientific Activity and Higher Education and special regulations.
- Establishing and conducting a programme of lifelong education, education of adults and vocational training which is not considered a study according to the Law on Scientific Activity and Higher Education.
- Publishing activity connected with its chief function.
- Library and ICT activity linked with its chief function.
- Retail of books - stationary shop for students.
- Organization of courses, seminars, professional and scientific conferences and organizing the undertaking of professional and other exams necessary for obtaining required permits, clearances, licenses and similar certificates.
- Providing services to the economy and other subjects in the public and private sector, with the aim of contributing to the development and enhancement of the quality of service of Virovitica College or to a more rational usage of Virovitica College’s equipment.

Taking into account the fact that modern economies are knowledge economies, meaning that the greatest resource for achieving sustainable development and competitiveness is knowledge and intellectual capital, Virovitica College’s effort is focused on cultivating that special resource, and based on that, Virovitica College educates experts who are practice-oriented. Therefore, its study programmes substantially encompass theoretical and applied knowledge, including internship in appropriate organizations depending on the profile of the expert who educates them.

IN CONCLUSION:

- *Clearly defined activities*
- *Knowledge economy – modern economy*
- *Orientation towards practice and applied knowledge*

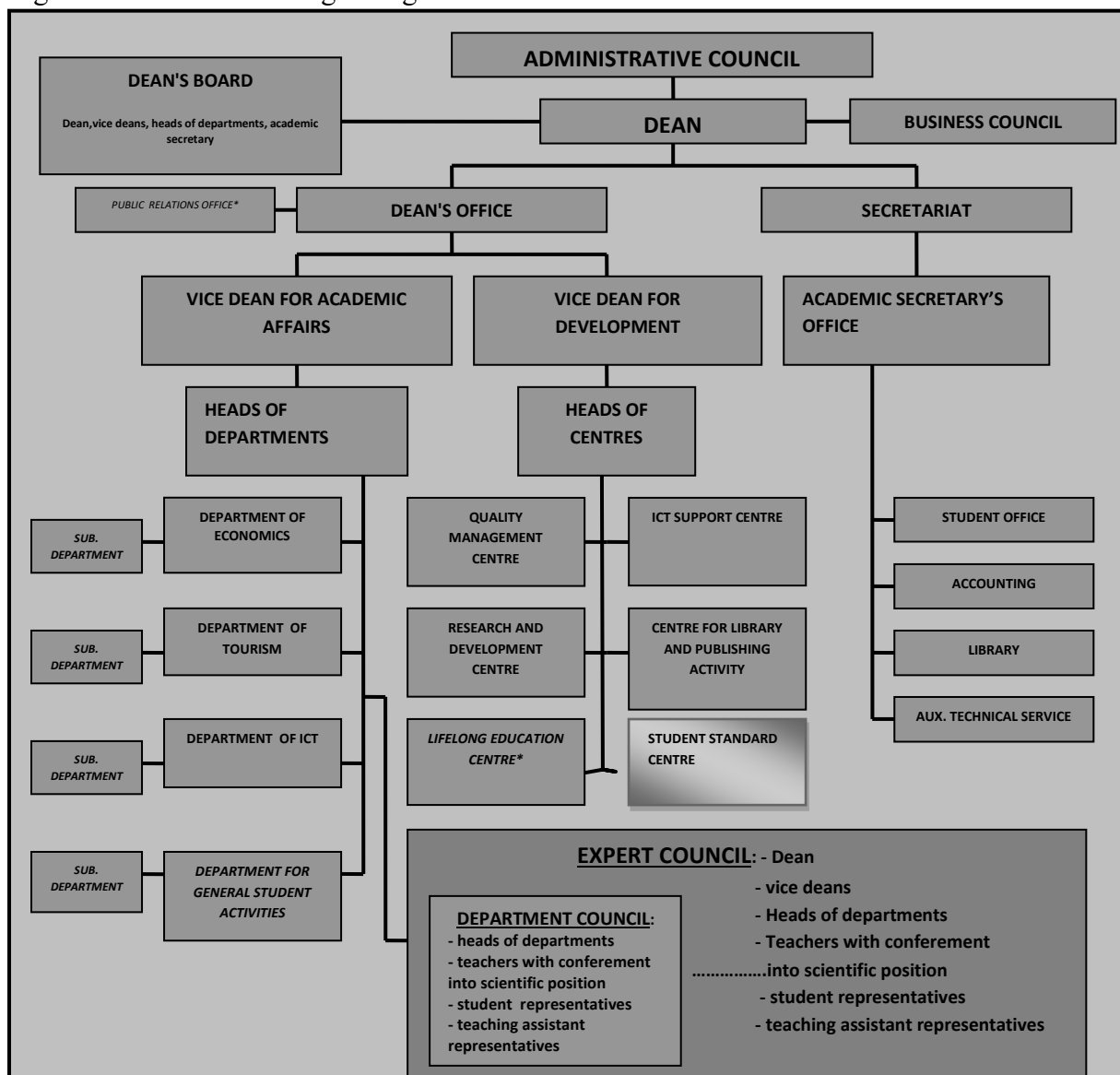
3.1. The Organizational Structure and Constitution of Virovitica College

At the top of Virovitica College’s organizational structure we find the Administrative Council, which performs tasks defined by the Law on Institutions, and the Law, Decree and Statute of Virovitica College. Administrative Council has five members, three of them are named by the founder, one by the Expert Council, and one member is an employee representative. The members of the Administrative Council are named, or elected to a four-year

term. The Administrative Council has a president whom the members of the Administrative Council elect amongst themselves.

Further organizational structure, also defined by the Virovitica College's Statute, predicts a functional whole, consisting of: the Dean's office, which encompasses the functions of the Dean, Vice Dean of Academic Affairs and Vice Dean of Development, and a PR Service; departments (Department of Economy, Department of Tourism, Department of Information-Communication Technologies and Department for General Student Activities) run by heads of departments; sub-departments are run by principals; Secretariat, which unites the work of the communal services (Secretariat, Accounting, Student office and Auxiliary-technical service) run by the Secretary of Virovitica College, and centres (ICT support centre, Quality Management Centre, Library and Publishing Centre, Research and Development Centre, Lifelong Education Centre) lead by their respective heads (Figure 2).

Figure 2. Virovitica College's organization chart



NOTE: as according to the stage of development, foundational units marked with an * are not currently in function

The current organizational structure and the constitution of Virovitica College are a reflection of its stage of development, and of its staff and financial capabilities. Based on its stage of development, alongside the Administrative Council, Virovitica College's organizational structure also consists of: the Dean's Office, which combines the functions of the Dean and two vice deans (of education and of development); three departments (Department of Economy, Department of Tourism and Department of ICT); Secretariat, which unites the work of communal services (Secretariat, Accounting, Student Office and the Auxiliary-Technical Service) and centres, which are foundational units outside of departments, that manage activities of Virovitica College related to ICT support, quality management, library and publishing activities, and research and development.

IN CONCLUSION:

- *Clearly defined and formalized organizational structure*
- *Adaptability of the Organizational structure according to stage of development*
- *An established horizontal, vertical and diagonal communication inside the organizational structure*

3.2. Spatial Capacities and Work Conditions (Student Standard)

During the implementation of the 2009-2013 development strategy, Virovitica College relocated on September 17, 2011 to a new and contemporarily equipped location, the former barracks in Virovitica, and at its disposal now has 2.832,57 m² of space for different purposes (shown in table 3) furnished according to modern standards, and equipped with modern computers, communication equipment, and with the required literature for both students and teachers. Classrooms take up 819,91 m² of the entire location, and taking into account the current study programmes, this means 1,4 m² per student, that is, 4,84m² of total space per student.

By achieving the goals set in the 2009-2013 development strategy, Virovitica College now has a student restaurant and a café bar at the students' disposal. The restaurant was opened on May 5, 2014 opposite to the Virovitica College's building, 500 m² in size with an estimated worth of around 3.5 million kunas. Virovitica-Podravina County was the investor, and it manages the restaurant via its company Terra Slavonica. Students eat subsidized meals at the student restaurant, with food being served under standard commercial terms.

The student dorm building has been completed as well, which was one the main goals of the previous strategy, and is also in the vicinity of Virovitica College. The student dorm was opened on October 31, 2017, and in the academic year 2017/2018 received its first tenants. The student dorm has 108 beds and a surface area of 2.300 m², and the total worth of the project is 19.373.876,98 kunas, and the amount of EU support was 18.524.301,88 kunas. The student dorm was built thanks to the cooperation and engagement between Virovitica College, VIDRA Development Agency and Virovitica-Podravina County. The student dorm also has accommodations for visiting professors and lecturers.

Since the beginning of operation of Virovitica College, the Student Service has been working alongside it. The Student Service is organized in cooperation with the University of J.

J. Strossmayer in Osijek and students are able to through the service frequently generate extra income.

With the completion of the student dorm, the intensive phase of Virovitica College's development was finished, in which all set goals were achieved, specifically the ones where the intent was to offer the students excellent material conditions for studying. Today, Virovitica College, with its accompanying student dorm and student restaurant in its immediate vicinity, has all the features of a student campus.

Table 4. Spatial capacity, computer, communication and multimedia equipment

NB.	NAME OF THE ROOM	NUMBER	TOTAL SPACE	DESKTOPS	LAPTOPS	COMMUNIC. AND OTHER EQUIPMENT	LCD PROJECTOR/ LCD TV
1.	Grand hall	1	137,2 m ²	-	1	1 loudspeaker system	1 LCD proj.
2.	Video-conference hall	1	96,61 m ²	-	1	1 videoc. system 1 simult. translation system 1 loudspeaker system	2 LCD proj.
3.	Council chamber	1	47,26 m ²	-	16	-	1 LCD proj.
4.	Lecture hall	7	545,86 m ²	7	-	-	7 LCD proj.
5.	ICT cabinet	4	127,87 m ²	40	-	2 wireless access points 3 network switches	3 LCD proj.
6.	Research and Development Centre	1	35,74 m ²	3	-	1 server 1 network switch 1 set for robotics 10 sets for laboratory of digital logic	1 LCD proj.
7.	System room	1	20,26 m ²	1	2	5 network switches 1 network router 1 server	-
8.	Living room for lecturers	1	21,53 m ²	-	-	-	1 LCD TV
9.	Living room for students	1	56,86 m ²	4	-	2 studomats	1 LCD TV
10.	Copy/print room	1	25,92 m ²	-	-	1 copy machine	-
11.	Library	2	125,7 m ²	21	-	1 copy machine	1
12.	Teacher cabinet	14	289,99 m ²	14	5	-	-
13.	Office	7	223,18 m ²	8	5	2 copy machines	4 LCD TV
14.	Student Office	1	41,90 m ²	2	-	1 copy machine	-
15.	Archives	1	23,60 m ²	-	-	2 copy machines 1 wireless access point	14 portable LCD projectors 1 portable LCD TV
16.	Kitchenette	2	34 m ²	-	-	2 cookers 2 refrigerators 1 dishwasher 1 washing machine 1 microwave oven	-
17.	Toilets	4	143,55 m ²	-	-	-	-
18.	Auxiliary room	1	5 m ²	1	-	-	-
19.	Anterooms	10	279,78 m ²	-	-	-	3 LCD TV
20.	Hall	2	499,18 m ²	-	-	1 wireless access point	-
21.	Stairway	1	31,58 m ²	-	-	-	-

Source: Virovitica College

IN CONCLUSION:

- High level of student standard and study conditions
- Completed student campus

3.3. Study Programmes and Class Organization

Virovitica College opened in the academic year 2007/2008 having only one study programme - Informatics Management. Development of its study programmes according to demands of the labour market, development of technology and development of the potential of Virovitica College is shown in table 4.

Table 5. A view of the study programmes performed in the Virovitica College

UNDERGRADUATE EXPERT STUDIES	STUDY PROGRAMMES	DURATION	PROFESSIONAL TITLE	ECTS	LICENSE
MANAGEMENT	Informatics Management	3 years	Bachelor of Economy	180	September 14, 2007
	Rural Tourism Management	3 years	Bachelor of Economy	180	July 30, 2010
ENTRPRENEURSHIP	Entrepreneurship	3 years	Bachelor of Economy	180	July 27, 2011
	*Rural Entrepreneurship	3 years	Bachelor of Economy	180	July 27, 2011
COMPUTER SCIENCES	Software Engineering	3 years	Bachelor of Computer Sciences	180	April 14, 2016
SPECIALIST GRADUATE PROFESSIONAL STUDIES	STUDY PROGRAMMES	DURATION	PROFESSIONAL TITLE	ECTS	LICENSE
MANAGEMENT	Destination Management	2 years	Expert Economy Specialist	120	July 1, 2015
	Management of Small- and Medium-sized Enterprises	2 years	Expert Economy Specialist	120	July 1, 2015

* According to the goals for ensuring a high level of quality, keeping the student/teacher ratio to 1:30, as well as the needs of the labour market, the performance of this study programme is postponed indefinitely.

Source: Virovitica College

In cooperation with similar higher education institutions, two projects were completed, and the principles of the Croatian Qualifications Framework were adopted in our professional study programmes, Rural Tourism Management and Entrepreneurship. Thereby, the professional study programmes Rural Tourism Management and Entrepreneurship were coordinated with the Croatian Qualifications Framework.

In addition to coordinating our study programmes with the demands of the Croatian Qualifications Framework, a continuous development of our study programmes can be seen in the previous table. They are not only horizontally, but also vertically adjusted to the demands of the labour market. Since obtaining the license for the expert study Computer Sciences in 2016, and study programme Software Engineering, a strategic turning point towards the growing market of ICT technologies has been reached. This study programme will also continue

in this plan period as a logical strategic answer for the development of technology, and consequently the market.

The study programmes' classes are organized in the form of lectures, seminars, exercises and internships as core class organization forms. Field classes are performed for the needs of a certain number of subjects, and also guest lecturers significantly participate in classes, who all come from the ranks of recognized experts from the academic community and economy practice.

Issues related to classes are student focused, and the importance of class performance as well as mastering the content of classes was the priority point of discussion for both the Department council and the Expert council. A special attention was given to the organization of all forms of classes, the analysis of students' achievements according to the success of exams taken, as well as achieved average grades. The schedule of classes and exams is well-established and known throughout the entire academic year. Class materials and textbooks are available in both printed and electronic form on the Virovitica College's webpages.

IN CONCLUSION:

- *The development of undergraduate professional studies according to the development of technology and the demands of the labour market*
- *The development of specialist graduates professional studies*
- *Step towards ICT technologies as a growing market by introducing the professional study Computer Sciences, study programme Software Engineering,*
- *Adopted principles of the Croatian Qualifications Framework for two study programmes*
- *Availability of class materials*
- *High level of class organization*

3.4. Students and Student Questions

The influence and importance of students on the day-to-day life of Virovitica College has been on a very significant level from the College's founding. Students are organized into a Student's Union and Sports' association CMTCSV. Students are included in all of the segments of the Virovitica College, which is done by including the student representatives into the functions of the Department Council and Expert Council. To these students, Virovitica College is continuously offering the possibility of direct participation in the decision-making concerning all questions related to the college's development as well as realizing their student rights and completing their obligations. According to the Statute of Virovitica College, students have the right of vetoing all the decisions of the Expert council which are of direct interest in the actualization and completion of their student rights and obligations.

Table 6. Number of enrolled students per academic year

THE NUMBER OF ENROLLED STUDENTS PER ACADEMIC YEAR			
Academic year	Full-time students	Part-time students	Σ
2007. /2008.	83	92	175
2008. /2009.	104	98	202
2009. /2010.	110	165	275
2010. /2011.	131	86	217
2011. /2012.	132	27	159
2012. /2013.	153	8	161
2013. /2014.	120	0	120
2014.2015.	120	0	120
2015. /2016.	117	20	137
2016. /2017.	149	9	158
2017. /2018.	142	3	145
Σ	1361	508	1869

Source: Virovitica College

Table 7. Number of graduates per academic year

NUMBER OF GRADUATES PER ACADEMIC YEAR		
Academic year	Full-time students	Part-time students
2009. /2010.	26	11
2010. /2011.	59	39
2011. /2012.	50	37
2012. /2013.	49	50
2013. /2014.	54	27
2014. /2015.	75	21
2015. /2016.	67	9
2016./2017	56	4
Σ	436	198

Source: Virovitica College

To reach the goal of making the education process more efficient and easier, Virovitica College introduced the information system ISVU, which ensures a more effective management of student records, including exam application via internet and direct access to exam results. The communication with students takes place on the regularly updated website Virovitica College www.vsmti.hr., where students have access to study materials, calendars, class schedule, and all other necessary information for class, as well as all the necessary documents that determine their rights and obligations.

Since the academic year 2017/2018, standard student books in paper form have been discontinued, and all records have been kept and regulated electronically via the ISVU system. This will reduce the expenses for students, not only the direct, but also the opportunistic, time-wasting expenses. By using this way of keeping records, the function of the Student Service will also become more efficient.

IN CONCLUSION:

- *Direct participation of students in the decision-making related to the College's development*
- *Established and regularly updated student records via the ISVU system*
- *Introduction of electronic student books*
- *Up-to-date College's website*

3.5. Employees and External Associates

Virovitica College, as shown in table 7, has increased its number of employees from 24 to 33, since the beginning of the plan period of the Development Strategy 2013 -2017. This increase refers exclusively to employees who are a part of the education process (lecturers, higher lecturers, college professors and assistants), while the number of other employees remains the same. This is the result of expanding the study programmes which are performed at the Virovitica College, so that the strategic and legally mandatory 1:30 teacher/student ratio is kept. Moreover, two of the employees are employed for half of their working hours as lecturers, and the other half as a system engineer, and a librarian respectively.

Table 8: Employee structure by workplace

EMPLOYEE STRUCTURE BY WORKPLACE		
	2013	2017
Lecturer / Higher lecturer / College professor	11	15
Assistants	2	8
Head of the sub-department at the central service (College's secretary)	1	1
Professional contractor for ICT jobs (system engineer)	1	0,5
Head of the Student office	1	1
Student office administrator	1	1
Head of Accounting	1	1
Professional accounting clerk / porter-courier-driver	1	1
Graduate librarian	1	0,5
Administrative secretary (Dean's secretary)	1	1
Custodian	1	1
Cleaner / attendant	2	2
TOTAL	24	33

Source: Virovitica College

Moreover, the employee education structure has been significantly improved in the observed period. As previously said, Virovitica College participates with its resources in educating its employees and encouraging them to further their education and to develop their professional and scientific careers. The result of this staff policy were three new PhDs, one Master, seven Masters of Profession and one professor (table 8). Since human potentials are the foundation of Virovitica College's development, considering the limitations imposed by the recession years, this should be considered one of the largest successes and advantages of Virovitica College.

Table 9: Employee structure by their academic level of education

EMPLOYEE STRUCTURE BY THEIR ACADEMIC LEVEL OF EDUCATION		
	2013.	2017.
Doctors of science	2	5
Masters of science	2	3
University specialists	4	2
Masters of professions	2	9
Engineering graduates	2	2
Economy graduates	2	1
Law graduates	2	2
Professors	2	3
Economists (SSS)	3	3
Other (janitor and cleaners)	3	3
TOTAL	24	33

Source: Virovitica College

Apart from the permanently employed teachers and assistants, Virovitica College also employs 24 external associates, three of whom are university professors from the university J. J. Strossmayer in Osijek and one university professor from the university in Zagreb. Three external associates are assistant lecturers, one college professor, and other external associates have academic and associate titles of lecturer and higher lecturer.

IN CONCLUSION:

- *Maintaining the 1:30 teacher/student ratio*
- *Directly participating in financing the education of the education staff*
- *Increased number of the education staff*
- *An improved structure of education staff by the academic level of education in favour of the doctors of science*

3.6. Professional and Applied Scientific Research

Participation of Virovitica College's permanently employed teachers and assistants in domestic and international professional and scientific conferences is a relevant indicator of the quality of its professional and scientific activity. Virovitica college's employees independently keep track of their published papers and conference attendance, for which the Heads of Departments submit annual reports to the Vice Dean of Development. Despite the usefulness of these records, organizing a permanent database consisting of published papers written by the employees of Virovitica College should be considered in the near future.

According to the aforementioned system of keeping records, during 2015 and 2016² employees Virovitica College have published 64 professional and scientific papers, and have participated 42 times in domestic and international conferences.

A relevant indicator of the applied professional and scientific activity of Virovitica College is its focus towards supporting the sharing of knowledge from the economy and public sector. In that regard, cooperation with the economy and public sector is focused on establishing communication and forming partnerships. A typical model of cooperation is by means of projects, with the general goals being directed towards improving cooperation by carrying out joint projects, improving Virovitica College's activity with empirical knowledge from direct practice, enriching the knowledge of students with real-life examples directly from the business environment, and the transfer of professional and applied knowledge from education to the economy and public sector and vice versa.

² From 2017, the report is submitted every October of each year, and the Vice Dean of Development makes the final report by the end of the year

Table 10: Projects completed in cooperation with the economic and public sectors from 2013 to 2017.

No.	PROJECT NAME	COORDINATOR / PARTNER	SOURCE OF FUNDING	DURATION
1.	Become the entrepreneur of the future – be an e-entrepreneur	COORDINATOR: Virovitica Vocational School PARTNERS: Virovitica College Plava tvornica Ltd., Virovitica; Marko Marulić Vocational School in Slatina	Ministry of Science, Education and Sports of the Republic of Croatia	April 24, 2015 - April 24, 2016
2.	Developing the web site and e-learning platform for the Pannonian Wood Processing Competences Centre	COORDINATOR: Virovitica College – Research and Development Centre	VIDRA - Agency for Regional Development of Virovitica - Podravina County	March 27, 2015 November 30, 2015
3.	Development strategy for the Municipality of Pitomača 2015 - 2020	COORDINATOR: Virovitica College – Department of Economics	Municipality of Pitomača	March 1, 2015 - September 30, 2015
4.	Proactive family and mental healthcare: Guidance and prevention facilitating a more proficient organization of spare time	COORDINATOR: Institute for Public Health „Sveti Rok“- Virovitica Podravina County PARTNER: Virovitica College – Students’ Union	Ministry of Health of the Republic of Croatia.	July 15, 2014 - July 15, 2015
5.	Building of the information system „Cool'n'project“ – project management support	COORDINATOR: Virovitica College – Research and Development Centre	City of Virovitica	April 22, 2014 - May 31, 2015

6.	Building of the information system „Cool'n'flow“ – support for managing business processes.	COORDINATOR: Virovitica College - Research and Development Centre	City of Virovitica	April 22, 2014 - May 31, 2015
7.	Application of information and communication technologies for the improvement of business processes	COORDINATOR: Virovitica College - Research and Development Centre PARTNER: „Prajo - Concrete“ Ltd. Virovitica	„Prajo - Concrete“ Ltd. Virovitica	February 2, 2015 - May 31, 2015
8.	Marketing plan for the project „Pannonia Wood Processing Competences Centre “	COORDINATOR: Virovitica College - Economy Department	„CLOX“ Ltd. Zagreb	February 13, 2015 - March 31, 2015
9.	Managing the water supply system based on theoretical knowledge	COORDINATOR: Virovitica College - Research and Development Centre	„KOMRAD“Ltd. Slatina	April 1, 2013 - December 31, 2014
10.	Making of the Main Tourism Development Plan for the Municipality of Kreševo, 2014 - 2020	COORDINATOR: Virovitica College – Tourism Department	Municipality of Kreševo, Bosnia and Herzegovina	July 1, 2014 - November 30, 2014
11.	DRAVA4ENJOY	COORDINATOR: Virovitica College - Research and Development Centre PARTNER: VIDRA	VIDRA	June 1, 2014 - November 30, 2014

12.	Implementation of destination management in the Virovitica-Podravina County – Main tourism development plan for the Municipality of Pitomača up to 2020	COORDINATOR: Virovitica College – Department of Tourism	Tourist Board, Pitomača	June 10, 2013 - March 1, 2014
13.	Establishing a quality management system in local and regional self-government units	COORDINATOR: Virovitica College – Quality Management Centre	City of Virovitica	March 1, 2013 - December 12, 2013

Source: Virovitica College

IN CONCLUSION:

- *The participation of teachers and assistants in domestic and international scientific and expert meetings*
- *Cooperation with the economic and public sectors as well as supporting the sharing of knowledge*

3.7. Publishing

The reputation of a higher education facility is connected, in all aspects, with publishing, specifically the publishing of its own continuous and periodic printed materials. Guided by this fact, Virovitica College has published two Proceedings since 2008, with the aim to improve its professional and applied scientific work. The decision of the publishing office in 2010 has redesigned the Proceedings as a journal called “Practical Management” which has been issued biannually until 2014, and since 2015 has been issued annually. Eleven issues have been published to this day, and in 2016 there was a special edition of the magazine within the framework of implementing the project “Adoption of the Croatian Qualifications Framework (CROQF) in Professional Studies of Entrepreneurship”. The journal Practical Management is located in the database of “HRČAK” Portal of Croatian Scientific and Professional Journals.

Since teaching requires suitable learning materials for conducting classes and courses that are a part of the curriculum for professional studies, Virovitica College has issued 3 textbooks and 2 other learning materials during 2015 and 2016. The authors of these materials are the permanently employed teachers of Virovitica College. In this developmental stage of Virovitica College such publishing activities are well established and are an example of continuity.

IN CONCLUSION:

- *Publishing of the journal “Practical Management”*
- *Publishing of learning materials and textbooks*

3.8. Quality Assurance System

The quality assurance system of Virovitica College includes all policies, processes, activities and mechanisms which affirm, maintain and further develop the quality of higher education. The system focuses on creating a mechanism for continuous improvement of teaching, professional and applied scientific work, as well as the improvement of work efficiency between joint services of Virovitica College. Virovitica College relies on the quality assurance system as basis for survival on the education market and continuous growth, which is evident in the developmental strategies for 2009 – 2013 and 2013 – 2017 periods. It is in this period that the system is mostly based on the document “Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)” which is adopted by the National Council for Higher Education, and it accurately explicates the main components of the quality assurance system. The management of Virovitica College, following the ESG standards and guidelines, in 2009 formed a Quality Assurance Unit. Its main tasks are creating strategic documents and establishing guidelines for development of the management system and improvement of quality for Virovitica College, as well as the coordination and unification of all activities connected to management, improvement and quality assurance. The Unit for Quality Assurance has completed the first self- analysis of Virovitica College by end of 2010. During 2011, the Unit created the “Quality Assurance Manual” which contains the “Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)”. It also

introduced and integrated management system comprised of ISO 9001:2008 with IWA 2:2007 guidelines for education facilities, the safety management system OHSAS 18001:2007, and the financial management and control system which was abandoned in 2017 during the reorganization of the quality management system. In the beginning of 2012, the Quality Management Centre was established. Its main tasks were the maintenance of the system, coordination of changes, surveillance and enforcement of correctional and prevention activities, management of documentation or records and continuous improvement. During 2016, the Centre carried out the implementation of BCM, the Business Continuity Management system in accordance to ISO 22301, as a part of the project “Adoption of the Croatian Qualifications Framework (CROQF) in Professional Studies of Entrepreneurship” thus increasing the competitiveness of the studies. The general guidelines for the continuous work of the Centre on its further development and improvement of the quality system are based on existing mechanisms and documents in quality assurance, mainly those that relate to the Quality Assurance System Policies, the Manual for Quality Management System and the Quality System Regulation of Virovitica College. Since 2017, the Centre has been developing a new information system, adjusted to the revised document “Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)” adopted in May of 2015. This information system ensures a higher quality of surveillance over the performance of the quality management system, data analysis related to the realization of defined processes, surveillance of documentation and records, and a continuous synchronization of the management system with the Criteria for Quality Evaluation of Universities and Colleges as stipulated by the Agency for Science and Higher Education (AZVO). The application of this new information system is planned for January 1, 2018, to serve as support to quality management.

IN CONCLUSION:

- *Established the Quality Management Centre*
- *The development of a new information system which ensures an improvement of quality system management*
- *Enabled the continuous synchronization of the quality system management with the criteria for evaluation of universities and colleges by AVZO.*

3.9. Cooperation with Related Institutions, International Cooperation and the Cooperation with the Economy and the Local community.

Virovitica College has been continuously keeping collaborative and partnering relationships with related higher education facilities in the Republic of Croatia via bilateral agreements on cooperation. Among the concluded agreements and established collaborations, the following stand out: VERN Polytechnic in Zagreb, Polytechnic of Marko Marulić in Knin, Polytechnic of Međimurje in Čakovec, College for Applied Computer Engineering Algebra in Zagreb, College for Economy, Entrepreneurship and Management Nikola Šubić Zrinski in Zagreb, Faculty of Economy, Faculty of Agriculture and the Faculty of Electrical Engineering of the University of J.J. Strossmayer in Osijek, and the Faculty of Electrical Engineering and Computing of the University of Zagreb.

Table 11: Projects implemented in cooperation with institutions of higher education in the Republic of Croatia

No.	PROJECT NAME	COORDINATOR/PARTNER	SOURCE OF FUNDING	DURATION
1.	Adoption of the Croatian Qualifications Framework principles in professional study programmes of entrepreneurship	COORDINATOR: Virovitica College PARTNERS: VERN Polytechnic; College for Applied Computer Engineering Algebra in Zagreb; University of Rijeka; Economics Faculty in Osijek; Croatian Employer's Association.	European Social Fund (ESF) Programme: Upgrading the quality of higher education with the implementation of the Croatian Qualifications Framework	June 18, 2015 - September 18, 2016
2.	Adoption of the Croatian Qualifications Framework principles in Tourism	Coordinator: Libertas International University; PARTNERS: Virovitica College; Polytechnic of Međimurje in Čakovec; University of Šibenik.	IPA IV	August 19, 2013 - February 19, 2015

Source: Virovitica College

Virovitica College has a developed bilateral international and regional collaboration with the University of Novo Mesto (Slovenia), College of Applied Studies in Management and

Business Communication Sremski Karlovci (Serbia), Novi Sad School of Business (Serbia), Faculty of Science and Education at the University of Mostar (Bosnia and Herzegovina).

Virovitica College is a holder of the ERASMUS+ charter which marks the completion of one of the core objectives in development of international collaboration defined in the Development Strategy for the 2013-2017 period. The ERASMUS+ programme allows Virovitica College a very numerous and most intensive international collaboration. This is understandable since the funding of these projects is done by the EU.

Table 12: Concluded ERASMUS+ agreements

No.	Country	NAME OF INSTITUTION
1.	Slovenia	Visoka šola za upravljanje in poslovanje Novo mesto
2.		Fakultet za poslovne in upravne vede Novo mesto
3.		Univerza v Ljubljani, Fakultet za elektrotehniko
4.		Visoka šola za poslovne vede Ljubljana
5.		University of Maribor, Faculty of Tourism Brežice
6.	Germany	Technische Universität Braunschweig
7.	Turkey	Osmaniye Korkut University
8.	FYR Macedonia	SS Cyril and Methodius University in Skopje - Faculty of Computer Science and Engineering
9.	Czech Republic	Vysoka škola technicka a ekonomicka v Českých Budejovicích/ Institute of Technology and Business in Ceske Budejovice

Source: Virovitica College

Project implementation within the ERASMUS+ framework has enabled the following mobility:

- Student incoming mobility 2;
- Student outgoing mobility - studies 4, internship 3;
- Teacher incoming mobility 6;
- Teacher outgoing mobility 8;
- Staff incoming mobility 3;
- Staff outgoing mobility 3.

Support of knowledge transfer is continuously accomplished by establishing and intensifying collaboration with the local community, mainly with the economists and the public sector (see Table 9). The significance of Virovitica College for the general development and improvement of the local community is primarily evident in its focus towards increasing the

population's general degree of education, as well as the availability of a higher education in the Virovitica-Podravina County area. All the local self-government units continuously have followed and supported the operation of Virovitica College since its founding, by supporting a specific model of co-funding higher education (previously described in the political environment as "the Virovitica model").

IN CONCLUSION:

- Bilateral collaboration with related higher education facilities on project implementation*
- International bilateral collaboration*
- International collaboration via ERASMUS+ programme with partner and programme countries*
- Insufficient incoming mobility of students from programme countries*
- Collaboration with the local community*

4. SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">- the existence of study programmes that were developed and adapted according to technological development, demands of the labour market and the demands of the Croatian Qualifications Framework- constant improvement of education degree among the teaching staff- the student/teacher ratio maintained at 1:30- high level of student standard and study conditions on student campus- availability of learning materials and a high level of class organization.- involvement of students in the decision-making processes and their participation in the development of the school.- well-segmented target group- focus towards applied knowledge and practice- clearly defined and formalized organizational structure adaptable to the development programme- a developed collaboration with the economy and public sector and the support of knowledge transfer- developed publishing – text books, class materials, journal- support of the local community and the “Virovitica model” of co-funding	<ul style="list-style-type: none">- insufficient involvement with partnership projects with foreign institutions- not conducting classes in foreign languages- weak incoming mobility of students from programme countries of the EU- lack of student interest for outgoing mobility- inadequate and sporadic use of the integrated marketing communication- insufficient use of alternative and renewable energy sources within the school building- vacant basement and attic spaces in the school building- no sports facilities on campus

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - knowledge economy - employer demands for an educated workforce - low opportunity costs of studying - low explicit costs of studying – study programmes, accommodation and food are co-funded by the government - adaptation of study programmes to technological changes - using new technologies in class - repositioning to the category of Polytechnic – on the levels of organization and content - the continuous growth of the ICT sector and a pronounced interest of students for study programmes in this field - the appeal of study programmes to regional countries that are not members of the EU 	<ul style="list-style-type: none"> - negative demographic trends - inconsistent implementation of policies, strategies and laws by the government - speculations on changing the level of professional studies within the Croatian Qualifications Framework - a relatively short lifespan of study programmes - a pronounced offer of study programmes in the social fields, especially in the field of economy - lack of staff in the ICT sector - employers, both in the private and public sectors, not recognizing the differences between university and professional qualifications - a return to recession and a more difficult funding of public needs

5. VISION, MISSION AND VALUES OF THE VIROVITICA COLLEGE

5.1. Vision

Virovitica College, an ambitious public facility focused on entrepreneurship, will become the leading regional school in the field of professional and applied higher education, that is based on the concept of lifelong learning and the responsibility for knowledge as a public good, and will therefore contribute significantly to the development of the region and the Republic of Croatia.

5.2. Mission

The Mission of the Virovitica College is educating experts with a pronounced flare for entrepreneurship, that are ready for independent application of acquired knowledge and competences, which will enable their competitiveness on the labour market, and a professional, academic, social mobility. Students, teachers and other staff are the main drive of the Virovitica College because people hold the most important developmental potential for any society.

The target group of the Virovitica College are the graduates of Colleges in the Virovitica-Podravina county and neighbouring County areas, since they are the students of undergraduate professional studies and bachelors from the area of the Republic of Croatia, and from neighbouring countries as students of specialist graduate professional studies.

The Virovitica College bases its class process on academic freedoms, the promotion of quality and modern findings in disciplinary fields which are compatible to study programmes, and also supports the knowledge transfer as a primary assumption of connecting, developing and collaborating with the economy and local community

5.3. Values

➤ RESPONSIBILITY

- We promote a responsible approach to knowledge as a public good, as well as the acquisition, use and transfer of knowledge in all aspects of life.

➤ AMBITION

- We have high expectations from our students, teachers, assistants, and other staff, and their accomplishment is based on positively guided ambitions, tenacity and consistency.

➤ CANDOR

- We promote collaboration, transparency, teamwork and the creation of partnerships.

➤ **CREATIVITY**

- **We are open to new ideas, support the investigative mindset, encourage creativity, innovation and entrepreneurship.**

➤ **ACADEMIC AUTONOMY**

- **We promote academic freedom of researching significant and controversial questions, and the academic responsibility which requires our knowledge to be the subject of a strict and public review, therefore we base our arguments on solid evidence.**

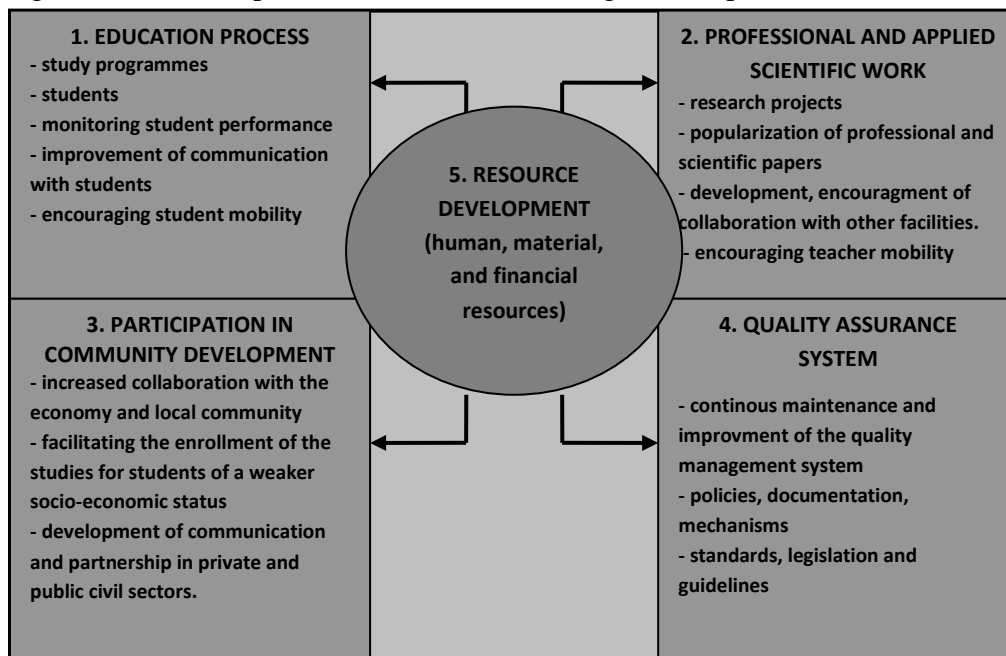
➤ **EXCELLENCE**

- **We strive for a high level of excellency which will assure our quality and competitiveness in the field of higher education, both in Croatia and Europe.**

6. VIROVITICA COLLEGE STRATEGIC GOALS WITH ACCOMPANYING REALISATION INDICATORS

The activities of Virovitica College can be divided into three basic groups: education process, professional and applied scientific work, and the participation in development of the community, noting that every respective group includes a set of specific activities. Alongside these three groups of activities within the Strategy Framework, the development of the quality assurance system is also defined, and as a result so is the development of human, material and financial resources of Virovitica College. This type of approach enables the possibility of a clear and transparent set of goals, and the monitoring of their achievement. (see Figure 2).

Figure 2: Base components of Virovitica College development



Source: Virovitica College

With the aim of monitoring accomplishments, every respective development component of Virovitica College has defined strategic goals and priorities with accompanying measures and realization indicators, as well as scheduled plans of each specific activity. The final part of the document defines the authorities and persons responsible for their implementation.

Apart from persons responsible for the implementation of the Strategy according to their function, all other employees of Virovitica College will be involved in the implementation of the Strategy as well, by delegation of specific activities, thus encouraging teamwork and showing trust for the achievement of mutual success. While implementing the Strategy of Development for Virovitica College, special emphasis will be placed on securing the availability of all relevant information by forming suitable information systems.

The base components of development, strategic goals and the means of Strategy implementation have been adopted from the previous Strategy for the period between 2013 and 2017. The base components of development are an example of Virovitica College's long-term commitment, and the means of implementation have proven to be a good practice. All of the above proves that these components represent a logical continuity. The particularities of this Strategy for the 2018-2022 period are reflected in different priorities, measures and achievement dynamics.

6.1. Education Process

STRATEGIC AIM 1:

Continuous improvement of the education process by: improving, adapting and introducing new study programmes in accordance with the development of science, technology and labour market demands, monitoring student achievement and acquiring qualifications in the period envisioned by the study programme, concerns about the proportionality of the number of teaching staff relative to the number of students, the provision of appropriate learning resources and their availability to the students.

PRIORITY 1.1. Improvement, adaptation and implementation of new study programmes in accordance with the development of science, technology and labour market demands.

Measure 1.1.1.

Evaluation of existing study programmes.

Measure 1.1.2.

Analysis of information about the labour market demands and movements, and about the position of students who graduated from Virovitica College on the labour market.

Measure 1.1.3.

The coordination of undergraduate professional studies with the labour market demands, trends in economy and with the Croatian Qualifications Framework.

Measure 1.1.4.

Forming an undergraduate professional study lasting three years (180 ECTS credits) in the scientific field of electrical engineering.

Measure 1.1.5.

Forming a specialist professional graduate study in the field of technical science, lasting two years (120 ECTS credits)

Measure 1.1.6.

Transition of Virovitica College into a formal Polytechnic

Measure 1.1.7.

Enabling attendants who reached the level of professional bachelor, to continue education on specialist professional graduate studies of Virovitica College.

PRIORITY 1.2. Monitoring student achievement and acquiring qualifications in the period envisioned by the study programme

Measure 1.2.1.

Maintaining the continuity of the obligation to allow students to take at least two preliminary exams per course.

Measure 1.2.2.

Maintaining the continuity of activity of mentoring groups, and student support groups, as aids in class, practice and seminars.

Measure 1.2.3.

Maximising the duration of office hours, and adherence to their schedule.

Measure 1.2.4.

Improvement of quality and the share of professional and field classes, and the optimization of using the e-learning platform.

Measure 1.2.5.

Improvement and unification of the student evaluation systems based on public criteria and consistently applied rules and procedures already familiar to the students.

Measure 1.2.6.

Monitoring and analysis of average student grades at existing study programmes.

Measure 1.2.7.

Increase the percentage of students completing their studies in anticipated time frames depending on their respective study programmes.

Measure 1.2.8.

Organisation of a career centre to aid current students and graduate students in continuing their education and career, and informing future students.

Measure 1.2.9.

Establishing an incoming and outgoing student mobility to domestic and foreign facilities of higher education.

Measure 1.2.10.

Continuous collaboration with the Students' Union of Virovitica College.

Measure 1.2.11.

Continuous collaboration with the Student Sport Association and the promotion of sport and sport activities.

PRIORITY 1.3. Concerns about the proportionality of the number of teaching staff relative to the number of students.

Measure 1.3.1.

Hiring teachers and assistants based on the monitoring of teacher and student fluctuations for the assurance of the 1:30 teacher/student ratio.

Measure 1.3.2.

Monitoring the number of students, the number of associates and increase in the share of guest lecturers coming from economic practice.

PRIORITY 1.4. Concerns about the occupancy of study programmes, visibility, attractiveness and image of study programmes with the target audience.

Measure 1.4.1.

Planned and continuous use of integrated marketing communication.

Measure 1.4.2.

Enabling provision of scholarships to excellent students at the moment of enrolment.

Measure 1.4.3.

Granting benefits to excellent students staying at the student dorm.

Measure 1.4.4.

Tracking and analysing College scores, the results of state graduation exams and scores for new entrants.

Measure 1.4.5.

Monitoring and analysing the enrolment quotas and their occupancy.

PRIORITY 1.5. Ensuring adequate learning resources and their availability to students.

Measure 1.5.1.

Motivate teachers to publish study notes, textbooks and other learning materials.

Measure 1.5.2.

Supporting the release of digital interactive learning materials available at the Virovitica College web site.

Measure 1.5.3.

Continuously aligning the library stock with the number of books according to the number of students in all study programmes.

Measure 1.5.4.

Ongoing cooperation with all the libraries in the Virovitica-Podravina County area in order to enable free use of services to the students of the Virovitica College.

Measure 1.5.5.

Adapting to technological changes in IT equipment and other equipment used in teaching, seminars and exercises.

Measure 1.5.6.

Flexible working hours for libraries, student's registrar's offices and other departments to make them more accessible to students.

Measure 1.5.7.

Regular updates of the Virovitica College website as a medium of communication with the students.

STRATEGIC AIM 1:

Continuous improvement of the education process by: improving, adapting and introducing new study programmes in accordance with the development of science, technology and labour market demands, monitoring student achievement and acquiring qualifications in the period envisioned by the study programme, concerns about the proportionality of the number of teaching staff relative to the number of students, the provision of appropriate learning resources and their availability to the students.

MEASURE	INDICATOR	PERSONS RESPONSIBLE	RELATED DOCUMENTS	IMPLEMENTATION DEADLINE
1.1.1. Evaluation of the existing study programmes	surveys conducted with teachers, students and employers related to existing study programmes	Vice Dean of Academic Affairs Vice Dean of Development Quality Management Centre Students' Union	Reports on conducted surveys	Academic year
1.1.2. Analysis of information on the demands and trends of the labour market, as well as the position of graduates of Virovitica College on the labour market	Croatian Employment Service data survey on employment of Virovitica College graduates	Vice Dean of Academic Affairs Vice Dean of Development President of the Students' Union	Analysis of the Croatian Employment service data Unemployment survey	The month of October of every academic year
1.1.3 Alignment of undergraduate professional studies with the demands of the labour market, trends in the economy and the Croatian Qualifications Framework	Aligned study programmes	Dean Vice Dean of Academic Affairs Departments of Economy, Tourism and ICT	Study programmes aligned with the CQF (Croatian Qualifications Framework)	Continuously
1.1.4. Establishing an undergraduate professional study programme lasting three years (180 ECTS credits) in the scientific field of electrical engineering.	Conducted a survey on the interest for the study programme; Data on labour market; A study made; The accreditation procedure of the Agency for Higher Education; Authorization	Dean Vice Dean of Academic Affairs Vice Dean of Development College Secretary	The study of the study programme; Feasibility study; Authorization	June 2018

MEASURE	INDICATOR	PERSONS RESPONSIBLE	RELATED DOCUMENTS	IMPLEMENTATION DEADLINE
1.1.5. Establishing a specialist professional graduate study programme in the field of technical sciences, lasting two years (120 ECTS credits)	Conducted a survey on the interest for the study programme; Data on labour market demands; A study made; The accreditation procedure of the Agency for Higher Education; authorization	Dean Vice Dean of Academic Affairs Vice Dean of Development College Secretary	The study of the study programme; Feasibility study; Authorization	June 2019
1.1.6. Transition of Virovitica College into a formal Polytechnic	Established Polytechnic	Administrative Council Dean Vice Dean of Academic Affairs Vice Dean of Development College Secretary	Statute; Regulations	June 2019
1.1.7. Enabling students who reached the level of professional bachelor, to continue education in specialist professional graduate studies of Virovitica College.	Number of students that have continued education in specialist professional graduate studies of Virovitica College.	Dean Vice Dean of Academic Affairs Vice Dean of Development Heads of Departments College Secretary	Transfer exam programme	June 2018
1.2.1. Maintaining the continuity of the obligation to allow students to take at least two preliminary exams per course.	Number of preliminary exams given per course in a semester.	Vice Dean of Academic Affairs Heads of Departments Head of Student Office	Annual report by the Heads of Departments	The month of October of every academic year
1.2.2. Maintaining the continuity of activity of mentoring groups, and student support groups, as aids in class, practice and seminars.	Number of mentoring groups; Number of student managers.	Vice Dean of Academic Affairs Heads of Departments	Annual report by the Heads of Departments	The month of October of every academic year
1.2.3. Maximising the duration of office hours, and adherence to their schedule	Number of realized office hours per course.	Vice Dean of Academic Affairs Heads of Departments	Annual report by the Heads of Departments	The month of October of every academic year

MEASURE	INDICATOR	PERSONS RESPONSIBLE	RELATED DOCUMENTS	IMPLEMENTATION DEADLINE
1.2.4. Improvement of quality and the quantity of internship and field classes, and the optimization of using the e-learning platform.	Number of hours spent on realized field and practice classes in the current academic year compared to the previous year, Using the e-learning platform.	Vice Dean of Academic Affairs Heads of Departments Manager of the Quality Management Centre	Student internship and field class plans, Annual report by the Heads of Departments, Report by the Head of Internship	The month of October of every academic year
1.2.5. Improvement and unification of the student evaluation systems based on public criteria and consistently applied rules and procedures already familiar to the students.	Grading criteria, regulations and procedures published on the official website of the course.	Vice Dean of Academic Affairs Heads of Departments	Annual report by the Heads of Departments	The month of October of every academic year
1.2.6. Monitoring and analysis of average student grades at existing study programmes.	The average grade in the current academic year compared to the previous year.	Dean Vice Dean of Academic Affairs Vice Dean of Development Heads of Departments	Annual report by the Vice Dean of Academic Affairs ; Annual report by the Student Office	The month of December every academic year
1.2.7. Increase the percentage of students completing their studies in anticipated time frames depending on their respective study programmes.	Percentage of students graduated in the current academic year compared to the previous year.	Dean Vice Dean of Academic Affairs Vice Dean of Development Heads of Departments	Annual report by the Vice Dean of Academic Affairs; Annual report by the Student Office	The month of December every academic year
1.2.8. Organisation of a career centre for aiding students and graduate students support in continuing their education and career, and informing future students.	Established a Career Centre; Number of students using the support of the career centre.	Dean Vice Dean of Academic Affairs Vice Dean of Development Heads of Departments	Annual report by the Vice Dean of Academic Affairs; Annual report by the Head of the Career Centre	June 2018 – organized career centre Reports in October of every academic year

MEASURE	INDICATOR	PERSONS RESPONSIBLE	RELATED DOCUMENTS	IMPLEMENTATION DEADLINE
1.2.9. Establishing incoming and outgoing student mobility to domestic and foreign facilities of higher education.	Concluded agreements on collaboration and exchange; Number of completed mobilities.	Dean Vice Dean of Academic Affairs Vice Dean of Development Head of Student Office	Agreements on exchange and mobility contracts	As appropriate, in accordance with the available resources and capabilities
1.2.10. Continuous collaboration with the Students' Union of Virovitica College.	Number of implemented activities by the Students' Union.	Dean Vice Dean of Academic Affairs Vice Dean of Development Students' Union president	Information on the implemented activities of the Student's Union.	Continuously throughout the year
1.2.11. Continuous collaboration with the Student Sport Association and the promotion of sport and sport activities.	Number of implemented activities by the association.	Dean Vice Dean of Academic Affairs Vice Dean of Development Student Sport Association President	Information on the implemented activities of the Student Sport Association.	Continuously throughout the year
1.3.1. Hiring teachers and assistants based on the monitoring of teacher and student fluctuations for the assurance of the 1:30 teacher/student ratio.	Number of students; Number of employees; Hiring plan	Dean Vice Dean of Academic Affairs Vice Dean of Development Head of Accounting Head of Student Office	Report on the number of students, hiring plan, annual report by the Dean, employment contracts	Continuously throughout the year
1.3.2. Monitoring the number of students, the number of external associates and increase in the share of guest lecturers coming from economic practice.	Number of external associates in the current academic year compared to the previous year; Number of guest lecturers in the current academic year compared to the previous year.	Dean Vice Dean of Academic Affairs Heads of Departments	Annual report by the Vice Dean of Academic Affairs	Continuously throughout the year
1.4.1. Planned and continuous use of integrated marketing communication.	Number of media appearances, Making of press clippings	Dean Vice Dean of Academic Affairs Heads of Departments	Annual report by the Vice Dean of Development	The month of December every academic year

MEASURE	INDICATOR	PERSONS RESPONSIBLE	RELATED DOCUMENTS	IMPLEMENTATION DEADLINE
1.4.2. Enabling provision of scholarships to excellent students at the moment of enrolment.	number of scholarships awarded	Dean Vice Dean of Academic Affairs Student Office	Annual report by the Vice Dean of Academic Affairs	The month of December every academic year
1.4.3. Granting benefits to excellent students staying at the student dorm.	number of students in a student dorm according to the criteria of excellency	Vice Dean of Academic Affairs Head of the Student Standard Centre	Annual report by the Vice Dean of Academic Affairs; Annual report by the Head of the Student Standard Centre	The month of October of every academic year
1.4.4. Tracking and analysing College scores, the state graduate exams and scores for new attendants.	Points accumulated by new attendants in the current academic year compared to the previous year.	Dean Vice Dean of Academic Affairs Vice Dean of Development Heads of Departments	Annual report by the Vice Dean of Academic Affairs; Annual report by the Student Office	The month of December every academic year
1.4.5. Monitoring and analysis of enrolment quotas and their occupancy.	fulfilment of enrolment quotas in the current academic year compared to the previous year	Vice Dean of Academic Affairs Head of Student Office	Annual report by the Vice Dean of Academic Affairs	The month of December every academic year
1.5.1. Motivate teachers to publish study notes, textbooks and other learning materials.	Number of published scripts, textbooks and other learning materials at the level of each academic year.	Vice Dean of Academic Affairs Vice Dean of Development Head of Library and Publishing Activities Centre	Annual report by the Head of the Centre	The month of December every academic year
1.5.2. Supporting the release of digital interactive learning materials available at the Virovitica College web site.	Number of courses which use digital interactive learning materials available at the Virovitica College web site.	Dean Vice Dean of Academic Affairs Vice Dean of Development	Annual report by Heads of Departments	Continuously throughout the year

MEASURE	INDICATOR	PERSONS RESPONSIBLE	RELATED DOCUMENTS	IMPLEMENTATION DEADLINE
1.5.3. Continuously aligning the library stock with the number of books according to the number of students in all study programmes.	Number of respective book copies in the current academic year compared to the previous year; Number of students in the current academic year compared to the previous year	Vice Dean of Development Heads of Departments Head of Library and Publishing Activities Centre	Annual report by the Head of Library and Publishing Activities Centre	Continuously throughout the year
1.5.4. Ongoing cooperation with all the libraries in the Virovitica-Podravina County area in order to enable free use of services to the students of Virovitica College.	Concluded collaboration agreements with libraries.	Vice Dean of Development Head of Library and Publishing Activities Centre	Annual report by the Head of Library and Publishing Activities Centre	Continuously throughout the year
1.5.5. Adapting to technological changes in IT equipment and other equipment used in teaching, seminars and exercises.	funds invested for new computer science equipment	Vice Dean of Development Head of the IT Support Centre Head of Accounting	Annual report by the Head of the IT Support Centre	Continuously throughout the year
1.5.6. Flexible working hours for libraries, Student Offices and other departments to make them more accessible to students.	Number of adaptations made to the working hours of the library, Student Office and other departments to make it more accessible to students	College Secretary Head of Student Office Head of Library Head of Accounting Student's Union president	Annual report by the College Secretary	Continuously throughout the year
1.5.7. Regular updates of the Virovitica College website as a medium of communication with the students.	Number of updates introduced on a monthly basis, available in the web site's archives; Student survey results	Vice Dean of Development Head of the IT Support Centre	Annual report by the Head of the IT Support Centre	Continuously throughout the year

6.2. Professional and Applied Scientific Work

STRATEGIC AIM 2:

Supporting the development of professional and applied scientific activities in scientific areas and fields relevant for study programmes, and providing institutional support for the development of research careers of teachers and assistants through the Research and Development Centre

Priority 2.1. Development of professional and applied scientific activities in scientific fields and areas relevant for study programmes of Virovitica College.

Measure 2.1.1.

Ongoing increase in the number of professional and scientific papers published in journals referenced in databases relevant to the profession

Measure 2.1.2.

Ongoing increase in the number of teachers with the academic degree of PhD depending on the development of study programmes

Measure 2.1.3.

Ongoing increase in the number of teachers with conferment in teaching occupations aligned with the Law on Science and Higher Education and the Decision on the Qualifications for Assessment of Teaching and Professional Activities in the procedure of conferment into teaching occupations in accordance with the teaching needs of the study programmes.

Measure 2. 1. 4.

Promote academic responsibility for the originality of professional and applied scientific activity using “plagiarism hunting” software

Priority 2.2. Providing institutional support for the development of research careers of teachers and assistants.

Measure 2.2.1.

Ongoing establishment of professional and scientific cooperation with related domestic and foreign higher education institutions through partnership on joint projects.

Measure 2.2.2.

Establishment of professional and scientific cooperation with institutes and agencies through professional and scientific projects.

Measure 2.2.3.

Encouraging teachers to actively participate in the working bodies of domestic and international associations, and publishing scientific and professional papers in internationally recognized journals.

Measure 2.2.4.

Establish teacher mobility within Croatia and abroad by maximizing the use of available funding through programmes to encourage teacher mobility, especially the ERASMUS programme.

STRATEGIC AIM 2:				
<i>Supporting the development of professional and applied scientific activities in scientific areas and fields relevant for study programmes, and providing institutional support for the development of research careers of teachers and assistants through the Research and Development Centre.</i>				
MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
2.1.1. Continuous increase in the number of professional and scientific papers published in journals referenced in databases relevant to the profession	The number of professional and scientific papers published	Vice Dean of Development Head of the Research and Development Centre Head of the Library and Publishing Activities Centre Heads of Departments	Records of published professional and published works Annual report of the Library and Publishing Activities Centre	Continuously throughout the year The month of October of every academic year
2.1.2. Continuous increase in the number of teachers with the academic degree of PhD depending on the development of study programmes	The number of employees with a PhD degree in relation to the total number of employees	Vice Dean of Development Heads of Departments Students of PhD programmes	Individual annual reports by doctoral candidates Annual report of the head of the department	The month of October of every academic year

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
<p>2.1.3. Ongoing increase in the number of teachers with conferment in teaching occupations aligned with the Law on Science and Higher Education and the Decision on the Qualifications for Assessment of Teaching and Professional Activities in the procedure of conferment into teaching occupations in accordance with the teaching needs of the study programmes</p>	<p>Number of teachers elected / re-elected in teaching professions compared to the previous academic year.</p>	<p>Vice Dean of Academic Affairs Heads of Departments</p>	<p>Annual reports by the Vice Dean of Development Annual report by the Heads of Departments</p>	<p>The month of December every year The month of October of every academic year</p>
<p>2.1.4. Promote academic responsibility for the originality of professional and applied scientific activity using “plagiarism hunting” software</p>	<p>The number of plagiarized works of parts of work discovered by the “plagiarism hunter”</p>	<p>Dean Vice Dean of Academic Affairs Vice Dean of Development Heads of Departments</p>	<p>Annual reports by Heads of Departments, annual report by the Vice Dean of Development</p>	<p>The month of October of every academic year The month of December every year</p>
<p>2.2.1. Continuous establishment of professional and scientific cooperation with related domestic and foreign higher education institutions through partnership on joint projects</p>	<p>The number of agreements on cooperation in professional and scientific projects</p>	<p>Dean Vice Dean of Development Head of the Research and Development Centre</p>	<p>Annual report by the Vice Dean of Development Yearly report by the Head of the Research and Development Centre</p>	<p>As appropriate, in line with the available resources and capabilities</p>

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
2.2.2. Establishing professional and scientific cooperation with institutions and agencies through professional and scientific projects	The number of agreements on cooperation in professional and scientific projects	Dean Vice Dean of Development Head of the Research and Development Centre	Annual report by the Vice Dean of Development Annual report by the Head of the Research and Development Centre Agreements on cooperation on professional and scientific projects	As appropriate, in line with the available resources and capabilities
2.2.3. Encouraging teachers to actively participate in the working bodies of domestic and international associations and publishing scientific and professional papers in internationally recognized journals	The number of teachers participating in the working bodies of domestic and international associations; The number of published scientific and professional papers	Vice Dean of Development Heads of Departments Head of the Research and Development Centre	Annual report by the Vice Dean of Development Annual report by the Heads of Departments Yearly report by the Head of the Research and Development Centre	Month of October of every academic year
2.2.4. Establish teacher mobility within Croatia and abroad by maximizing the use of available funding through programmes that encourage teacher mobility, especially the ERASMUS programme.	Number of agreements on mobility	Vice Dean of Development Vice Dean of Academic Affairs Heads of Departments	Annual report by the Vice Dean of Development Annual report by the Vice Dean of Academic Affairs Annual report by the Heads of Departments	As appropriate, in line with the available resources and capabilities

6.3. Participation in Community Development

STRATEGIC AIM 3:

Participation in community development through: co-operation with the economy and the local community; facilitating access to study programmes for students with lower socio-economic status; development of communication and partnership with the private, public and civil sector.

Priority 3.1. Increasing cooperation with the economy and the local community.

Measure 3.1.1.

Conducting joint projects with economic operators and the local community to enable mutual transfer of knowledge and new technologies.

Measure 3.1.2.

Signing the agreement with economic operators on co-operation on student practice and field classes.

Measure 3.1.3.

Establish co-operation with economic operators and the local community to achieve partnership in participating in joint projects.

Measure 3.1.4.

Reorganize the way the Economic Council works.

Measure 3.1.5.

Implementation of adult education and lifelong learning programmes in accordance with the needs of the economy and the local community.

Measure 3.2.1.

Ongoing scholarships for students to facilitate student access to disadvantaged students.

Measure 3.2.2.

Enabling the availability of free textbooks and learning materials, and adjusting the schedule for disadvantaged students.

Measure 3.2.3.

Recognizing the disadvantaged position of a student when determining the criteria for accommodation in the student dorm.

Measure 3.2.4.

Recognizing the disadvantaged position of a student in exercising the right to meals at the student restaurant

Priority 3.3. Development of communication and partnerships with the private, public and civil sector.

Measure 3.3.1.

Ongoing communication of students' achievements, new study programmes, qualitative and quantitative indicators of work, plans and intentions of Virovitica College aimed at improving the development of the private, public and civil sector through the transfer of knowledge.

Measure 3.3.2.

Contracting specific models of cooperation and support for the private, public and civil sector in order to stimulate and realize entrepreneurial ventures.

STRATEGIC AIM 3:				
<i>Participation in community development through: co-operation with the economy and the local community; Facilitating access to study programmes for students from lower socio-economic status; development of communication and partnership with the private, public and civil sector.</i>				
MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
3.1.1. Implementing joint projects with economic operators and the local community to enable mutual transfer of knowledge and new technologies	The number of agreements on cooperation on concrete projects	Dean Vice Dean of Development Head of the Research and Development Centre	Cooperation agreements; Annual report by the Vice Dean of Development	As appropriate, in line with the available resources and capabilities
3.1.2. Conclusion of agreements with economic operators on co-operation on student practice and field classes.	The number of agreements on co-operation on student traineeships and field classes.	Dean Heads of Departments Vice Dean of Academic Affairs Holders of individual courses Student traineeship manager	Cooperation agreements; Student traineeship and field class plans; Annual report by the Heads of Departments, annual report by the Vice Dean of Academic Affairs	Continuously throughout the year the month of October of every academic year

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
3.1.3. Establish cooperation with economic operators and the local community to achieve partnership in participating in joint projects.	The number of partnership agreements; Number of projects implemented	Dean Vice Dean of Development Head of the Research and Development Centre	Concluded contracts; Annual report by the Vice Dean of Development Annual report by the Head of the Research and Development Centre	As appropriate, in line with the available resources and capabilities The month of October of every academic year
3.1.4. Reorganize the way the Economic Council works.	Completed thematic sessions of the Economic Council; The involvement of members of the Economic Council in the department's work	Dean Vice Dean of Academic Affairs Vice Dean of Development Heads of Departments	Minutes of the Economic Council meeting; Annual reports by the Vice Dean of Academic Affairs, Vice Dean of Development and Heads of Departments	Continuously throughout the year The month of October of every academic year
3.1.5. Implementation of adult education and lifelong learning programmes in accordance with the needs of the economy and the local community.	Number of verified and implemented adult education and lifelong learning problems	Head of the Lifelong Education Centre; Vice Dean of Academic Affairs	Verified adult education and lifelong learning programmes; Annual report by the Head of the Lifelong Education Centre	As appropriate, in line with the available resources and capabilities; The month of October of every academic year
3.2.1. Continuous scholarships for students to facilitate student access to disadvantaged students.	Number of scholarships for disadvantaged students	Dean College Secretary Vice Dean of Academic Affairs Vice Dean of Development President of the Students' Union	Scholarship tenders	Continuously

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
3.2.2. Enabling the availability of free textbooks and learning materials, and adjusting the schedule to disadvantaged students.	The number of students who have free access to textbooks and learning materials	Vice Dean of Academic Affairs College Secretary Heads of Departments Head of the Library and Publishing Activities Centre President of the Students' Union	Annual report by the Heads of Departments; Annual report by the Head of the Library and Publishing Activities Centre	The month of October of every academic year
3.2.3. Recognizing the disadvantaged position of a student when determining the criteria for accommodation in the student dorm.	The number of disadvantaged students who have been eligible for accommodation at the student dorm	Dean College Secretary Head of the Student Standards Centre	Annual report by the Head of the Student Standards Centre	The month of October of every academic year
3.2.4. Recognizing the disadvantaged position of a student in exercising the right to meals at the student restaurant	The number of disadvantaged students who exercised the right to meals at the student restaurant	Dean College Secretary Head of the Student Standards Centre	Annual report by the Head of the Student Standards Centre	The month of October of every academic year
3.3.1. Continuous communication of students' achievements, new study programmes, qualitative and quantitative indicators of work, plans and intentions of Virovitica College aimed at improving the development of the private, public and civil sector through the transfer of knowledge.	Number of presentations held; Number of press conferences held; Number of articles published in print and electronic media	President of the Administrative Council Dean Vice Dean of Development Head of the Service for PR and Media	Annual report by the Dean of Development; Annual report by the Head of the Service for PR and Media	The month of October of every academic year

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
3.3.2. Contracting concrete models of cooperation and support to the private, public and civil sector in order to stimulate and realize entrepreneurial ventures	Number of agreements on cooperation	Dean Vice Dean of Development Head of the Research and Development Centre	Cooperation agreements; Annual report by the Vice Dean of Development; Report by the Head of the Research and Development Centre	As appropriate, in line with the available resources and capabilities; The month of October of every academic year

6.4. Quality Management System

STRATEGIC AIM 4:

Maintaining and improving quality management system through the work of the Quality Management Centre, conducting internal audits, evaluating system management, self-analyses and third-party audits.

Priority 4.1. Maintaining and improving quality management system.

Measure 4.1.1. Develop a new information system for supervision over the performance of the quality management system.

Measure 4.1.2. Performing internal audits.

Measure 4.1.3. Realization of a third-party audit (auditing by a certificate issuer).

Measure 4.1.4. Ongoing Quality Management Centre sessions.

Measure 4.1.5. Analysis and update of the quality management system documentation.

Measure 4.1.6. Creating a new quality management system manual.

Measure 4.1.7. Ongoing improvement of the quality management system.

Measure 4.1.8. Performing self-analysis of the Virovitica College performance in the aim of its re-accreditation by ASHE.

Measure 4.1.9. Eliminating any inconsistencies and objections upon its re-accreditation by ASHE.

Priority 4.2. Ongoing informing of employees and students about the work and results of the work of the quality assurance system

Measure 4.2.1. Ongoing employee training in quality management.

Measure 4.2.2. Ongoing informing of employees and students on activities related to the ongoing improvement of quality management system.

Measure 4.2.3. Creating and maintaining a new Quality Management Centre website.

STRATEGIC AIM 4:

Maintaining and improving quality management system through the work of the Quality Management Centre, conducting internal audits, evaluating system management, self-analyses and third-party audits.

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
4.1.1. Develop a new information system for supervision over the performance of the quality management system	Information system for supervision over the performance of the quality management system.	Head of the Quality Management Centre	Information system Annual report by the Head of the IT Support Centre	January 1, 2018 Month of October of every academic year
4.1.2. Performing internal audits	Number of internal audits carried out annually (minimum 2 internal audits per year)	Head of the Quality Management Centre Council members of the Quality Management Centre	Internal audit report; Annual report by the Head of the Quality Management Centre	After the completed internal audit; Month of October of every academic year
4.1.3. Realization of a third-party audit (auditing by a certificate issuer).	Extended validity of the BCM certificate	Dean Head of the Quality Management Centre	Report on the auditing by the certificate issuer; Annual report by the Head of the Quality Management Centre	By the end of June of every academic year; Month of October of every academic year
4.1.4. Continuous Quality Management Centre sessions.	Number of sessions held by the Quality Management Centre (minimum 2 per year)	Head of the Quality Management Centre Council members of the Quality Management Centre	The Quality Management Centre's work plan; Minutes of sessions held; Annual report by the Head of the Quality Management Centre	Continuously throughout the year Month of October of every academic year

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
4.1.5. Analysis and update of the system quality management documentation.	Number of reviews carried out by the quality management system Number of updated quality management system documents	Head of the Quality Management Centre	Record of Analysis and updates of the quality management documentation; Annual report by the Head of the Quality Management Centre	Continuously throughout the year Month of October of every academic year
4.1.6. Creating a new quality management system manual.	A quality management system manual which has been developed according to the revised ESG standards and guidelines	Dean Head of the Quality Management Centre	Quality management system manual; Annual report by the Head of the Quality Management Centre	Month of June 2018; Month of October of every academic year
4.1.7. Continuous improvement of the quality management system.	Monitoring of all the information system modules, implementation of DMS system and defined indicators (KPI values)	Dean Head of the Quality Management Centre	Information system specification; The Quality Management Centre's work plan; minutes of sessions held; Annual report by the Head of the Quality Management Centre	Continuously throughout the year Month of October of every academic year
4.1.8. Performing self-analysis of the Virovitica College performance in the aim of its re-accreditation by ASHE.	Self-analysis	Dean Vice Dean of Academic Affairs Vice Dean of Development Head of the Quality Management Centre President of the Students' Union	Self-analysis form and the supporting documentation	In line with the plan of re-accreditation of higher education institutions

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	IMPLEMENTATION DEADLINE
4.1.9. Eliminating any inconsistencies and objections after its re-accreditation by ASHE.	The number of complaints after the accreditation audit has been carried out made by ASHE; Number of removed objections	Dean Vice Dean of Academic Affairs Vice Dean of Development Head of the Quality Management Centre President of the Students' Union	Report from the re-accreditation audit by ASHE; Report on objection removal in the re-accreditation audit	In line with the plan of re-accreditation of higher education institutions
4.2.1. Continuous employee training in management quality management.	Number of conducted thematic lectures / seminars / workshops	Head of the Quality Management Centre	Education plan; Annual report by the Head of the Quality Management Centre	Continuously throughout the year Month of October of every academic year
4.2.2. Ongoing informing of employees and students on activities related to the ongoing improvement of quality management system.	Number of conducted thematic meetings of employees and representatives of students; the number of pieces of information published quality management on the Virovitica College website	Head of the Quality Management Centre Head of the IT Support Centre President of the Student' Union	Information on the conducted thematic meeting, official website archive	Continuously throughout the year
4.2.3. Creating and maintaining a new Quality Management Centre website.	Website with all relevant information and documents related to the Quality Management Centre	Head of the Quality Management Centre Head of the IT Support Centre	Work plan of the Quality Management Centre Annual report by the Head of the Quality Management Centre	June 2018 month of October of every academic year

6.5. Resource Development

STRATEGIC AIM 5:

Development and improvement of human, material and financial resources.

Priority 5.1. Continuous care about the professional development of permanently employed teachers, assistants, external associates and professional staff with emphasis on establishing an optimal number compared to the number of students

Measure 5.1.1.

Alignment of staff policy with real needs and plans, conforming to the Rulebook on Internal Organization and Organization of Workplaces, Employment Scheme and Organizational Scheme of Virovitica College.

Measure 5.1.2.

Coordinating the establishment of co-operation with external associates with the real needs and plans and specifics of study programmes, in accordance with the indicators of the burden on permanently employed teachers and assistants and the structure of study programmes.

Measure 5.1.3.

Providing continuous professional training for teachers, associates (assistants) and other employees.

Measure 5.1.4.

Providing financial support for employees' trips to various professional and scientific conferences, meetings and congresses.

Measure 5.1.5.

Providing aid for the publication of study notes, textbooks and other publications whose authors are employees of the College, published by the College.

Measure 5.1.6.

Providing financial support to the College staff for attending postgraduate PhD studies.

Measure 5.1.7.

Enabling employees to exchange experiences with other higher education institutions to encourage their creativity, enhance communication, and better teambuilding.

Priority 5.2. Improvement and development of material resources as a prerequisite for a high-quality work environment for the modern teaching process and the implementation of applied scientific research.

Measure 5.2.1.

Maintenance of the premises of the College and the student dorm and continuation of the equipping according to the requirements of the study programmes.

Measure 5.2.2.

Continuous improvement of the Centre for Student Standards.

Measure 5.2.3.

Use of alternative and renewable energy sources and greater energy efficiency.

Measure 5.2.4.

Construction of sports fields within the campus.

Measure 5.2.5.

Monitoring and considering alternatives for the use of the attic.

Priority 5.3. Ensuring efficiency and rational spending of funds in line with financial plans and optimizing share of own resources in the College income.

Measure 5.3.1.

Ensuring transparency, efficiency and rationality of spending financial resources.

Measure 5.3.2.

Ensuring continuity of co-financing of the College of Virovitica-Podravina County Budget and budget of local government units (13 municipalities and 3 cities) of Virovitica-Podravina County (Virovitica model).

Measure 5.3.3.

Continuous optimization of the share of own resources in the total revenues of the College.

STRATEGIC AIM 5:

Development and improvement of human, material and financial resources.

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENTS	IMPLEMENTATION DEADLINE
5.1.1. Alignment of staff policy with real needs and plans, conforming to the Rulebook on Internal Organization and Organization of Workplaces, Employment Scheme and Organizational Scheme of Virovitica College.	Number of new employees	President of the Administrative Board Dean Vice Dean of Academic Affairs Vice Dean of Development Administrative Board College Secretary	Rulebook on Internal Organization and Organization of Workplaces; employment plan; Employment contracts	Continuously, in line with the available resources and capabilities;
5.1.2. Coordinating the establishment of co-operation with external associates with the real needs and plans and specifics of study programmes, in accordance with the indicators of the burden on permanently employed teachers and assistants and the structure of study programmes.	The number of external associates	Dean Vice Dean of Academic Affairs Administrative Board College Secretary Heads of Departments	Work contracts	The beginning of winter and summer semester every year
5.1.3. Providing continuous professional training for teachers, associates (assistants) and other employees.	Number of professional trainings	Dean Vice Dean of Development College Secretary	Professional training plan	Continuously, in line with the available resources and capabilities;
5.1.4. Providing financial support for employees' trips to various professional and scientific conferences, meetings and congresses.	The number of trips to professional and scientific conferences, meetings and congresses.	Vice Dean of Academic Affairs Heads of Departments Head of the Accounting	Conference plan	Continuously, in line with the available resources and capabilities;
5.1.5. Providing aid for the publication of study notes, textbooks and other publications whose authors are employees of the College, published by the College	Number of published study notes, textbooks and other publications	Publishing Committee Library and Publishing Centre	The annual plan of publishing	Continuously, in line with the available resources and capabilities;

MEASURE	INDICATOR	PERSONS RESPONSIBLE	RELATED DOCUMENTS	IMPLEMENTATION DEADLINE
5.1.6. Providing financial support to College staff for attending postgraduate PhD studies.	The amount of resources spent on tuition fees for postgraduate PhD studies.	Dean Vice Dean of Academic Affairs Vice Dean of Development	College budget	Continuously, in line with the available resources and capabilities
5.1.7. Enabling employees to exchange experiences with other higher education institutions to encourage their creativity, enhance communication, and better teambuilding.	Number of meetings with other higher education institutions	Dean Vice Dean of Academic Affairs Vice Dean of Development Heads of Departments College Secretary	Class schedule	Continuously, in line with the available resources and capabilities
5.2.1. Maintenance of the premises of the College and the student dorm and continuation of equipping according to the requirements of the study programmes	The amount of financial resources spent on maintenance and acquisition of equipment.	Administrative Council Dean Vice Dean of Academic Affairs Vice Dean of Development	College budget	Continuously, in line with the available resources and capabilities
5.2.2. Continuous improvement of the Centre for Student Standards	Level of Student Standard	Dean Vice Dean of Academic Affairs Vice Dean of Development Student's Union President	Work plan of the Centre for Student Standards; Activity report by the Centre for Student Standards	Month of October of every academic year
5.2.3. Use of alternative and renewable energy sources and greater energy efficiency	A share of alternative and renewable energy sources in the total energy consumption	Administrative Council Dean Vice Dean of Development	Project documentation College budget	Continuously, in line with the available resources and capabilities

MEASURE	INDICATOR	PERSONS RESPONSIBLE	RELATED DOCUMENTS	IMPLEMENTATION DEADLINE
5.2.4. Construction of sports fields within the campus	Completed construction of sports fields	Administrative Council Dean Vice Dean of Development Student's Union President College Sport Association	Project documentation College budget	January - October 2019
5.2.5. Monitoring and considering alternatives for the use of the attic	Resources spent on the adaptation of the attic	Administrative Council Dean Vice Dean of Development	Project documentation College budget	Continuously, in line with the available resources and capabilities
5.3.1. Ensuring transparency, efficiency and rationality of spending financial resources	Number of periodical analysis of financial indicators	Administrative Council Dean Heads of Departments	College budget; Analysis of budget implementation	Continuously
5.3.2. Ensuring continuity of co-financing of the College of Virovitica-Podravina County budget and the budget of local government units (13 municipalities and 3 cities) of Virovitica-Podravina County (Virovitica model).	Number of concluded co-funding agreements	Administrative Council Dean Vice Dean of Development	Agreements on co-funding the activities of the College with local self-government units.	January, each year
5.3.3. Continuous optimization of the share of own resources in the total revenues of the College.	Number of projects completed	Dean Vice Dean of Development Heads of Projects	Contracts on the project realization collaboration	Continuously, in line with the available resources and capabilities, and market trends

7. IMPLEMENTING THE VIROVITICA COLLEGE DEVELOPMENT STRATEGY FOR THE 2018 – 2022 PERIOD

The implementation of the Development Strategy of the Virovitica College for the 2018-2022 period requires the appointment of a holder of scheduled activities. Within the scope of its competences, the Administrative Council and the Dean will delegate parts of the Strategy implementation to a larger number of employees and associates of Virovitica College. Therefore, the following authorities and persons of Virovitica College will have special assignments:

- Administrative Council
- Dean
- Expert Council
- Dean course
- Vice - Deans
- College Secretary
- Department Councils
- Heads of the Departments
- Heads of Centres
- Heads of Professional services
- Student's Union of Virovitica College
- Sport Association of Virovitica College

If necessary, the Dean of Virovitica College will establish workgroups and committees required for the implementation of the Development Strategy of the Virovitica College for the 2018-2022 period.

CLASS: 007-02/17-07/06

REGISTRY NUMBER: 2189-74-17-08

Virovitica, December 22 2017

**ADMINISTRATIVE COUNCIL
PRESIDENT
Tomislav Žagar, dipl.ing**