



**DEVELOPMENT STRATEGY OF THE COLLEGE FOR  
MANAGEMENT IN TOURISM AND INFORMATICS IN  
VIROVITICA  
(WORK AND DEVELOPMENT PROGRAMME)  
FOR THE 2013 – 2017 PERIOD**

**Virovitica, September 2013**

## CONTENTS:

1.INTRODUCTION.....	3
1.1. On the Development Strategy of the College for Management in Tourism and Informatics in Virovitica.....	4
1.2. Analysis of the present state and college environment.....	6
1.2.1. Virovitica College organization and structure.....	7
1.2.2. Facilities and working conditions.....	9
1.2.3. Study programmes and teaching organization.....	11
1.2.4. Students and student issues.....	12
1.2.5. Employees and subcontractors.....	14
1.2.6. Professional and applied scientific work.....	15
1.2.7. Publishing.....	16
1.2.8. Quality insurance system.....	17
1.2.9. Cooperation with related institutions, the economy and local community.....	18
1.3. SWOT analysis.....	20
2. MISSION, VISION AND VALUES OF THE COLLEGE FOR MANAGEMENT IN TOURISM AND INFORMATICS IN VIROVITICA.....	21
2.1. Vision.....	21
2.2. Mission .....	21
2.3. Values.....	21
3. STRATEGIC AIMS OF THE COLLEGE FOR MANAGEMENT IN TOURISM AND INFORMATICS IN VIROVITICA WITH THE PERTAINING MEASURABLE INDICATORS OF REALIZATION FOR THE 2013 TO 2017 PERIOD.....	22
3.1. Teaching process.....	24
3.2. Professional and applied scientific work.....	34
3.3. Participation in the development of the community.....	37
3.4. Quality insurance system .....	43
3.5. Development of resources.....	47
4. PEOPLE AND BODIES NECESSARY FOR THE IMPLEMENTATION OF THE COLLEGE FOR MANAGEMENT IN TOURISM AND INFORMATICS IN VIROVITICA DEVELOPMENT STRATEGY FOR THE 2009 - 2013 PERIOD.....	56

## 1. INTRODUCTION

Preserving its century-old tradition from the mention of the first elementary school in 1774, higher elementary school in 1894, provincial study of philosophy, morality and rhetoric within the Franciscan monastery from 1730 to 1780, grammar school in 1918 and dislocated qualified study of wood technology in 2005, up to the foundation of the College for Management in Tourism and Informatics in Virovitica in 2007, generations of Virovitica inhabitants have witnessed the importance of knowledge awareness and the direction towards education, particularly higher education as the fundamental moving force of the growth and development of the city of Virovitica and the Virovitica-Podravina County. In an atmosphere of awareness of the justified growing interest of domestic, European and world public for a higher education, successful functioning and long-term development of every institution of higher education implies development strategy deliberation and adoption which must consist of all the elements that are significant in insuring an effective development of the institution of higher education. Based on the Scientific Activity and Higher Education Act, the possibility of organizing and conducting higher education in polytechnics and colleges has been defined in line with European trends in the development of a binary system of higher education in the Republic of Croatia, and, subsequently, with the Decree of the Government of the Republic of Croatia adopted on September 7, 2007, the College for Management in Tourism and Informatics was founded in Virovitica. The Decree on foundation defined the following activities of Virovitica College:

- organization and conduction of professional studies pursuant to the Scientific Activity and Higher Education Act and Virovitica College,
- organization and conduction of specialized professional graduate studies pursuant to the Scientific Activity and Higher Education Act and Virovitica College,
- performance of professional and applied scientific work in the field of activities pursuant to the Scientific Activity and Higher Education Act and special regulations,
- organization and conduction of lifelong education programme, adult education and training that are not considered as studies in terms of the Scientific Activity and Higher Education Act
- publishing activity connected with the fundamental activity,
- library and computer science activities connected with the fundamental activity,
- book retail and lectures notes and stationary store for students,

- organization of courses, seminars, professional and scientific gatherings and the organization of professional and other exam taking necessary in acquiring the necessary permits, authorizations, licences etc.,
- service offer to various entities of the public and private sector with the aim of contributing to the quality development and improvement of Virovitica College activities or to the rational use of Virovitica College equipment.

### **1.1. On the Development Strategy of the College for Management in Tourism and Informatics in Virovitica**

In line with its vision and mission, the development of College for Management in Tourism and Informatics in Virovitica is to be made precise and directed by the corresponding strategy so as to realize the setting of strategic goals which should take into consideration the demands, needs, desires, possibilities and particularities of Virovitica College. Based on the mentioned guidelines and predispositions, this document is to define the medium term development period of the College for Management in Tourism and Informatics in Virovitica as its development strategy for the period from 2013 to 2017, whereby the fact to be pointed out is that the document has come about during a period of difficult crisis in world and state economy, and it demands an approach in creating Virovitica College Development Strategy in the future four-year period based on a real and structural approach to the issues and particularities that have accompanied the development of Virovitica College defined by the guidelines and strategic goals of Virovitica College in the four-year period from 2009 to 2013.

Hence, upon drawing up a new strategic document for the coming four-year period from 2013 to 2017 the demands, needs, desires possibilities and particularities of Virovitica College will continue to be taken into account whereby the active implementation of the strategy will be applied and it represents, at the same time, the implementation plan that foresees priorities and measures which Virovitica College intends to implement in the mentioned period. Virovitica College Development Strategy is defined as:

- vision, mission and values,
- strategic goals, priorities and measures defining at the same time measurable indicators and how to follow them,

- persons and bodies responsible for the implementation of measures in this strategy,
- periods of time needed to implement the measures that will contribute to the achievement of the defined goals,
- documents needed to be drawn up and adopted to ensure the implementation of the defined goals,
- forward plans (workflows) of single activities envisioned by the Strategy

The drawing up and adoption of the College for Management in Tourism and Informatics in Virovitica Development Strategy has taken into account the specific performance of Virovitica College as a public institution of higher education of which a considerable amount is financed by the state budget and partly by the local and regional self-government budget (13 municipalities and 3 towns) of Virovitica-Podravina County, as well as its basic activities that cover the teaching, professional and applied scientific and research work. The implementation of specific Strategy activities foresees the inclusion of a greater number of the College for Management in Tourism and Informatics in Virovitica employees through working in particular committees responsible for drawing up basic documents and their application, by which particular measures will systematically draw closer to all the employees, subcontractors and Virovitica College students, by which their adoption is subsequently to be expected as a realistic possibility of development of each individual and Virovitica College as a whole. Upon defining the College for Management in Tourism and Informatics in Virovitica Development Strategy, the following principles were taken into account:

- preservation and development of the primary role of the College for Management in Tourism and Informatics in Virovitica manifested in the training of its quality professional staff ,
- tendency to organize teaching in accordance with contemporary principles in terms of enriching standard ex cathedra methods by including students in the teaching process through the insurance of active studying conditions in the process, student-directed teaching, and motivating students to further improvement,
- enabling the progressive mastering of the teaching material with continuous work throughout the semester, accompanied by the application of transparent methods of student work evaluation, encourage exchange and mobility of students and teachers,

- continuous contribution in the growth and development of Virovitica-Podravina County as a region that has fallen behind from the developed parts of the Republic of Croatia through raising the education attainment of the inhabitants of the poorer and less developed parts of the county, particularly those in the areas of special state concern,
- more intensive connection with companies in the city of Virovitica and Virovitica-Podravina County, as outer stakeholders directly interested in the education of quality professionals who, besides receiving quality feedback on the achieved levels of knowledge, will enable a quality business relationship in the fields of teaching and professional and scientific research,
- development of the lifelong education system in line with the needs of the market,
- stimulation of the publishing activity of teachers as an integral part of the applied scientific research process,
- increase in the number of potential teachers in the implementation of activities in teaching and scientific research,
- improvement of the existing knowledge with regard to the number and competence of teachers and teaching assistants in order to ensure the development of Virovitica College in the fields that presently have a lack in potential due to a more effective activity performance demanding a greater number of staff members and a larger area of the profession that should be covered,
- promote the reputation of the College for Management in Tourism and Informatics in Virovitica,
- encourage the establishment of International cooperation in the field of teaching, professional and applied scientific research.

## **1.2. Analysis of the present state at the College for Management in Tourism and Informatics in Virovitica**

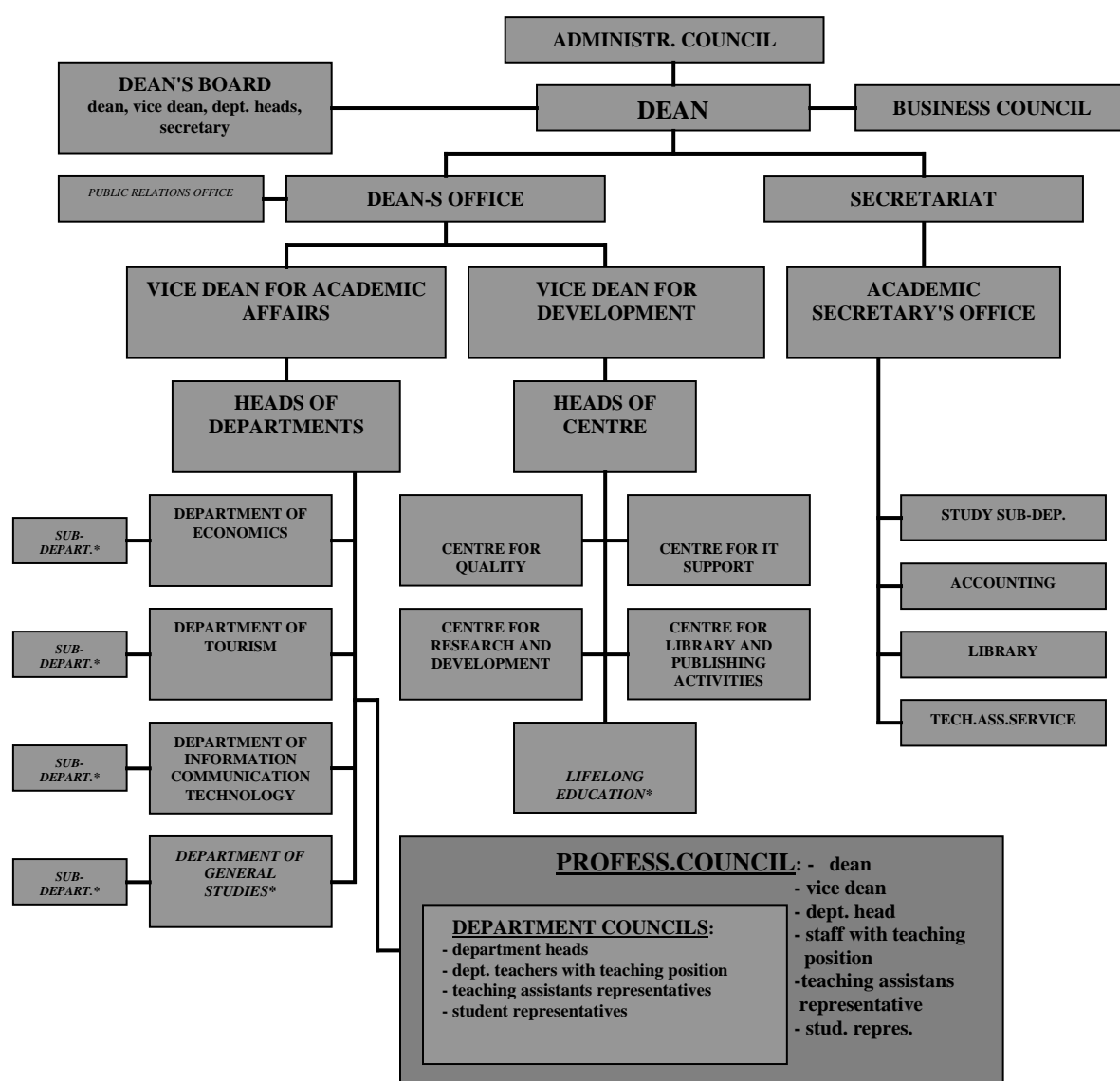
Considering that science and higher education are considered to be among the most significant factors of development of contemporary society, the efforts of Virovitica College are directed towards a continued contribution to a more rapid and more quality development of the town of Virovitica and Virovitica-Podravina County, whereby Virovitica College educates experts directed towards practice, and the contents of its study programmes cover

theoretical and applied knowledge including practice in corresponding working environments depending on the profile of the experts being educated.

### **1.2.1. Organizational units of College for Management in Tourism and Informatics in Virovitica**

The principles of Virovitica College structure are determined by the Statute as a founding document of Virovitica College. The organizational structure of Virovitica College determined by the Statute envisions a functional whole made up of : the Dean's Office which unites the work of the Dean, Vice Dean for Academic Affairs and Vice Dean for Development and the Public Relations Service; departments (Department of Economics, Department of Tourism, Department of Information and Communication Technology and the Department of General Studies) each one lead by the department head; sub-departments within each department lead by the head of the sub-department; the Secretariat which unites the work of common services (Secretariat, Accounting, Student Administration and Technical Assistance Service) lead by the College Secretary and centres (Centre for IT Support, Centre for Quality Management, Centre for Library and Publishing Activities, Centre for Research and Development, and Centre for Lifelong Education) lead by heads of centres (*Figure 1*).

*Figure 1 Organizational scheme of the College for Management in Tourism and Informatics in Virovitica*



NOTE: In line with the level of development structural and organizational units marked \* have not yet been established

The present organization structure and set up of Virovitica College is the reflection of its level of development and financial and staff possibilities. In line with the present level of development, the organization structure and set up of Virovitica College represents a functional unit made up of the following: the Dean-s office which unites the work of the Dean and two Vice Deans (Vice Dean for Academic Affairs and Vice Dean for Development) three departments (Department of Economics, Department of Tourism and Department of Information and Communication Technology); the Secretariat that unites the work of common services (Accounting, Student Administration and Technical Assistance Service) and



centres as outer department structural units responsible for the management of Virovitica College activities related to IT support, quality management, library and publishing activities, research and development.

### **1.2.2. Facilities and working conditions**

During the period from November 2007 to September in 2011, Virovitica College was temporarily situated in the former Vocational School in Virovitica, in a building of about 900 m<sup>2</sup> of surface area after which it moved into a newly arranged and modernly equipped area of the former army barracks in Virovitica on September 17, 2011, where it occupies 2.832,57 m<sup>2</sup> of surface area for various purposes (ceremonial hall, video conference hall, council hall, lecture halls, computer science cabinet, laboratory, library, students' and teacher's lounge, lectures notes bookshop, students' administration, teacher's cabinets, offices, server room, tea room, protocol, corridors, hallways, toilets and other rooms) furnished according to contemporary standards, equipped with modern PCs, communication and multimedia equipment and the necessary literature for students and teachers covering 892 bibliography units, 2,758 copies of books respectively. The building is completely air-conditioned and equipped with an anti-theft system and electric closing door system.

The adjustment and arrangement works on the former army barracks building in Virovitica for the needs of the permanent residence of College for Management in Tourism and Informatics in Virovitica took place from June 1, 2010 to September 1, 2011 where 14,500,000.00 HRK were invested in the construction works and equipment through mutual co-financing funds of Virovitica - Podravina County, City of Virovitica, Ministry of Science, Education and Sports, Ministry of Regional Development and College for Management in Tourism and Informatics in Virovitica. An illustration of the purpose and surface of the area, computer, communication and multimedia equipment is given in *Table 1*.

*Table 1: Facilities, computers, communication and multimedia equipment*

No.	SPACE NAME	NO.	TOTAL SURFACE	PCs	LAPTOPS	COMMUNICATION AND OTHER EQUIPMENT	LCD PROJECTOR/ LCD TV
1.	ceremonial hall	1	137.2 m <sup>2</sup>	-	1	1 sound system	1 LCD proj.
2.	video-conference hall	1	96.61 m <sup>2</sup>	-	1	1 videoconf system 1 simul.trans. system 1 PA system	2 LCD proj.
3.	council hall	1	47.26 m <sup>2</sup>	-	16	-	1 LCD proj.
4.	lecture room	7	545.86 m <sup>2</sup>	7	-	-	7 LCD proj.
5.	computer science cabinet	4	127.87 m <sup>2</sup>	40	-	2 wireless access points 3 switching networks	3 LCD proj.
6.	laboratory for logical algebra and digital electronics*	1	35.74 m <sup>2</sup>	3	-	1 server 1 switching network.	1 LCD proj.
7.	server room	1	20.26 m <sup>2</sup>	1	2	5 switch. network 1 network router 1 server	-
8.	teachers' lounge	1	21.53 m <sup>2</sup>	-	-	-	1 LCD TV
9.	students' lounge	1	56.86 m <sup>2</sup>	4	-	2 exam application devices for students	1 LCD TV
10.	college bookshop	1	25.92 m <sup>2</sup>	-	-	1 copier	-
11.	library	2	125.7 m <sup>2</sup>	21	-	1 copier	1
12.	teacher's cabinet	14	289.99 m <sup>2</sup>	14	5	-	-
13.	office	7	223.18 m <sup>2</sup>	8	5	2 copiers	4 LCD TV
14.	student administration	1	41.90 m <sup>2</sup>	2	-	1 copier	-
15.	protocol	1	23.60 m <sup>2</sup>	-	-	2 copiers 1 wireless access point	14 portable LCD projectors 1 portable LCD TV
16.	tea room	2	34 m <sup>2</sup>	-	-	2 cookers 2 refrigerators 1 dishwasher 1 washing machine. 1 microwave oven	-
17.	toilet	4	143.55 m <sup>2</sup>	-	-	-	-
18.	depository	1	5 m <sup>2</sup>	1	-	-	-
19.	hallway	10	279.78 m <sup>2</sup>	-	-	-	3 LCD TV
20.	corridor	2	499.18 m <sup>2</sup>	-	-	1 wireless access point	-
21.	straicase	1	31.58 m <sup>2</sup>	-	-	-	-
<b>TOTAL</b>		<b>61</b>	<b>2,832.57 m<sup>2</sup></b>	<b>91</b>	<b>30</b>	<b>-</b>	<b>30 LCD proj. 10 LCD TV</b>

*\*NOTE: The Laboratory for Logical Algebra and Digital Electronics has ten working places at its disposal and they are equipped with an experimental board, source of power-supply, right angle signal generator, set of integrated (chips) and passive components (resistor, condenser, LED diode....),and necessary components to connect elements. An EPROM programmer with a UV chip wiper are installed inside the lab with an EPROM for each working place.*

### **1.2.3. Study programmes and teaching organization**

College for Management in Tourism and Informatics in Virovitica started working on November 16, 2007 with a study programme for the academic year 2007/2008, and since then new study programmes have gradually been introduced in accordance with obtained permits:

- Undergraduate professional study of Management, specialization in Computer Sciences. Permit for carrying out the study programme was obtained on September 14, 2007
- Undergraduate professional study of Management, specialization in Rural Tourism. Permit for carrying out the study programme was obtained on July 30, 2010
- Undergraduate professional study of Entrepreneurship, specialisation in Entrepreneurship of Services. Permit for carrying out the study programme was obtained on July 27, 2011
- Undergraduate professional study of Entrepreneurship, specialization in Rural Entrepreneurship. Permit for carrying out the study programme was obtained on July 27, 2011

Teaching at the mentioned undergraduate professional studies is organized in lectures, seminars, and exercises as basic forms of teaching. Fieldwork teaching is held for the needs of a certain number of subjects, and particular attention is given to the systematic raising of quality in teaching through lectures given by guest lecturers coming from among experts in economy practice and the academic community. All undergraduate professional studies last 6 semesters, and their total value amounts to 180 ECTS credit, and at the end of the study professional title of Bachelor in Economics is acquired (*Table 2*).

*Table 2: Undergraduate professional studies at Virovitica College*

PROFESSIONAL STUDY	SPECIALIZATION	DURATION	PROFESSIONAL TITLE	ECTS CREDITS
MANAGEMENT	Management in Computer Science	3 years	Bachelor of Economics	180
	Management in Rural Tourism	3 years	Bachelor of Economics	180
ENTREPRENEURSHIP	Entrepreneurship of Services	3 years	Bachelor of Economics	180
	*Rural Entrepreneurship	3 years	Bachelor of Economics	180

*NOTE: With the aim of ensuring an optimal level of quality teaching, Rural Entrepreneurship will start, in accordance with the decision adopted by the Academic Council, after the three-year cycle in Entrepreneurship of Services programme is completed*

Pursuant to the basic guidelines of the Bologna declaration, teaching at College for Management in Tourism and Informatics in Virovitica is based on contemporary didactic principles of the teaching process performance at college level and following student-oriented teaching approach. This means that the teaching process is directed towards students and the importance of mastering the teaching contents is the primary task of the Department Council and the Academic Council from the founding and beginning of work in Virovitica College, whereby particular attention is given to the organization of teaching theory, seminars, exercises and fieldwork, as well as continuous analysis of students' achievements, passed exams and achieved average ratings at exams. During the past six years of its work, Virovitica College has paid particular attention to the establishment of a systematic schedule continuity in teaching and continuous raising of the quality level of teaching, preparation and drawing up of lecture notes, and text books, as well as the accessibility of published publications on Virovitica College web page.

#### **1.2.4. Students and student issues**

Students and their rights are the essence of Virovitica College. The influence and importance of students in the work and life of Virovitica College is at a significant level from its very beginnings, and students are included in all the segments of work of Virovitica College through a well-organized Student Union, Student' Sports Association, and Student Service (organized in cooperation with the Josip Juraj Strossmayer University Student Centre in Osijek). By having the student representatives participate in the work of the Department Council and the Academic Council of Virovitica College, students are continually offered the

possibility of participating in direct decision making concerning all issues connected with the achievement of student rights and meeting student obligations. Since the foundation of Virovitica College to the present day, a total of 1,189 students have enrolled at some of the professional studies at Virovitica College and 313 students have completed their studies (Table 3 and 4).

*Table 3: Number of enrolled students by academic years*

<b>NUMBER OF ENROLLED STUDENTS BY ACADEMIC YEARS</b>			
<b>Academic year</b>	<b>Full-time students</b>	<b>Part-time students</b>	<b>Σ</b>
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
<b>Σ</b>	<b>713</b>	<b>476</b>	<b>1189</b>

*Table 4: Number of graduates by academic years*

<b>NUMBER OF GRADUATED STUDENTS BY ACADEMIC YEARS</b>			
<b>Academic year</b>	<b>Full-time students</b>	<b>Part-time students</b>	<b>Σ</b>
2009/2010	26	11	37
2010/2011	59	39	98
2011/2012	50	37	87
2012/2013	49	42	91
<b>Σ</b>	<b>184</b>	<b>129</b>	<b>313</b>

Aiming at an easier and more effective teaching process, Virovitica College has introduced the ISVU Computer Science System, which effectively ensures student record keeping, including registration for exams via internet and direct entry of exam results. Communication with students is performed via Virovitica College web pages [www.vsmi.hr](http://www.vsmi.hr), that are regularly updated and where students have access to lecture notes, calendars, lesson schedules, all the necessary information concerning teaching performance, as well as documents necessary for studying.

With the aim of satisfying the level of student standard, student meals are organized in Virovitica Vocational School's restaurant, in cooperation with the school, and are subsidized by the Ministry of Science, Education and Sports. The building of a student restaurant will take place in new Virovitica College campus during the academic year 2013/2014, which will offer students organized meals in the vicinity of Virovitica College building, whereby, along

with the planned construction of a student dormitory, preconditions are being created for a full student campus. The building of the student restaurant is co-financed by Virovitica-Podravina County, Town of Virovitica and Virovitica College.

### 1.2.5. Employees and subcontractors

Virovitica College currently employs 24 permanent employees, 11 of which are teachers, two teaching assistants, one research assistant librarian in the library, one research assistant for IT support (system engineer), five employees in office work (of which two in the Secretariat, two in Student Administration, two in Accounting and three in Technical Assistance Service (*Table 5*).

*Table 5: Employee structure by workplace*

EMPLOYEE STRUCTURE BY WORKPLACE	
Lecturer / senior lecturer / college professor	11
Teaching assistant	2
Head of sub-department in central service (Academic Secretary's office)	1
Research assistant for IT support (system engineer)	1
Head of Student Administration	1
Administrative Assistant in Student Administration	1
Head of Accounting	1
Administrative Assistant in Accounting / doorperson-deliverer-driver	1
Librarian	1
Administration secretary (Dean's secretary)	1
Custodian	1
Janitor	2
<b>TOTAL</b>	<b>24</b>

The education structure of the employees is within the range of master of science to teacher, graduate engineer, graduate economist and lawyer to economist (*Table 6*), and the average age of the employees is 35.

*Table 6: Employee structure by academic degree*

<b>EMPLOYEE STRUCTURE BY ACADEMIC DEGREE</b>	
Ph.D.	2
M.Sc.	2
University specialists	4
M.A.	2
M.Eng.	2
M.A. in Economics	2
M.A. in Law	2
Teachers	2
Economists (high school)	3
Other (custodian and janitors)	3
<b>TOTAL</b>	<b>24</b>

Besides the permanently employed teachers and teaching assistants, classes at Virovitica College are taught by 24 subcontractors, three of which are university professors from the University of Josip Juraj Strossmayer in Osijek and 15 lecturers in the mentioned teaching positions and associate titles, recognized experts in the field of economy.

#### **1.2.6. Professional and applied scientific work**

Participation of permanently employed Virovitica College teachers and teaching assistants at domestic and international conferences is a relevant indicator of the quality of its professional and applied scientific activity. Since the foundation of Virovitica College and in the period from 2013 to 2017, permanently employed teachers and teaching assistants have participated at 87 international professional and scientific conferences and have issued 153 categorized professional and scientific publications in the social, humanistic, technical and natural science fields. The list of publications is available Virovitica College database, while part of publications issued within scientific projects of the Universities of Zagreb and Osijek with the support of the Ministry of Science, Education and Sports, whose members are some of the employees of Virovitica College ,are in the database of the Croatian Scientific Library CROSBİ.

A relevant indicator of the professional and applied scientific activity of Virovitica College is also its direction towards supporting the transfer of knowledge with emphasis on the continuous exchange of information with the economy and public sector. Thus the cooperation with the economy and public sector is directed to establishing communication

and partnering with subjects in various activity areas of the private, public and civil sector, wherein projects shown in *Table 7* are currently in the phase of implementation.

*Table 7: Projects in cooperation with the economy and public sector*

NO.	PROJECT	ORDERER/ PARTNER	DEPT/CENTRE
1.	Water system management based on knowledge	Komrad d.o.o. Slatina	Centre for Research and Development
2.	Establishment of a quality management system in local and regional self-government units	Town of Virovitica	Centre for Quality Management
3.	Implementation of destination tourism management in Virovitica-Podravina County	Municipality of Pitomača	Department of Tourism

The mentioned projects last from one to three years with a tendency of continuous expansion in space and time in accordance with defined aims of each single project. The general aims of the project are directed towards advancing cooperation in mutual project performance, advancing the basic activities of Virovitica College, particularly advancing the teaching process within a single course with experienced practical knowledge, enabling the enrichment of knowledge for Virovitica College students by applying an exemplary approach to concrete examples in direct practice, as well as the transfer of professional and applied knowledge from the education sector to the economy sector and vice versa.

### **1.2.7. Publishing**

Papers in professional and scientific journals indicate the “market of knowledge” value, while the reputation of a college is connected with the ownership of permanent and periodical publications. Lead by such a fact and aiming at the advancement of its professional and applied scientific work, Virovitica College has published two of its own Proceedings since 2008. The first collection was published in 2008 while the second one was published in 2009. Both issues of the Proceedings consist of 39 articles, whose authors are permanently employed teachers and teaching assistants, as well as subcontractors of Virovitica College. By decision of the Publishing Committee, in 2010 Virovitica College Proceedings were reshaped into Practical Management (Praktični menadžment) journal published periodically, twice a year. Six issues have been published to this day, consisting of 96 categorized professional and scientific works. Practical Management journal is in the database of the Hrčak Portal of scientific journals of Croatia.



Considering that the teaching process demanded appropriate teaching materials to cover the syllabi of particular courses, Virovitica College has published five textbooks, two reviewed and one non-reviewed course materials in the past six years within its own publishing activity and with the consent of the Publishing Committee, and all of which authors are permanently employed teachers at Virovitica College. (Table 8)

*Table 8: Textbooks and course materials published by Virovitica College*

NO	PUBLICATION TITLE	AUTHOR/AUTHORS	YEAR OF ISSUE	TYPE OF PUB.
1.	Introduction to computer architecture	Oliver Jukić, Ph.D., college profesor Marijana Špoljarić, MA, lecturer	2010	textbook
2.	Intercultural aspects of management	Vesna Bedeković, Ph.D., college professor	2010	textbook
3.	Labour law for managers	Bruno Moslavac, MSc, senior lecturer	2010	textbook
4.	Introduction to methodology of professional and scientific research	Vesna Bedeković, Ph.D., college professor	2011	textbook
5.	Mathematics for professional studies of economics	Marijana Špoljarić, MA, lecturer Vlado Halusek, Ph.D., senior lecturer	2012	textbook
6.	Financial mathematics	Marijana Špoljarić, MA, lecturer	2012	non-review. lecture notes
7.	Computer networks – authorized lectures and collection of chosen examples	Oliver Jukić, Ph.D., college profesor Ivan Heđi, M.Eng., lecturer	2012	reviewed lecture notes
8.	Introduction to Business Economics	Anita P. Kovačević, MA, lecturer Irena Bosnić, MA, lectuerr Josip Britvić, MA, lecturer	2013	reviewed lecture notes

### 1.2.8. Quality insurance system

The basic aim of creating a quality insurance system in Virovitica College is directed towards creating a mechanism for the continuous improvement and advancement of professional and applied scientific work and improvement of working effectiveness in College Administration. By decision of the National Council for Higher Education, the document "Standards and Directions for Insuring Quality in the European Area of Higher Education ESG" (<http://www.azvo.hr>), which carefully elaborates the main characteristics of key components of the quality insurance system, was adopted in the Republic of Croatia on May 17, 2006. The mentioned document, aimed at satisfying European standards, was also applied in the structure of quality insurance in Virovitica College. In 2009 the Unit for quality insurance was established, and at the end of 2010 the first independent analysis was

performed by the College. The self-analysis was followed by issuing the Manual of Quality Insurance in 2011, where standards and directions for quality insurance in the European area of higher education (ESG) were incorporated. The document also introduced an integrated quality management system, which consists of ISO 9001:2008 standard with IWA 2:2007 guidelines for educational institutions, security management system OHSAS 18001:2007 and FMC financial management and control system.

The above mentioned integrated system of quality management is certified and supervised by the certifying company QS Group Zurich Switzerland, whereby regular supervisory audits were performed in May 2012 and 2013. The Centre for Quality Management was established at the beginning of 2012, following positive experiences of the Unit for Quality Management, whereby the Council for Quality Management as a body consisting of teachers, students and employees responsible for following and supervising the work of the Centre. The basic guidelines for continuous work on further development and improvement of the quality system are based on existing quality insurance mechanism and documents, particularly those referring to the Quality Management System Policy, Quality Management System Handbook, and Virovitica College Quality System Management Regulations.

#### **1.2.9. Cooperation with related institutions, the economy and the local community**

Based on the stipulated cooperation agreements during the past six years of work, Virovitica College has held cooperation and partnership relationships with related college institutions, particularly Vern University of Applied Sciences in Zagreb, Marko Marulić University of Applied Sciences in Knin, Međimurje University of Applied Sciences in Čakovec, University College for Applied Computer Engineering in Zagreb, Aspira University College for Sport Management in Split, Minerva Business College in Split and Technical College in Bjelovar. Bilateral relationships have also been established with the Faculty of Management in Novi Sad, Faculty of Management in Sremski Karlovci and Faculty of Natural Sciences and Mathematics of the University of Mostar.

Within the framework of domestic and bilateral international cooperation, intensive work has been performed, among other things, on the development of partnership in joint projects related to the use of funds from the EU pre-accession funds, due to which partnerships have been established in joint projects with the University in Osijek (Project „UNITECH - University Infrastructure and Education for Technology Transfer“ IPA 3, Component C Science and Innovations) and with Utilus Business School for Tourism and

Hotel Management in Zagreb (“Adoption of HKO Principles in the Higher Education System in the Tourist Sector “ Porject IPA 4, LOT 2: “Implementation of the CROQF in Higher Education“).

The continuous support of knowledge transfer during the past six years of work in Virovitica College has been achieved in cooperation with the local community, particularly with entrepreneurs in Virovitica – Podravina County and the larger region, which resulted in the foundation of the Business Council of Virovitica College as a counselling body of the Dean. The Economic Council of Virovitica College is made up of prominent economic entities, representatives of the academic community, and other prominent legal and natural persons from the economic and social life of the community. The basic tasks of the Business Council are:

- Monitoring and proposal of harmonizing the teaching programme with the needs and trends of the labour market and technology development
- Consideration and proposal of guest professional lecturers
- Ensuring training for students, fieldwork teaching and study visits from companies
- Joint project development with Virovitica College
- Promoting excellence through scholarships for the best students
- Analysing employment possibilities upon study completion
- Proposals and promotions directed towards the advancement of Virovitica College activities
- Proposals and promotions of activities for further Virovitica College development

The significance of Virovitica College for the general development and advancement of the local community is reflected firstly in its direction towards raising the general level of education of the inhabitants and simplifying access to higher education in the region of Virovitica – Podravina County whereby all units of local self-government have been following and supporting the work of Virovitica College from its establishment by giving support to the specific model of financing higher education which is recognized by the public as the “Virovitica Model”. The work of Virovitica College is being financed from the state budget and also co-financed by the budget of local self-governments (3 towns and 13 municipalities) in Virovitica – Podravina County.

### 1.3. SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- attractiveness of the existing study programmes harmonized with the social needs and the Bologna process</li> <li>- teaching in small groups</li> <li>- positive image with the targeted - "Virovitica Model" of financing and earning one's own income</li> <li>- education and age of employees as their lifelong education</li> <li>- adaptable organization structure</li> <li>- newly arranged and highly equipped facilities</li> <li>- computing infrastructure used in teaching and business organization</li> <li>- established, certified and continuously improved quality insurance system</li> <li>- one's own developed publishing activity (textbooks, course materials, journals)</li> <li>- acquiring practical knowledge through participation in practical lessons and fieldwork</li> <li>- advanced teaching with the participation of subcontractors and practitioners in theoretical and practical teaching</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- non-existence of professional graduate studies</li> <li>- insufficient employee to student ratio</li> <li>- insufficiently developed promotional marketing activities</li> <li>- insufficient student, teacher and professional staff mobility,</li> <li>- insufficiently developed international cooperation</li> <li>- non-performance of teaching in a foreign language</li> <li>- insufficient participation in domestic and foreign projects</li> <li>- insufficiently developed research activity</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>- local and regional self-government support and the support of companies in the surroundings</li> <li>- possibility of acquiring one's own income (adult training programmes, research project performance)</li> <li>- possibility of financing from international funds</li> <li>- European programme of student, teacher and professional staff mobility</li> <li>- attractiveness of study programmes for countries non-members of the EU</li> <li>- modernization of teaching programmes</li> <li>- attractive use of social network with the aim of promotion</li> <li>- development of distance learning</li> <li>- completion of the student campus complex (students' restaurant and dormitory )</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- reduced budget financing by the founder</li> <li>- new employment restriction in higher education</li> <li>- relatively short study programme life cycle</li> <li>- difficulties in acquiring new study programmes</li> <li>- tendency of reduction in newly enrolled students as a consequence of the negative demographic trend</li> <li>- present policy of advancement is a threat to research career development</li> <li>- inadequate employment policy in the wider social community</li> <li>- frequent changes of laws and regulations</li> </ul>

## 2. MISSION, VISION AND VALUES OF COLLEGE FOR MANAGEMENT IN TOURISM AND INFORMATICS IN VIROVITICA

### 2.1. Vision

*College Management in Tourism and Informatics in Virovitica as a dynamic and entrepreneur oriented college will become the regional centre of professional and applied science work carrying out quality and effective education based on the concept of lifelong learning, responsibility for knowledge as a public good and mobility and human potential development as the highest values of society.*

### 2.2. Mission

*The mission of Virovitica College is the education of experts with expressed entrepreneurial spirit ready to apply the acquired knowledge and competition. Students, teachers, teaching assistants, and personnel are the main force of Virovitica College, for people are the most important potential of every society.*

*The targeted group of Virovitica College consists of high school graduates from the region of Virovitica – Podravina County as attendants of undergraduate and bachelor studies from the Republic of Croatia and from neighbouring countries as attendants of specialized professional graduate courses.*

*The teaching process at Virovitica College is based on promoting quality and contemporary comprehension in disciplined areas that are compatible with study programmes and support the transfer of knowledge as the basic presumption of connection, development and cooperation with the economy and local community.*

### 2.3. Values

#### ➤ RESPONSIBILITY

*We promote responsible approach to knowledge as a public good, as well as acquiring, using, and transferring knowledge in all areas of life.*

➤ **AMBITIOUSNESS**

*We have high expectations of our students, teachers, teaching assistants and other staff, which we base on positively directed ambition, perseverance, and persistence.*

➤ **OPENNESS**

*We promote cooperation, transparency, team work, and partnership.*

➤ **CREATIVITY**

*We are open to new ideas and support enthusiasm for research, creativity, innovation, and entrepreneurship.*

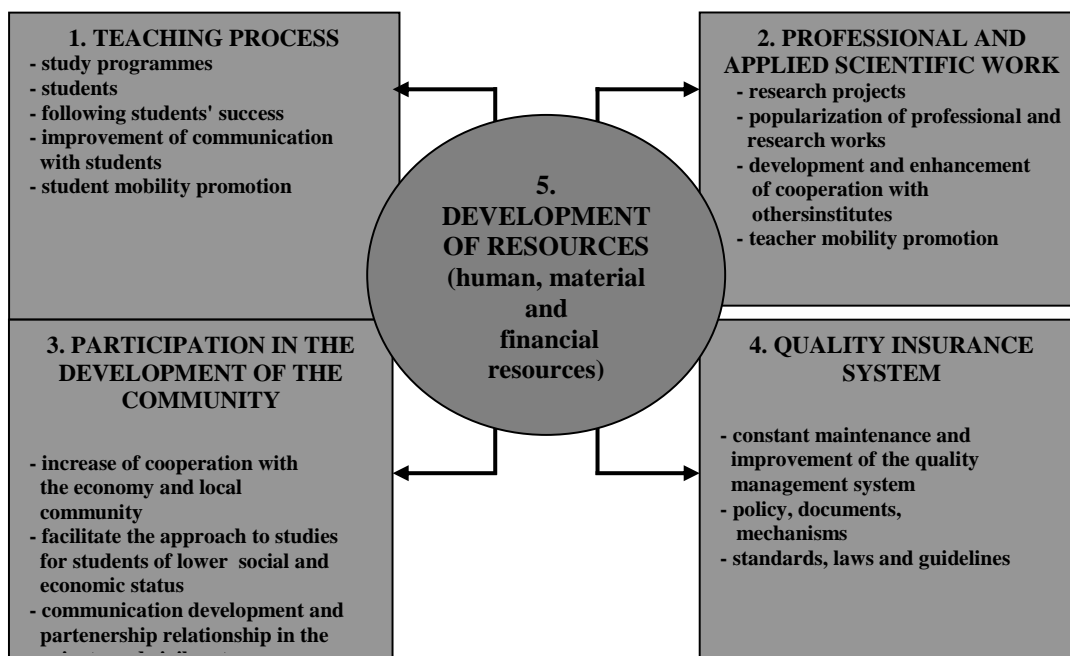
➤ **EXCELLENCE**

*We aim towards excellence and competitiveness within Croatian and European higher education context.*

### **3. STRATEGIC AIMS OF COLLEGE FOR MANAGEMENT IN TOURISM AND INFORMATICS IN VIROVITICA WITH THE PERTAINING MEASURABLE INDICATORS OF REALIZATION FOR THE 2013 TO 2017 PERIOD**

The activity of College for Management in Tourism and Informatics in Virovitica can be divided into three basic groups: teaching process, professional and applied scientific work and the participation in community work whereby each one of the mentioned group of activities covers a series of specific activities. Considering that the mentioned division of activities of Virovitica College follows the set up of work places foreseen by the inner organization of the higher school (foreseen work domain of the Vice Dean for Academic Affairs and Vice Dean for Development, professional and applied scientific work), such a division will enable more effective follow up, analysis and evaluation of achievements. Along with these three mentioned groups of activities with the Strategy, the development of the quality insurance system is defined, due to which the development of human, material and financial resources of Virovitica College are also defined. This offers the possibility of a clear and transparent approach in following the achieving set goals. All the mentioned components represent the basics of the Development Strategy of the College for Management in Tourism and Informatics in Virovitica (*Figure 2*).

*Figure 2: Basics of a competent Development Strategy of the College for Management in Tourism and Informatics in Virovitica*



Strategic targets and priorities with the pertaining measures and measurable indicators, indicators of successful realization of single measures respectively, as well as future plans or flow-charts of single activity performance connected to the execution of defined measures in each Strategy component have been defined with the aim of following the achievements of each single component of Virovitica College Strategy of Development while the final part of the document defines the bodies and persons responsible for their execution.

Besides the responsible people who, according to their position and duties, are authorized for the implementation of single activities in realizing the foreseen measures, all the employees of College for Management in Tourism and Informatics in Virovitica will be included in the Development Strategy by being entrusted with particular responsibilities which will enhance team work and show trust in achieving joint success. In implementing College for Management in Tourism and Informatics in Virovitica Development Strategy, special emphasis will be put in ensuring access to all relevant information through the formation of a corresponding computer science system and the indirect and direct inclusion of Virovitica College employees in producing single documents and action plans, and particularly in works connected with the review of existing and initiating new study programmes.

It is considered significant to mention that the Development Strategy of the College for Management in Tourism and Informatics in Virovitica for the 2013 to 2017 period is a document that has been drawn up in the period of a heavy crisis in world and state economy due to which the creation of the Development Strategy of the College for Management in Tourism and Informatics in Virovitica for the following four years has made efforts to give a realistic and structural approach to the issues that have accompanied the development of the College in the recent four years, from 2009 to 2013. Starting from the vision and mission of development of College for Management in Tourism and Informatics in Virovitica strategic directions of development of the higher school have been defined with elaborated indicators showing the success of their realization, and the foreseen processes need to be implemented by the end of 2017.

### **3.1. TEACHING PROCESS**

Students and teachers are the main value of every college institution, for people and knowledge are and will be the most important resource of every society, particularly a society based on knowledge.

#### **STRATEGIC TARGET 1:**

*Continuous improvement of the teaching process through: improvement, adjustment, and introduction of new study programmes in line with the development of science, technology and the needs of the labour market, following students' achievements and qualification acquirements in the period foreseen by the study programme, concerns on the number proportion of the teaching staff with reference to the number of students, and the insurance of applied study resources and their accessibility to students*

**PRIORITY 1.1 Improvement, adjustment, and introduction of new study programmes in accordance with the development of science, technology and the needs of the labour market**

Measure 1.1.1

Evaluation of existing study programmes



#### Measure a 1.1.2.

Information analysis on the needs and trends on the labour market as well as employment of Virovitica College graduates

#### Measure 1.1.3

Establishment of professional two-year graduate study of Information System Management (120 ECTS points)

#### Measure 1.1.4

Establishment of undergraduate professional three-year study (180 ECTS points) in the scientific field of wood technology as an assumption of the growth of Virovitica College into becoming a college in accordance with the needs of the labour market, strategic documents of Virovitica – Podravina County and the strategic documents of the development system of higher education in the Republic of Croatia.

#### Measure 1.1.5

Establishment of undergraduate professional three-year study (180 ECTS points) in the scientific field of food technology as an assumption of the development of Virovitica College into becoming a college in accordance with the needs of the labour market, strategic documents of Virovitica – Podravina County and the strategic documents of the development system of higher education in the Republic of Croatia

#### Measure 1.1.6

Ensure on-line access to scientific and professional works for coming scientific – technological changes and their implementation in study programmes and teaching activities

### **PRIORITY 1.2 Following of student achievements and acquiring qualifications in the period foreseen by the study programme**

#### Measure 1.2.1

Increase of student success through the continuous mastering of teaching material through the obligation of passing at least two preliminary exams per course

#### Measure 1.2.2

Introduction of mentor groups (student guides) and student support groups as assistance in teaching, exercises and seminars

#### Measure 1.2.3

Increase in counselling duration and keeping to the counselling schedule

#### Measure 1.2.4

Increase in quality and share in fieldwork teaching and practical teaching

#### Measure 1.2.5

Standardization of the student grading system on the basis of public criteria and consistently applied rules and procedures with which the students have been acquainted in advance

#### Measure 1.2.6

Increase in average study appraisal of the existing programme

#### Measure 1.2.7

Increase in the percentage of students that have ended their studies in the period foreseen by the study programme

#### Measure 1.2.8

Intensifying the cooperation with Alumni Society and continuous communication with former students

#### Measure 1.2.9

Continuous cooperation with the Students' Assembly of Virovitica College

#### Measure 1.2.10

Continuous cooperation with the students' sports association and promotion of sports and sports activities

#### Measure 1.2.11

Establishment of two-way student mobility through visits to other colleges in the country and

abroad and hosting students in Virovitica College

**PRIORITY 1.3 Concern for teacher proportionality in the number of teaching staff in reference to the number of students**

Measure 1.3.1

Employment of teachers and teaching assistants based on following fluctuations of teachers and students to achieve 1:30 ratio

Measure 1.3.2

Following student movement, number of subcontractors and increase in the number of guest lecturers coming from the economy business

**PRIORITY 1.4. Insurance of adequate study resources and their accessibility to students**

Measure 1.4.1

Intensification of teacher activity in publishing textbooks and other teaching material

Measure 1.4.2

Support in creating digital interactive teaching materials accessible in the web pages of Virovitica College

Measure 1.4.3

Continuous alignment of the library fund with the necessary number of copies of books with regard to the number of students in all study programmes

Measure 1.4.4

Continuous cooperation with all libraries in the region of Virovitica – Podravina County in order to enable free use of service for Virovitica College students

Measure 1.4.5

Adjustment to the technological changes of computer science equipment in computing laboratories and lecture rooms

#### Measure 1.4.6

Adaptable working hours of the library, student administration, and other departments for better student service accessibility

#### Measure 1.4.7

Regular updating of Virovitica College web pages as media communication with students

<b>STRATEGIC TARGET 1:</b>				
<i>Continuous improvement of the teaching process through: improvement, adjustment and introduction of new study programmes in accordance with the development of science, technology and the needs of the labour market, following students' achievements and qualification acquirement in the period foreseen by the study programme, taking care of the number proportion of the teaching staff with reference to the number of students, and the insurance of applied study resources and their accessibility to students</i>				
<b>MEASURE</b>	<b>INDICATOR</b>	<b>RESPONSIBLE PERSONS</b>	<b>RELATED DOCUMENT</b>	<b>PERFORMANCE DEADLINE</b>
<b>1.1.1. Evaluation of existing study programmes</b>	surveys conducted with teachers, students and employers with regard to the existing student programmes	Vice Dean for Academic Affairs, Vice Dean for Development, Heads of departments, Centre for Quality Management, Student Assembly President	reports on conducted surveys	every June in the academic year
<b>1.1.2. Information analysis on the needs and trends of the labour market as well as employment of Virovitica College graduates</b>	data from the Croatian Employment Institute	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, Head of Student Administration	data analysis from the Croatian Employment Institute	every June in the academic year

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENTS	PERFORMANCE DEADLINE
<b>1.1.3. Establishment of professional two-year graduate study of Information System Management (120 ECTS credits)</b>	survey conducted on study programme interest, drawn up report, accreditation of the Agency for Science and Higher Education, acquired permits	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, person named responsible for drawing up documents for the new study programme, Academic Secretary's office	analysis of conducted survey on interest, request for starting the accreditation process, study programme justification report, permits	November 2013 - October 2014
<b>1.1.4. Establishment of pre-graduate professional three-year study (180 ECTS credits) in the scientific field of wood technology as an assumption of the growth of Virovitica College into becoming a college in accordance with the needs of the labour market, strategic documents of Virovitica – Podravina County, and the strategic documents of the development system of higher education in the Republic of Croatia</b>	survey conducted on study programme interest, data collected on labour market needs, report drawn up, accreditation of the Agency for Science and Higher Education, acquired permits	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, person named responsible for drawing up documents for the new study programme, Academic Secretary's office	analysis of conducted survey on interest, request for starting the accreditation process, study programme justification report, permits	January - October 2014

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	PERFORMANCE DEADLINE
<b>1.1.5. Establishment of undergraduate professional three-year study (180 ECTS credits) in the scientific field of food technology as an assumption of the growth of Virovitica College into becoming a college in accordance with the needs of the labour market, strategic documents of Virovitica – Podravina County and the strategic documents of the development system of higher education in the Republic of Croatia</b>	survey conducted on study programme interest, data collected on labour market needs, report drawn up, accreditation of the Agency for Science and Higher Education, acquired permits	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, person named responsible for drawing up documents for the new study programme, Academic Secretary's office	analysis of conducted survey on interest, request for starting the accreditation process, study programme justification report, permits	January - October 2016
<b>1.1.6. Ensure on-line access to scientific and professional works for following scientific – technological changes and their implementation in study programmes and teaching activities</b>	Number of members in recent professional organizations, number of acquired electronic identities (user accounts and passwords) for access to on-line basis, memberships in professional organizations, subscription amount in professional and scientific periodicals	Vice Dean for Academic Affairs, Vice Dean for Development, Head of Centre for IT Support, Student Assembly President Head of Publishing and Library Activity Centre	plans and reports of Centre for IT Support, plans and reports of the Centre of Library and Publishing Activity	month of October of each academic year
<b>1.2.1. Increase of student success through continuous mastering of teaching material through the obligation of passing at least two preliminary exams per course</b>	number of preliminary exams per course at semester level	Vice Dean for Academic Affairs, Heads of departments, Head of Student Administration	yearly report of head of department	every October of each academic year

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENTS	PERFORMANCE DEADLINE
<b>1.2.2. Introduction of mentor groups (student guides) and student support groups as assistance in teaching, exercises and seminars</b>	number of mentor groups, number of students guides	Vice Dean for Academic Affairs, heads of departments	Yearly report of head of department	every October of each academic year
<b>1.2.3. Increase in counselling duration and keeping to the counselling schedule</b>	number of hours of realized counselling per course	Vice Dean for Academic Affairs, Heads of departments	yearly report of head of department	October 2014
<b>1.2.4. Increase in quality and scope of field teaching and practical teaching</b>	number of hours of realized field teaching in the current academic year with regard to the preceding academic year	Vice Dean for Academic Affairs, heads of departments Head of Centre for Quality Management	executive plan, yearly report of head of department, report of Head of Practice	every October
<b>1.2.5. Standardization of the student grading system on the basis of public criteria and consistently applied rules and procedures with which the students have been acquainted in advance</b>	criteria, regulations and procedures of grading published in the official pages of the course (web pages)	Vice Dean for Academic Affairs, heads of departments	Yearly report of head of department	every October
<b>1.2.6. Increase in average study appraisal of the existing programme</b>	level of average grading in the current academic year with regard to the preceding academic year	Dean, Vice Dean for Academic Affairs, Vice Dean for development, heads of departments	yearly report of Vice Dean for Academic Affairs, Yearly report of Student Administration,	every October
<b>1.2.7. Increase in percentage of students that have ended their studies in the period foreseen by the study programme</b>	percentage of graduate students in the current academic year with regard to the preceding year	Dean, Vice Dean for Academic Affairs, Vice Dean for Development,	yearly report of Vice Dean for Academic Affairs, yearly report of Student Administration	every October

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	PERFORMANCE DEADLINE
<b>1.2.8. Intensifying the cooperation with Alumni Society and continual communication with former students</b>	number of performed joint activities	Vice Dean for Academic Affairs, Vice Dean for Development, Head of Lifelong Education Centre	information on performed joint activities	when necessary, in line with available resources and possibilities
<b>1.2.9. Continuous cooperation with the Students' Assembly of Virovitica College</b>	number of activities performed by the Student Assembly	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, Student Assembly President	information on performed joint activities of the Student Assembly	continuously throughout the academic year
<b>1.2.10. Continuous cooperation with the students' sports association and promotion of sports and sports activities</b>	number of activities performed by the sports association	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, sports society President	information on performed joint activities of the sports association	continuously throughout the academic year
<b>1.2.11. Establishment of two-way student mobility through visits to other higher schools in the country and abroad and hosting them in Virovitica College</b>	stimulated agreements on cooperation and exchange, number of realized exchanges	Dean, Vice Dean for Academic Affairs, Assistant Dean of Vice Dean for Development, Head of Student Administration	student exchange agreements	according to needs and interests, in accordance with available resources and possibilities
<b>1.3.1. Employment of teachers and teaching assistants based on following fluctuations of teachers and students due to the insurance of their ratio 1:30</b>	number of students, number of employed teachers, employment plan,	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, Head of Accounting, Head of Student Administration	report on the number of students, plan of employment, Dean's yearly report, employment contracts	every December of each academic year
<b>1.3.2. Following student movement, number of subcontractors and increase in the number of guest lecturers coming from companies</b>	number of subcontractors in the current academic year with regard to the preceding academic year, number of guest lecturers of the current academic year with regard to the preceding academic year	Dean, Vice Dean for Academic Affairs, heads of departments	yearly report of Vice Dean for Academic Affairs	every October of each academic year



MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	PERFORMANCE DEADLINE
<b>1.4.1. Intensification of teacher activity in publishing teaching materials and textbooks</b>	number of published teaching materials, textbooks, and other teaching material at the level of each academic year	Vice Dean for Academic Affairs, Vice Dean for Development, Head of Publishing and Library Activity Centre	yearly report of the Head of the Library and Publishing Centre	every October of each academic year
<b>1.4.2. Support in creating digital interactive teaching contents accessible at Virovitica College web pages</b>	number of courses using digital interactive teaching contents accessible in Virovitica College network at the level of each academic year	Vice Dean for Academic Affairs, Vice Dean for Development, heads of departments, Head of Centre for IT Support	yearly report of head of department	continuously throughout the entire academic year
<b>1.4.3. Continuous alignment of the library fund with the necessary number of copies of books with regard to the number of students in all the study programmes</b>	number of books in the current academic year with regard to the preceding academic year, number of students in the current academic year with regard to the preceding academic year	Vice Dean for Development, heads of departments, Head of Publishing and Library Activity Centre	yearly report of the Head of the Library and Publishing Centre	continuously throughout the entire academic year
<b>1.4.4. Continual cooperation with all libraries in the region of Virovitica – Podravina County in order to enable free use of service for Virovitica College students</b>	number of cooperation agreements stipulated with libraries	Vice Dean for Development, Head of Publishing and Library Activity Centre	yearly report of the Head of the Library and Publishing Centre	continuously throughout the entire academic year
<b>1.4.5. Adjustment to the technological changes of computer science equipment in computing laboratories and lecture rooms</b>	amount invested in new computer science equipment	Vice Dean for Development, Head of Centre for IT Support, Head of Accounting	yearly report of the Head of Centre for IT Support	continuously throughout the entire academic year

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENTS	PERFORMANCE DEADLINE
<b>1.4.6. Adaptable working hours of the library, student administration and other departments for better student service accessibility</b>	number of library, student administration working hour adjustments, as well as other services necessary to students	College Secretary, Head of Student Administration, Head of Library, Head of Accounting, Student Assembly President	yearly report of Academic Secretary's office	continuously throughout the entire academic year
<b>1.4.7. Regular updating of Virovitica College web pages as media communication with students</b>	number of entry changes on monthly basis and accessible in web pages archives, results of student survey	Vice Dean for Development, Head of Centre for IT Support, administrator	yearly report of the Head of Centre for IT Support	continuously throughout the entire academic year

### 3.2. PROFESSIONAL AND APPLIED SCIENTIFIC WORK

The long-term policy of higher education has been directed towards strengthening the system of college education and research, improvement of its effectiveness and the connection of education and research components, and the strengthening the college education link with the environment, particularly with those factors that shape society based on knowledge.

#### **STRATEGIC TARGET 2:**

*To support the development of professional and applied scientific activities in scientific areas and fields relevant for study programmes and to offer institutional support to the development of teacher and teaching assistant research careers through the work of the Research and Development Centre.*

#### **PRIORITY 2.1 Development of professional and applied scientific activities in scientific areas and fields relevant to study programmes performed at Virovitica College**

##### Measure 2.1.1

Continuous growth in the number of issued professional and scientific works in journals referred in the relevant professional base

#### Measure 2.1.2

Continuous growth in the number of teachers with achieved academic levels of doctors of science depending on the development of the study programme

#### Measure 2.1.3

Continuous growth in the number of staff with teaching position in accordance with the Teaching Profession Choice/Reappointment Plan, Employment Plan, Science and Higher Education Act (Official Gazette 123/03, 105/04, 174/04, 2/07, 46/07, 45/09, 63/11 and 94/13), Decision on the Teaching and Professional Activity Evaluation Conditions in the Teaching Profession Choice Selection Process (OG 20/2012, and 85/13), and the necessary teaching performed in the study programmes.

### **PRIORITY 2.2 Offering institutional support to the development of teacher and assistant research careers**

#### Measure 2.2.1

Continuous establishment of professional and scientific cooperation with related colleges through partnership in 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 working bodies of domestic and international associations, and publishing scientific and professional papers in internationally recognized journals

#### Measure 2.2.4

Establishing teacher mobility within Croatia and abroad by using accessible financing funds through programmes of teacher mobility promotion, particularly ERASMUS programmes

## STRATEGIC TARGET 2:

*To support the development of professional and applied scientific activities in scientific areas and fields relevant for study programmes and to offer institutional support to the development of a teacher and teaching assistants research careers through the work of the Research and Development Centre.*

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	PERFORMANCE DEADLINE
<b>2.1.1. Continuous growth in the number of published professional and scientific papers in journals referred in the relevant professional base</b>	number of published professional and scientific papers	Vice Dean for Development, Head of Centre for Research and Development, Head of Publishing and Library Activity Centre, heads of departments	record keeping of published professional and scientific works (ob-13)  yearly report of the Head of Publishing and Library Activity Centre	continuously throughout the year  October of each academic year
<b>2.1.2. Continuous growth in the number of teachers with achieved academic levels of doctors of science depending on the development of the study programme</b>	number of doctoral level employees with regard to the total number of employees	Vice Dean for Development, heads of departments, Ph.D. students	individual yearly reports of Ph.D. students on the development and achievements of doctoral studies, yearly report of heads of departments	October of each academic year
<b>2.2.1. Continuous establishment of professional and scientific cooperation with related colleges through partnership in joint projects</b>	number of stimulated agreements of cooperation in professional and scientific projects	Dean, Vice Dean for Development, Head of Centre for Research and Development	yearly report of Vice Dean for Development, yearly report of the Head of Centre for Research and Development , agreements on cooperation in professional and scientific projects	according to needs, and in accordance with available resources and possibilities

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	PERFORMANCE DEADLINE
<b>2.2.2. Establishment of professional and scientific cooperation with institutes and agencies through professional and scientific projects</b>	number of stimulated agreements of cooperation in professional and scientific projects	Dean, Vice Dean for Development, Head of Centre for Research and Development	yearly report of Vice Dean for Development, yearly report of the Head of Centre for Research and Development, agreements on cooperation in professional and scientific projects	according to needs and in accordance with available resources and possibilities
<b>2.2.3. Encouraging teachers to actively participate in working bodies of domestic and international associations, and publishing scientific and professional papers in internationally recognized journals</b>	number of participations in work bodies of domestic and international associations, number of published scientific and professional papers	Vice Dean for Development, heads of departments, Head of Centre for Research and Development	yearly report of Vice Dean for Development, yearly report of heads of departments, yearly report of the Head of Centre for Research and Development	October of each academic year
<b>2.2.4. Establishing teacher mobility within Croatia and abroad by using accessible financing funds through programmes of teacher mobility promotion, particularly ERASMUS programmes</b>	number of stimulated mobility agreements	Vice Dean for Development, Vice Dean for Academic Affairs, heads of departments,  Dean	yearly report of Vice Dean for Development, Vice Dean for academic Affairs, yearly report of heads of departments  mobility agreement	October of each academic year  according to needs and in accordance with available resources and possibilities

### 3.3. PARTICIPATION THE THE DEVELOPMENT OF THE COMMUNITY

Participation in the development of society is one of the fundamental components of the mission of modern colleges that has been built into the mission of the College for Management in Tourism and Informatics in Virovitica. That mission component is particularly important considering the fact that the Republic of Croatia has taken the approach to higher education as a public good and public responsibility.

**STRATEGIC TARGET 3:**

*Participation in the development of the community through: cooperation with the economy sector and the local community; simplification of approach to studies for students of lower social and economic status; communication and partnership relationship development with the private, public and civil sector.*

**PRIORITY 3.1 Increased cooperation with the economy sector and the local community**

Measure 3.1.1

Implementation of joint projects with the economy sector and the local community so as to enable the transfer of knowledge and new technologies

Measure 3.1.2.

Stimulation of agreements with the economy sector on the performance of student internships and fieldwork teaching

Measure 3.1.3

Establishment of cooperation with the economy sector and the local community for partnership in the participation of joint projects financed by EU structural funds

Measure 3.1.4

Continuous cooperation with the Business Council in improving the quality of existing study programmes and the organization of new study programmes

Measure 3.1.5.

Encourage the participation of experts and entrepreneurs with prominent results in the economy practice to give lectures as guest lecturers

Measure 3.1.6

Adult education and lifelong education programme performance in line with the needs of the economy sector and local community

### **PRIORITY 3.2 easier access to studies by students of lower social and economic status**

#### Measure 3.2.1

Define the criteria for establishing students belonging to the category of lower social and economic status and draw up a database

#### Measure 3.2.2

Set up a Foundation of Scholarship for students of lower social and economic status in cooperation with the local community, economy sector and Business Council

#### Measure 3.2.3

Create and implement the tuition-free system in line with the established census as well as payment in instalments of tuition-fees and other expenses

#### Measure 3.2.4

Enable accessibility to free textbooks and lecture notes, and adjust the teaching schedule of lower social and economic status students

#### Measure 3.2.5

Finalization of construction work and furnishing of the student restaurant

#### Measure 3.2.6

Construction of student dormitory and completion of the student campus

### **PRIORITY 3.3 Development of communication and partnership relationship with the private, public and civil sector**

#### Measure 3.3.1

Continuous communication of student achievements, new study programmes, quality and quantity work indicators, plans and intentions of Virovitica College directed towards the improvement of private, public and civil sector development through the transfer of knowledge

### Measure 3.3.2

Contracts of specific models of cooperation and support of the private, public and civil sector for the promotion and achievement of entrepreneurship activities

<b>STRATEGIC TARGET 3:</b>  <i>Participation in the development of the community through: cooperation with the economy sector and the local community; easier access to studies for students of lower social and economic status; communication and partnership relationship development with the private, public and civil sector.</i>				
MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	PERFORMANCE DEADLINE
<b>3.1.1. Implementation of joint projects with the economy sector and the local community so as to enable the transfer of knowledge and new technologies</b>	number of stimulated cooperation agreements on specific projects	Dean, Vice Dean for Development, Head of Centre for Research and Development , President of Economy Council	cooperation agreements,  yearly report of the Vice Dean for Development	as necessary and in line with available resources and possibilities  October of each academic year
<b>3.1.2. Stimulation of agreements with the economy sector on the performance of student internships and fieldwork teaching</b>	number of stimulated cooperation agreements on the implementation of internships and fieldwork teaching	Dean, heads of departments, Vice Dean for Academic Affairs, heads of various courses, head of professional practice	cooperation agreements, plan for practical teaching, report on performed fieldwork teaching, yearly report of heads of departments, yearly report of Vice Dean for Academic Affairs	continuously throughout the year  month of October of each academic year
<b>3.1.3. Establishment of cooperation with the economy sector and the local community for partnership in the participation of joint projects financed by EU structural funds</b>	number of stimulated agreements on partnership, number of implemented projects	Dean Vice Dean for Development, Head of Centre for Research and Development	stimulated contract  yearly report of the Vice Dean for Development, yearly report of the Head of Centre for Research and Development	as necessary and in line accordance available resources and possibilities  October of each academic year



MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	PERFORMANCE DEADLINE
<b>3.1.4. Continuous cooperation with the Business Council in improving the quality of existing study programmes and the organization of new study programmes</b>	<p>number of performed meetings concerning the improvement of quality of study programmes and organization of new programmes,</p> <p>number of implemented changes in study programmes</p>	<p>Dean, President of Economy Council, Vice Dean for Academic Affairs, Vice Dean for Development, heads of departments</p>	<p>records from the Business Council session,</p> <p>yearly report of the Vice Dean for Academic Affairs, yearly report of the Vice Dean for Development, yearly report of heads of departments</p>	<p>continuously throughout the year</p> <p>October of each academic year</p>
<b>3.1.5. Encourage the participation of experts and entrepreneurs with prominent results in the economy practice to give lectures as guest lecturers</b>	<p>number of held guest lectures by prominent entrepreneurs</p>	<p>Dean, Vice Dean for Academic Affairs, Vice Dean for Development, heads of departments, heads of various courses</p>	<p>yearly report of engaged guest lecturers (ob-38), report on held lecture (ob-40), yearly report of Vice Dean for Academic Affairs</p>	<p>continuously throughout the year</p> <p>October of each academic year</p>
<b>3.1.6. Adult education and lifelong education programme performance in accordance with the needs of the economy sector and local community</b>	<p>number of verified adult education programmes</p> <p>number of performed programmes of adult education and lifelong learning</p>	<p>Head of Lifelong Education Centre</p>	<p>verified programmes of adult education and lifelong education</p> <p>yearly report of the Head of Lifelong Education Centre</p>	<p>as necessary and in accordance with available resources and possibilities</p> <p>month of October of each academic year</p>
<b>3.2.1. Define the criteria for establishing students of lower social and economic status and draw up a database</b>	<p>defined criteria,</p> <p>built database</p>	<p>Dean, Academic Secretary-s office, Vice Dean for Academic Affairs, Vice Dean for Academic Affairs Development, President of Student Assembly</p>	<p>Regulations on criteria for establishing of lower social and economic status,</p> <p>database</p>	<p>until December 2013</p> <p>until June 2014</p>

MEASURE	INDICATOR	RESPONSIBLE PERSONS	CONNECTING DOCUMENT	PERFORMANCE DEADLINE
<b>3.2.2. Set up a Foundation of Scholarships for students of lower social and economic status in cooperation with the local community, economy sector and the Business Council</b>	established foundation,  number of student scholarships	President of the Administrative Council, Dean, President of Economy Council, Vice Dean for Development, President of Student Assembly	basic constitutional acts of the Foundation	until October 2014.
<b>3.2.3. Create and implement the tuition-free system in accordance with the established census as well as payment in instalments of tuition fees and other expenses</b>	created system  implemented system	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, College Secretary, President of Student Assembly	regulations on free-tuition system and payment in instalments	until October 2014
<b>3.2.4. Enable accessibility to free textbooks and teaching materials, and adjustment to the teaching schedule of lower social and economic status students</b>	number of students of lower social and economic status ,  number of students with free textbooks and teaching material	Assistant Dean of Teaching, Academic Secretary-s office, heads of departments, Head of Library and Publishing Activity, President of Student Assembly	yearly report of heads of departments, yearly report of Head of Library and Publishing Activity	month of October of each academic year
<b>3.2.5. Finalization of construction work and furnishing of the student restaurant</b>	built and equipped restaurant	President of the Administrative Council, Dean, Academic Secretary-s office Head of Accounting, Vice Dean for Development, President of Student Assembly	contract on the right of building use	until the end of 2013
<b>3.2.6. Construction of student dormitory and completion of the student campus</b>	Built and equipped student dormitory , Completed student campus	President of the Administrative Council, Dean, Academic Secretary-s office Head of Accounting Vice Dean for Development, President of Student Assembly	contract on the right of building use	until the beginning of October 2017

MEASURE	INDICATOR	RESPONSIBLE PERSONS	CONNECTING DOCUMENT	PERFORMANCE DEADLINE
<b>3.3.1. Continuous communication of student achievements, new study programmes, quality and quantity work indicators, plans and intentions of Virovitica College directed towards the improvement private, public and civil sector development through the transfer of knowledge</b>	<p>number of held presentations on plans and intentions of the College directed towards development</p> <p>improvement of the private, public and civil sector through knowledge transfer, number of held press conferences, number of articles issued in journals and electronic media</p>	<p>President of the Administrative Council, Dean, Vice Dean for Development, President of the Business Council, Head of Public Relations Sector</p>	<p>yearly report of Vice Dean for Development</p> <p>yearly report of the Head of Public Relations Sector</p>	<p>October of each academic year</p> <p>October of each academic year</p>
<b>3.3.2. Contracting specific models of cooperation and support of the private, public and civil sector for the promotion and achievement of entrepreneurship activities</b>	<p>number of stimulated cooperation agreements</p>	<p>Dean, Vice Dean for Development, Head of Centre for Research and Development</p>	<p>Cooperation agreements,</p> <p>yearly report of Vice Dean for Development,</p> <p>yearly report of the Head of Centre for Research and Development</p>	<p>as necessary and in accordance with available resources and possibilities</p> <p>month of October of each academic year</p>

### 3.4. QUALITY INSURANCE SYSTEM

The quality insurance system in Virovitica College has been completed and implemented. It is necessary to maintain the system in the following period and work on its continuous improvement. The use of created mechanisms such as work procedures, work guidelines and internal audit performances, as well as continuous improvement of the insurance quality system, has advanced the quality of education, scientific and professional work and the work of professional services of Virovitica College. The quality management system of Virovitica College has been drawn up, implemented and maintained in accordance with the Standards and Guidelines for Quality Insurance in the European Area of Higher Education (ESG) which carefully elaborates the main features of key components of the insurance quality system. The quality management system of Virovitica College has been drawn up, implemented and maintained in accordance with the international standards ISO 9001:2008 with IWA 2 guidelines.

**STRATEGIC TARGET 4:**

***Maintenance and advancement of the quality management system through the work of the Quality Management Centre, internal audit performances, management system grading, self-analyses and third party audits.***

**PRIORITY 4.1 Maintenance and advancement of the quality management system**

Measure 4.1.1

Performance of at least two internal audits a year

Measure 4.1.2

Third party audits (certified company audit)

Measure 4.1.3

Continuous sessions of the Centre for Quality Management

Measure 4.1.4

Drawing up self-analysis of the work of Virovitica College needed for the re-accreditation by the Agency for Science and Higher Education.

Measure 4.1.5

Analysis and updating of quality management system documents

Measure 4.1.6

Elimination of eventual inconsistencies and remarks from internal audits and certified company audit

Measure 4.1.7

Drawing up self-analysis of the work of the College for re-accreditation by the Agency for Science and Higher Education

Measure 4.1.8

Elimination of possible inconsistencies and remarks after the implementation of re-accreditation by the Agency for Science and Higher Education.

**PRIORITY 4.2 Continuous informing of employees and students on the work and work results of the quality insurance system**

Measure 4.2.1

Continuous training of employees in quality management

Measure 4.2.2

Continuous informing of employees and students on activities connected with permanent improvement of the quality management system

<b>STRATEGIC TARGET 4:</b>  <i>Maintenance and advancement of the quality management system through the work of the Centre for Quality Management, internal audits, management system grading, self-analyses and third party audits.</i>				
MEASURE	INDICATOR	RESPONSIBLE PERSONS	CONNECTING DOCUMENT	PERFORMANCE DEADLINE
<b>4.1.1. Internal audits</b>	number of yearly performed internal audits (minimum 2 internal audits a year)	Head of Centre for Quality Management, members of Centre for Quality Management Council	report on internal audit,  yearly report of Centre for Quality Management	after performed internal audit,  October of each academic year
<b>4.1.2. Third party audits (certified company audit)</b>	prolonged validity of ISO Certificate	Dean, Head of Centre for Quality Management	report of performed certified company audit  yearly report of the Head of Centre for Quality Management	until the end of June of each academic year  October of each academic year
<b>4.1.3. Continuous sessions of the Centre for Quality Management</b>	number of sessions held by the Centre for Quality Management (minimum 6 yearly)	Head of Centre for Quality Management, Members of Centre for Quality Management Council	working plan of Centre for Quality Management , session minutes, yearly report of the Head Centre for Quality Management	continuously throughout the academic year  October of each academic year

MEASURE	INDICATOR	RESPONSIBLE PERSONS	CONNECTING DOCUMENT	PERFORMANCE DEADLINE
<b>4.1.4.</b> <b>Drawing up self-analysis of the work of Virovitica College needed for the re-accreditation by the Agency for Science and Higher Education</b>	number of document examinations of the quality management system,  number of updated documents of the quality management system	Head of Centre for Quality Management	records on the analysis and updating of quality management documents  yearly report of the Head of Centre for Quality Management	continuously throughout the academic year  October of each academic year
<b>4.1.5. Analysis and updating of quality management system documents</b>	prolonged validity of ISO Certificate	Dean, Head of Centre for Quality Management	report of performed certified company audit  yearly report of the Head of Centre for Quality Management	until the end of June of each academic year  month of October of each academic year
<b>4.1.6. Elimination of possible inconsistencies and remarks from internal audits and certified company audits</b>	number of confirmed inconsistencies with internal audit, number of confirmed inconsistencies from certified company audit  number of eliminated inconsistencies with internal audit , number of eliminated inconsistencies with certified company audit	Dean, Head of Centre for Quality Management	internal audit reports and certified company audit report, report on inconsistencies	continuously throughout the academic year (after performed audit)
<b>4.1.7. Drawing up self-analysis of the work of the College for reaccredit from AZVO</b>	drawn up self-analysis	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, Head of Centre for Quality Management, President of Student Assembly	self-analysis and accompanying documents module	in line with the higher school reaccredit (during 2014)

MEASURE	INDICATOR	RESPONSIBLE PERSONS	CONNECTING DOCUMENT	PERFORMANCE DEADLINE
<b>4.1.8. Elimination of eventual inconsistencies and remarks after the implementation of reaccredit from AZVO</b>	number of remarks after performed reaccrated audit by AZVO  number of eliminated remarks after performed reaccrated audit by AZVO	Dean, Vice Dean for Academic Affairs, Vice Dean for Development, Head of Centre for Quality Management President of Student Assembly	report of AZVO reaccrated audit, report on of the elimination of remarks from reaccrated audit	in line with the higher school reaccrated (after performed reaccrated audit – during 2014)
<b>4.2.1. Continuous training of employees in quality management</b>	number of performed theme lectures /seminars /work shops	Head of Centre for Quality Management, Head of Lifelong Insurance Centre	training plan, report on performed training  yearly report of the Head of Centre for Quality Management	continuously throughout the academic year  month of October of each academic year
<b>4.2.2. Continuous informing of employees and students on activities connected with permanent improvement of the quality management system</b>	number of performed theme meetings of employees and student representatives, number of published information in the web pages of the higher school with regard to quality management	Head of Centre for Quality Management, Head of Centre for IT Support, President of Student Assembly	information on performed theme meeting, archives of official web pages	continuously throughout the academic year

### 3.5. DEVELOPMENT OF RESOURCES

Participation in the development of all society resources is one of the fundamental components of the mission of modern colleges that has been built into the mission of the College for Management in Tourism and Informatics in Virovitica. That mission component is particularly important considered the basic development guidelines of material, financial, and human resources potential indispensable for the development of a knowledge based society.

#### **STRATEGIC TARGET 5:**

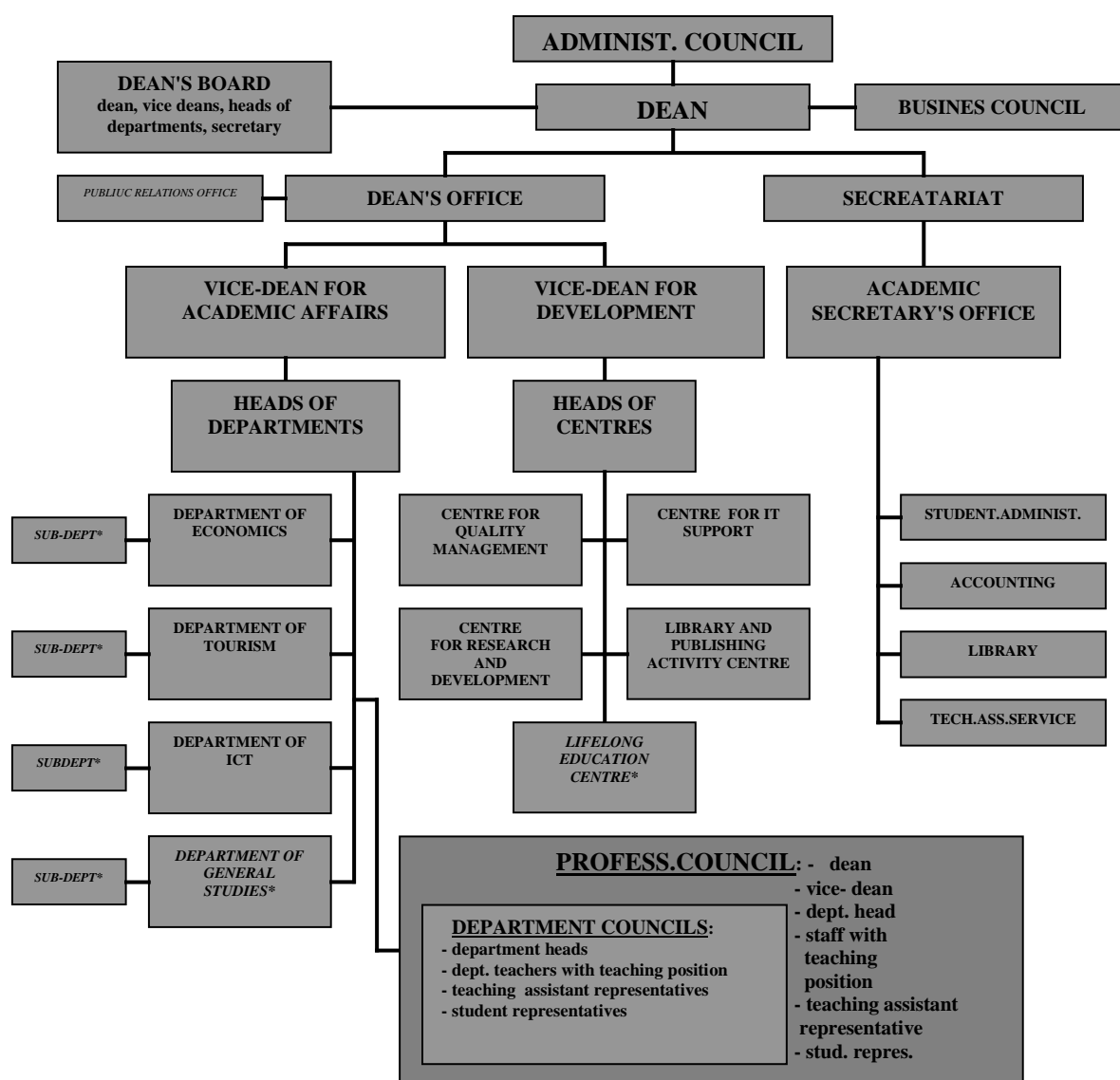
*The development and progress of human, material and financial resources*

**PRIORITY 5.1** Continuous concern of professional development of permanently employed teachers, teaching assistants, subcontractors and professional staff with emphasis on establishing an optimal number with regard to the number of students

#### Measure 5.1.1

Harmonize personnel policy with the real needs and plans in line with the Regulations on Internal Structure and Organization of Working Places, Employment Plan and in keeping with the Organization Outline illustrated in Figure 1

*Figure 1: College for Management in Tourism and Informatics in Virovitica Organizational scheme*



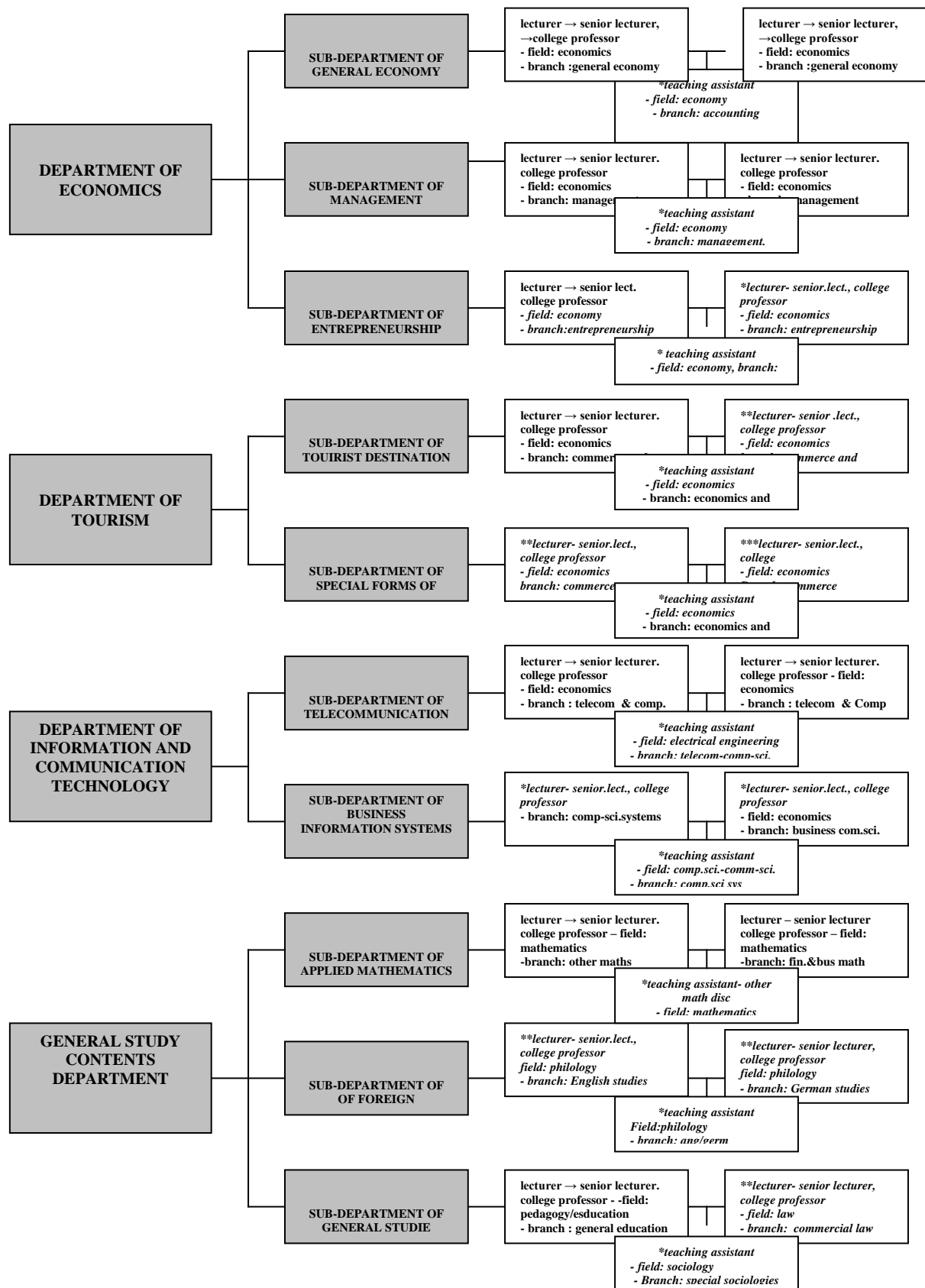
NOTE: due to degree of development \*the marked units of structure and organization have presently not been established



#### Measure 5.1.2

Harmonize personnel policy with the real needs and plans in accordance with the indicators of teacher and teaching assistant workload and the structure of study programmes keeping with the outline of human resources development in departments and sub-departments in Figure 4.

Figure 4: Outline of human resources development in departments and sub-departments



NOTE: \*marked working places are presently vacant

#### Measure 5.1.3

Harmonize personnel policy with the real needs and plans in accordance with the workload indicators of burdened employees (Secretariat Student Administration, Accounting and Assistant Technical Service), in keeping with the organization outline of Virovitica College, Figure 1.

#### Measure 5.1.4

Harmonize cooperation establishment with subcontractors with the real needs and plans of study programmes

#### Measure 5.1.5

Ensure continuous professional training of teachers, assistants and other employees

#### Measure 5.1.6

Ensure financial support for employees visiting various professional and scientific meetings, conferences and congresses

#### Measure 5.1.7

Ensure support for publishing course materials, textbooks, and other publications published by Virovitica College and whose authors are Virovitica College employees

#### Measure 5.1.8

Ensure post-graduate doctoral studies financial support for employees of Virovitica College

#### Measure 5.1.9

Enable employees to gather and exchange experiences through team-building programmes to encourage their creativity, improve mutual communication and build a stronger team

### **PRIORITY 5.2 Improvement and development of material resources as a pre-condition of a quality working environment for modern teaching process performance and implementation of applied scientific research work**

#### Measure 5.2.1

Maintenance of the present building and continuance in equipping in accordance with the requests of study programme performances

Measure 5.2.2

Continuous modernizing of computer equipment for employees and students

Measure 5.2.3

Renewal of basement area

Measure 5.2.4

Renewal of the attic and roof construction of the school for greater energy efficiency and exploitation of solar energy

**PRIORITY 5.3 Ensure efficiency and rational spending of funds in accordance with financial plans and increase in the share of school funds in College income**

Measure 5.3.1

Ensure transparency, efficiency and rationality in spending financial funds

Measure 5.3.2

Ensure continuity in co-financing of Virovitica College from the budget of Virovitica – Podravina County and the budget of local self-government units (13 municipalities and 3 towns) of Virovitica – Podravina County (“Virovitica Model“)

Measure 5.3.3

Maintenance of the existing level and continuous increase in the share of school funds in Virovitica College income

## STRATEGIC TARGET 5:

*The development and progress of human, material and financial resources*

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	PERFORMANCE DEADLINE
<b>5.1.1. Harmonize personnel policy with the real needs and plans in accordance with the Regulations on Internal Structure and Organization of Working Places, Employment Plan and in keeping with the Organization Outline</b>	number of newly employed employees	President of the Administrative Council, Dean, Vice Dean for Academic Affairs, Vice Dean for Development, Expert Council, Academic Secretary's office, Head of Accounting	Regulation on inner organization and working place organization, Employment Plan, contracts of service	continuously, in line with the available financial resources
<b>5.1.2. Harmonize personnel policy with the real needs and plans in accordance with the indicators of teacher and teaching assistant workload and the structure of study programmes keeping with the outline of human resources development in departments and sub-departments</b>	number of newly employed teachers and assistants	Dean, Vice Dean for Academic Affairs , Expert Council Academic Secretary-s office, heads of departments, Head of Accounting	Regulation on inner organization and working place organization, Employment Plan, contracts of service	beginning of the winter and summer semesters of each academic year
<b>5.1.3. Harmonize personnel policy with the real needs and plans in accordance with the workload indicators of burdened employees (Secretariat Student Administration, Accounting and Assistant Technical Service), in keeping with the organization outline of Virovitica College</b>	newly employed Vice Dean for Development, professional and scientific work	President of the Administrative Council, Dean, Vice Dean for Development, Academic Secretary-s office, Head of Accounting	Regulation on inner organization and working place organization, Employment Plan, contracts of service	continuously, in line with the available financial resources

MEASURE	INDICATOR	RESPONSIBLE PERSONS	RELATED DOCUMENT	PERFORMANCE DEADLINE
<b>5.1.4. Harmonize cooperation establishment with subcontractors with the real needs and plans of study programme particulars</b>	number of engaged subcontractors	Dean, Vice Dean for Academic Affairs , Vice Dean for Development, Expert Council, Academic Secretary-s office, Head of Accounting	contract of service	beginning of the winter and summer semesters of each academic year
<b>5.1.5 Ensure continuous professional training of teachers, teaching assistance and other employees</b>	number of realized professional training trips	Academic Secretary-s office, Head of Accounting	professional training plan (ob-37)	continuously, in line with the available financial resources
<b>5.1.6. Ensure financial support for employees visiting various professional and scientific meetings, conferences and congresses</b>	number of realized presences at professional and scientific meetings, conferences and congresses	Head of department, Vice Dean for Academic Affairs , Head of Accounting	Plan of Conference (ob-13)	continuously, in line with the available financial resources
<b>5.1.7. Ensure support for publishing lecture notes, textbooks and other publications published by Virovitica College and whose authors are Virovitica College employees</b>	number of published lecture notes, textbooks and other publications	President of Publishing Activity Committee, Head of Library and Publishing Activity Centre, publication authors, Head of Accounting	yearly plan of publishing activity,  yearly report of the Library and Publishing Activity Centre,	continuously, in line with the available financial resources  month of October of each academic year
<b>5.1.9. Enable employees to gather and exchange experiences through teambuilding programmes to encourage their creativity, improve mutual communication and build a stronger team</b>	amount of specified purpose funds spent on scholarships for doctor's study	Dean, Vice Dean for Development, Vice Dean for Academic Affairs , Head of Accounting	financial plan, higher school budget	continuously, in line with the available financial resources

MEASURE	INDICATOR	RESPONSIBLE PERSONS	CONNECTING DOCUMENT	PERFORMANCE DEADLINE
<b>5.2.1. Maintenance of the present building and continuance in equipping in line with the requests of study programme performances</b>	amount of specified purpose funds spent on investment maintenance and equipment acquisition	Dean, Vice Dean for Academic Affairs , Academic Secretary-s office , Head of Accounting	financial plan, higher school budget	continuously, in line with the available financial resources
<b>5.2.2. Renewal of basement area</b>	amount of specified purpose funds spent on basement area renewal	President of the Administrative Council , Dean, Academic Secretary-s office, Head of Accounting	financial plan, higher school budget	month of October 2016
<b>5.2.3. Renewal of the cellar and roof construction of the school for greater energy efficiency and exploitation of solar energy</b>	amount of specified purpose funds spent on cellar renewal and roof reconstruction	President of the Administrative Council, Dean, Academic Secretary-s office, Head of Accounting	financial plan, higher school budget	month of October 2017
<b>5.2.4. Continuous modernizing of computer equipment for employees and students</b>	amount of specified purpose funds spent on continuous modernizing of computer equipment for employees and students	Dean, Vice Dean for Academic Affairs , Head of Centre for IT Support, Academic Secretary-s office, Head of Accounting	financial plan, higher school budget	continuously, in line with the available financial resources
<b>5.3.1. Ensure transparency, efficiency and rationality in spending financial funds</b>	number of periodic analyses of financial indicators (minimum of 4 a year)	Dean, Members of the Administrative Council, Head of Accounting	financial plans, budget, budget performance analysis, periodical analysis of budget expenditure	continuously (minimum of 4 times a year)

MEASURE	INDICATOR	RESPONSIBLE PERSONS	CONNECTING DOCUMENT	PERFORMANCE DEADLINE
<b>5.3.2. Ensure continuity in co-financing of Virovitica College from the budget of Virovitica – Podravina County and the budget of local self-government units (13 municipalities and 3 cities) of Virovitica – Podravina County (“Virovitica Model“)</b>	continuity in the number of stipulated co-financing agreements	President of the Administrative Council, Dean, Academic Secretary-s office, Head of Accounting	Co-financing agreements on the work of College with local self-government units	January of each year
<b>5.3.3. Maintenance of the existing level and continuous increase in the share of school funds in Virovitica College income</b>	number of realized projects	Dean, Vice Dean for Development, named Head of Project, Academic Secretary-s office, Head of Accounting	Cooperation contracts on project realization, project summaries, financial plans	continuously, in line with the available financial resources and market trends

#### **4. PEOPLE AND BODIES NECESSARY FOR THE IMPLEMENTATION OF COLLEGE FOR MANAGEMENT IN TOURISM AND INFOMRATICS DEVELOPMENT STRATEGY FOR THE 2009 - 2013 PERIOD**

The implementation of Virovitica College for Management in Tourism and Informatics Development Strategy for the 2013-2017 period presumes the defining of the carrier of foreseen activities. Within the framework of her authorization, the Dean will delegate parts of the implementation of the Strategy to a greater number of employees and collaborators of Virovitica College whereby the following people and bodies of Virovitica College for Management in Tourism and Informatics in Virovitica will be given special responsibility and authorization:

- Administrative Council
- Dean
- Expert Council



- Dean's Board
- Bussines Council
- Vice Deans
- Academic Secretary's office
- Department councils
- Heads of departments
- Heads of centres
- Heads of professional services (Accounting, Student Administration)
- Student Assembly
- President of the Student Assembly
- Presidents of the sports association

The Dean of the College for Management in Tourism and Informatics in Virovitica, in compliance with the needs, will establish work groups and various committees necessary for the implementation of the College for Management in Tourism and Informatics in Virovitica Strategy Development for the 2013 to 2017 period.

**CLASS: 602-04/13-01/67**  
**REF. NO.: 2189-74-13-10**  
**Virovitica, September 25, 2013**

**ADMINISTRATIVE COUNCIL**  
**PRESIDENT**  
**Tomislav Žagar, M.Eng.**