



Sveučilište u  
Zagrebu

# STRATEGIJA



# 3

**SVEUČILIŠTE U ZAGREBU  
HRVATSKI STUDIJI**

UNIVERSITY OF ZAGREB  
CENTER FOR CROATIAN STUDIES

# STRATEGY

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**HRVATSKI STUDIJ**  
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**Development Strategy for Croatian Studies, University of Zagreb  
for the 2011 - 2015 period**

**April 2011**

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### ***Foreword by the Head of the Croatian Studies***

*Development Strategy of Croatian Studies, University of Zagreb in the 2011 - 2015 period.* The Croatian Studies, being an organisational part of the University of Zagreb, defined elements and guidelines for its development in the next five year period. The Croatian Studies is committed to fulfilling its mission and reaching the goals and objectives and carrying through the corresponding action plans articulated within the scope of this *Strategy* by providing the

University and the general community with a unique warranty of its future quality of work, based on the postulates of academic excellence and cooperation, but on the preservation of national scientific and cultural values just as well.

*Development Strategy* was prepared in accordance with the principles of strategic planning. Sizeable efforts have been invested in its preparation to achieve breakdown of long-term development goals in a form of specific tasks and to them related precise, time-specific, measurable and realistic indicators of task achievement. I believe that thus structured Development Strategy represents a realistic framework for fulfilment of the mission set before the Croatian Studies.

By its Development Strategy, the Croatian Studies opens a new chapter in its development, one with a strong emphasis on the further development of international cooperation, preservation of national identity, culture and language and last but not least a promotion and spreading of the culture of quality in science, teaching and research.

### ***Introduction***

The Development Strategy for the Croatian Studies of the University of Zagreb in the 2011 - 2015 period (Hereinafter: the Strategy) establishes the guidelines and main elements of the development and operation of the Croatian Studies, University of Zagreb (hereinafter: the Croatian Studies) in the said five-year period. Based on the the principles of the Bologna Declaration and the Lisbon Declaration and the acts and other regulations of the Republic of Croatia which have been harmonized with those declarations, (the Science and Higher Education Act, Official Gazette Nos. 123/03, 105/04 174/04, 46/07; Provision of Quality Act, Official Gazette 45/09; Regulation on the content of permission and conditions for issuing permission to perform activities of higher education, conducting study programmes and re-accreditation of higher education institutions, Official Gazette No. 24/10; Regulation on the procedure of evaluating academic programmes of university undergraduate, graduate and integrated undergraduate and graduate and professional studies at the University of Zagreb from July 2010, the Regulations on the Quality Assurance System of the University of Zagreb January 2011, the Strategy contains a program aimed to include the Croatian Studies into an integrated space of higher education in the Republic of Croatia as well as the integrated European Higher Education Area (EHEA) and the European Scientific Research Area (ERA). Essential elements of this integration are involvement in the national and European qualifications framework and the establishment of an integrated quality assurance and management system in accordance with the *European Standards and Guidelines for Quality Assurance in the European Higher Education Area*.

The Strategy sets forth:

- (1) mission and vision of the Croatian Studies
- (2) strategic goals and tasks, action plans for realization of the goals and completion of tasks,
- (3) indicators of realization of particular tasks
- (4) bodies and professional services in charge of the implementation of the *Strategy*,
- (5) documents necessary for realization of particular tasks,

(6) workflow schedule of activities on the implementation of the *Strategy*.

### ***Development of Croatian Studies***

The Croatian Studies of the University of Zagreb were funded and organized on the 16 November 1992, a two-semester university comparative study of Croatian philosophy and society at first. The program was later transformed into a regular four-year study programme and yet extended later, when curricula of philosophy and religious culture of the Faculty of Philosophy of the Society of Jesus were fused with the base study programme in order to harness a certain relatedness between the two programmes. The first stage in the establishment of the Croatian Studies, the process of their scientific and educational legitimization and integration into the University, ended by acceptance of its curriculum at the session of the Science and Education Council of the University of Zagreb on the 28 September 1993.

The Governing Council of the University of Zagreb in accordance with the provisions of the Higher Education Act and the Statute of the University of Zagreb adopted the Regulations on the structure and activities at the Centre for Croatian Studies of the University of Zagreb, which thus became the underlying document for the establishment of the Croatian Studies as a university centre with the legal status of a subsidiary of the University of Zagreb. On such legal basis, the Croatian Studies was registered at the Commercial Court in Zagreb on the 16 January 1996. Having regulated its legal status, the Croatian Studies thus accomplished the second phase of its development, simultaneously growing from an entity at the departmental level into an organizational unit of the University with its own functional and organizational elements.

By the Decision of the Senate from 27 February 1996, professional titles acquired upon completion of studies at the Croatian Studies have been affirmed: after completion of the *Croaticum* study programme the professional title "Croatolog" or "Professor of Croatian Culture" would be henceforth awarded, the study programme Philosophy would yield "graduate philosopher" or "professor of philosophy", a study programme of Society - "graduate sociologist" or "professor of sociology", and the study programme Religious Culture - "graduate religiologist" or "professor of religious culture". The third phase, further diversification and establishment of study programmes with extension of the programmes offered, was continued and intensified by the decision of the Interim Professional Council of the Croatian Studies, constituted on 9 May 1996, to initiate the procedure of adoption of four-year undergraduate study programmes of Philosophy, Croatian Culture, Journalism, History, Sociology and Philosophy and Religious Culture with the Faculty of Philosophy of the Society of Jesus, in accordance with the provisions of the Higher Education Act. The Senate of the University accepted the proposed study programmes on a decision adopted on the meeting held on 17 September 1996. A four-year undergraduate study programme of psychology was introduced in 1997 to begin in the academic year 1998/99 with the first approved enrolment quotas for the first generation of psychology students.

By way of a call for admission of the teaching staff, the Academic Council of the Croatian Studies was appointed on the 1 July 1997, which was authorised by the decision of the minister responsible for science and technology to conduct the procedure of election to scientific-educational titles in those fields for which it met necessary requirements.

After the conclusion of an Agreement between the University of Zagreb and the Faculty of Philosophy of the Society of Jesus from 16 October 1997, the Faculty of Philosophy of the Society of Jesus was obliged to engage in a long-term cooperation in implementing the study programmes of philosophy and religious culture within the Croatian Studies. Under this Agreement, the teachers of the Faculty of Philosophy of the Society of Jesus, while preserving the autonomy in appointing and revocation of their teachers, are elected to scientific-educational titles and act as teachers of the University of Zagreb holding employment positions with the Croatian Studies.

According to the provisions of the Higher Education Act and the Statute of the University of Zagreb, the Senate of the University adopted on 24 November 1995 the Regulations on the structure and activities of the Croatian Studies.

According to the Proposal regulations on the internal structure and classification of positions at the Croatian Studies (2008), respectively by the Decision on the structure and department organization at Centre for Croatian Studies (2009) that was issued by the Science and Education Council of the Croatian Studies, scientific-educational and scientific research activities of the Croatian Studies are carried out in nine departments: Department of Educational Sciences and Teacher Education, Department of Philosophy, Department of Philosophy and Religious Sciences (teaching staff from the Faculty of Philosophy of the Society of Jesus), Department of Croatian Latinity, Department of Communicology, Department of Croatology, Department of History, Department of Psychology and Department of Sociology.

The Croatian Studies are active in establishing scientific-educational and professional connections between Croatology and Croatian university studies at home and abroad, in coordinating them and establishing and promoting the profession of Croatology. This way, the Croatian Studies coordinate activities of the University of Zagreb that are related to scientific research and affirmation of the Croatian culture in Croatia and abroad.

### **Scientific and educational activity**

Pursuant to the provisions of the Statute of the University of Zagreb from 25 February 2005. The University Centre for Croatian Studies has the status of a scientific and educational constituent that performs scientific, artistic, educational or professional activity, or harmonizes these activities within the University. In accordance with these provisions the Science and Education Council adopted the Regulations on the structure and activities of the Croatian Studies as a basic document of the Croatian Studies henceforth.

During the 2005 the Croatian Studies, together with the Faculty of Philosophy of the Society of Jesus, initiated the process of adoption of 10 undergraduate, 9 graduate and 5 postgraduate doctoral study programmes. The Ministry of Science, Education and Sports has, on the basis of opinion issued by the National Council for Higher Education granted a permission and a conditional permission for a total of 9 undergraduate, 8 graduate and 5 doctoral study programmes, namely:

- undergraduate university study in Philosophy (double major)
  
- undergraduate university study in Philosophy (single major) (with the Faculty of Philosophy of the Society of Jesus)

- undergraduate university study in Philosophy and Latin (jointly with Faculty of Philosophy of the Society of Jesus)
- undergraduate university study in Philosophy and Religion Sciences (with the Faculty of Philosophy of the Society of Jesus)
- undergraduate university study in communicology (single major and double major)
- undergraduate university study in Croatology (single major and double major)
- undergraduate university study in history (single major and double major)
- undergraduate university study in psychology (single major)
- undergraduate university study in sociology (single major and double major)
- graduate study of philosophy (single major); scientific-oriented or education-oriented
- graduate studies in philosophy (with the Faculty of Philosophy of the Society of Jesus)
- graduate studies in religion sciences (with the Faculty of Philosophy of the Society of Jesus)
- graduate studies in communicology (single major); scientific-oriented
- graduate studies Croatology (single major); scientific-oriented or education-oriented
- graduate study of history (single major); scientific-oriented or education-oriented
- graduate study of psychology (single major); scientific-oriented
- graduate studies of sociology (single major); scientific-oriented or education-oriented
- postgraduate university study of philosophy
- postgraduate university study of philosophy (with the Faculty of Philosophy of the Society of Jesus)
- postgraduate university study of Croatology
- postgraduate university study of history
- postgraduate university study of religion sciences (with the Faculty of Philosophy of the Society of Jesus).

All study programmes have been continuously implemented since their introduction. As the Croatian Studies engages scientists according to the needs of the teaching process and elects them to scientific-educational titles, the top experts in their respective scientific fields and branches

take part in teaching. Thus we maintain a very high qualification level for the scientific and educational structure in all of our studies.

### **Scientific research activities**

Within the framework of research activities the Croatian Studies organized a number of international and national scientific conferences in the fields of philosophy, Croatology, and communicology.

By the decision made by the Minister of Science, Education and Sports in 2006 the teaching staff of the Croatian Studies were awarded funding for six research projects:

- Evolutionary naturalism and the problem of moral knowledge (holder: Dr. Tomislav Bracanović, PhD)
- Croatian literary language heritage (16th-19th century) and its relation to the European (holder: Prof. dr. Branka Tafra, PhD)
- Croatian cultural landscapes (holder: Dr. Damir Matanović, PhD)
- Intercultural origin of pedagogical thought and educational activities by Croats (holder: Prof. Dr. Marko Pranjić, PhD)
- Literature and language in Latinity of the Franciscan heritage (head: Prof. Paul Knezović, PhD)
- Scientific communication: The role of the scientific community and curricula development (holder: Prof. Dr. Blanka Jergović, PhD)

The Croatian Studies cooperates continuously with approximately a dozen research institutes in Croatia having entered long term agreements on scientific, educational and research cooperation. Such agreements have been made with the Institute of Croatian Language and Linguistics, Croatian Institute of History, Institute of Social Sciences "Ivo Pilar", Institute for Social Research, Institute of Philosophy, Institute of Ethnology and Folklore Research and the Institute for Migration and Ethnic Studies.

By a decision of the Ministry of Science, Education and Sports of 17 November 2008, the Croatian Studies was granted authorisation to conduct a part of the election process to scientific titles for the scientific area of Humanities, field of philosophy. The Croatian Studies has received an authorisation to conduct a part of the procedure for election to scientific titles for the interdisciplinary area and scientific field of Croatology.

The Croatian Studies publishes scientific, educational and research literature in the fields of philosophy, communication science, Croatology and history in a few title series (Croaticum, Philosophy, Communicology, History, Manualia, Croatian literary historians, Scopus, Croatian archaeological heritage, *Tihi pregaoci*).

The Croatian Studies is a publisher of two scientific journals: Journal of Philosophy *Prolegomena* (co-published with the Association for the Advancement of Philosophy) and the journal *Kroatologija*.



## **Personnel**

The Croatian Studies holds a unique position of an institution of higher education that contributes to the integration of the University of Zagreb, extending and developing the culture of quality in accordance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area by implementing the results of the latest scientific research in the teaching process.

A total of 65 teachers holding scientific-educational, educational and associate titles are employed at the Croatian Studies, namely:

- nine (9) full professors
- three (3) associate professors
- sixteen (16) assistant professors
- three (3) senior assistants
- twenty-seven (27) assistants and junior research assistants elected to associate titles
- two (2) lecturers
- five (5) associates with the Faculty of Philosophy of the Society of Jesus

Given its the status of a constituent of the University, which connects various scientific-educational constituents and other scientific and research institutions within and outside the University in the implementation of university study programmes, the Croatian Studies includes in its activities employees elected to scientific-educational titles, who are with other institutions of the University of Zagreb and scientific research institutes outside the University.

Long-term objective of the Croatian Studies is to develop its own core of high-quality teaching staff and for that purpose it continuously develops and implements incentives for advancement of teachers to higher scientific-educational titles.

## **Quality assurance**

For several years already the Croatian Studies continuously works on the development and spreading of the culture of quality. In 2008, the Committee for quality assurance has been appointed. The main activities of the Committee are steered in accordance with the European Standards and Guidelines for Quality Assurance in the European Higher Education Area.

The Committee for quality assurance has conducted a series of research projects aimed at increasing the quality of teaching and the work of teachers and administrative services.

One of the main tasks of the Committee during its two-year mandate was to explore the attitudes of students towards the Croatian Studies with the aim of improving the quality of education services provided. During the 2010, the Science and Education Council adopted the Regulations on quality assurance of the Croatian Studies. Additionally, a new functional unit of the Croatian Studies was organized, the Office for Quality Assurance, whose task is to provide administrative support in the implementation of measures and activities of quality assurance.

### **•SWOT analysis**

## **Strengths**

- cooperation with scientific research institutes and clinics
- young teaching staff
- library space and library resources
- positive attitude of students towards the teachers and study programmes
- small working groups in lectures
- quality study programmes

## **Weaknesses**

- a large number of associates
- lack of strategic policy of employment of teaching staff
- inappropriate enrolment policy
- failure to monitor the exit competences and lack of information exchange with employers
- dependence of revenues on participation in the tuition fees
- a large number of students dropping out or not completing the studies

## **Opportunities**

- establishing the Croatian Studies as a university centre for scientific-educational and research activities in the field of Croatian language, culture and national identity
- further development of the quality assurance system
- increasing mobility of teaching and non-teaching staff
- education for teaching and non-teaching staff in relevant educational policies
- changes in enrolment policy

- introduction of additional activities and sources of finance

### **Threats**

- changes of the Scientific Activity and Higher Education Act
- a new University act
- financial crisis in the field of higher education and science
- total dependence on the state budget

### **Vision**

The Croatian Studies are a pivotal higher education and scientific research institution of the University of Zagreb and of the Republic of Croatia, which performs and coordinates scientific-educational and research activities in the areas of humanities and social sciences and in the interdisciplinary field of science, in particular in the research of the Croatian society and in the field of study and affirmation of the Croatian science, education and culture in the Republic of Croatia and worldwide.

### **Mission**

The Croatian Studies organizes, carries out and coordinates scientific research and scientific-educational projects and programmes in the field of humanities as well as in relevant interdisciplinary fields of science with a special interest in the study of different components of the Croatian society within and outside the Republic of Croatia and for their long-term sustainable and coordinated development.

The Croatian Studies carries out and co-ordinates activities that fall within the scope of the University of Zagreb and other higher education institutions in the Republic of Croatia and public research institutes, as well as institutions focused on the research of Croatian society, research and promotion of the Croatian culture, education and science, and is engaged in establishing and connecting related institutions in the Republic of Croatia and abroad.

### **Strategic goals**

- Establishment of the Croatian Studies of the University of Zagreb as a constituent unit of scientific-educational and research orientation within the framework of the parent University, which either organizes, conducts, participates in or supports by co-ordination quality study programmes in social, humanistic and interdisciplinary areas with additional interest in the specifics of the Croatian society and culture, carries out scientific research projects with special interest in research of the specifics of the Croatian society and culture both in the country and abroad, as well as programmes of lifelong learning based on the learning outcomes and the results of scientific research in accordance with the needs of the labour market and the local and wider community.

- Improvement of material, human and organizational resources of the Croatian Studies.
- Development of a quality assurance system at the Croatian Studies.
- To maintain and further develop the existing and to establish new partnerships of the Croatian Studies with interesting national and international institutions of higher education and scientific research, particularly with the organizations that are working on programmes dedicated to the Croatian society, language and culture.
- The development of institutional cooperation of the Croatian Studies with subjects outside of higher education and science system.

### **Objective 1**

**Establishment of the Croatian Studies of the University of Zagreb as a constituent unit of scientific-educational and research orientation within the framework of the parent University, which either organizes, conducts, participates in or supports by co-ordination quality study programmes in social, humanistic and interdisciplinary areas with additional interest in the specifics of the Croatian society and culture, carries out scientific research projects with special interest in research of the specifics of the Croatian society and culture both in the country and abroad, as well as programmes of lifelong learning based on the learning outcomes and the results of scientific research in accordance with the needs of the labour market and the local and wider community.**

#### **Task 1.1**

Obtain unconditional permissions to conduct undergraduate, graduate and postgraduate study programmes.

**Indicator: Number of study programmes with unconditional permissions**

#### **Task 1.2**

Organize and conduct study programmes and lifelong learning programmes in accordance with the results of scientific research.

**Indicator 1: Number of elective courses in graduate studies that are featuring findings of scientific research projects of the Croatian Studies and of the University of Zagreb**

**Indicator 2: Number of courses in doctoral studies of the Croatian Studies featuring material based on the latest scientific achievements**

**Indicator 3: Number of courses in doctoral studies of the Croatian Studies, which present the results of work on scientific research projects of the Croatian Studies and University of Zagreb**

**Indicator 4: Number of courses within the programmes of lifelong learning, which present the results of work on scientific research projects of the Croatian Studies and the University of Zagreb**

#### **Task 1.3**

Organize and conduct courses and lifelong learning programmes that meet the needs of the local and wider community (City of Zagreb, the Republic of Croatia, Croatian diaspora and traditional Croatian ethnic minority abroad) and the labour market.

**Indicator 1: Number of subject courses within the study programmes and lifelong learning programmes that are consistent with the needs of the local and wider community**

**Indicator 2: Number of study courses within the study programmes and lifelong learning programmes that are consistent with the trends in the labour market**

#### **Task 1.4**

In addition to the existing single-major studies, establish double-major graduate studies that are based on learning outcomes.

**Indicator 1: Number of double-major structured graduate studies**

#### **Task 1.5**

Connect double-major structured undergraduate and graduate studies with their complementary studies at the University of Zagreb in double-major university or modularly-structured university studies.

**Indicator: Number of double-major undergraduate and graduate studies carried out and organized jointly by the Croatian Studies and other constituent units of the University of Zagreb**

#### **Task 1.6**

Organize a module *Croatian diaspora and Croatian minority communities abroad* within the university graduate studies.

**Indicator: A university graduate study *Croatian diaspora and Croatian minority communities abroad* has been organized**

#### **Task 1.7**

Introduction in each study programme on the graduate level at least one study course or module in a foreign language.

**Indicator 1: One course in a foreign language per study programme**

**Indicator 2: One module in a foreign language on the graduate level of studies**

#### **Task 1.8**

Request granting a permission to conduct a study programme in pedagogy and education for acquisition of teaching competences by course teachers as a part of their education in pedagogy-psychology, methodology and didactics.

**Indicator: Permission for carrying out study programmes for teacher education has been granted**

#### **Task 1.9**

Increase student pass rate after the first year of undergraduate study from the current level of 40% to 70%.

**Indicator: Pass rate in the first year student population**

#### **Task 1.10**

Increase the number of students completing the studies to 66% at the undergraduate level within three years, and graduate levels within two years, respectively.

**Indicator 1: Number of students who completed undergraduate studies in a class**

**Indicator 2: Number of students who completed graduate studies in a class**

### **Indicator 3: Shorten the average time required to complete the study**

#### **Task 1.11**

Reduce the number of students who drop out at the undergraduate, graduate and postgraduate level of studies.

**Indicator: Student dropout rate (percentage)**

#### **Task 1.12**

Double the number of defended doctoral dissertations at the Croatian Studies.

**Indicator: Number of students on postgraduate doctoral studies completing their study by acquiring academic degree of doctor of science**

#### **Task 1.13**

Establish a data base of supervisors at the doctoral studies and their respective competences.

**Indicator: Number of mentors/supervisors whose data are available in the database**

#### **Task 1.14**

Organize scientific events in a fashion of periodical international conferences in the fields Croatology, history, philosophy, communicology and other scientific fields.

**Indicator 1: Number of conference events**

**Indicator 2: International character of participant structure**

#### **Task 1.15**

Publishing international scientific journals *Kroatologija* and *Prolegomena* and other international journals of the Croatian Studies.

**Indicator 1: Number of issued volumes.**

**Indicator 2: Number of databases that have included the *Kroatologija* journal**

**Indicator 3: Citation metrics for the papers published in the *Kroatologija* journal**

**Indicator 4: Number of databases that have included the *Prolegomena* journal**

**Indicator 5: Citation metrics for the papers published in the *Prolegomena* journal**

#### **Task 1.16**

Double the productivity of scientific-educational and associate personnel of the Croatian Studies.

**Indicator 1: Number of scientific research projects conducted at the Croatian Studies**

**Indicator 2: Number of scientists and associate staff involved in research projects**

**Indicator 3: Number of published papers**

**Indicator 4: Number of scientific papers published in journals that are included in the relevant international databases (e.g. CC, HERA, Scopus, ERIH...)**

#### **Task 1.17**

Implement the objectives of the Strategy for e-learning of the University of Zagreb and develop a virtual environment for learning and teaching.

**Indicator: Number of courses featuring usage of e-learning tools**

#### **Task 1.18**

In accordance with the objectives of the National Strategy for Equalization of Opportunities for Persons with Disabilities from 2007 to 2015 (63/2007) adapt the education-oriented studies for the acquisition of competences for working with children and adults with disabilities.

**Indicator: Existence of a teachers' module available for courses in teaching, which includes at least one course that prepares students to work with children with developmental disabilities and the disabled**

#### **Task 1.19**

The establishment and implementation of summer and winter lifelong learning programme education classes.

**Indicator 1: The number and frequency of summer and winter classes.**

**Indicator 2: Number of students enrolled in summer and winter classes.**

### **Objective 2**

#### **Improvement of material, human and organizational resources of the Croatian Studies.**

##### **Task 2.1**

Increase the teacher:student ratio until overall optimal ratio of 1:30 has been reached at certain studies while reaching 1:15 ration in certain elements (modules, course studies) of the university studies provided.

**Indicator 1: Teachers:students ratio, total**

**Indicator 2: Teacher:student ratio in individual studies**

**Indicator 3: Teacher:student ratio in individual study elements**

##### **Task 2.2**

Develop mechanisms for monitoring the progress in study for the teaching staff elected to the associate title of an assistant and mechanisms to encourage the completion of studies in a period considerably shorter than the one stipulated by the employment contract.

**Indicator: Individual ratios of time actually used and the time necessary to acquire academic degree of a doctor of science.**

##### **Task 2.3**

Establish an institutional framework to organize and implement summer and winter classes of lifelong learning of the Croatian Studies.

**Indicator 1: Having adopted a document defining objectives, i.e. conditions required to organize classes, the manner of implementation, duration, schedule, method of assessment of students and criteria used to select the teachers of the summer and winter classes**

**Indicator 2: A collective committee for lifelong learning has been appointed**

##### **Task 2.4**

Establish instruments for utilization of lifelong learning by teaching and non-teaching staff of the Croatian Studies.

**Indicator 1: Rate of teaching staff engaged in the system of lifelong learning**

**Indicator 2: Percentage of non-teaching staff involved in the system of lifelong learning**

##### **Task 2.5**

Edit the content, establish a legal framework and form a portfolio for each employee of the Croatian Studies.

**Indicator: Number of employees with completed portfolio**

#### **Task 2.6**

Establish instruments and implement measures and actions to raise standards of the Croatian Studies employees (use of sports facilities, funding of studies, grants, food subsidies, annual awards, social and cultural events ...)

**Indicator: Measures and actions to raise the living standard of the Croatian Studies employees**

#### **Task 2.7**

Members of the Croatian Studies administration shall undergo basic management training and a course in establishing institutional policies (through processes of both formal and informal education).

**Indicator: Number of employees who have completed their education in strategic management**

#### **Task 2.8**

Establish a student counselling service that would provide students with the elementary information about the further options for getting assistance, scholarships, legal advice, etc.

**Indicator: Student counselling service has been established**

#### **Task 2.9**

Establish an information kiosk which would in one place provide the students and other interested parties with basic information about the Croatian Studies, the University of Zagreb and the campus

**Indicator: Information kiosk has been established**

#### **Task 2.10**

Fully equip classrooms with teaching materials and aids.

**Indicator: Classrooms equipped with teaching materials and aids**

#### **Task 2.11**

Supply library with the up to date publications (university textbooks, professional and scientific journals...).

**Indicator 1: Increased inventory of printed and digital materials by 50%**

**Indicator 2: Croatian Studies procured subscription for one global database of recent literature**

**Indicator 3: The extent of integration of the library of the Croatian Studies in the Croatian library system**

#### **Task 2.12**

Implement the provisions of the National Strategy for Equalization of Opportunities for Persons with Disabilities from 2007 to 2015. (OG 63/2007) concerning the spatial conditions in which studies are conducted.



**Indicator 1: Spatial conditions of the premises of the Croatian Studies Croatian adapted to suit the disabled persons**

**Indicator 2: A functional elevator primarily intended for people with disabilities**

### **Task 2.13**

Secure licensed software support for quantitative data processing.

**Indicator: Licensed software support for quantitative data processing obtained**

## **Objective 3**

**Development of a quality assurance system at the Croatian Studies.**

### **Task 3.1**

Develop the Quality Assurance Manual of the Croatian Studies.

**Indicator: Developed the Quality Assurance Manual of the Croatian Studies**

### **Task 3.2**

Ensure implementation of the continuous assessment of knowledge, i.e. of learning outcomes, in all course subjects.

**Indicator 1: Decision of the Science and Education Council of the Croatian Studies on the obligation of continuous assessment of acquired knowledge in all courses**

**Indicator 2: Number of course subjects employing continuous assessment of acquired knowledge**

### **Task 3.3**

Publicly disclose learning outcomes, methods for assessment of student progress and the assessment criteria, and introduce them to students in all studies and belonging courses.

**Indicator: Learning outcomes published, as well as methods for assessment of student progress and the assessment criteria**

### **Task 3.4**

Develop mechanisms for continuous training of teachers.

**Indicator 1: Criteria for teaching work have been devised**

**Indicator 2: Adoption of the Regulation on the assessment of assistants**

### **Task 3.5**

Establish a formal framework for monitoring and evaluating the quality of scientific research.

**Indicator: Criteria for internal application and evaluation of scientific research projects**

### **Task 3.6**

Develop a quality assurance system and institution-wise progress from the initial steps to reach the developed stage.

**Indicator: The Croatian Studies conducted self-evaluation**

### **Task 3.7**

Monitor the reasons of the students' dropping out.

**Indicator: Specific reasons for dropping out have been identified**

### **Task 3.8**

Develop a mechanism for student follow-up.

**Indicator 1: A database of the Croatian Studies' graduates has been established**

**Indicator 2: A periodical electronic publication concentrated on the students who completed their studies at the Croatian Studies has been introduced**

### **Task 3.9**

Monitoring the employment rate in the population of the Croatian Studies' graduates.

**Indicator 1: Number and rate of the employed graduates**

**Indicator 2: Average job seeking time upon graduation**

**Indicator 3: A database of employers employing the Croatian Studies' graduates has been completed**

### **Objective 4**

To maintain and further develop the existing and to establish new partnerships of the Croatian Studies with interesting national and international institutions of higher education and scientific research, particularly with the organizations that are working on programmes dedicated to the Croatian society, language and culture.

### **Task 4.1**

Increase the number of outgoing and incoming students at the Croatian Studies.

**Indicator 1: Number of incoming students**

**Indicator 2: Number of outgoing students**

### **Task 4.2**

Increase the number of incoming and outgoing teachers at the Croatian Studies.

**Indicator 1: Number of incoming teachers**

**Indicator 2: Number of outgoing teachers**

### **Task 4.3**

Increase the number of non-teaching staff participating in international mobility programmes.

**Indicator 1: Number of incoming non-teaching staff**

**Indicator 2: Number of outgoing non-teaching staff**

### **Task 4.4**

Increase the number of bilateral and multilateral agreements with universities in the European Higher Education Area (EHEA).

**Indicator 1: Number of cooperation agreements growth rate**

**Indicator 2: Growth rate of the number of international projects and programs in which the Croatian Studies participate**

### **Task 4.5**

Increase the number of bilateral and multilateral agreements with higher education and scientific research institutions in the Republic of Croatia.

**Indicator 1: Number of agreements made**

**Indicator 2: Number of projects and programs involving the Croatian Studies**

#### **Task 4.6**

Establish cooperation with institutions connected with the Croatian diaspora.

**Indicator: Number of activities carried out jointly (educations, published books)**

#### **Task 4.7**

To establish a permanent cooperation with the Croats in Bosnia and Herzegovina.

**Indicator: Number of activities carried out jointly (educations, published books)**

#### **Task 4.8**

To establish a permanent cooperation with traditional Croatian minorities abroad (Bokeljski, Bunjevci, Burgenland, Janjevci, Carašova, Molise, Moravian Croats and *Šokci*).

**Indicator 1: Established a procedure for referring students to programmes of professional practice**

**Indicator 2: A module *Croatian diaspora and Croatian minority communities abroad* as part of graduate studies of Croatology has been introduced**

**Indicator 3: A module on traditional Croatian minority communities as a part of the postgraduate doctoral study of Croatology has been introduced**

**Indicator 4: Number of incoming students from traditional Croatian minorities in Europe**

#### **Task 4.9**

Engage to establish a permanent coordinating body for fostering the Croatian language and culture outside the Republic of Croatia.

**Indicator: A coordinating body has been established**

### **Objective 5**

**The development of institutional cooperation between the Croatian Studies with the subjects outside the higher education and science system of institutions.**

#### **Task 5.1**

Engage in partnership with institutions, professional associations and enterprises when designing study programmes.

**Indicator: Number of partnership agreements with institutions, professional associations and enterprises**

#### **Task 5.2**

Increase the share of own revenues in the total revenues of the Croatian Studies to at least 40%.

**Indicator: Percentage of total own revenues**

#### **Task 5.3**

Establish a fund for scholarships, loans and awards for students at all levels of study.

**Indicator: A fund for scholarships, loans and student awards has been established.**

#### **Task 5.4**

Establish enrolment quotas for undergraduate and graduate study programmes according to the needs of the labour market.

**Indicator 1: Number of Croatian Studies graduates employed in professional jobs**

**Indicator 2: Number of unemployed Croatian Studies graduates**

**Indicator 3: Average employment seeking time for Croatian Studies graduates**

## **7. Documents that the Croatian Studies shall adopt in order to implement the Strategy for the Development of Croatian Studies for the 2011-2015 period.**

Pursuant to these activities in certain tasks of the Strategy, the Croatian Studies shall, in order to achieve particular goals and complete individual tasks, write and adopt documents necessary for the full implementation of the Development Strategy.

The Croatian Studies shall for the purpose of implementation of the Strategy adopt the following documents in the next five-year period:

- Quality Assurance Manual of the Croatian Studies, University of Zagreb
- The E-learning strategy on the level of the Croatian Studies, University of Zagreb
- A strategic document on recruitment of new teachers with regard to the needs of individual departments
- A strategic document setting the measures to encourage rate of completing doctoral studies within three years from the date of enrolment to a postgraduate study
- Portfolio of employees
- Regulations on lifelong learning
- Annual schedule of activities required to implement the programmes of lifelong learning
- Internal criteria for encouragement of teaching staff to engage in further professional improvement

## **8. Individuals and bodies responsible for the implementation of the Development Strategy of the Croatian Studies, University of Zagreb, in the 2011 - 2015 period.**

The Head of Croatian Studies is responsible for presenting the Development Strategy of the Croatian Studies of the University of Zagreb in the 2011 - 2015 period to all employees and associates of the Croatian Studies. The Head will ensure within his competences the monitoring and implementation of the Development Strategy of the Croatian Studies of the University of Zagreb in the 2011-2015 period. For the purpose of the implementation of the Strategy, the Head will issue guidelines and instructions to individuals or bodies responsible for the completion of specific tasks set forth by the Strategy. When required, the Head will appoint *ad hoc* committees and work groups.

In line with the defined goals and tasks of the Strategy, the following individuals and bodies have particular responsibilities:

- Head of the Croatian Studies
- Science and Education Council
- Commissioner for education and students

- Commissioner for science
- Commissioner for international and inter-university cooperation
- Coordinator for international research projects
- ECTS coordinator
- Coordinator for e-learning
- Heads of departments
- Council of Postgraduate Studies
- Committee for quality assurance of the Croatian Studies
- Publishing committee
- Committee for the procurement of teaching and scientific literature
- Committee for e-learning
- Committee for lifelong learning
- Office for quality assurance of the Croatian studies
- Office for international cooperation of the Croatian Studies
- Secretariat
- General secretary
- Office for general and legal affairs and human resources
- Accounting and finance office
- Office for teaching and student affairs
- Office for undergraduate and graduate studies
- Office for postgraduate studies
- Publishing office
- IT office
- Technical services and maintenance office
- Redaction of the journal *Kroatologija*
- ISVU-coordinator
- Library
- Student representatives

## **ACTION PLANS FOR INDIVIDUAL TASKS**

The Croatian Studies will continuously monitor certain impact indicators and completion of individual tasks. For each of the defined indicators there are responsible persons and the persons in charge of the completion of the task, as well as particular activities that need to be taken to accomplish the task, and the date by which it is expected that the task will be completed.

### Task 1.1

**Indicator: Number of study programmes with unconditional permissions.**

Task 1.1	Obtain unconditional permissions to conduct undergraduate, graduate and postgraduate study programmes
Which activities will be carried out?	Applying to the University of Zagreb for unconditional permissions for the implementation of the study programmes of the Croatian Studies, along with the data corroborating that all legally prescribed conditions for the implementation of those study programmes have been met, including the conditions concerning spatial and material arrangements, personnel and scientific research.
Which are ultimate goals of this activity?	Getting unconditional permission for implementation of study programmes.
When will the activity begin?	April 2010
When will the activity be completed?	2011

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Gathering information on the study programmes and syllabuses for each of the study programmes for the respective academic year	Head of the Croatian Studies	Commissioner for education and students Committee for quality assurance of the Croatian Studies	June 2010
Gathering information on meeting personnel requirements and presenting it in a table containing information on the teaching staff employed from 2005 to 2010 specifying the scientific-educational, educational or fellow title, and date of election	Head of the Croatian Studies	Head of the office for legal affairs and human resources	June 2010
Gathering information on material and financial conditions	Head of the	General secretary, head of	June 2010

	Croatian Studies	financial office	
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Task 1.2

**Indicator 1: Number of elective courses in graduate studies that are featuring findings of scientific research projects of the Croatian Studies and of the University of Zagreb**

**Indicator 2: Number of courses in doctoral studies of the Croatian Studies featuring material based on the latest scientific achievements**

**Indicator 3: Number of courses in doctoral studies of the Croatian Studies which present the results of work on scientific research projects of the Croatian Studies and University of Zagreb**

**Indicator 4: Number of courses within the programmes of lifelong learning, which present the results of work on scientific research projects of the Croatian Studies and the University of Zagreb**

Task 1.2	Organize and conduct study programmes and lifelong learning programmes in accordance with the results of scientific research
Which activities will be carried out?	Internal periodic evaluation of the study programmes Compiling a list of recent publications from particular areas of scientific research. Harmonization of study programmes with the latest scientific achievements. Issuing recommendations for the use of new and modern literature from various fields of scientific research by the Science and Education Council.
Which are the ultimate goals of this activity?	Study programmes updated with most recent findings in scientific research.
When will the activity begin?	In 2012 a periodic internal evaluation will take place; in 2013 and 2014 the rest of the actions will be completed
When will the activity be completed?	During 2014

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Internal periodic evaluation of the study programmes	Chairman of the Committee for quality assurance	Committee for quality assurance and other members of the teaching staff if required	2012
Compiling a list of recent publications from particular areas of scientific research	Head of the Croatian Studies	Heads of departments	2013

Updating of study programmes with the latest scientific achievements	Head of the Croatian Studies	Science and Education Council	2014
Issuing recommendations for the use of new and modern literature from various fields of scientific research by the Science and Education Council	Head of the Croatian Studies	Science and Education Council	2014

### Task 1.3

**Indicator 1: Number of subject courses within the study programmes and lifelong learning programmes that are consistent with the needs of the local and wider community**

**Indicator 2: Number of study courses within the study programmes and lifelong learning programmes that are consistent with the trends in the labour market**

Task 1.3	Organize and conduct courses and lifelong learning programmes that meet the needs of the local and wider community (City of Zagreb, the Republic of Croatia, Croatian diaspora and traditional Croatian ethnic minority abroad) and the labour market
Which activities will be carried out?	Assessment of needs of the local and wider community. Assessment of needs of the employers. The data shall be obtained in the tasks related to monitoring of the employment rate of the Croatian Studies graduates. (Task 3.9).
Which are the ultimate goals of this activity?	Increasing the number of subject courses of the study programmes that will enable students to possess those competences that are emphasized by the local and wider community and employers.
When will the activity begin?	2012
When will the activity be completed?	2013 and 2014

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Assessment of needs of the local and wider community	Head of Department of Sociology	Department of Sociology	2013
Assessment of needs of the employers	Head of Department of Psychology	Department of Psychology	2013
The harmonization of the study programmes and programmes for lifelong learning after internal	Head of the Croatian Studies	Science and Education Council	2014



periodic evaluation envisaged by the task 1.2 has been completed			
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#### Task 1.4

##### Indicator 1: Number of double-major structured graduate studies

Task 1.4	In addition to the existing single-major studies, establish double-major graduate studies that are based on learning outcomes
Which activities will be carried out?	<p>Assessment of the need for double-major structured studies at the graduate level.</p> <p>Coordinating the work of department heads.</p> <p>Educating the teaching staff to structure study courses and entire study programmes primarily by having view of the learning outcomes, teaching methods and development of general competences.</p> <p>Harmonization across proposals for different graduate study programmes.</p> <p>Implementation of appropriate minor amendments or adjustments to the undergraduate study programmes.</p> <p>Detailed plans of the study programmes.</p> <p>Submitting the detailed plan to the University of Zagreb for further procedure.</p>
Which are the ultimate goals of this activity?	<p>Detailed plans for double-major study programmes at the graduate level.</p> <p>Obtaining unconditional permission for the implementation of double-major study programmes.</p>
When will the activity begin?	2012
When will the activity be completed?	2013

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Assessment of needs for double-major structured studies at the graduate level	Commissioner for education and students	Committee for quality assurance of the Croatian Studies	2012
Coordinating the work of department heads	Head of the Croatian Studies	Heads of departments	2012
Educating the teaching staff to structure study courses and entire study programmes primarily by having view of the	Committee for quality assurance of the Croatian	Departments, Commissioner for education and students	2012

learning outcomes, teaching methods and development of general competences	Studies		
Harmonization across proposals for different graduate study programmes	Heads of departments	Departments, Commissioner for education and students	2013
Implementation of appropriate minor amendments or adjustments to the undergraduate study programmes	Heads of departments	Departments, Science and Education Council	2013
Detailed planning	Heads of departments	Departments, Commissioner for education and students, Committee for quality assurance of the Croatian Studies	2013
Submitting the detailed plan to the University of Zagreb for further procedure	Head of the Croatian Studies	Science and Education Council	2013

### Task 1.5

**Indicator: Number of double-major undergraduate and graduate studies jointly carried out and organized by the Croatian Studies and other constituent units of the University of Zagreb**

Task 1.5	Connect double-major structured undergraduate and graduate studies with their complementary studies at the University of Zagreb in double-major or modularly-structured university studies
Which activities will be carried out?	Signing agreements on jointly conducting double-major undergraduate and graduate studies with other constituents of the University of Zagreb. Implementing a joint study double-major undergraduate studies in cooperation with other constituent units of the University of Zagreb.
Which are the ultimate goals of this activity?	Signing agreements on jointly conducting double-major undergraduate and graduate studies with other constituents of the University of Zagreb. Writing a detailed plan of joint double-major undergraduate studies in cooperation with other constituent units of the University of Zagreb. Obtaining unconditional permission for implementation of joint double-major undergraduate and graduate study

	programmes.
When will the activity begin?	From February 2013 on
When will the activity be completed?	By May 2014 in case of the first activity; by December 2014 in case of the second activity.

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Signing an agreement on jointly conducting double-major undergraduate and graduate studies with constituent units of the University of Zagreb	Head of the Croatian Studies	Science and Education Council	2014
Writing a detailed plan of joint double-major undergraduate studies in cooperation with other constituent units of the University of Zagreb	Heads of departments	Departments	2014

### Task 1.6

**Indicator: A university graduate study *Croatian diaspora and Croatian minority communities abroad* has been organized**

Task 1.6	Organize a module <i>Croatian diaspora and Croatian minority communities abroad</i> within the university graduate studies
Which activity will be carried out?	Detailed planning Acceptance of the proposal of the detailed plan of the study by the Science and Education Council. Submitting the detailed plan to the University of Zagreb for further procedure
Which are the ultimate goals of this activity?	Permission for conducting a graduate study <i>Croatian diaspora and Croatian minority communities abroad</i> has been obtained.
When will the activity begin?	During 2013
When will the activity be completed?	During 2015

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion

Writing a proposal for the module <i>Croatian diaspora and Croatian minority communities abroad</i>	Chairman of the working group for writing the proposal	Other parties included in the process of writing the proposal	2013
Adjustments and updates to the study programme of the graduate study of Croatology	Head of the Department of Croatology	Department of Croatology / Other parties included in the process of writing the proposal	2013
Adopting a decision on the acceptance of the proposed detailed plan	Head of the Croatian Studies	Science and Education Council	2013
Submission of the plan for further procedure	Head of the Croatian Studies		2013

### Task 1.7

**Indicator 1: One course in a foreign language per study programme**

**Indicator 2: One module in a foreign language on the graduate level of studies**

Task 1.7	Introduction of at least one study course or module in a foreign language per each study programme on the graduate level
Which activity will be carried out?	Prepare an estimate of incoming students across the various studies. Assess the linguistic competence of individual departmental teachers . Start writing the detailed plan in accordance with the data obtained by the estimate. Submitting the detailed plan to the University of Zagreb for further procedure.
Which are the ultimate goals of this activity?	Preparing the detailed plan in a foreign language. Obtaining permission for the implementation of a study in a foreign language on the graduate level.
When will the activity begin?	October 2013
When will the activity be completed?	July 2013 for the first goal October 2014 for the second goal

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Prepare an estimate of incoming students across the various studies	Commissioner for international cooperation	Commissioner for education and students, Office	2012

		for undergraduate and graduate studies	
Assess the linguistic competence of individual departmental teachers	Commissioner for international cooperation	Heads of departments	2013
Start writing the detailed plan in accordance with the data obtained by the estimate	Heads of departments	Of 2014.	2014
Submitting the detailed plan to the University of Zagreb for further procedure	Head of the Croatian Studies	Department, heads of departments	2014

### Task 1.8

**Indicator: Permission for carrying out study programmes for teacher education has been granted**

Task 1.8	Request granting a permission to conduct a study programme in education for the acquisition of teaching competences by course teachers as part of their education in pedagogy-psychology and didactics
Which activity will be carried out?	Detailed planning. Submitting the detailed plan to the University of Zagreb for further procedure.
Which are the ultimate goals of this activity?	Detailed planning. Obtaining permission for the implementation of a study in a foreign language on the graduate level.
When will the activity begin?	in January 2013
When will the activity be completed?	July 2013 for the first goal October 2014 for the second goal

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Writing a detailed plan of a study programme in education for acquisition of teaching competences by course teachers as part of their education in pedagogy-psychology and didactics	Head of the Department of Teacher Education	Department of Teacher Education	2013
Adopting a decision on the acceptance of the proposed detailed plan	Head of the Croatian Studies	Science and Education Council	2013
Submitting the detailed plan to the University of Zagreb for further procedure	Head of the Department of Teacher Education	Department of Teacher Education	2013

## Task 1.9

### Indicator: Pass rate in the first year student population

Task 1.9	Increase student pass rate after the first year of undergraduate study from the current level of 40% to 70%
Which activity will be carried out?	Gathering information on the number of students enrolled in the first year of study. Gathering information on the number of students who qualify for enrolment in the next academic year. Identifying reasons for failure to meet the requirements for enrolment in more senior years of study. Removal of the obstacles for student advancement to more senior years of study.
Which are the ultimate goals of this activity?	Increase of the number of students who complete the first year of the study.
When will the activity begin?	October 2010
When will the activity be completed?	continuous involvement until 2015

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
To gather information on the number of students enrolled in the first year of the study	Commissioner for education and students	Office for undergraduate and graduate studies	October 2010
To gather information on the number of students enrolled in the first year of the study across various studies	Commissioner for education and students	Office for undergraduate and graduate studies	October 2010
Analysis of the students 'performance across studies, the number of exams they passed, the number of collected ECTS credits	Commissioner for education and students	Office for undergraduate and graduate studies	December 2010 - February 2011
Identify and analyse the reasons for poor success of individual students.	Commissioner for education and students	Office for undergraduate and graduate studies, the Committee for quality assurance	Academic year 2011/2012
Remove the reasons for low success of students during their first year of study.	Commissioner for education and students	Office for undergraduate and graduate studies, the Committee for quality assurance	Academic year 2012/2013 and on

**Task 1.10**

**Indicator 1: The number of students who completed their undergraduate studies in their class.**

**Indicator 2: The number of students who completed their undergraduate studies in their class.**

**Indicator 3: The average time to complete a study**

Task 1.10	Increase the number of students who complete the undergraduate level studies within three years, and graduate levels within two years to 66%.
Which activity will be carried out?	Gathering information on the number of students enrolled in the first year of study. Gathering information on the number of students who enrolled in the third year of undergraduate or second year of graduate studies. Collecting data on the students' performance. Identifying and analysing problems that lengthen the duration of studying. Addressing the issues that prolong the duration of studying.
Which are the ultimate goals of this activity?	Increase the number of students who complete their undergraduate studies in their class. Increase the number of students who have completed graduate study in a generation. Shorten the average time required to complete a study.
When will the activity begin?	October 2010
When will the activity be completed?	continuous involvement until 2015

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
To gather information on the number of students enrolled in the first year of study	Commissioner for education and students	Office for undergraduate and graduate studies	October 2010 and on
Gathering information on the number of students who enrolled in the third year of undergraduate or second year of graduate studies	Commissioner for education and students	Office for undergraduate and graduate studies	October 2010 and on
Collecting data on the students' performance	Commissioner for education and students	Office for undergraduate and graduate studies	continuously during the academic year
Identifying and analysing problems that lengthen the duration of studying	Commissioner for education and students	Office for undergraduate and graduate studies, Committee for quality	continuously throughout academic year

		assurance	
Addressing the issues that prolong the duration of studying	Commissioner for education and students	Office for undergraduate and graduate studies, Committee for quality assurance	continuously throughout academic year

### Task 1.11

#### Indicator: Number of students dropping out

Task 1.11	Reduce the number of students dropping out at undergraduate, graduate and postgraduate level of studies
Which activity will be carried out?	Gathering information on the number of students enrolled in the first year of study. Gathering information on the number of freshmen who have dropped out. Gathering information on the number of students who enrolled in the second or third year of undergraduate or second year of graduate studies. Collecting data on the students 'performance. Identify and analyse the causes for dropping out. Reduce or eliminate the causes for dropping out.
Which are the ultimate goals of this activity?	Reduce the number of students dropping out.
When will the activity begin?	October 2010
When will the activity be completed?	continuous involvement until 2015

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
To gather information on the number of students enrolled in the first year of the study	Commissioner for education and students	Office for undergraduate and graduate studies	October 2010 and on
Gathering information on the number of freshmen who have dropped out	Commissioner for education and students	Office for undergraduate and graduate studies	October 2010 and on
Collecting data on the students 'performance	Commissioner for education and students	Office for undergraduate and graduate studies	continuously throughout academic year
Identify and analyse the causes for dropping out	Commissioner for education and students	Office for undergraduate and graduate studies, Committee for	continuously throughout academic year



		quality assurance	
Reduce or eliminate the causes for dropping out	Commissioner for education and students	Office for undergraduate and graduate studies, Committee for quality assurance	continuously throughout academic year

### Task 1.12

**Indicator: Number of students of postgraduate doctoral studies completing their study by acquiring the academic degree of a doctor of science.**

Task 1.12	Double the number of defended doctoral dissertations at the Croatian Studies
Which activity will be carried out?	Collecting data on the students' performance. Identifying and analysing the causes for the students' failing to complete their doctoral studies, i.e. the doctoral dissertations. Analysis of the students' obligations towards the study and otherwise. Reduction, if not elimination of the causes for the students' failing to complete their doctoral studies, i.e. the doctoral dissertations. Introduction of the institute of alleviation of tuition fees for students who perform exceptionally well. Introduction of the possibility of engagement in the teaching process and direct cooperation in production of doctoral dissertations for the students of graduate studies.
Which are the ultimate goals of this activity?	Increase in the number of students of postgraduate doctoral studies completing their study by acquiring the academic degree of a doctor of science.
When will the activity begin?	October 2011
When will the activity be completed?	continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Collecting data on the students' performance	Supervisors	Council of postgraduate studies	continuous activity
Analysing the causes for the students' failing to complete their doctoral studies, i.e. the doctoral dissertations	Commissioner for science	Office of Postgraduate Studies, Postgraduate Council	during 2012 and of 2013

Analysis of the students' obligations towards the study	Commissioner for science	Office of Postgraduate Studies, Postgraduate Council	during 2012
Introduction of the institute of alleviation of tuition fees for students who perform exceptionally well	Head of the Croatian Studies	Commissioner for Science, Council of postgraduate studies, Departments	October 2011
Introduction of the possibility of engagement in the teaching process and direct cooperation in production of doctoral dissertations for the students of graduate studies	Head of the Croatian Studies	Commissioner for science Council of postgraduate studies, departments	October 2011

### Task 1.13

**Indicator: Number of supervisors whose data are available in the database.**

Task 1.13	Establish a data base of supervisors at the doctoral studies and their respective competences
Which activity will be carried out?	Data on supervisors will be collected and a database created containing information on the number of papers published in the last five years, the number of candidates at the doctoral studies, and the number of doctoral dissertations defended.
Which are the ultimate goals of this activity?	Database of information on supervisors
When will the activity begin?	February 2012
When will the activity be completed?	June 2012

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Gathering information on supervisors	Commissioner for science and postgraduate studies	Office for postgraduate studies	April 2012
Develop and categorize the database	Commissioner for science and postgraduate studies	Office for postgraduate studies	June 2012

### Task 1.14

**Indicator 1: Number of conference events.**

**Indicator 2: International character of participant structure.**

Task 1.14	Organize scientific events in a fashion of periodical international conferences in the fields Croatology, history, philosophy, communcology and other scientific fields
Which activity will be carried out?	Regular organization of international conferences on Croatology. Regular organization of international conferences on philosophy. Regular organization of international conferences on communicology. Regular organization of international conferences in the field of historical science.
Which are the ultimate goals of this activity?	Continuous and regular organization of conferences.
When will the activity begin?	2011
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Regular organization of international conferences on Croatology	Chairman of the organizing committee	Organizing committee / Department of Croatology	2011, 2013, 2015
Regular organization of international conferences on philosophy	Chairman of the organizing committee	Organizing committee / Department of Philosophy	Continuous each year
Regular organization of international conferences on communicology	Chairman of the organizing committee	Organizing committee / Department of Communicology	2011, 2013, 2015
Regular organization of international conferences in the field of historical science	Chairman of the organizing committee	Organizing committee / Department of History	2012, 2014

### Task 1.15

**Indicator 1: Number of issued volumes.**

**Indicator 2: Number of databases that have included the journal *Kroatologija*.**

**Indicator 3: Citation metrics for the papers published in the journal *Kroatologija***

**Indicator 4: Number of databases that have included the *Prolegomena* journal**

**Indicator 5: Citation metrics for the papers published in the *Prolegomena* journal**

Task 1.15	Publishing of international scientific journals
Which activity will be carried out?	Publishing of the journal <i>Kroatologija</i> . Publishing of the journal <i>Prolegomena</i> . Introduction of foreign language articles. Establishment of continuous cooperation with international scientific research and higher education institutions engaged in the research of the Croatian culture, language and identity. Application for entering into relevant scientific databases.
Which are the ultimate goals of this activity?	1 Continuous publishing of the journals <i>Kroatologija</i> and <i>Prolegomena</i> . 2 Introduction of <i>Kroatologija</i> and <i>Prolegomena</i> into relevant international scientific databases.
When will the activity begin?	2011
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Publishing of journals and introduction of foreign language articles	Editor in chief	Redaction	from 2011 on
Establishment of continuous cooperation with international scientific research and higher education institutions engaged in the research of the Croatian culture, language and identity	Editor in chief	Redaction	from 2011 and on
Application for entering into relevant scientific databases	Editor in chief	Redaction	from 2011 on

### Task 1.16

**Indicator 1: Number of scientific research projects conducted at the Croatian Studies**

**Indicator 2: Number of scientists and associate staff involved in research projects**

**Indicator 3: Number of published papers**

**Indicator 4: Number of scientific papers published in journals that are included in the relevant international databases (CC, HERA, Scopus, ERIH ...)**

Task 1.16	Double the productivity of scientific-educational and associate personnel of the Croatian Studies
Which activity will be carried out?	Establishment of an office for administrative support for registration of international scientific projects. Financing participation in scientific conferences.

Which are the ultimate goals of this activity?	1 Increase in number of applications for projects 2 Increase in number of published papers
When will the activity begin?	2013
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Establishment of an office for administrative support for registration of international scientific projects	Commissioner for science, Coordinator for international science projects	Heads of departments and teachers	2013
Financing participation in scientific conferences	Commissioner for science, Head of the Croatian Studies	Accounting	2013

### Task 1.17

**Indicator: Number of courses featuring usage of e-learning tools**

Task 1.18	Implement the objectives of the Strategy for e-learning of the University of Zagreb and to develop a virtual environment for learning and teaching
Which activity will be carried out?	Educate teachers on options provided by e-learning Write a document that will regulate e-learning at the Croatian Studies. Constantly encourage teachers to use e-learning tools.
Which are the ultimate goals of this activity?	ICT supported classes introduced in all subject courses (level 1 in accordance with the Decision on the forms of university teaching towards implementation of various e-learning technologies). One third of the classes are held in hybrid form (level 2 according to the Decision on the forms of university teaching towards implementation of various e-learning technologies). At least one study course will be taught in the form of an on-line course (level 3 according to the Decision on the forms of university teaching towards implementation of various e-learning technologies).
When will the activity begin?	Following the appointment of the Committee for e-learning
When will the activity be completed?	Continuous activity

The tasks to be undertaken (to achieve your goals)	The person responsible	Other persons involved	Deadline for the completion
Educate teachers on use of e-learning tools	Chairman of the Committee for e-learning	Committee for e-learning	Continuous activity
Write a document that will regulate implementation of tools for e-learning	Chairman of the Committee for e-learning	Committee for e-learning	2012

### Task 1.18

**Indicator: Existence of a teacher module available as part of all education-oriented studies, which includes at least one course that prepares students to work with children with developmental disabilities and the disabled**

Task 1.18	In accordance with the objectives of the National Strategy for Equalization of Opportunities for Persons with Disabilities from 2007 to 2015 (63/2007) adapt the education-oriented studies for the acquisition of competences for working with children and adults with disabilities
Which activity will be carried out?	Introduction of a study course aimed to train the future teachers to work with children with developmental disabilities and the disabled. Recruitment of a part-time teacher for that study course.
Which are the ultimate goals of this activity?	A study course aimed to train the future teachers to work with children with developmental disabilities and the disabled has been introduced.
When will the activity begin?	March 2011
When will the activity be completed?	October 2011

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Recruitment of teachers for that study course	Head of the Croatian Studies	Department of Teacher Education	September 2011
A structured course suitable for children with developmental disabilities and the disabled	Head of the Department of Teacher Education	Course teacher	September 2011

### Task 1.19

**Indicator 1: The number and frequency of summer and winter classes.**

**Indicator 2: Number of students enrolled in summer and winter classes, respectively**

Task 1.19	Establishment and implementation of summer and winter lifelong learning programme education classes
Which activity will be carried out?	Analysis of the needs for the provision of certain types of education as part of lifelong learning. Introduction of winter and summer classes depending on the outcome of the analysis. Introduction of preparatory courses for the enrolment to undergraduate study for candidates who had completed their secondary education before the state graduation has been introduced.
Which are the ultimate goals of this activity?	Introduction of at least one recurring class programme with international students.
When will the activity begin?	March 2011
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Analysis of a need for certain types of education	Chairman of the Committee for lifelong learning	Committee for lifelong learning	May 2011
Introduction of winter and summer classes depending on the outcome of the analysis	Chairman of the Committee for lifelong learning	Committee for lifelong learning	June 2011
Introduction of preparatory courses for enrolment to undergraduate study for candidates who had completed their secondary education before the state graduation has been introduced	Chairman of the Committee for lifelong learning	Committee for lifelong learning	January 2013

## Objective 2

### Improvement of material, human and organizational resources of the Croatian Studies.

#### Task 2.1

**Indicator 1: Teachers:students ratio, total**

**Indicator 2: Teacher:student ratio in individual studies**

**Indicator 3: Teacher:student ratio in individual study elements**

Task 2.1	Increase the teacher:student ratio until overall optimal ratio of 1:30 has been reached at certain studies while reaching 1:15 ratio in certain elements of the university
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	studies provided
Which activity will be carried out?	<p>Obtaining an estimate of number of teachers in the departments.</p> <p>Obtaining an estimate of number of students in the departments.</p> <p>Writing a strategic document on recruitment of new teachers with regard to the needs of individual departments.</p> <p>Adopting a strategic document on recruitment of new teachers with regard to the needs of individual departments.</p> <p>Employment of new teachers in accordance with the adopted document.</p> <p>Adjustments of enrolment policies in order to optimize the ratio of teachers and students.</p>
Which are the ultimate goals of this activity?	Employment of the number of teachers sufficient for all the studies to reach optimal teacher:student ratio.
When will the activity begin?	<p>Gathering information and work on the strategic document will begin in October 2010</p> <p>Continuous activity for the employment part of the activity</p>
When will the activity be completed?	<p>The first four activities in October 2011</p> <p>The fifth activity - continuously from 2015 onwards</p>

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Collect data on the number of teachers across the departments	Head of the Croatian Studies	Office for legal affairs and human resources	March 2011
Collect data on the number of students by the studies they enrolled	Commissioner for education and students	Office for undergraduate and graduate studies	2011
Writing a strategic document on recruitment of new teachers with regard to the needs of individual departments	Head of the Croatian Studies	Office for general and legal affairs and human resources, Committee for quality assurance	2012
Adopting the strategic document on recruitment of new teachers with regard to the needs of individual departments	Head of the Croatian Studies	Scientific teaching council Croatian studies	September 2012



Recruitment of teachers in accordance with the strategic document on employment of teachers with regard to the needs of individual departments	Head of the Croatian Studies	Office for general and legal affairs and human resources, affected Departments Science and Education Council of the Croatian Studies	Continuous involvement until 2015
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## Task 2.2

**Indicator 1: Individual ratios of the time actually invested and the time necessary to acquire the academic degree of a doctor of science.**

Task 2.2	Develop mechanisms for monitoring the progress in study for the teaching staff elected to the associate title of an assistant and mechanisms to encourage the completion of studies in a period considerably shorter than the one stipulated by the employment contract
Which activity will be carried out?	Gather information on the progress of postgraduate studies of a certain number of assistants. Gather information on the average period required to complete the studies. Analyse the reasons for the increasing amount of time required by the assistants to acquire their doctor of science degrees. Writing of a strategic document setting the measures to encourage completion of doctoral studies within the time limit of three years from the date of enrolment to postgraduate study. Adoption of a document instituting measures to encourage acquisition of the doctor of science degree within three years.
Which are the ultimate goals of this activity?	Increase in the number of assistants who complete their studies within three years.
When will the activity begin?	Gathering information and writing of the strategic document in February 2011 continual application of measures
When will the activity be completed?	by December 2011

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
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Gather information on the progress of postgraduate studies of a certain number of assistants	Commissioner for science and postgraduate studies	Office for postgraduate studies	2011
Gather information on the average period required to complete the studies	Commissioner for science and postgraduate studies	Office for postgraduate studies	2011
Analyse the reasons for the increasing amount of time required by the assistants to acquire their doctor of science degrees	Commissioner for science and postgraduate studies,	Office for postgraduate studies, Committee for quality assurance	2011
Writing of a strategic document setting the measures to encourage completion of doctoral studies within the time limit of three years from the date of enrolment to postgraduate study	Commissioner for science and postgraduate studies,	Office for postgraduate studies, Committee for quality assurance	2011
Adopting the strategic document setting the measures to encourage completion of doctoral studies within the time limit of three years from the date of enrolment to postgraduate study	Head of the Croatian Studies	Council of Postgraduate Studies, Science and Education Council of the Croatian Studies	2011

### Task 2.3

**Indicator 1: Having adopted a document defining objectives, i.e. conditions required to organize classes, the manner of implementation, duration, schedule, method of assessment of students and criteria used to select the teachers of the summer and winter classes**

**Indicator 2: A collective Committee for lifelong learning has been appointed.**

Task 2.3	Establish an institutional framework to organize and implement summer and winter classes of lifelong learning of the Croatian Studies
Which activity will be carried out?	Writing and adoption of the Regulations on lifelong learning. Appointment of the Committee for lifelong learning. Analysis of the current situation of lifelong learning at the Croatian Studies: the number of schools, number and structure of participants, frequency, outcomes. Writing of an annual action plan for the implementation of the programmes of lifelong learning.

Which are the ultimate goals of this activity?	The institutional framework to organize and implement summer and winter classes of lifelong learning of the Croatian Studies has been established.
When will the activity begin?	2011
When will the activity be completed?	January 2012

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Writing the Regulations on lifelong learning	Head of the Croatian Studies	Science and Education Council	2011
Analysis of the current state of lifelong learning at the Croatian Studies	Chairman of the Committee for lifelong learning	Committee for lifelong learning	2011
Appointment of the Committee for lifelong learning	Chairman of the Committee for lifelong learning	Committee for lifelong learning	2011
Writing of an annual action plan for the implementation of the programmes of lifelong learning	Chairman of the Committee for lifelong learning	Committee for lifelong learning	2012

#### Task 2.4

##### Indicator 1: Rate of teaching staff engaged in the system of lifelong learning

##### Indicator 1: Percentage of non-teaching staff involved in the system of lifelong learning

Task 2.4	Establish instruments to enable the teaching and non-teaching staff of the Croatian Studies to use the lifelong learning system
Which activity will be carried out?	Education of teaching and non-teaching staff in options provided by lifelong learning. Appointing a person responsible for monitoring the information about the programmes and sub-programmes of lifelong learning. Tracking information on lifelong learning.
Which are the ultimate goals of this activity?	Increasing the number of teachers involved in the process of lifelong learning.
When will the activity begin?	At the time of appointment of the Committee for lifelong learning
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
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Education of teaching and non-teaching staff about the options provided by lifelong learning	Committee for lifelong learning	Agency for Mobility and European Union Programmes	2012
Appointing a person responsible for monitoring the information about the programmes and sub-programmes of lifelong learning	Head of the Croatian Studies	Committee for lifelong learning	2012
Monitoring information on lifelong learning	The person responsible for monitoring the information	Committee for lifelong learning	Continuous activity

### Task 2.5

#### Indicator: Number of employees with a completed portfolio

Task 2.5	Edit the content, establish a legal framework and form a portfolio for each employee of the Croatian Studies
Which activity will be carried out?	Collect all relevant information about each employee. Design the database in hardcopy. Implement the database design in digital form Enter data into the live database.
Which are the ultimate goals of this activity?	Portfolios of the employees have been created
When will the activity begin?	2011
When will the activity be completed?	2012

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Collect all relevant information about each employee	Head of the Office for legal affairs and human resources	Secretariat	2011
Design the database in hardcopy	Head of the Office for legal affairs and human resources	Secretariat	2011
Implement the database design in digital form	IT office	IT office	2012
Enter data into the live database	Head of the Office for legal affairs and human resources	Secretariat	2012

### Task 2.6

**Indicator: Measures and actions to raise the living standard of the Croatian Studies employees**

Task 2.6	Establish instruments and implement measures and actions to raise the standards of the Croatian Studies employees (use of sports facilities, funding of studies, grants, food subsidies, annual awards, social and cultural events ...)
Which activity will be carried out?	Introduction of the institute of a solidarity fund to finance tuition fees for the employees. Introduction of annual awards for deserving individuals. Team building on an annual basis.
Which are the ultimate goals of this activity?	Measures and actions to raise the living standard of the Croatian Studies employees.
When will the activity begin?	During 2011
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Establishment of the solidarity fund	Head of the Croatian Studies	Accounting	2011
Introduction of annual awards for deserving individuals	Head of the Croatian Studies	Accounting	2011
Team building on an annual basis	Legal and personnel services	Secretariat	Once a year

**Task 2.7**

**Indicator: Number of employees who have completed their education in strategic management**

Task 2.7	Members of the Croatian Studies administration shall undergo basic management training and a course in establishing institutional policies (through processes of both formal and informal education)
Which activity will be carried out?	Education board on strategic management.
Which are the ultimate goals of this activity?	Employees trained in the field of strategic management.
When will the activity begin?	2013
When will the activity be completed?	2013

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Education board on strategic management	The Chairman of the committee for quality assurance	Committee for quality assurance Consultant for strategic management	2013

## Task 2.8

### Indicator: Student counselling service has been established

Task 2.8	Establish a student counselling service that would provide students with the elementary information about the further options for getting assistance, scholarships, legal advice, etc
Which activity will be carried out?	Creating a project to launch student counselling service. Securing material conditions and resources to launch a student counselling service. Recruitment on the basis of a contractual agreement of a person who would be responsible for the counselling work.
Which are the ultimate goals of this activity?	Student counselling service has been established
When will the activity begin?	2010
When will the activity be completed?	during 2012

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Creating a project to launch student counselling service	Commissioner for education and students	Department of Psychology	2011
Securing material conditions and resources to launch a student counselling service	Head of the Croatian Studies	Commissioner for education and students, Department of Psychology	2011
Recruitment on the basis of a contractual agreement of a person who would be responsible for the counselling work	Head of the Croatian Studies	Commissioner for education and students, Department of Psychology	2012

**Task 2.9****Indicator: Establishment of an information kiosk**

Task 2.9	Establish an information kiosk which would in one place provide the students and other interested parties with basic information about the Croatian Studies, the University of Zagreb and the Campus
Which activity will be carried out?	Provide a space to set up the information kiosk. Engage students who will work on the dissemination of information.
Which are the ultimate goals of this activity?	Establishment of an information kiosk.
When will the activity begin?	during 2011
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Provide a space to set up the information kiosk	Head of the Croatian Studies	Students	2011
Engage students who will work on the dissemination of information	Student representative in the Committee for quality assurance	Students	2011

**Task 2.10****Indicator: Classrooms equipped with teaching materials and aids.**

Task 2.10	Fully equip classrooms with teaching materials and aids
Which activity will be carried out?	Analysis of the state of teaching materials and aids in the classrooms. Expressing interest in the acquisition of new teaching materials and aids. Acquisition of the necessary teaching materials and aids. Equipping classrooms.
Which are the ultimate goals of this activity?	Classrooms equipped with teaching materials and aids.
When will the activity begin?	during 2011
When will the activity be completed?	during 2011

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Analysis of the state of teaching materials and aids in the classrooms	Heads of departments	Teachers of the Croatian Studies	2011
Expressing interest in the acquisition of new teaching materials and aids	Heads of departments	Teachers of the Croatian Studies	2011
Acquisition of the necessary teaching materials and aids	Head of the Accounting	Secretariat	2011
Equipping classrooms	Head of Technical Services	Technical staff	2011

### Task 2.11

**Indicator 1: Increased inventory of printed and digital materials by 50%**

**Indicator 2: Croatian Studies procured subscription for one global database of recent literature.**

**Indicator 3: The extent of integration of the library of the Croatian Studies in the Croatian library system.**

Task 2.11	Supply library with the up to date publications (university textbooks, professional and scientific journals ...)
Which activity will be carried out?	The appointment of the Committee for the purchase of teaching and scientific literature. Adoption of the financial plan for the procurement of teaching and scientific literature. The procurement of teaching and scientific literature.
Which are the ultimate goals of this activity?	To provide students and teachers with access to the literature associated with courses to the extent allowed for by the capacities for procurement and exchange.
When will the activity begin?	During 2011
When will the activity be completed?	During the 2011 and then continuously every year

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
The appointment of the Committee for the purchase of teaching and scientific literature	Head of the Croatian Studies	Science and Education Council	2011
Adoption of the financial plan for the procurement of teaching and scientific literature	Head of the Croatian Studies	Committee for the purchase of teaching and scientific literature /	2011



		Science and Education Council	
The procurement of teaching and scientific literature	Head of the Library	Library employees	2011

### Task 2.12

**Indicator 1: Spatial conditions of the premises of the Croatian Studies Croatian adapted to suit the disabled persons**

**Indicator 2: A functional elevator primarily intended for people with disabilities.**

Task 2.12	Implement the provisions of the National Strategy for Equalization of Opportunities for Persons with Disabilities from 2007 to 2015. (OG 63/2007) concerning the spatial conditions in which studies are conducted
Which activity will be carried out?	Develop a project finance structure. Invite tenders for bids for the construction of elevators. Choose the best bid. Construction of elevators.
Which are the ultimate goals of this activity?	Material conditions of study tailored to the needs of people with disabilities.
When will the activity begin?	January 2011
When will the activity be completed?	December 2010

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
The financial structure of the project	Head of the Croatian Studies	General secretary, Accounting	January 2010
Announced and implemented tender	Head of the Croatian Studies	General secretary, Accounting	May 2010
Construction and commissioning of elevators	The company selected by public tender	Head of the Croatian Studies	March 2011

### Task 2.13

**Indicator: Licensed software support for quantitative data processing obtained**

Task 2.13	Secure licensed software support for quantitative data processing
Which activity will be carried out?	Tender for the necessary software offers. Choosing the best offer. Buying the necessary software.
Which are the ultimate goals of	Acquired software programs.

this activity?	
When will the activity begin?	During 2011
When will the activity be completed?	Continuous activity with respect to the needs

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Tender	Secretariat	Department of Psychology and Department of Sociology	2011
Selecting the offer	Secretariat	Department of Psychology and Department of Sociology	2011
Buying the necessary software	Secretariat	Department of Psychology and Department of Sociology	2012

### **Objective 3**

#### **Development of a quality assurance system at the Croatian Studies.**

#### **Task 3.1**

#### **Indicator: Developed the Quality Assurance Manual of the Croatian Studies**

Task 3.2	Develop the Quality Assurance Manual of the Croatian Studies
Which activity will be carried out?	Develop the Quality Assurance Manual of the Croatian Studies. Adopt the Quality Assurance Manual of the Croatian Studies.
Which are the ultimate goals of this activity?	The Quality Assurance Manual of the Croatian Studies developed.

When will the activity begin?	2011
When will the activity be completed?	2011

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Develop the Quality Assurance Manual of the Croatian Studies	Chairman Committee for quality assurance	Committee for quality assurance	2011
The Quality Assurance Manual of the Croatian Studies adopted	Head of the Croatian Studies	Science and Education Council of the Croatian Studies	2011

### Task 3.2

**Indicator 1: Decision of the Science and Education Council of the Croatian Studies on the obligation of continuous assessment of acquired knowledge in all courses**

**Indicator 2: Number of course subjects employing continuous assessment of acquired knowledge**

Task 3.2	Ensure implementation of the continuous assessment of knowledge, i.e. of learning outcomes, in all course subjects
Which activity will be carried out?	Conduct analysis of the continuous assessment of acquired knowledge in particular courses. Introduce measures for the teachers who do not conduct continuous knowledge assessment in their courses.
Which are the ultimate goals of this activity?	Continuous assessment of acquired knowledge and achieved learning outcomes in all courses.
When will the activity begin?	during 2012
When will the activity be completed?	during 2012

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Conduct analysis of the continuous assessment of acquired knowledge in particular courses	Committee for quality assurance	Commissioner for education and students, Heads of departments	2012
Introduce measures for the teachers who do not conduct continuous knowledge assessment in their courses	Head of the Croatian Studies	Committee for quality assurance, Commissioner for education and students,	2012

		Heads of departments	
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### Task 3.3

**Indicator: Learning outcomes published, as well as methods for assessment of student progress and the assessment criteria**

Task 3.3	Publicly disclose learning outcomes, methods for assessment of student progress and the assessment criteria, and introduce them to students in all studies and belonging courses
Which activity will be carried out?	Collecting the learning outcomes for individual courses. Public disclosure of all learning outcomes on the website of the Croatian Studies.
Which are the ultimate goals of this activity?	Publicly disclosed learning outcomes, as well as methods for assessment of student progress and the assessment criteria.
When will the activity begin?	during 2011
When will the activity be completed?	during 2012

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Collecting the learning outcomes for individual courses	Committee for quality assurance	Committee for quality assurance	2011 and 2012
Publicly disclosed learning outcomes on the website of the Croatian Studies	Committee for quality assurance	IT office of the Croatian Studies	2012

### Task 3.4

**Indicator 1: Criteria for teaching work have been devised**

**Indicator 2: Adoption of the Regulation on the assessment of assistants**

Task 3.4	Develop mechanisms for continuous training of teaching staff
Which activity will be carried out?	Develop an annual plan for continuous improvement of teaching staff. Develop a financial plan for continuous improvement of teaching staff. Develop internal criteria for referring the teaching staff to participate in scholarships and workshops.
Which are the ultimate goals of	Continuous training of teaching staff.

this activity?	
When will the activity begin?	during 2012
When will the activity be completed?	during 2013

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Develop an annual plan for continuous improvement of teaching staff.	Commissioner for science and postgraduate studies	Heads of departments	2011
Develop a financial plan for continuous improvement of teaching staff.	Head of the Croatian Studies	Commissioner for science and postgraduate Studies / Accounting	2012
Develop internal criteria for referring the teaching staff to participate in scholarships and workshops.	Commissioner for science and postgraduate studies	Committee for quality assurance	2013

### Task 3.5

#### Indicator: Criteria for internal application and evaluation of scientific research projects

Task 3.5	Established a formal framework for monitoring and evaluating the quality of scientific research
Which activity will be carried out?	Develop internal criteria for assessment of scientific research projects.
Which are the ultimate goals of this activity?	Established a formal framework.
When will the activity begin?	during 2013
When will the activity be completed?	2014

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Develop internal criteria for assessment of scientific research projects.	Commissioner for science	Committee for quality assurance	2014

### Task 3.6

#### Indicator: The Croatian Studies conducted self-evaluation

Task 3.6	Develop a quality assurance system and institution-wise progress from the initial steps to reach the developed
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	stage.
Which activity will be carried out?	Self-evaluation of all studies and the institution as a whole will be conducted.
Which are the ultimate goals of this activity?	A developed phase in the system of quality assurance.
When will the activity begin?	during 2012
When will the activity be completed?	during 2013

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Conducting self-evaluation	Head of the Croatian Studies	Heads of departments / Committee for quality assurance	2012 and 2013

### Task 3.7

#### Indicator: Specific reasons for dropping out have been identified

Task 3.7	Monitor the reasons of the students' dropping out
Which activity will be carried out?	Research of the reasons for dropping out from the study in the first year of study. Structured interviews with students who have dropped out of the study. Data processing. Presentation of data.
Which are the ultimate goals of this activity?	Establish the reasons of the students' dropping out.
When will the activity begin?	during 2011
When will the activity be completed?	during 2012

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Research of the reasons for dropping out from the study in the first year of study	Chairman of the Committee for quality assurance	Committee for quality assurance / Student Services	2011
Structured interview	Chairman of the Committee for quality assurance	Committee for quality assurance / Student Services	2011

Data processing	The Chairman of the Committee for Quality Assurance	Committee for quality assurance / Department of Psychology	2012
Presentation of data	The Chairman of the Committee for Quality Assurance	Committee for quality assurance / Department of Psychology	2012

### Task 3.8

**Indicator 1: A database of the Croatian Studies' graduates has been established**

**Indicator 2: A periodical electronic publication concentrated on the students who completed their studies at the Croatian Studies has been introduced**

Task 3.8	Develop a mechanism for student follow-up
Which activity will be carried out?	Creating a database of students who have completed their studies at the Croatian Studies. Maintaining activities involving students who have completed their studies at the Croatian Studies. Drafted a questionnaire for students who have completed their studies at the Croatian Studies. A periodical electronic publication concentrated on the students who completed their studies at the Croatian Studies has been published.
Which are the ultimate goals of this activity?	Established a database of students who have completed their studies at the Croatian Studies.
When will the activity begin?	During 2011
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Drafted a questionnaire for students who have completed their studies at the Croatian Studies	Committee for quality assurance	Department of Psychology	2011
Creating a database of students who have completed their studies at the Croatian Studies	Head of IT office	IT office	2012
Gathering data and administrating the database	Committee for quality assurance	Department of Psychology / IT office	continuous activity

### Task 3.9

**Indicator 1: Number of the employed graduates of the Croatian Studies**

**Indicator 2: Average job seeking time upon graduation****Indicator 3: A database of employers employing the Croatian Studies' graduates has been completed**

Task 3.9	Monitoring the employment rate in the population of the Croatian Studies' graduates
Which activity will be carried out?	Establishing cooperation with CES and the National Institute of Statistics. Analysis of data on the employment of students who have completed their studies at the Croatian Studies. Establishment of ALUMNI. Creating a database of employers.
Which are the ultimate goals of this activity?	A database of employers created. The collected data on the competencies deemed by the employers as crucial.
When will the activity begin?	2012
When will the activity be completed?	2014

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Drafted a questionnaire for students who have completed their studies at the Croatian Studies	Committee for quality assurance	Department of Psychology	2012
Drafted a questionnaire for employers who have employed Croatian Studies graduates	Committee for quality assurance	Department of Psychology	2012
Created a database of employers who have employed Croatian Studies graduates	Head of IT office	IT office	2013
Gathering data and administrating the database	Committee for quality assurance	Department of Psychology / IT office	continuous activity

**Objective 4**

**To maintain and further develop the existing and to establish new partnerships of the Croatian Studies with interesting national and international institutions of higher education and scientific research, particularly with the organizations that are working on programmes dedicated to the Croatian society, language and culture.**

**Task 4.1**

**Indicator 1: Number of incoming students**

**Indicator 2: Number of outgoing students**



Task 4.1	Increase the number of outgoing and incoming students at the Croatian Studies
Which activity will be carried out?	Develop an information package in English. Launch an additional course of the Croatian language for foreign guests as part of teacher education. Get a license for the performance of a single study in a foreign language. Strengthen cooperation with the Institute for the Development of Education, the Agency for Mobility, the Ministry of Foreign and European Affairs. Organize annual scholarship fairs at the campus in collaboration with other institutions of higher education situated on the campus.
Which are the ultimate goals of this activity?	A higher number of incoming students A higher number of outgoing students
When will the activity begin?	2011
When will the activity be completed?	During 2014

The steps to be taken (to achieve the goals)	Other persons involved	Deadline for the completion
Develop an information package in English	Commissioner for science and Commissioner for international cooperation	2012
Strengthen cooperation with the Institute for the Development of Education and the Agency for Mobility	Committee for quality assurance	2012
Organize annual scholarship fairs at the campus in collaboration with other institutions of higher education situated on the Campus	Committee for quality assurance	2013
Launch an additional course of the Croatian language for foreign guests as part of teacher education	Department of Teacher Education	during 2014
Get a license for the performance of a single study in a foreign language	Departments of the Croatian Studies	during 2015

#### **Task 4.2**

**Indicator: Number of incoming teachers**

**Indicator: Number of outgoing teachers**

Task 4.2	Increase the number of outgoing and incoming teachers at the Croatian Studies
Which activity will be carried out?	Developing an information package and its publication on the website of the Croatian Studies in Croatian and English. Ensured quota for outgoing teaching staff. Permanent contact with the International Relations Office of the University of Zagreb. Establishing cooperation with ALUMNI. Establishing cooperation with UKF.
Which are the ultimate goals of this activity?	A higher number of incoming teachers A higher number of outgoing teachers
When will the activity begin?	During 2012
When will the activity be completed?	by 2015.

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Developing information package	Commissioner for education and students	Administrative services	2012
Ensured quota for outgoing teaching staff	ECTS coordinator / Commissioner for international cooperation		Continuous activity

### Task 4.3

**Indicator 1: Number of incoming non-teaching staff**

**Indicator 2: Number of outgoing non-teaching staff**

Task 4.3	Increase the number of non-teaching staff participating in international mobility programmes.
Which activity will be carried out?	Education of non-teaching staff on mobility opportunities Ensured quota for outgoing non-teaching staff.
Which are the ultimate goals of this activity?	Increasing the number of non-teaching staff involved in international exchange.
When will the activity begin?	During 2012
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Ensured quota for outgoing non-teaching staff	ECTS coordinator / Commissioner for international cooperation		Continuous activity

#### Task 4.4

**Indicator 1: Number of cooperation agreements growth rate**

**Indicator 2: Growth rate of the number of international projects and programs in which the Croatian Studies participate**

Task 4.5	Increase the number of bilateral and multilateral agreements with universities in the European Higher Education Area (EHEA)
Which activity will be carried out?	Establishing contacts with related universities in the European Higher Education Area (EHEA). Creating a database of established agreements Establishing a joint postgraduate study in culturology with the University of Heildelberg.
Which are the ultimate goals of this activity?	Increasing the number of agreements with universities in the European Higher Education Area (EHEA).
When will the activity begin?	2011
When will the activity be completed?	2015

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Signing agreements with European universities	Head of the Croatian Studies	Commissioner for international cooperation / ECTS coordinator	Continuous activity
Creating a database of established agreements	Commissioner for international cooperation / ECTS coordinator	Administrative service	2012
Establishing a joint postgraduate study in culturology with the University of Heildelberg	Head of the Croatian Studies Rector of the University of Heidelberg	Department of Croatology, Department of Slavic Studies at the University of	2013 - 2015

		Heidelberg	
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#### Task 4.5

**Indicator 1: Number of cooperation agreements**

**Indicator 2: Number of projects and programmes in which the Croatian Studies participate**

Task 4.5	Increase the number of bilateral and multilateral agreements with institutions of higher education and scientific research institutions in the Republic of Croatia
Which activity will be carried out?	Establishing agreements on scientific-educational and scientific research collaboration with public scientific research institutes (Institute of Social Sciences "Ivo Pilar", Croatian Institute of History, Institute for Social Research, Institute of Croatian Language and Linguistics...). Participation in a collaborative scientific programme with a public scientific research institute. Establishment of a joint postgraduate university study.
Which are the ultimate goals of this activity?	Implementation of the results of scientific research in the teaching process. Integration of the scientific research institutes into the higher education system.
When will the activity begin?	2011
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Establishing agreements on scientific-educational and scientific research collaboration with public scientific research institutes	Head of the Croatian Studies	Science and Education Council	2012
Participation in a collaborative scientific programme with a public scientific research institute	Head of the Croatian Studies	Science and Education Council	2015
Establishment of a joint postgraduate university study	Head of the Croatian Studies	Science and Education Council	2015

#### Task 4.6

**Indicator 1: Number of activities carried out jointly (educations, published books)**

Task 4.6	Establish cooperation with institutions affiliated with the Croatian diaspora
Which activity will be carried out?	Establish cooperation with the Croatian Immigration Association, Ministry of Foreign and European Affairs, Croatian World Congress and the Croatian Catholic missions around the world. Establish cooperation with various organizations and associations of Croatian emigrants and the indigenous population of the state. Organized database of established cooperations and activities.
Which are the ultimate goals of this activity?	Established cooperation with institutions affiliated with the Croatian diaspora.
When will the activity begin?	2011
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Establish cooperation with the Croatian Immigration Association, Ministry of Foreign and European Affairs, Croatian World Congress and the Croatian Catholic missions around the world.	Commissioner for international cooperation	ECTS coordinator, Coordinator for international projects	2011
Establish cooperation with various organizations and associations of Croatian emigrants and the indigenous population of the state	Commissioner for international cooperation	ECTS coordinator, Coordinator for international projects	2013
Organized database of established cooperations and activities	Commissioner for international cooperation	Administrative services	2015

**Task 4.7**

**Indicator: Number of activities carried out jointly (educations, published books)**

Task 4.7	To establish a permanent cooperation with the Croats in Bosnia and Herzegovina
Which activity will be carried out?	Organise a series of collaborative gatherings under the title "The Croatian language in Bosnia and Herzegovina together with the University of Heidelberg, the University of Mostar and the Faculty of Humanities and

	Social Sciences of the University of Zagreb. Establishing cooperation with the University of Mostar Establishing cooperation with the Croatian cultural association <i>Napredak</i> . Establishing cooperation with other associations of Croats ( <i>Prsten</i> ).
Which are the ultimate goals of this activity?	Established permanent cooperation.
When will the activity begin?	2012
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Organise a series of collaborative gatherings under the title "The Croatian language in Bosnia and Herzegovina together with the University of Heidelberg, the University of Mostar and the Faculty of Humanities and Social Sciences of the University of Zagreb	Prof. Paul Knezović, PhD	Organizing committee / Department of Croatology	2013
Establishing cooperation with the University of Mostar	Head of the Croatian Studies	Department of Croatology	2012
Establishing cooperation with the Croatian cultural association <i>Napredak</i> and other associations of Croats in Bosnia	Head of the Croatian Studies	Commissioner for international cooperation / Department of Croatology	2013

#### Task 4.8

**Indicator 1: Establishing a procedure for referring students to programmes of professional practice**

**Indicator 2: A university graduate study *Croatian diaspora and Croatian minority communities abroad* has been organized**

**Indicator 3: A module on traditional Croatian minority communities as a part of the postgraduate doctoral study of Croatology has been introduced**

**Indicator 4: Number of incoming students from traditional Croatian minorities in Europe**

Task 4.8	To establish a permanent cooperation with traditional Croatian minorities abroad (Bokeljski, Bunjevci, Burgenland, Janjevci, Carašova, Molise, Moravian Croats and <i>Šokci</i> )
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Which activity will be carried out?	The establishment of cooperation and organization of courses Croatian language and culture of indigenous members of minority communities. Organising student exchange for a period of 3 months Creating a database of organized activities.
Which are the ultimate goals of this activity?	Establishing permanent cooperation and mutual assistance.
When will the activity begin?	2013
When will the activity be completed?	Continuous activity

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Organizing courses of the Croatian language and culture for the members of the communities of traditional minorities	Commissioner for international cooperation	Departments and the students of the Croatian Studies	2013
Organising student exchange for a period of 3 months	Commissioner for international cooperation	Departments and the students of the Croatian Studies	2013
Creating a database of organized activities	Commissioner for international cooperation	Administrative services	2014

#### Task 4.9

**Indicator: A coordinating body has been established**

Task 4.8	Engage to establish a permanent coordinating body for fostering the Croatian language and culture outside the Republic of Croatia
Which activity will be carried out?	Appointment of the Committee for the Croatian language and culture outside the Republic of Croatia.
Which are the ultimate goals of this activity?	Permanently and systematically nurturing the Croatian language and culture outside the Republic of Croatia.
When will the activity begin?	2012
When will the activity be completed?	2012

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
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Appointment of the Committee for the Croatian language and culture outside the Republic of Croatia	Head of the Croatian Studies	Science and Education Council	2012
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## Objective 5

### The development of institutional cooperation between the Croatian Studies with the subjects outside the higher education and science system of institutions

#### Task 5.1

#### Indicator: Number of partnership agreements with institutions, professional associations and enterprises

Task 5.1	Engage in partnership with institutions, professional associations and enterprises when designing study programmes
Which activity will be carried out?	Analyse where most of the Croatian Studies graduates find employment Contact and establish cooperation agreements with institutions which have a history of employing Croatian Studies graduates. Conduct a survey among the students and employers on the competencies possessed by graduated students. Align the competencies which are acquired with the needs of employers.
Which are the ultimate goals of this activity?	A larger number of agreements concluded
When will the activity begin?	2013
When will the activity be completed?	2015

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Analyse where most of the Croatian Studies graduates find employment	Commissioner for science, Committee for lifelong learning	Department of Psychology and Department of Sociology	during 2013
Contact and establish cooperation agreements with institutions which have a history of employing Croatian Studies graduates.	Head of the Croatian Studies	Office for legal affairs and human resources	during 2013 and of 2014.
Conduct a survey among the students and employers on the competencies possessed by graduated students	Commissioner for science, Committee for lifelong learning	Department of Psychology and Department of Sociology	during 2014 and of 2015.



Align the competencies which are acquired with the needs of employers	Commissioner for education and students	Departments	during 2015

### Task 5.2

#### Indicator: Percentage of total own revenues

Task 5.2	Increasing the share of own revenues in total revenues Croatian studies to at least 40% of total revenues
Which activity will be carried out?	Financial analysis of revenues and expenditures. Creating a plan of financial self-sustainability. Encouraging departments to accept commercial projects. Encouraging publishing activities.
Which are the ultimate goals of this activity?	Increasing the share of own resources in the total revenues.
When will the activity begin?	during 2014
When will the activity be completed?	during 2015

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Financial analysis of revenues and expenditures	Head of the Croatian Studies	Accounting	2013
Creating a plan of financial self-sustainability	Head of the Croatian Studies	Accounting	2014

### Task 5.3

#### Indicator: A fund for scholarships, loans and student awards has been established

Task 5.3	Establish a fund for scholarships, loans and awards for students at all levels of study
Which activity will be carried out?	Introduce changes to the annual budget in a way that a part of the funds is allocated to the Fund for scholarships and student awards.
Which are the ultimate goals of this activity?	Fund established.
When will the activity begin?	from the fiscal year of 2011
When will the activity be completed?	2011

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Introduce changes to the annual budget in a way that a part of the funds is allocated to the Fund for scholarships and student awards	Head of the Croatian Studies	Accounting	2011

#### Task 5.4

**Indicator 1: Number of Croatian Studies graduates employed in professional jobs**

**Indicator 2: Number of unemployed Croatian Studies graduates**

**Indicator 3: Average employment seeking time for Croatian Studies graduates**

Task 5.4	Align the enrolment quotas in undergraduate and graduate studies with the labour market requirements
Which activity will be carried out?	Analyse needs of employers for Croatian Studies educated personnel. Establish contact with Croatian Employment Service and related organization involved in the labour market. Adjust the enrolment quotas to the needs of employers.
Which are the ultimate goals of this activity?	Adjustment of the enrolment quotas to suit the labour demand.
When will the activity begin?	2013
When will the activity be completed?	2014

The steps to be taken (to achieve the goals)	The person responsible	Other persons involved	Deadline for the completion
Analyse needs of employers for Croatian Studies educated personnel	Committee for lifelong learning	Department of Psychology and Department of Sociology	during 2013 and of 2014
Adjust the enrolment quotas to the data obtained as a result of the analysis of employers 'demand for personnel	Head of the Croatian Studies	Departments of the Croatian studies	during 2013 and of 2014

### METHOD OF MONITORING OF THE STRATEGY IMPLEMENTATION

Upon adopting this strategy the Science and Education Council shall appoint a Committee for monitoring the implementation of the Development Strategy for the Croatian Studies for the 2011-2015 period, which will be responsible for regular and continuous monitoring of the

implementation of the Development Strategy and achieving the set goals, execution of tasks and action plans.

The Committee shall in January of each year submit to the Science and Education Council a report, from which it will be evident to which extent the Strategy was and to what extent the goals, tasks and action plans were achieved and executed.

## **ACTIVITY WORKFLOW**

### **2011**

- secured unconditional permissions for implementing the studies
- analysis of the students' performance across studies, the number of exams they passed, the number of collected ECTS credits
- data collected on the mentors and supervisors organized in an electronic database
- organized conference in the field of Croatology
- teachers trained in the application of e-learning tools
- identified and analysed reasons for the poor success of individual students
- introduced a course for children with disabilities and people with disabilities as part of teacher education
- analysed the reasons that prevent students to complete doctoral studies within three years from the date of enrolment in their postgraduate studies
- organized staff solidarity fund
- organized fund for scholarships, loans and student awards
- annual awards to deserving individuals
- classrooms equipped with teaching aids and equipment
- appointed Committee for the procurement of teaching and scientific literature.
- created a financial plan for the procurement of teaching and scientific literature
- acquired the necessary educational and scientific literature
- The Quality Assurance Manual of the Croatian Studies adopted
- collected all the learning outcomes for individual courses.
- publicly disclosed learning outcomes on the website of the Croatian Studies

### **2012**

- analysed the need for establishing double-major study programmes at the graduate level
- identified and analysed reasons for the poor success of individual students
- identified reasons for the poor success of students during their first year of study
- identified and analysed problems that lengthen the duration of studying (continuous activity starting in 2012.)

- signed agreements on scientific-educational and scientific research cooperation with public scientific research institutes
- organized conferences in the field of historical science
- analysed the students' obligations under graduate studies
- completed a strategic document with measures to boost the acquisition of doctoral degrees within three years from the date of enrolment into postgraduate study
- completed a strategic document on the employment of teachers with regard to the needs of individual departments
- drafted the annual plan of activities for the implementation of the lifelong learning programmes
- database of employees created.
- employed a person for work in counselling
- purchased software for quantitative data processing
- analysed the data on the continuous assessment of acquired knowledge in the courses
- collected all the learning outcomes for individual courses.
- publicly disclosed learning outcomes on the website of the Croatian Studies
- developed a financial plan for continuous improvement of teaching staff
- developed internal criteria for referring the teaching staff to participate in scholarships and workshops.
- improved cooperation with the Institute for the Development of Education and the Agency for Mobility

## 2013

- organised a conference in the field of Croatology
- organised a conference in the field of communicology
- organised a conference in the field of philosophy
- analysed the needs of employers related to lifelong learning programs aimed at meeting the needs of the local and wider community (City of Zagreb, the Croatian, Croatian emigrants and indigenous Croatian minority groups abroad) and the labour market.
- drafted a detailed plan of double-major graduate studies
- completed a proposal for the module *Croatian diaspora and Croatian minority communities abroad*
- a detailed plan for the graduate study in Croatology forwarded for further procedure
- completed a detailed plan of a study programme in education for acquisition of teaching competences by course teachers as part of their education in pedagogy-psychology and didactics.
- removed reasons for the poor success of students during their first year of study
- organized courses for admission to undergraduate programmes of persons who have completed their secondary education before the introduction of the state graduation
- funding to participate in scientific conferences.
- education of the management in strategic management
- creation of a database of employers who have hired students who have completed their studies at the Croatian Studies.
- organized the annual scholarship fair at the campus in collaboration with other institutions of higher education situated inside the campus

- Started work on a detailed plan for the joint postgraduate study in culturology with the University of Heidelberg.
- established cooperation with various associations and federations of emigrants
- organised first collaborative gathering under the title "The Croatian language in Bosnia and Herzegovina" together with the University of Heidelberg, the University of Mostar and the Faculty of Humanities and Social Sciences of the University of Zagreb
- organized course of the Croatian language and culture for the members of traditional minority communities
- financial analysis of revenues and expenditures
- analysis of the needs of employers for the staff who received their education at the Croatian Studies

## **2014**

- recommendation of the new recent literature in certain fields of scientific research drafted by the Science and Education Council
- developed detailed plan for joint double-major undergraduate studies with constituents of the University of Zagreb
- secured permission for the amended study programme of the graduate study in Croatology
- organized conference in the field of historical science
- developed internal criteria for assessing research projects
- created a database of employers who have hired students who have completed their studies at the Croatian Studies
- launched additional courses for teaching the Croatian language to foreign guests as part of teacher education
- created a detailed plan for a joint postgraduate study in culturology with the University of Heidelberg.
- created a database of activities organised with Croatian emigrants
- developed the plan of financial self-sustainability.
- according to the results of the analysis coordinated the enrolment quotas with the needs of employers

## **2015**

- organised a conference in the field of Croatology
- organised a conference in the field of Communicology
- organised a conference in the field of philosophy
- secured a license for the performance of a single study in a foreign language
- quotas for outgoing teaching staff.
- quotas for outbound non-teaching staff.
- secured a permission for a joint postgraduate study in culturology with the University of Heidelberg
- signed an agreement on participation in associate scientific research programme with a public institute for scientific research
- worked on a detailed plan for a postgraduate scientific study together with a public institute for scientific research

- created and organized a database of established cooperations and activities with institutions associated with Croatian emigrants
- a questionnaire among the students and employers on the competencies possessed by graduated students
- acquired competencies aligned with the needs of employers
- study programmes amended to produce according acquired competences