

**POLYTECHNIC OF RIJEKA**

**Strategy of the Polytechnic of Rijeka  
for the period 2013 – 2020**

Rijeka, March 2013

## **Strategy of the Polytechnic of Rijeka for the period 2013 – 2020**

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## Foreword of the Dean

The constant and steady development of the Polytechnic of Rijeka during the last period derives from the successful realization of the Strategy of the Polytechnic of Rijeka for the period 2008 – 2013; moreover, it has been a continuation of the successful evolution since its establishment in 1998.

A particular course of the overall activities at the Polytechnic was set by the Bologna Process, calling for the introduction of comparable degrees of education based on two distinct cycles, supporting lifelong learning, applying the credit system of assessment, fostering the mobility of both students and teaching staff, as well as the European cooperation in assuring the quality of all academic activities.

In conformity with the Bologna Process, study programs have been launched and/or reformed, a new ECTS system has been developed, and a new Rule Book of Study has been implemented. The Quality Assurance System and all the activities related to it are highly supported. As a result, conditions for studying have been upgraded along with promoting a challenging environment for setting up and improving study programmes, boosting research, and assuring the transfer of knowledge and technology to the wider community.

The level achieved in all areas of activity at the Polytechnic of Rijeka and the need to be more deeply involved in the European Higher Education Area and European Research Area ask for a new document by which further development of the Institution will be outlined. The present Strategy of the Polytechnic of Rijeka for the period 2013 – 2020 should enable a steady development based on the principles of strategic planning. It defines the Institution's strategic goals, its tasks and indicators, which, if followed, will provide information about the successfulness of achieving the Strategy and completing the mission of the Polytechnic.

Dean of the Polytechnic of Rijeka

Prof. Dušan Rudić, Ph.D

## Introduction

During the last period, the development and the running of the Polytechnic of Rijeka were mainly in conformity with the Strategy for the period 2008 – 2013 adopted by its Academic Council. The creation of the Strategy became necessary due to:

- the process of accession to the EU and the necessity to align with the goals of the Lisbon Strategy 2000;
- the necessity to take part in the European Higher Education Area and European Research Area;
- the implementation of the Bologna Process;
- the alignment with the European Qualifications Framework;
- the need to develop a lifelong learning program and a mobility program;
- the building of an integrated quality assurance system;
- the development of a national higher education policy;
- the need to increase investments in the development of higher education and research, with the economic sector taking major part in it.

An important starting point in creating the Strategy of the Polytechnic of Rijeka for the period 2008 – 2013 was the status and the achieved level of development of the Institution from its establishment up to that moment; in addition, the fact that it had adopted a document called Mission and Vision of the Polytechnic of Rijeka was also significant. The same, but updated starting points have become the backbone of the present Strategy for the period 2013 – 2020.

In conformity with the Law on Higher Education Institutions – which defines the possibility to organize and deliver professional higher education studies at polytechnics and colleges in the Republic of Croatia – the Croatian Government issued the Decree for Constituting the Polytechnic of Rijeka on 21st May 1998. The following activities of the Polytechnic of Rijeka were defined by this Decree and its amendments (Official Gazette of the Republic of Croatia No. 51/05):

- organizing and carrying out professional programmes of study;
- conducting highly qualified professional work and scientific research in the fields of technical, biotechnical and social sciences;
- organizing and performing programmes of lifelong learning;
- promoting publishing activities, librarian and information science activities connected to the Polytechnic's main line of business.

The primary mission of the Polytechnic of Rijeka is to educate experts focusing on their future profession, i.e. the emphasis is on practical work, expert knowledge and skills for a specific field of interest. Their education process is focussed on gaining know-how by attending programmes of study which comprise both theoretical and applied knowledge, including professional internship in various enterprises with respect to the chosen field.

The Polytechnic of Rijeka faced many changes and numerous difficulties: from the lack of its own premises, equipment and even teaching staff. By overcoming those problems, the Polytechnic of Rijeka has managed to realise and maintain a high quality level of studying. Today it is a reliable institution owing to: its permanent re-examination of study programmes, their improvement and effort to meet the needs and demands of the business environment and the Bologna Process; its aspiration to engage the best teachers, with an emphasis on employing its own permanent teaching staff; investments made in equipment and premises. With respect to the Strategy for the period 2009 – 2013, particular efforts have been made to establish a system for assessing the quality of the teaching process and the overall business of the Polytechnic.

The Polytechnic of Rijeka started its activities in the academic year 1998/1999, and its structure – just like in all other professional higher institutions - was based on a departmental principle. The number of its departments and its courses of study has changed as time went by. Some of the studies, after an initial separation decided by the Ministry decree, were returned to respective faculties of the University of Rijeka. However, along with this process, new programmes of study meeting regional market demands were introduced. Today the Polytechnic of Rijeka consists of four departments and it has Operating Licences to carry out studies at two levels: professional undergraduate studies and specialist professional graduate studies. These departments and programmes of study are:

#### **Business Department**

- Professional Study of Information Science;
- Professional Study of Entrepreneurship;
- Specialist Professional Graduate Study of Information Science and Technology in Business Systems;
- Specialist Professional Graduate Study of Entrepreneurship.

#### **Transport Department**

- Professional Study of Road Transport;
- Professional Study of Railroad Transport;
- Professional Study of Postal Services;
- Specialist Professional Graduate Study of Transport.

#### **Occupational Safety Department**

- Professional Study of Occupational Safety;
- Specialist Professional Graduate Study of Occupational Safety.

#### **Agricultural Department**

- Professional Study of Winemaking;
- Professional Study of Mediterranean Agriculture;
- Specialist Professional Graduate Study of Winemaking.

#### **Telematics**

- Professional Study of Telematics.

Some of the above mentioned studies are carried out both for full time students and part-time students, giving the possibility to those students who work and study to attend lessons regularly. Most courses are carried out in Rijeka. Nonetheless, in order to help people who do not live in Rijeka to study closer to their hometowns, one part of the Polytechnic's studies is redeployed – they are carried out in Pazin and Ogulin. On the other hand, to meet the specific needs of the programmes of study, the seat of the Agricultural Department is set in Poreč.

Today the Polytechnic of Rijeka has a total number of 3503 active students - 1489 full time and 1549 part-time students. In the current academic year, there are 124 lecturers and associates involved, 57 of them being fully employed and carrying out 74% of the teaching activities. Part of the associates comes from other higher education institutions, but mostly they are acknowledged experts working in economic subjects or institutes. They carry out lectures mainly on specific specialist subjects at professional and specialist professional graduate studies. As for the teaching staff employed by the Polytechnic, 53 lecturers have a teaching position, and 4 of them have an associate position. In time, the teaching potentials are to be improved offering full employment to lecturers and associates according to possibilities, while an important contribution will be made by the Polytechnic's current teachers who will eventually complete their doctoral studies. In order to offer better services to its students and all of its employees, there are 32 employees working in joint services.

All activities of the Polytechnic of Rijeka are performed on an area covering 5834 square meters, including the working premises and the service area, all well supplied with the necessary equipment. The Polytechnic has a total number of 35 lecture halls covering 2210 square meters, and a total number of 1827 seats. It also has 15 labs/training rooms covering a total of 1422 square meters, and a total of 460 seats.

The largest undertaking was on refurbishment and equipment of the premises of the Polytechnic's headquarters at 58 Vukovar Street in Rijeka. The Polytechnic of Rijeka keeps one section on the ground floor, on the third floor and on the fourth floor, whereas the rest of the building is used by a secondary school. The Polytechnic of Rijeka benefits from a contract of lease signed with the City of Rijeka; another contract, precisely a cooperation agreement, was signed with the neighbouring secondary school assuring thus the usage of school's four lecture halls located in the same building.

For the purposes of the studies carried out at the Agricultural Department, the Polytechnic avails of some premises at the Secondary Agricultural School and some at the Institute for Agriculture and Tourism at 6 C.Houghes Street in Poreč. It has 10 classrooms and one lecture hall, one IT training room, two student's wine cellars, two labs and a greenhouse. The premises at the Institute for Agriculture and Tourism are being used on the grounds of a lease agreement. They have been furnished and equipped in conformity with the needs of the specific study programmes at this site. The premises at the Secondary Agricultural School are used on the grounds of a cooperation agreement. They have been furnished by the Polytechnic of Rijeka in a way to meet the basic needs of the studies.

In cooperation with the Town of Poreč, the Polytechnic is seeking a solution as to find land for creating a permanent plantation and agricultural estates needed for the study, while in the meantime it avails itself of plantations, equipment and agricultural estates belonging to Agrolaguna Poreč and other Istrian famous oenologists, with whom it has signed cooperation agreements.

The study of Entrepreneurship is carried out in Pazin; the course of study of Apiculture as part of the programme of study of Mediterranean Agriculture at the Agricultural Department will also be held there in the near future. These studies are performed in the newly refurbished and modernly furnished premises of the former barracks in Pazin. These were leased by a long-term usage agreement signed with the Town of Pazin. Up to this moment, a section of the main building covering 1020 square meters has been furnished and equipped.

Redeployed studies of Road Transport and Railroad Transport are performed in Ogulin for part-time studies in the premises of the Secondary Trade and Technical School at 2 J.J. Strossmayer Street on the basis of a cooperation agreement.

The Internet powered by Carnet helps to connect remotely all locations where the Polytechnic of Rijeka carries out the teaching process. Furthermore, *Studis* is a web service which enables students to access the Students Records Office (SRO) database and register for exams, and it also helps the SRO to follow students' progress, and the teaching staff to enter exam results directly on the web database. To meet the needs of the studies, the students and the teachers, the Polytechnic has a newly equipped main library in Rijeka, as well as libraries at some locations where redeployed studies are held.

Activities concerning book issuing are regulated by the Publishing Activities Regulation, by which the Polytechnic helps to divulgate books written by the lecturers it employs. It also co-finances its editions to make them more affordable to students. In addition to lecture halls, labs/specialized classrooms and classrooms for special practical training there are also teachers' offices, council rooms, Student Records Office, etc. There are totally 308 table PCs and 52 portable PCs with access to the Internet, e-mail and the *Studis* – a web service which enables students to access the SRO database and register for exams.

Cooperation with economic subjects and other national and foreign higher education institutions is an important aspect of the Institution's activities. Actually, the Polytechnic of Rijeka has signed cooperation agreements with numerous national economic subjects and institutions the purpose of which is manifold: project development; improvement of the teaching process and the performing of professional internship in particular; engagement of renowned experts in the teaching process; finding help in the transfer of sophisticated technologies; education of new profiles of highly educated professionals that meet market's needs. The Polytechnic has signed approximately thirty such agreements with economic subjects operating in the region and widely in Croatia. It also gives much importance and fosters good cooperation with the Counties and the towns it operates in.

National and international cooperation has produced a number of projects – still in progress or completed – related to various fields of the Polytechnic's activities.



Moreover, in order to improve the teaching process nine cooperation agreements have been signed with national higher education institutions and institutes.

The teachers who are employed at the Polytechnic of Rijeka on cumulative bases (being simultaneously employed on the same basis at some other faculty) or work at the Polytechnic of Rijeka as associate faculty members, participate in the professional and research projects financed by the Ministry of Science, Education and Sports either as main researchers or as project researchers. Other lecturers of the Polytechnic of Rijeka having the teaching position as well as junior researchers are also partaking in such projects.

International cooperation of the Polytechnic of Rijeka has been recognized from the very moment of its establishment as one of the most important elements of a dynamic adaptation to the rapid development of higher education aiming at delivering professionals needed to meet the demands of the national economy. In order to achieve this, a Committee for International Cooperation was constituted. Its members are: the representatives of the Polytechnic's four departments, one representative of the students, and the Vice-Dean for International Cooperation who is also the Commission's president.

Within international cooperation, relations have been cultivated with a number of higher education institutions in Europe and the U.S.A. A particularly fruitful cooperation has been established with Technische Hochschule in Wildau (Germany).

The Polytechnic of Rijeka has also taken part to conceiving and running of different international scientific and professional projects with various partners (INTERIM, EUREKA, SETA, etc.) and it is working on the preparation of new ones.

The Polytechnic of Rijeka is closely cooperating with the Agency for Mobility and EU Programmes, whose core activity is based on the Lifelong Learning Programme. This means that it promotes exchange, cooperation and mobility of students and professionals working in higher education. The Programme is constituted of four sub-programmes, one of which – the Erasmus Programme – is designed for higher education, and the Polytechnic is working on implementing it in its everyday activities. In the beginning of the year 2010, the Polytechnic of Rijeka was issued and hence officially became holder of the Erasmus University Charter. International cooperation of students and teaching staff has thus become possible.

Since its establishment in 1998, the Polytechnic of Rijeka has given much attention to the issue of quality. Its basic strategic goal has been to carry out professional undergraduate studies and specialist professional graduate studies, qualitative and proficient, based on learning outcomes and flexible expert profiles. The decision to adopt a series of documents and to implement them in the system has been the basis for developing the internal Quality Assurance System (QAS), and this was encouraged by the Strategy 2008-2013.

The establishment of an internal QAS was based on the Polytechnic of Rijeka Rule Book on Quality, adopted by the Academic Council on 7th February 2008. This document defined evaluation areas to be examined by the QAS and its bodies, i.e.

the Committee for Quality at the Polytechnic, and the Boards for Quality Assurance and Maintenance at its departments. These bodies act together and share the responsibility for assuring and maintaining quality in all the Polytechnic's spheres of activity.

A significant role in improving the quality and the proficiency of a higher education institution are periodical evaluations carried out by bodies outside the Institution and the internal QAS.

On the basis of the first external evaluation of the committee of experts, the Ministry of Science and Technology issued on 31st March 2004 an Accreditation by which it confirmed that "the studies carried out at the Polytechnic of Rijeka match the required levels."

A second external evaluation was carried out in 2009. A thorough evaluation of all the Polytechnic's activities was made and the results were submitted to the National Council for Higher Education in form of a detailed report containing a high final grade for some of the Polytechnic's spheres of activity. The final conclusion states:

*"It has a suitable and efficient internal organizational structure headed by a competent management system; it has obtained operating licences for carrying out professional studies and specialist professional graduate studies, and has clearly defined conditions of studying; the Polytechnic has a fair number and structure of its teaching staff, a reasonable teachers' and students' workload, and a reasonable size of students' groups at classes. It has also a satisfying publishing activity and a high level of scientific and professional activity of its academic staff. There is an efficient and exemplary system of information exchange within and outside the Polytechnic. It has developed a system for assuring the quality of teaching and is establishing a follow-up system of its former graduates."*

On the basis of such evaluation results, the Polytechnic has continued to develop its QAS by issuing and implementing further documents. One of these is the Polytechnic's QAS Manual which is meant to help all system participants to maintain efficient the organization and the performance of the studies at all the departments of the Polytechnic, as well as to support students in their process of education.

A third evaluation was carried out by the Agency for Science and Higher Education in 2012. In its Report on the Results of External Periodical Evaluation of the QAS at the Polytechnic of Rijeka, the Committee for External Audit wrote the following final conclusion:

*"Upon considering all the available documentation, observing during our visit and after holding talks with the main participants of the QAS at the Polytechnic of Rijeka, we conclude that their quality system has been established, it is being continuously improved, and that the system is at the present time at the initial stage for the standard 1.2 ESG (Approval, monitoring and periodical revision of programmes and diplomas), whereas the standards 1.1., 1.4, and 1.6. (QAS policy and procedures, Quality assurance of the teachers' work, Relevance and availability of information about the QAS) are somewhere between the initial and the developed stage. The standards 1.3., 1.5, and 1.7. (Assessment of students, Resources for learning and supporting students, and Public informing) are at a developed stage."*

The Polytechnic has prepared a report on the activities it took part in during the procedure of further monitoring – the fourth stage of an external independent periodical audit of the QAS at the Polytechnic of Rijeka. At the end of February 2013 this report was sent to the Agency for Science and Higher Education.

The Polytechnic of Rijeka prepared and provided all the documentation requested by external audits. For the third external audit, along with other requested documents, it prepared also the Report on the Internal Evaluation of the QAS at the Polytechnic of Rijeka; this evaluation was made in conformity with the QAS Rule Book on Internal Periodical Audit at the Polytechnic of Rijeka.

Until the end of 2012 a total number of 3057 students graduated at various studies of the Polytechnic of Rijeka, making this Institution an important contributor to the economic development of the County of Primorje and Gorski kotar, the County of Istria, and the County of Lika and Senj. The Polytechnic of Rijeka also affects the development of other Croatian regions as its studies enrol 15-20% of students coming from counties other than the three mentioned above and which are its main target markets.

During its 15 years of existence, the Polytechnic of Rijeka has grown into one of the pivot institutions for professional studies in the Republic of Croatia.

Starting from the facts mentioned so far, the Polytechnic of Rijeka by means of this document defines its strategy of development for the following medium-term period 2013- 2020, and declares its willingness to actively work on its implementation. The Strategy of the Polytechnic is at the same time a detailed plan, and it states particular tasks and measures the Institution intends to take in the given period.

The Strategy of the Polytechnic of Rijeka for the period 2013-2020 defines the following:

- mission and vision of the Polytechnic of Rijeka;
- strategic goals and tasks of the Polytechnic along with measurable indicators of achievement;
- measures for monitoring and advancing in the implementation of the Strategy;
- persons and bodies needed to implement the Strategy, and to monitor the indicators of achievement of the defined tasks in given time-limits;
- documents to be adopted by the Polytechnic of Rijeka for the purpose of implementation of the Strategy;
- flowchart of the activities defined by the Strategy.

The above mentioned activities are described in the operational part of the Strategy of the Polytechnic of Rijeka.

An important component of the Strategy of the Polytechnic of Rijeka is also the Strategy on Quality, which was adopted as a separate document at the 108th meeting of the Academic Council of the Polytechnic of Rijeka on 20th April 2012.

In defining its Strategy, the Polytechnic of Rijeka starts from its responsibility towards community as it is an institution financed in large part from the national budget of the

Republic of Croatia. The implementation of part of the activities of the Strategy presupposes the inclusion of a major number of its employees in the work of some committees responsible for the creation of some basic documents and action plans, as well as for their realization. In such way the provided measures will be gradually introduced to all employees and all the students at the Polytechnic, and by their acceptance these will be acknowledged as the only possible way for further development both of individuals and of the Institution as a whole.

## Mission and Vision of the Polytechnic of Rijeka

The Polytechnic of Rijeka defines its Mission and Vision as follows.

### **Mission**

The primary mission of the Polytechnic of Rijeka is to provide education to future specialists who are focussed on their profession, putting emphasis on practical work and provisioning them with expert knowledge and skills that are specific for a particular field of interest. Such education is performed not only by establishing and carrying out professional undergraduate and specialist professional graduate studies, but also by conducting special programmes which will enable the students to engage in lifelong learning within specific fields. Aiming to comply with this primary task, the Polytechnic of Rijeka is performing highly professional and scientific work within the fields of technical, biotechnical and social sciences. Specific study programmes are designed to meet the market demand for experts in economic agents and other subjects primarily in the County of Primorje and Gorski Kotar, the County of Istria, and the County of Lika and Senj, but also in other parts of the Republic of Croatia. For this purpose, the Polytechnic of Rijeka cooperates with national and international higher education and scientific institutions, thus providing the possibility for internal and external students' and teachers' mobility, with an emphasis on the rational use of human and material resources. This Institution lays its future development on continuous monitoring and improvement of quality in all areas of its activities, on competences and competitiveness in its educational and professional work.

### **Vision**

The Polytechnic of Rijeka will be a centre for excellence in dealing with highly professional and scientific work within the fields of technical, biotechnical and social sciences, providing high quality and efficient education based on learning outcomes and the concept of lifelong learning. By means of encouraging active cooperation with the economy, entering partnerships for the development of the community, by becoming part of the European Higher Education Area and the European Research Area and maintaining a high level of organization, the Polytechnic of Rijeka will demonstrate its public responsibility and will contribute to the transition towards knowledge economy. It will be an institution which will encourage mobility and the development of entrepreneurial energy; moreover, it will help to display each individual's talent (of teachers, assistants, administrative staff and students). However, the high flexibility of studies and the introduction of new programmes for preparing highly educated professionals in response to the demand the regional market, will still remain one of the basic features of the Polytechnic of Rijeka.

## Strategic goals and tasks of the Polytechnic of Rijeka including performance measurement indicators for the period 2013 - 2020

Based on the Mission and Vision of the Polytechnic of Rijeka, and taking into account both the achieved development level of the Polytechnic and its environment, its strategic goals are defined as well as the below indicated respective tasks deriving from them; the achievement of these will be monitored by means of the given indicators. Generally, the strategic goals will remain the same as those of the Strategy for the previous period, while the tasks for the realization of strategic goals are adjusted to the new external and internal circumstances.

Strategic goals are defined for the following areas:

- Studies and students
- Professional and scientific work
- Capacities – human, material and financial resources
- Connection to the environment and adjustment to the needs of the community
  - Integration into the European Union, openness and mobility.

Benchmarks which the Polytechnic needs to meet during implementation of the Strategy and which serve for successive performance monitoring are marked separately.

### Studies and students

Students and teaching staff are the key value of any higher education institution, as humans and knowledge are and will be the most important resource of every society, particularly a society based on knowledge economy.

#### **Strategic Goal 1:**

***By conducting professional and specialist professional graduate studies, the Polytechnic of Rijeka provides high quality and efficient education based on learning outcomes and highly professional flexible profiles. Education at the Polytechnic of Rijeka is oriented towards flexible ways of learning and lifelong learning, in line with the needs of the economy and the development of society.***

**Reform of the programmes of study and flexible development of highly professional profiles:**

*Task 1.1: Maintain a practicable number and ratio of professional and specialist professional graduate studies.*

Indicator 1.1: The number of accredited study programmes of professional and specialist professional graduate studies at the Polytechnic.

*Task 1.2: Reconcile the ratio between the number of students enrolled in specialist professional graduate studies with the demand on the labour market.*

Indicator 1.2: The number of students in respective professional and specialist professional graduate studies enrolling in the first year of studies.

*Task 1.3: Organize the specialist professional graduate study of Olive Growing and Oil Production until end of June 2014.*

Indicator 1.3: Specialist professional graduate study of Olive Growing and Oil Production is organized until the end of June 2014.

*Task 1.4: Organize the two-year specialist professional graduate study of Winemaking until end of June 2014.*

Indicator 1.4: Two-year specialist professional graduate study of Winemaking is organized until the end of June 2014.

*Task 1.5: Organize the specialist professional graduate study of Apiculture until end of June 2015.*

Indicator 1.5: Specialist professional graduate study of Apiculture is organized until the end of June 2015.

*Task 1.6: Work on increased flexibility of the respective study programmes.*

Indicator 1.6: Number of programmes with increased flexibility.

*Task 1.7: Adopt the Rule Book on Systematic Review and Monitoring of Study Programme Content Relevance before commencement of the academic year 2013/2014.*

Indicator 1.7: Rule Book on Systematic Review and Monitoring of Study Programme Content Relevance is adopted before commencement of the academic year 2013/2014.

## **Quality:**

*Task 1.8: Strive to establish a student – academic staff ratio of 15:1.*

Indicator 1.8 The student – academic staff ratio at the Polytechnic of Rijeka.

*Task 1.9: Maintain the share of teaching hours performed by teachers and associates working under employment contract with the Polytechnic at a level of at least 75 % of the total number of teaching hours.*

Indicator 1.9: Share of teaching hours performed by teachers and associates working under employment contract with the Polytechnic in the total number of teaching hours.

### **Quality Assurance System:**

*Task 1.10: Perform internal evaluation of the QAS at the Polytechnic of Rijeka every year.*

Indicator 1.10a: Commission Report on Performed Internal QAS Evaluation prepared until the end of March of every year.

Indicator 1.10b: Final Report on Performed Internal QAS Evaluation prepared and published until end of September of each year.

*Task 1.11: Prepare documents for execution of the external periodic evaluation of the QAS at the Polytechnic of Rijeka, in line with the plan of the Agency for Science and Higher Education.*

Indicator 1.11a: Documents for execution of the external periodic evaluation of the QAS at the Polytechnic of Rijeka prepared in due time.

Indicator 1.11b: Activities related to the Commission Report for external periodic evaluation of the Polytechnic's QAS performed in due time.

*Task 1.12: Carrying out preparations for reaccreditation of the Polytechnic of Rijeka in line with the plan of the Agency for Science and Higher Education.*

Indicator 1.12: Reaccreditation of the Polytechnic of Rijeka put into effect in line with the plan of the Agency for Science and Higher Education.

### **Efficiency:**

*Task 1.13: Increase the number of achieved ECTS credits during the first year of studies and reach an average level of at least 66 % of the sum of intended ECTS credits.*

Indicator 1.13: Ratio of achieved ECTS credits to the total possible number of credits during the first year of studies.

*Task 1.14: Increase the number of students who complete their degree in due time to 40%, and achieve that 70 % of enrolled students complete their degree.*



Indicator 1.14a: Percentage of students by generation who completed their degree in due time.

Indicator 1.14b: Average duration of studies at the Polytechnic of Rijeka.

### **Openness:**

*Task 1.15: Increase the number of students of the Polytechnic of Rijeka outside the target area where the Polytechnic gains in influence to 25 %.*

Indicator 1.15: Percentage of students of the Polytechnic of Rijeka coming from counties other than the County of Primorje and Gorski Kotar, the County of Istria and the county of Lika and Senj, i.e. the Polytechnic's target area.

*Task 1.16: Establish at the Polytechnic of Rijeka at least one education program where one semester at least will be held in one of the world's most widely used languages.*

Indicator 1.16: Number of education programmes/semesters of the Polytechnic of Rijeka held in one of the world's most widely used languages.

### **Curriculum reform based on learning outcomes:**

*Task 1.17: Structure all study programmes at the Polytechnic of Rijeka in such a manner that at least 20 % of learning outcomes in the programme of study will develop general competencies.*

Indicator 1.17: Average percentage of learning outcomes which develop general competencies in the study programmes of the Polytechnic of Rijeka.

*Task 1.18: Prepare and publish learning outcomes on programme level, in line with learning outcomes on course level and competencies for all programmes until end of November 2013.*

Indicator 1.18: Number of programmes with prepared and published reconciled learning outcomes on programme level, for all programmes until end of November 2013.

### **Flexible ways of learning and lifelong education:**

*Task 1.19: A total of at least 300 ECTS credits for students and participants awarded through lifelong learning programmes.*

Indicator 1.19: The sum of ECTS credits awarded through lifelong learning programmes.

**Enhancing cooperation between the Polytechnic and industrial, and public sectors:**

*Task 1.20: On the level of the Institution, intensify cooperation with former students of the Polytechnic (Alumni), and intensify institutional partnership contracts with enterprises and public institutions in the planning, establishing and conducting of study programmes.*

Indicator 1.20a: Alumni Club of the Polytechnic of Rijeka established until the end of June 2013.

Indicator 1.20b: Number of institutional contracts of the Polytechnic on partnerships with enterprises and public institutions.

Indicator 1.20c: Number of former students of the Polytechnic actively involved in institutional partnerships with the Polytechnic.

**Students' standard:**

*Task 1.21: Encourage the engagement of students of the Polytechnic of Rijeka in organized extracurricular activities: cultural, sports and humanitarian.*

Indicator 1.21: Percentage of students of the Polytechnic of Rijeka engaged in organized extracurricular activities.

**e-Learning:**

*Task 1.22: Use e-Learning tools in a minimum of 75 % of each study programme of the Polytechnic of Rijeka.*

Indicator 1.22: Average share of study programmes of the Polytechnic of Rijeka where e-Learning tools are used.

*Task 1.23: Adopt the e-Learning Implementation Strategy of the Polytechnic of Rijeka until the end of 2013.*

Indicator 1.23: e-Learning Strategy of the Polytechnic of Rijeka is adopted.

## Professional and scientific work

Long-term policies in higher education should achieve two basic goals:

- reinforce the system of higher education and research, its efficiency and correlation between the education and research components;
- reinforce the system's correlation with the environment, particularly with the segments making the knowledge economy.

### **Strategic Goal 2:**

***The Polytechnic of Rijeka is developing a research profile in the area of professional and scientific activities in the field of technical, social and biotechnical sciences; the Polytechnic has also been recognized for supporting its teachers' research careers.***

### **Quality of research:**

*Task 2.1: Increase the number of professional and scientific papers by 50 % until the year 2020.*

Indicator 2.1a: Number of professional and scientific papers published by teachers of the Polytechnic of Rijeka.

Indicator 2.1b: Number of papers published by teachers of the Polytechnic of Rijeka in the international publications CC and SCI.

### **Systematic concern for research careers development:**

*Task 2.2: Increase the number of teachers and associates holding the Ph.D. degree.*

Indicator 2.2: Number of teachers and associates holding the Ph.D. degree.

*Task 2.3: Increase the number of teachers appointed to research positions by 50% until the year 2020.*

Indicator 2.3: Number of teachers appointed to research positions.

*Task 2.4: Meet the conditions and obtain entry of the Polytechnic of Rijeka into the Register of Scientific Institutions in at least one scientific field until the end of 2018.*

Indicator 2.4: Entry into the Register of Scientific Institutions completed until the end of 2018 for at least one scientific field.

## Resources – human, material and financial

The highest possible levels of organization and responsibility – these are the basic requirements for a modern institution of higher education. In addition to government supervision, all polytechnics plan their own development and use their own resources in order to comply with the needs and the requirements arising from knowledge economy.

### **Strategic Goal 3:**

***The Polytechnic of Rijeka is a higher education institution marked by a high level of organization and responsibility, giving expression to each individual's talent and capacity (of teachers, assistants, administrative staff and students), aiming thus to let the Polytechnic of Rijeka compete, on equal terms, on the European higher education scene.***

### **Professional advancement system:**

*Task 3.1: Increase the number of assistants and junior researchers employed by the Polytechnic of Rijeka to 50 % by the year 2020.*

Indicator 3.1 Share of assistants and junior researchers employed by the Polytechnic of Rijeka in relation to the total number of teaching associates.

*Task 3.2: Strive to reduce the staff's average age in order to ensure continuity and quality.*

Indicator 3.2 Average age of teachers holding teaching positions who are employed by the Polytechnic of Rijeka.

*Task 3.3: Increase the share of teachers appointed to the teaching positions of senior lecturer or principal lecturer who are employed by the Polytechnic of Rijeka.*

Indicator 3.3: Share of teachers appointed to the teaching positions of senior lecturer or principal lecturer.

### **Lifelong learning of non-teaching staff:**

*Task 3.4: Include a minimum of 50% of non-teaching staff into lifelong learning in five-year cycles.*

Indicator 3.4: Percentage of non-teaching staff of the Polytechnic of Rijeka included in lifelong learning.

*Task 3.5: Encourage employees to enrol in studies of the Polytechnic of Rijeka by further implementation of the decision that employees of the Polytechnic are exempt from paying tuition fees.*

Indicator 3.5: Number of employees enrolled in a study-as-you-work-course (i.e. part time study) at the Polytechnic of Rijeka.

### **Human resources for carrying out programmes:**

*Task 3.6: Expansion of the teaching base of the Polytechnic of Rijeka by further engagement of acknowledged experts from economic and public sectors, in order to conduct new programmes.*

Indicator 3.6: Number of teachers and associates who are not employed by the Polytechnic of Rijeka.

*Task 3.7: Increase the number of teaching bases for performing student internships.*

Indicator 3.7: Number of teaching bases for performing student internships.

### **Creating employee personal portfolio:**

*Task 3.8: Adopt a Rule Book defining the contents of employee personal portfolio and create it before the end of 2014.*

Indicator 3.8: Portfolio for each employee of the Polytechnic created by the end of 2014.

### **Financial resources:**

*Task 3.9: Reach a 50% share of own revenue in the total revenue of the Polytechnic of Rijeka.*

Indicator 3.9: Share of own revenue in the total revenue of the Polytechnic of Rijeka.

*Task 3.10: Ensure adequate level of available financial resources.*

Indicator 3.10a: Available funds of the Polytechnic of Rijeka (excl. capital investment) Euro/teacher.

Indicator 3.10b: Available funds of the Polytechnic of Rijeka (excl. capital investment) Euro/student.

*Task 3.11: Reach a maximum of 35 % of non-teaching staff in the total number of employees at the Polytechnic.*

Indicator 3.11: Share of non-teaching staff in the total number of employees at the Polytechnic.

### **Premises:**

*Task 3.12: Ensure additional teachers' offices and classrooms at the Rijeka location.*

Indicator 3.12a: Number of square meters of new teaching premises.

Indicator 3.12b: Number of square meters of new offices for teachers.

*Task 3.13: Resolve the issue of ensuring, on a long-term basis, premises required for studies in Poreč.*

Indicator 3.13: Long-term solution of the issue of premises for studies in Poreč.

*Task 3.14: Complete second phase of fitting up premises in the former barracks buildings in Pazin until the year 2018.*

Indicator 3.14: Second phase of fitting up and equipping of premises in the former barracks buildings in Pazin completed until the end of 2018.

### **Information-communication system:**

*Task 3.15: Resolve the set-up of separate web pages for all courses and ensure that at least 75 % of all courses in all studies have their own web pages until 30 September 2015.*

Indicator 3.15: Number of web pages for courses setup until 30 September.

### **Library system:**

*Task 3.16 Maintain available titles of professional literature, in line with those indicated in course syllabuses of all studies conducted at the Polytechnic of Rijeka.*

Indicator 3.16: Percentage of available titles of professional literature in relation to the total number as required by all course syllabuses.

## **Link between the community and industry, and adjustment to the needs of the community**

Part-taking in the development of society is one of the basic components in the mission of a modern higher education institution, and as such is also included in the Mission of the Polytechnic of Rijeka. This Mission component is crucial, considering the fact that Croatia has decided in favour of higher education being a public good and a public responsibility.

### **Strategic Goal 4:**

***The Polytechnic of Rijeka is involved in the development of the economy and of the community, thus supporting the transition to knowledge economy.***

### **Research conducted for the needs of industry and the community:**

*Task 4.1: Launch at least four research projects to be carried out jointly by the Polytechnic of Rijeka, the industry and the local community until the year 2020.*

Indicator 4.1: Number of joint research projects of the Polytechnic of Rijeka, the industry and local community.

*Task 4.2: Increase the number of highly professional studies and papers of the Polytechnic of Rijeka carried out for the needs of the industry and the local community.*

Indicator 4.2: Number of highly professional studies and papers of the Polytechnic of Rijeka not only carried out for the needs of the industry and the local community but also implemented.

### **Education for the needs of the community:**

*Task 4.3: Encourage the development of extracurricular activities at the Polytechnic of Rijeka which will enable students to take advantage of experiential learning by volunteering.*

Indicator 4.3: Number of extracurricular projects under the leadership of students of the Polytechnic of Rijeka who offer voluntary engagement in the community.

## Integration into the European Union, openness and mobility

The forthcoming accession of the Republic of Croatia to the European Union requires adjustment of the entire society for life in the European community. At the same time, Croatia has adopted a decision on participation in European policies in the fields of research and education. The Polytechnic of Rijeka wishes to be involved in the adjustment processes in the fields of science, research and education, as well as in the processes of adaptation of the entire society.

### **Strategic Goal 5:**

***The Polytechnic of Rijeka is actively participating in the European Higher Education Area (EHEA) and the European Research Area (ERA), promoting, in a systematic and organized manner, the internal and external mobility of its teachers and students.***

### **Entering the EHEA:**

*Task 5.1: Promote at the Polytechnic of Rijeka the establishment of joint professional studies with foreign higher education institutions.*

Indicator 5.1: Number and structure of joint professional studies at the Polytechnic of Rijeka.

*Task 5.2: Until the end of 2013, develop at the Polytechnic of Rijeka instruments for using programmes for mobility and cooperation with the European Union, via the National Agency for Mobility and EU Programmes.*

Indicator 5.2a: Instruments of the Polytechnic of Rijeka for using programmes of the National Agency for Mobility and EU Programmes developed by the end of 2013.

Indicator 5.2b: Number of students who have participated in the exchange scheme within the framework of outgoing/incoming mobility.

Indicator 5.2c: Number of teachers who have participated in the exchange scheme within the framework of outgoing/incoming mobility.

Indicator 5.2d: Number of non-teaching staff who have participated in the exchange scheme within the framework of outgoing/incoming mobility.



## **Entering the ERA:**

*Task 5.3: Until the end of 2014, put in place instruments of the Polytechnic of Rijeka for registration and management of projects and programmes of EU structural funds.*

Indicator 5.3: Instruments of the Polytechnic of Rijeka for participation in European programmes put in place until the end of 2014.

*Task 5.4: Encourage researchers of the Polytechnic of Rijeka to stay in institutions abroad.*

Indicator 5.4: Number of researchers of the Polytechnic of Rijeka who in the course of the year stayed in institutions abroad.

## **Preparing citizens to live in the EU:**

*Task 5.5: Prepare lifelong learning programmes to educate citizens for life in the European Union.*

Indicator 5.5: Number of prepared and implemented programmes providing education for the citizens' life in the European Union.

## Persons and bodies responsible for implementing the Polytechnic of Rijeka Strategy 2013–2020

For a successful implementation of the Polytechnic of Rijeka Strategy 2013–2020, the persons responsible for the planned activities need to be precisely defined. Within the scope of his responsibility, the Dean of the Polytechnic of Rijeka will delegate parts of the Strategy execution and implementation to a larger number of employees of the Polytechnic. To this effect, in addition to the tasks defined in the Chapter "Persons responsible for monitoring the realization indicators for specific tasks and their deadlines" hereof, special tasks and authorizations shall be assigned to the following persons and bodies of the Polytechnic of Rijeka:

- Governing Council
- Dean
- Academic Council
- Vice-Dean for Academic Affairs
- Vice-Dean for Business Affairs
- Vice-Dean for International Cooperation
- Heads of Department
- Assistant to the Dean for Strategy
- Assistant to the Dean for Quality Assurance
- Teaching Committee
- Quality Assurance Committee
- Assistant to the Dean for Relations with the Economic Sector
- Heads of Studies
- Internship Supervisors
- Lifelong Learning Programme Supervisor
- Erasmus Coordinator
- Web Page Committee
- IT Committee
- Publishing Committee
- Secretary General
- General Affairs and Human Resources
- Student Records Office (SRO)
- Accounting Department
- Studis and ISVU Coordinator
- Library
- e-Learning Implementation Supervisor
- e-Learning Implementation Committee
- Students' Representatives in the Academic Council of the Polytechnic.

If required, the Dean of the Polytechnic of Rijeka will form *ad hoc* committees and work groups for the purpose of implementation of the Strategy 2013–2020.

## Persons responsible for monitoring the realization indicators for specific tasks and their deadlines

The Polytechnic of Rijeka will systematically monitor the defined realization indicators and measures used to control them. For each indicator the tables below present precise and defined data which is being collected with their census date, as well as persons responsible for the accuracy of data and their delivery into a database.

### Studies and students

Realization Indicators	Definition of data being collected	Persons/Bodies responsible	Census date
<b><i>Reform of the programmes of studies and flexible development of highly professional profiles</i></b>			
1.1. The number of accredited specialist professional graduate programmes of studies at the Polytechnic.	All accredited programmes of studies that are carried out are included.	Vice-Dean for Academic Affairs	1st November each year
1.2. The number of students enrolled in the first year at each particular professional undergraduate and specialist professional graduate study.	All accredited programmes of studies are included. Data collated for the past five years.	Vice-Dean for Academic Affairs, Head of the Student Records Office	1st November each year
1.3. Specialist Professional Graduate Study of Olive Growing and Oil Production organized by the end of June 2014.	Programme of study. Operating Licence obtained. All the activities concerning the enrollment of students and the teaching process carried out.	Vice-Dean for Academic Affairs, Head of the Agricultural Department	30th June 2014
1.4. A two-year Specialist Professional Graduate Study of Winemaking organized by the end of 2014.	Programme of study. Operating Licence obtained. All the activities concerning the enrollment of students and the teaching process carried out.	Vice-Dean for Academic Affairs, Head of the Agricultural Department	30th June 2014
1.5.A Specialist Professional Graduate Study of Apiculture organized by the end of June 2015.	Programme of study. Operating Licence obtained. All the activities concerning the enrollment of students and the teaching process carried out.	Vice-Dean for Academic Affairs, Head of the Agricultural Department	30th June 2015
1.6. The number of programmes with increased flexibility.	It includes programmes of studies which can lead towards at least two professional profiles.	Vice-Dean for Academic Affairs	1st November each year

<b>Realization indicators</b>	<b>Definition of data being collected</b>	<b>Persons/Bodies responsible</b>	<b>Census date</b>
1.7.By 30th September 2013 adopt a Rule Book on systematic control of the content preparation of programmes of studies.	The Rule Book written and adopted by the Academic Council of the Polytechnic.	Secretary General, Vice-Dean for Academic Affairs, Academic Council of the Polytechnic.	30th September 2013
<b><i>Quality</i></b>			
1.8.The ratio between the number of students and the number of teachers and associates at the Polytechnic of Rijeka.	The ratio between the number of all the enrolled students and the teaching staff (those with employment contract+the equivalent number of part-time associates).	Vice-Dean for Academic Affairs, Head of the Student Records Office, Head of General Affairs and Human Resources Department	1st November each year
1.9. The share of the number of teaching hours of teachers and associates permanently employed with the Polytechnic compared to the overall teaching load.	The share of the hours performed by the teachers and associates with employment contract and the overall number of teaching hours performed.	Vice-Dean for Academic Affairs, Head of the Student Records Office	1st November each year
<b><i>Quality assurance system</i></b>			
1.10a. The Committee delivers a Report on the Internal Evaluation of the Quality Assurance System (QAS) by the end of March each year.	The Committee delivers a Report on the Internal Evaluation of the QAS by the end of March each year.	Committee for the Internal Evaluation of the QAS at the Polytechnic of Rijeka	31st March each year
1.10b A Final Report on the Internal Evaluation of the QAS at the Polytechnic of Rijeka written and published by the end of September each year.	The activities of the fourth phase carried out. A Final Report on the Internal Evaluation of the QAS at the Polytechnic written and published.	Committee for the Internal Evaluation of the QAS at the Polytechnic of Rijeka, Academic Council of the Polytechnic of Rijeka	30th September each year
1.11a Documentation for carrying out external evaluation on the QAS at the Polytechnic of Rijeka prepared by scheduled date.	Preparing and issuing documentation in conformity with the Agency for Science and Higher Education (ASHE) Manual for External Evaluation of the QAS.	Dean, Vice-Dean for Academic Affairs, Heads of Departments, Assistant to the Dean for Quality Assurance, Head of the Student Records Office	Deadline according to the ASHE audit plan for higher education institutions

<b>Realization indicators</b>	<b>Definition of data being collected</b>	<b>Persons/Bodies responsible</b>	<b>Census date</b>
1.11b All the activities concerning the Report of the Committee for External Evaluation on the QAS at the Polytechnic of Rijeka carried out as scheduled.	Pronouncement on the Report. Additional activities carried out as scheduled following the Report.	Dean, Vice-Dean for Academic Affairs, Heads of Departments, Assistant to the Dean for Quality Assurance, Head of the Student Records Office	Deadline set by the Committee for External Evaluation
1.12 Reaccreditation of the Polytechnic of Rijeka carried out according to the plan made by the Agency for Science and Higher Education.	All the activities for the implementation of the reaccreditation carried out and a document confirming successful reaccreditation obtained.	Dean, Vice-Dean for Academic Affairs, Heads of Departments, Assistant to the Dean for Quality, Head of the Student Records Office	Deadline according to the ASHE audit plan for higher education institutions
<b><i>Efficiency</i></b>			
1.13 The ratio of achieved ECTS points compared to the overall possible number of ECTS points.	The ratio of ECTS points achieved by 30th September and the overall possible number of ECTS points.	Head of the Student Records Office, Head of the Student Records Office	1st November each year
1.14a The percentage of students in each generation who have completed their studies within set time limit.	The ratio between the number of students who have completed their studies within set time limit and the overall number of students who have completed their studies during the current academic year.	Head of the Student Records Office, Head of the Student Records Office	1st November each year
1.14b The average time required to complete the studies at the Polytechnic of Rijeka.	It shows the average time required to complete the studies for all students who have completed their studies during the current academic year.	Head of the Student Records Office	1st November each year

Realization indicators	Definition of data being collected	Persons/Bodies responsible	Census date
<b><i>Openess</i></b>			
1.15 The percentage of students coming from counties which are not those three that the Polytechnic of Rijeka is primarily oriented to.	It comprises all students who have permanent residence outside the Counties of Primorje and Gorski kotar, of Istria, and of Lika and Senj.	Head of the Student Records Office, Head of the Student Records Office	1st November each year
1.16 The number of syllabuses/semesters at the Polytechnic of Rijeka which are carried out in a foreign language.	The number of accredited programmes of studies/semesters carried out in a foreign language.	Vice-Dean for Academic Affairs, Heads of Departments	1st November each year
<b><i>Curriculum reform based on learning outcomes</i></b>			
1.17 Average percentage of the programmes of studies with learning outcomes where general competencies are developed.	For each programme of study it is necessary to define ECTS points percentage awarded for general competences.	Vice-Dean for Academic Affairs, Heads of Departments	1st November each year
1.18 By the end of November 2013 the number of programmes of studies with learning outcomes are defined and published at the level of programmes for all programmes.	The number of programmes of studies with learning outcomes at the level of programmes in line with outcomes at the level of courses and competences.	Vice-Dean for Academic Affairs, Heads of Departments	30th November 2013
<b><i>Flexible ways of learning and lifelong education</i></b>			
1.19 The total of ECTS points achieved through programmes of lifelong learning.	The number of ECTS points achieved through accredited programmes of lifelong learning. Data collated for the past three years.	Lifelong Learning Programme Supervisor	31st January each year

Realization indicators	Definition of data being collected	Persons/Bodies responsible	Census date
<b><i>Enhancing cooperation between the Polytechnic and industrial, and public sectors</i></b>			
1.20a By the end of June 2013 the Alumni Club of the Polytechnic of Rijeka founded.	The Statute of the Alumni Club made. The decision on the founding made. The registration of the Alumni Club processed.	Secretary General	30th June 2013
1.20b The number of institutional contracts of the Polytechnic on partnership with companies and public institutions.	The number of institutional contracts on partnership with companies or public sector institutions in the process of carrying out the programmes of study.	Dean, Vice-Dean for Business Affairs, Secretary General	31st January each year
1.20c The number of former students (Alumni) of the Polytechnic of Rijeka who are actively involved in institutional partnerships with the Polytechnic.	The number of former students of the Polytechnic of Rijeka involved in institutional partnerships (in the process of teaching or internship). Data collated for the past three years.	Vice-Dean for Academic Affairs, Vice-Dean for Business Affairs, Heads of Departments	31st January each year
<b><i>Students' standard</i></b>			
1.21 The number of students of the Polytechnic of Rijeka organized in extracurricular activities.	The number of students involved in organized extracurricular activities compared to the total number of students. Data collated for the past three years.	Head of the Student Records Office, Students' Representatives in the Academic Council of the Polytechnic	31st January each year

Realization indicators	Definition of data being collected	Persons/Bodies responsible	Census date
<b><i>e - Learning</i></b>			
1.22 Average share in the programmes of studies at the Polytechnic of Rijeka where e-Tools are used for learning.	The ratio of ECTS points obtained for the courses where e-Tools for learning are used compared with the overall ECTS points of all accredited programmes.	e-Learning Implementation Supervisor	31st January each year
1.23. The e-Learning Implementation Strategy at the Polytechnic of Rijeka developed.	The e-Learning Implementation Strategy developed and adopted by the Academic Council of the Polytechnic.	e-Learning Implementation Supervisor Supervisor for the introduction of e-Learning, Academic Council	31st December 2013



## Professional and scientific work

Realization indicators	Definition of data being collected	Persons/Bodies responsible	Census date
<b><i>Quality of research</i></b>			
2.1a The number of published professional and scientific papers written by the teachers of the Polytechnic.	The number of professional and scientific papers published during the year. Data collated for the past five years.	Chairman of the Publishing Committee, Heads of Departments	31st January each year
2.1b The number of papers written by the teachers of the Polytechnic which are published in CC and SCI international publications.	The number of published papers in CC and SCI publications. Data collated for the past five years.	Chairman of the Publishing Committee, Heads of Departments	31st January each year
<b><i>Systematic concern for research careers development</i></b>			
2.2 The number of teachers and associates who have obtained a Ph. D. academic degree.	The number of teachers and associates with the academic degree who have signed a contract with the Polytechnic. Data collated for the past three years.	Head of General Affairs and Human Resources Department	31st January each year
2.3 The number of teachers appointed to a research position.	The number of teachers with employment contract with the Polytechnic who have been appointed to a research position. Data collated for the past three years.	Head of General Affairs and Human Resources Department	31st January each year
2.4 Entering in the Register of Scientific Institutions carried out by the end of 2018.	Registration in the Register of Scientific Institutions obtained after having met all the requirements.	Dean	31st December 2018

## Resources – human, material and financial

Realization indicators	Definition of data being collected	Persons/Bodies responsible	Census date
<b><i>Professional advancement system</i></b>			
3.1 The share of the number of assistants and junior researchers with the employment contract at the Polytechnic of Rijeka compared to the total number of teaching associates.	The ratio between the number of assistants and junior researchers with employment contract and the total number of teaching associates Data collated for the past three years.	Secretary General, Head of General Affairs and Human Resources Department	31st January each year
3.2 The average age of teachers appointed to teaching positions who are employed with the Polytechnic. of Rijeka.	All the teachers appointed to teaching positions who have employment contract with the Polytechnic. Data collated for the past three years.	Secretary General, Head of General Affairs and Human Resources Department	31st January each year
3.3 The share of teachers appointed to the teaching positions of senior lecturer or principal lecturer.	The ratio between the number of senior lecturers and principal lecturers and all the teachers appointed to teaching positions with employment contract at the Polytechnic of Rijeka. Data collated for the past three years.	Secretary General, Head of General Affairs and Human Resources Department	31st January each year
<b><i>Lifelong learning of non-teaching staff</i></b>			
3.4 The percentage of non-teaching staff at the Polytechnic of Rijeka involved in lifelong learning.	It comprises non-teaching staff of the Polytechnic who have participated during the year in the programmes of lifelong learning lasting at least 10 hours.	Secretary General, Head of General Affairs and Human Resources Department	31st January each year
3.5 The number of employees who work and study at the Polytechnic of Rijeka.	The number of employees of the Polytechnic who study and work at the Polytechnic. Data collated for the past three years.	Head of the Student Records Office, Head of General Affairs and Human Resources Department	31st January each year

Realization indicators	Definition of data being collected	Persons/Bodies responsible	Census date
<b><i>Human resources for carrying out programmes</i></b>			
3.6 The number of teachers and associates who are not permanently employed with the Polytechnic of Rijeka.	The number of part-time associates coming from industrial and public sectors. Data collated for the past three years.	Head of the Student Records Office	1st November each year
3.7 The number of teaching bases for carrying out student internship.	The number of teaching bases used to carry out student internship. Data collated for the past three years.	Heads of Departments, Internship Supervisors	1st November each year
<b><i>Creating employee personal portfolio</i></b>			
3.8 A portfolio for each employee created by the end of 2014.	It is defined through institutional decisions, ensuring necessary resources and completing the implementation of the activity.	Dean, Secretary General, Head of General Affairs and Human Resources Department	31st December 2014
<b><i>Financial resources</i></b>			
3.9 The share of the revenue generated by the Polytechnic within the total amount of the revenue of the Polytechnic.  <i>Benchmark indicator.</i> Make a table: "Strategic financial guidelines" indicating the amount of budgetary funds and the amount of the revenue generated by the Polytechnic.	The share of the revenue generated by the Polytechnic within the total amount of its revenue on 31st December of the past year. Data collated for the past three years.	Vice-Dean for Business Affairs, Head of the Accounting Department	31st January each year
3.10a Available funds of the Polytechnic of Rijeka (euros/teacher).	Available funds (without capital investments) in euros are to be put in relation to the number of teachers (permanently employed + the equivalent number of part-time associates). It is calculated on 31st December for the past year. Data collated for the past three years.	Vice-Dean for Business Affairs, Head of the Student Records Office	31st January each year

<b>Realization indicators</b>	<b>Definition of data being collected</b>	<b>Persons/Bodies responsible</b>	<b>Census date</b>
3.10b Available funds of the Polytechnic of Rijeka (euros/student).	Available funds (without capital investments) in euros are to be put in relation to the total number of active students.	Vice-Dean for Business Affairs, Head of the Student Records Office	31st January each year
3.11 The share of the number of non-teaching staff in the overall number of the persons employed with the Polytechnic.	The relationship between the number of administrative-technical and auxiliary staff compared to the overall number of employees at the Polytechnic.  A plan for the following period.	Secretary General, Head of General Affairs and Human Resources Department	31st January each year
<b>Premises</b>			
3.12a The number of square meters of new teaching premises.	The total amount of square meters of new premises – lecture halls and laboratories in Rijeka during the year.	Dean, Board of Deans, Vice-Dean for Business Affairs	31st January each year
3.12b The number of square meters of new offices for teachers.	The total amount of square meters of new premises for offices for teachers in Rijeka during the year.	Dean, Board of Deans, Vice-Dean for Business Affairs	31st January each year
3.13 Long-term solution for premises in Poreč.	The possibility for permanent use of the premises ensured necessary for carrying out the programmes of study at the Agricultural Department in Poreč.	Dean, Board of Deans, Vice-Dean for Business Affairs	31st January each year
3.14 The second phase of renovating and equipping the premises of former barracks in Pazin completed by the end of 2018.	Planning completed, financial scheme closed, all the necessary permissions obtained, the second phase of renovating premises completed.	Dean, Board of Deans, Vice-Dean for Business Affairs	31. December 2018

<b>Realization indicators</b>	<b>Definition of data being collected</b>	<b>Persons/Bodies responsible</b>	<b>Census date</b>
<b><i>Information–communication system</i></b>			
3.15 The number of set-up <i>web</i> pages for courses by the end of September 2015.	The number of set-up <i>web</i> pages for particular courses within particular programmes of studies in relation to the overall number of courses.	Team Leader for web pages set- up, all course leaders	30th September 2015
<b><i>Library system</i></b>			
3.16 The percentage of available titles of professional literature compared to the overall number of titles indicated in course syllabuses.	The relationship between the number of titles of recommended literature found in the Library and the overall number of recommended titles indicated in all course syllabuses. Data collated for the past three years.	Chief Librarian, Heads of Departments	30th September each year

## Link between the community and industry, and adjustments made to meet the needs of the community

Realization indicators	Definition of data being collected	Persons/Bodies responsible	Census date
<b><i>Research conducted for the needs of industry and community</i></b>			
4.1 The number of research projects that the Polytechnic of Rijeka has realized together with economic subjects and the local community.	The number of institutionally verified projects in which the teachers of the Polytechnic participate together with economic subjects and local authorities. Data collated for the past three years.	Vice-Dean for Business Affairs	31st January each year
4.2 The number of highy professional studies and analyses realized by the Polytechnic of Rijeka for the needs of the industry and the local community.	The number of institutionally verified highly professional studies and analyses for the needs of the industry and local authorities. Data collated for the past three years.	Vice-Dean for Business Affairs	31st January each year
<b><i>Education for the needs of the community</i></b>			
4.3 The number of extracurricular projects run by the students of the Polytechnic of Rijeka who provide volunteer activities for the community.	The number of institutionally verified projects run by the students of the Polytechnic who also encourage voluntary participation of students and employees of the Polytechnic. Data collated for the past three years.	Vice-Dean for Academic Affairs, students' representatives in the Academic Council of the Polytechnic	31st January each year

## Integration into the European Union, openness and mobility

Realization indicators	Definition of data being collected	Persons/Bodies responsible	Census date
<b><i>Entering the EHEA</i></b>			
5.1 The number and the structure of associated professional studies at the Polytechnic of Rijeka.	It comprises all professional programmes of studies at the Polytechnic of Rijeka that are carried out in cooperation with external institutions of higher education. Data collated for the past three years.	Dean, Vice-Dean for Academic Affairs, Teaching Committee	1st March every year
5.2a By the end of 2013 develop instruments for using programmes of the national Agency for Mobility and Programmes of the European Union.	Institutional decisions brought, necessary resources (human, financial and material) allocated and activities started.	Dean, Vice-Dean for Academic Affairs, Vice-Dean for International Cooperation, Teaching Committee	31st December 2013
5.2.b The number of students who have participated in the exchange scheme as a part of incoming/outcoming mobility of students.	It includes all students who have stayed abroad at institutions of higher education during the past year. Data collated for the past three years.	Vice-Dean for Academic Affairs, Vice-Dean for International Cooperation, Heads of Departments	1st March each year
5.2c The number of teachers who have participated in the exchange scheme as a part of incoming/outcoming mobility of teachers.	It includes all the teachers who have stayed abroad at institutions of higher education during the past year. Data collated for the past three years	Vice-Dean for Academic Affairs, Vice-Dean for International Cooperation, Heads of Departments	1st March each year
Realization indicators	Definition of data being collected	Persons/Bodies responsible	Census date
5.2d The number of non-teaching staff who have participated in the exchange scheme as a part of incoming/outcoming mobility.	It includes all non-teaching staff who have stayed abroad at institutions of higher education during the past year. Data collated for the past three years.	Vice-Dean for International Cooperation, Vice-Dean for Business Affairs, Secretary General	1st March each year

<b>Entering the ERA</b>			
5.3 By the end of 2014 instruments for using European programmes have been established by the Polytechnic of Rijeka.	Institutional decisions brought, necessary resources allocated and activities started.	Dean, Vice-Dean for Business affairs, Vice-Dean for International Cooperation, Assistant to the Dean for Strategy	31st December 2014
5.4 The number of researchers of the Polytechnic of Rijeka who have stayed at foreign institutions during the past year.	It includes all employees of the Polytechnic holding Ph. D. degree. Data collated for the past three years.	Dean, Vice-Dean for Academic Affairs, Vice-Dean for International Cooperation	31st January each year
<b>Preparing citizens to live in the European Union</b>			
5.5 The number of prepared and introduced programmes for the purpose of educating citizens for living in the European Union.	It includes all accredited programmes at the Polytechnic of Rijeka whose purpose is educating citizens for living in the European Union.	Vice-Dean for Academic Affairs, Vice-Dean for International Cooperation, Teaching Committee	31st January each year



## **Documents that will be adopted by the Polytechnic of Rijeka with the goal of implementing the Strategy for the period 2013-2020**

In line with the defined instruments of the Strategy of the Polytechnic of Rijeka for the period 2013-2020, the Polytechnic will make all basic and necessary documents and will undertake action plans with the goal of their implementation. Documents and action plans whose pace of adopting and realization will also depend on the success of the Strategy realization include the following:

- Action plan for the realization of measures defined by the Strategy of the Polytechnic of Rijeka for the period 2013-2020.
- Action plan for the implementation of the Rule Book on systematic control of the adequacy of the programmes of studies' content and their monitoring.
- Action plan for bringing into line the learning outcomes at the level of single programmes with the learning outcomes of their respective courses, and with competences for all programmes of studies.
- Action plan for the realization of the implementation of e-Learning at the Polytechnic of Rijeka.
- A document on cooperation on professional and scientific projects and Action plan for professional and scientific papers.
- A document on personal portfolio of the Polytechnic of Rijeka employees.
- A document on organizing lifelong learning at the Polytechnic of Rijeka.
- A document on personnel policy with the training plan.
- A document on using programmes of mobility and cooperation with the EU through national Agency for Mobility and the European Union Programmes..
- A document on registration and management of structural EU funds projects and programmes.

In order to ensure the realization of the basic guidelines and goals of the Strategy for the period 2013-2020 the Polytechnic will pass other necessary documents when/if needed.

## The flowchart of the Polytechnic Strategy activities for the period 2013-2020

An integral part of the Polytechnic Strategy is the flowchart of activities which stems from planned tasks defined by strategic goals, representing at the same time planned dynamic of their realization. Because of specific development quality of the studies at the Polytechnic of Rijeka, the realization dynamic of its planned guidelines and Strategy goals require constant analysis and realization control, as well as revision and amendments if and when necessary.

On the assumption that the Strategy of the Polytechnic of Rijeka will be realized according to the previously established dynamics, the flowchart of activities comprises the following:

### Year 2013

Adopting the Strategy of the Polytechnic of Rijeka for the period 2013-2020 by the Academic Council and the Governing Council of the Polytechnic of Rijeka.

The action plan for implementing measures defined by the Strategy of the Polytechnic for the period 2013-2020.

The Rule Book on systematic control and monitoring of the content adequacy of the programmes of studies.

The annual Report of the Committee for Internal Evaluation of the QAS of the Polytechnic of Rijeka adopted and published.

Action plan for bringing into line learning outcomes at the level of programmes with learning outcomes at the level of courses, and competences for all programmes of studies.

The e-Learning Implementation Strategy at the Polytechnic of Rijeka.

The Alumni Club of the Polytechnic of Rijeka founded.

Adopting a Document on using programmes of mobility and cooperation with the European Union through national Agency for Mobility and European Union Programmes.

## Year 2014

The action plan for the implementation of the Rule Book on systematic control of the content adequacy of the programmes of studies and their monitoring.

Specialist Professional Graduate Study of Olive Growing and Oil Production organized.

Specialist Professional Graduate Study of Winemaking organized (a two-year study).

The Rule Book on personal portfolio of the employees of the Polytechnic of Rijeka created.

The annual Report of the Committee for Internal Evaluation of the QAS of the Polytechnic of Rijeka adopted and published.

The report of the Dean to the Academic and Governing Council of the Polytechnic on the advancement and realization of the strategic goals.

The reaccreditation of the Polytechnic of Rijeka carried out (depending on the annual plan of the national Agency for Higher Education and Research).

The creation of the personal portfolio of all employees of the Polytechnic of Rijeka.

Adopting a Document on the registration and management of projects/programmes of the European Union structural funds.

## Year 2015

Specialist Professional Graduate Study of Apiculture organized.

The annual Report of the Committee for Internal Evaluation of the QAS of the Polytechnic of Rijeka adopted and published.

A document on lifelong learning at the Polytechnic of Rijeka adopted.

The analysis of the realization of the strategic goals and discussion about them at the Academic Council of the Polytechnic. Revision and amendments made if necessary.

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## Year 2016

Adopting Documents and Action plans based on the analysis made and possible amendments of the Strategy.

The annual Report of the Committee for Internal Evaluation of the QAS of the Polytechnic of Rijeka adopted and published.

#### Year 2017

The report of the Dean to the Academic and Governing Council of the Polytechnic on the advancement and realization of the strategic goals.

The annual Report of the Committee for Internal Evaluation of the QAS of the Polytechnic of Rijeka adopted and published.

The external periodic evaluation of SAQ of the Polytechnic of Rijeka carried out (depending on the annual plan of the national Agency for Higher Education and Research).

#### Year 2018

The report of the Dean to the Academic and Governing Council of the Polytechnic on the advancement and realization of the strategic goals.

The annual Report of the Committee for Internal Evaluation of the QAS of the Polytechnic of Rijeka adopted and published.

The second phase of renovating and equipping the premises of former barracks in Pazin completed.

Registration of the Polytechnic of Rijeka in the Register of Scientific Organizations made.

#### Year 2019

The annual Report of the Committee for Internal Evaluation of the QAS of the Polytechnic of Rijeka adopted and published.

The report of the Dean to the Academic and Governing Council of the Polytechnic on the advancement and realization of the strategic goals.

The reaccreditation of the Polytechnic of Rijeka carried out (depending on the annual plan of the national Agency for Higher Education and Research)

A Final Report of the Dean of the Polytechnic of Rijeka to the Academic and Governing Councils of the Polytechnic of Rijeka on the fulfillment of the strategic goals for the period 2013-2020.

Based on the realization analysis of the Strategy for the period 2013-2020, a new Strategy is prepared and passed for the next period.