



Institute for the
Development of Education

STRATEGIC PLAN

2008-2010

- Summary -

Publisher

Institute for the Development of Education

Preradovićeva 33, 10000 Zagreb, Croatia

Telephone: (+385 1) 4817195

Fax: (+385 1) 4555150

E-mail: iro@iro.hr

www.iro.hr

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CONTENT

VISION, MISSION AND VALUES	3
Vision	3
Mission	3
Values	4
STRATEGIC GOALS AND EXPECTED RESULTS 2008-2010	5
Strategic goals	5
Specific objectives and expected results	6

I. VISION, MISSION AND VALUES

VISION

The Institute for the Development of Education (IDE) believes that higher education, in the context of lifelong learning, is of key importance to the creation of a knowledge-based society.

IDE considers that a knowledge society must be characterized by a balance between social and economic development as well as by respect both for democratic principles and for the rights and needs of individuals.

MISSION

IDE is a non-profit and non-governmental organisation committed to the development, advocacy and implementation of higher education policies in Croatia that will promote and ensure:

- **democratic governance** (availability of services and information for stakeholders in higher education and their representation in the decision-making process);
- **social inclusion** (equal access to higher education for individuals from all social groups);
- **flexibility** (ensuring that the higher education system corresponds to the needs of individuals, society and the labour market);
- **quality** (promoting innovation and excellence).

IDE acts by developing and advocating higher education policies, cooperating with institutions on development projects and providing information and advising services for individuals and institutions in higher education.

VALUES

The values that IDE upholds are:

- **Lifelong learning:**
Understanding the need for continuous learning and the role of higher education and lifelong learning in contributing to greater social inclusion of individuals and social groups.
- **International cooperation:**
Promoting international cooperation and mobility in higher education in order to increase the quality and competitiveness of higher education.
- **Democracy:**
Promoting the principles of participatory democracy in order to strengthen the solidarity and social responsibility of individuals and institutions. Promoting the exchange of information, stances and ideas of stakeholders in the process of defining higher education policies, in order to reach decisions that are based on real needs.
- **Human rights:**
The respect for all human rights, especially the human right to education and the fight against all forms of discrimination.
- **Social cohesion:**
Encouraging trust, cooperation and dialogue between individuals in all social groups.

In the implementation of its activities, IDE bases itself on the following values:

- **Excellence:**
Commitment to achieving the highest standards of professionalism and excellence in all aspects of IDE's work.
- **Human resources:**
Enthusiasm, creativity, innovation, diligence, efficiency, team work, solidarity and mutual assistance, as well as continual professional development as the preconditions for professional success.
- **Ethical conduct:**
Respect for high ethical standards, especially the principles of accountability, impartiality and transparency.
- **Quality assurance:**
Continuous quality control as a precondition for achieving excellent results.

II.

STRATEGIC GOALS AND EXPECTED RESULTS 2008-2010

STRATEGIC GOALS

Strategic goal I:

Develop and advocate higher education policies that correspond to the needs of a knowledge society and that respect the rights and needs of individuals.

Strategic goal II:

Enhance the Croatian higher education system and the work and services of relevant institutions in higher education by providing them with necessary expertise and technical assistance.

Strategic goal III:

Increase access to higher education by enabling equal access to information and financial aid for higher education to all interested parties.

SPECIFIC OBJECTIVES AND EXPECTED RESULTS

Strategic goal I: Develop and advocate higher education policies that correspond to the needs of a knowledge society and that respect the rights and needs of individuals.

Specific objective 1: Increase the respect for democratic principles and human rights in higher education and ensure the representation of relevant stakeholders in decision-making processes in higher education.

Activities:

- Develop and advocate improvements of laws, statutes, strategies and other documents important for democratising the Croatian higher education system by making public IDE's opinions on existing policies, publishing analyses and survey results on the efficiency of relevant policies and participating in the work of advisory bodies and working groups within the higher education system.
- Raise awareness about human rights in higher education by organising public campaigns and expert talks on the respect for the human rights of marginalised groups in higher education in Croatia.
- Advocate participation of civil society representatives in debates about regulations, strategies and programmes which influence the development of higher education (both at the level of Croatia and the EU), as well as participation in the programming and establishment of priorities for obtaining pre-accession funds and other EU funds open to Croatia.
- Actively monitor the implementation of policies and ensure the continual professional development for IDE employees in the field of higher education policies.

Expected results:

- By 2009, the *Guidelines for Government Consultation with Civil Society Organisations in the Process of the Passing of Laws and other Legal Acts*, will be published (IDE will be actively involved in the drafting of the Guidelines in cooperation with other civil society organisations and government institutions). This will allow for the policies that IDE develops and advocates to be applied and implemented more efficiently.
- By 2010, IDE will produce its communications strategy and advocacy strategy for the period 2010–2012.
- By 2010, IDE will be recognised in the Croatian public as the leading organisation for the development and advocacy of higher education policies.

Specific objective 2: Develop and advocate policies in order to connect higher education with the needs of the labour market and propose ways to increase higher education's contribution to social capital.

Activities:

- Develop and advocate policies that promote the introduction of career advising services at Croatian universities, taking into account recommendations from IDE's publication *Career Advising Services at Croatian Universities*.
- Develop and advocate policies that promote the greater involvement of the private sector in financing higher education through scholarships and loans, which will influence the extent to which programmes offered by higher education institutions and higher education outcomes correspond to the needs of the labour market, society as a whole and individuals (who are important for the creation of social capital).

Expected results:

- By 2010, career advising services will be launched in a least three Croatian universities.
- By 2010, IDE will establish a foundation (which will be funded through donations primarily from the private sector) providing scholarships to students, professors and researchers.

Strategic goal II: Enhance the Croatian higher education system and the work and services of relevant institutions in higher education by providing them with necessary expertise and technical assistance.

Specific objective 1: Provide support to relevant institutions in higher education for launching and implementing academic mobility programmes and in launching services for students.

Activities:

- Provide consulting services to relevant state bodies and higher education institutions necessary for the launch and implementation of academic mobility programmes, especially by helping in the drafting of platforms and strategies at the national level.
- Provide consulting services to relevant state bodies and higher education institutions with the aim of internationalising Croatian higher education institutions and promoting Croatian higher education in order to attract international students.
- Provide consulting services to relevant state bodies and higher education institutions necessary for the launch of career advising services at Croatian universities.

Expected results:

- In 2008, in cooperation with partner institutions, IDE will publish a handbook which will provide the platform for Croatia's entry into the European Union's programme for academic mobility, ERASMUS.
- By 2010, in cooperation with partner institutions, IDE will prepare a platform for launching the Croatian educational brand *Study Croatia*, intended to promote Croatia as a study destination for international students.
- By 2010, career advising services will be launched in a least three Croatian universities.

Strategic goal III: Increase access to higher education by enabling equal access to information and financial aid for higher education to all interested parties.

Specific objective 1: Provide integrated information and advising services on higher education opportunities in Croatia and abroad.

Activities:

- Launch and institutionalise (at the national level) a centre providing information and advice on higher education in Croatia, with integrated information and services on the Bologna Process.
- Provide information and advice on higher education opportunities in Europe and the USA.
- Provide integrated services for international standardised tests.
- Provide services for learning foreign languages.

Expected results:

- By 2010, the Croatian Academic Information Centre will be established, providing integrated services on Croatian higher education, including on the Bologna Process.
- By 2010, information and advising services on higher education in Croatia, Europe and the USA will be institutionalised within career advising services in at least three Croatian universities. The Croatian Academic Information Centre will be responsible for collecting, processing and disseminating information to career advising services at Croatian universities.
- By 2010, the quality of IDE services for standardised tests will be enhanced and the number of users of these services will be increased.

Specific objective 2: Provide integrated information and advising services on financial aid for higher education.

Activities:

- Integrate information and services on scholarships and other forms of financial aid available to Croatian citizens.
- Maintain and develop the national web portal on scholarships www.stipendije.info.
- Organise the national Scholarships Fair once a year.

Expected results:

- By 2010, the web portal www.stipendije.info and the Scholarships Fair will become leading Croatian educational brands, which will result in increased number of visitors and increased interest of sponsors and advertisers for the portal and the Fair.