



**Institute for the Development of
Education**

STRATEGIC PLAN
2011-2013

- Summary -

Publisher

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VISION, MISSION, VALUES AND OPERATING PRINCIPLES

VISION

The Institute for the Development of Education advocates a system of higher education that ensures equal educational opportunities, adheres to the principle of quality assurance, promotes international cooperation, supports lifelong learning and meets both the needs of individual and society.

MISSION

The Institute for the Development of Education contributes to the development of higher education policy, provides expert support to institutions, connects domestic and international experts and enables individuals in Croatia and the region to achieve their educational goals.

VALUES AND OPERATING PRINCIPLES

The values the Institute for the Development of Education upholds are:

- **Equity**
Ensuring equal opportunities, fighting discrimination and support to disadvantaged social groups as the basis for increasing social inclusion and the development of the society as a whole.
- **Participation and transparency**
Promoting the principle of participatory democracy in order to strengthen the social responsibility of individuals and institutions. Promoting the principle of transparency in the work of public institutions and including stakeholders in the process of drafting legislation and other regulations.
- **Cooperation**
Encouraging trust and dialogue between stakeholders in higher education (at the national and international level) through the exchange of information, stances and ideas, in order to reach decisions based on real needs, verifiable data and best practices.
- **Quality**
Ensuring and enhancing quality as a precondition for establishing an effective higher education system and achieving high quality outcomes for higher education and research.

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

- **Excellence**
Commitment to achieving the highest standards of excellence in all aspects of its work. IDE encourages enthusiasm, creativity and innovation in its employees and systematically monitors and evaluates the quality of work.
- **Professionalism**
Responsibility, diligence, efficiency, team work, solidarity and mutual assistance as well as lifelong learning as the preconditions and the basic components of work and professional success.
- **Ethical conduct**
Respect for high ethical standards, especially the principles of accountability, impartiality, transparency and social responsibility.

STRATEGIC GOALS AND EXPECTED RESULTS 2011-2013

STRATEGIC GOALS

Strategic goal I:

Encourage the development of higher education policy in Croatia

Strategic goal II:

Provide consultancy services and innovative solutions for the development of higher education to institutions in Croatia and the region

Strategic goal III:

Provide services in the field of academic mobility and financial support for higher education to individuals in Croatia and the region

SPECIFIC OBJECTIVES AND EXPECTED RESULTS

Strategic goal I: Encourage the development of higher education policy in Croatia

Specific objective 1: Monitor higher education policies in Croatia and in the international context

Activities:

- Regularly publish news on higher education and issue IDE's E-newsletter

Expected results:

- Available and regularly updated information on higher education policies

Specific objective 2: Connect and coordinate experts and institutions from Croatia, the region and internationally to work on higher education policy development

Activities:

- Improve the work of IDE's Higher Education Policy Network
- Regularly publish expert texts in the area of higher education policies in IDE's Column on the web site www.iro.hr
- Organise regular public events and start initiatives regarding higher education policies in order to raise awareness in the academic and broader public on the importance of higher education policies

Expected results:

- Ensured support for gathering experts and for dialogue on various issues regarding higher education policies

Specific objective 3: Advocate the development of higher education policy

Activities:

- Prepare and publish analyses and recommendations relating to higher education policy
- Initiate public campaigns and discussions
- Participation of IDE representatives in key advisory bodies related to higher education policy

Expected results:

- IDE's increased influence in the process of shaping and passing of higher education policies in Croatia

Strategic goal II: Provide consultancy services and innovative solutions for the development of higher education to institutions in Croatia and the region

Specific objective 1: Support to institutions in Croatia and the region by drafting recommendations for higher education funding policies and student support policies

Activities:

- Management and successful implementation of the project „Towards Transparent and Equitable Funding of Higher Education in Croatia (ACCESS)“
- Using experiences and best practices from the ACCESS project in drafting recommendations for higher education funding policies and student support policies in Croatia and the region

Expected results:

- Recommendations for higher education funding policies and student support policies that conform to international practices and standards. Based on these, the responsible institutions will make necessary changes and improvements.

Specific objective 2: Strengthen the connection between higher education and the labour market by providing expert support to institutions in Croatia and the region

Activities:

- Using experiences and best practices from the projects „Platform for Career Advice Centres in Croatia (CAREER)“ and „Establishing of Career Advice Services at Croatian Universities (ECAS)“ in providing services and solutions to institutions in Croatia and the region in starting or improving the work of career advising services
- Cooperating with institutions in initiating projects that deal with connecting higher education and the labour market as well as lowering graduate unemployment

Expected results:

- Strengthened capacity of target institutions to implement projects that contribute to stronger connections between higher education and the labour market

Specific objective 3: Provide consultancy services to institutions in Croatia and the region in the field of academic mobility and financial support for higher education

Activities:

- Expert support in creating and initiating scholarship programmes
- Services for scholarship programme administration
- Expert support for the development and implementation of projects and innovative solutions in the field of academic mobility and financial support for higher education institutions in Croatia and the region

Expected results:

- Increased number of contracted services and projects with institutions in Croatia and the region in the field of academic mobility and financial support

Specific objective 4: Establish cooperation with institutions within the region on projects regarding higher education policy and higher education reform

Activities:

- Identify key regional actors in the field of higher education policy in order to establish cooperation
- Establish cooperation with governmental and non-governmental organisations, as well as the research community, in the region by drafting and submitting joint projects
- Transferring Croatia's best practice and experiences and provide consultant services for interested institutions in the region

Expected results:

- By the end of 2012, IDE will have established cooperation with at least three key regional actors with the aim of implementing joint initiatives and projects

Strategic goal III: Provide services in the area of academic mobility and financial support for higher education to individuals in Croatia and the region

Specific objective 1: Increase the level of outgoing academic mobility in higher education by providing information and advice on educational opportunities abroad

Activities:

- Provide information and advising services on higher education opportunities abroad for students from Croatia and the region
- Provide integrated educational services for international standardised tests and for applications to international higher education institutions
- Provide services for foreign language learning

Specific objective 2: Improve the preconditions for incoming academic mobility in higher education by providing information and advice on educational opportunities in Croatia

Activities:

- Monitor trends regarding Croatia's incoming academic mobility and regarding higher education institutions' capacity for accepting international students
- Provide information and advising services on higher education opportunities in Croatia for students from the region and the world
- Provide integrated educational services for successful application to Croatian higher education institutions
- Provide services for foreign language learning
- Develop and maintain the web portal www.studyincroatia.hr

Expected results:

- IDE will be the reference point (resource centre) in Croatia for information and advice on academic mobility in higher education
- Increased number of users of IDE's educational services

Specific objective 3: Increase access to higher education by providing information and advice on the financial support necessary to achieve educational goals in Croatia and abroad

Activities:

- Provide information and advice on financial support necessary to achieve educational goals in Croatia and abroad
- Organise the annual Scholarships Fair in Zagreb and expand the Fair to other university cities in Croatia and the region
- Develop and maintain the web portal www.stipendije.info
- Administer scholarship programmes for study in Croatia and abroad

Expected results:

- The Scholarships Fair and the portal www.stipendije.info will be regionally recognised as examples of best practice and innovative solutions for widening participation in higher education
- IDE will be the reference point (resource centre) in Croatia and the region for financial support in higher education
- Increased availability of information on financial support in Croatia and abroad

