The document Faculty of Agriculture: Strategic Development Plan 2010 - 2015 was prepared by the Strategic Planning Committee based on the contribution of the Board for Teaching and Staff Appointment, the Faculty Science Board, the International Cooperation Board and the Finance and Investment Board as well as on written contributions proposed by staff and students and discussions held with them.

The Strategic Plan was accepted on 11th regular session of the Faculty Council held on 13 July 2010.

We would like to thank all the members of the faculty boards, heads of institutes, as well as all the employees and students who contributed with their written material or oral discussions to the elaboration of this document.

University of Zagreb, Faculty of Agriculture
Strategic Planning Committee

Abbreviations:

SP Strategic Plan
UZFA University of Zagreb, Faculty of Agriculture
LL Lifelong learning
IC Board International Cooperation Board
FC Council of the Faculty of Agriculture of the University of Zagreb

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Preface

In accordance with its mission, the Faculty of Agriculture of the University of Zagreb has defined its educational, scientific and professional roles, taking into account the international standards of higher education and science, as well as national interests of the agricultural profession. In order to successfully fulfil those roles, it is necessary to unite all segments of activities within our institution, activate resources and maintain the enthusiasm and motivation of employees to accept, apply and direct their activities towards common goals.

The document Faculty of Agriculture: Strategic Development Plan 2010-2015 is based on almost a century-long history of the institution, and it determines its future within challenges and circumstances of the forthcoming period. It contains goals to be achieved, the time period intended for the accomplishment of those goals, instruments of implementation and measures for quality and efficiency control. In that way, we have defined the mission and vision of the Faculty as a public institution accountable to present and future students, alumni and all partners from the public and private sector.

The particular importance of the adoption of this Strategic Plan lies in the fact that it coincides with the changes in the national legal framework in the area of science and higher education as well as with the period of expected accession of Croatia to the European Union.

We would like to thank all the participants in the elaboration of the document Faculty of Agriculture: Strategic Development Plan 2010-2015 as well as all those who will, in different ways, be included in the realisation of the set goals.

Professor Davor Romić, Ph.D.
Dean
Introduction

The Faculty of Agriculture of the University of Zagreb is one of the oldest faculties within the University. It was founded in 1919 as the Faculty of Agriculture and Forestry, and it has been an independent faculty since 1959. Scientific and educational activities of the Faculty of Agriculture belong to the area of biotechnological sciences, field of agronomy. The following three fields also belong to the area: forestry, wood processing, biotechnology and food engineering.

During the last ten years, the Faculty of Agriculture has been witnessing a constant increase in resources, both in the number of employees and in the available research and educational capacities. This increase has made the management of the Faculty much more complex and challenging than it used to be in the past.

Recently, public administration has also put additional requirements to the science and higher education system. The changes in the system of financing, business operation, employment and accreditation are under way or are expected to take place in the near future. In addition, universities also hold an intense discussion on the changes expected in the field of laws and regulations governing scientific work and higher education institutions. Contemporary movements in related scientific-research institutions in Europe and the future accession to the European Union should also be taken into account.

1 Starting points and bases for the elaboration of the Strategic Plan

Many strategic documents of national and international importance were used as starting points and bases for the elaboration of the Strategic Plan, some of them being the following:

- EUA Research strategy development (2006)
- EUA Institutional evaluation programme guidelines (2007)
- Research Strategy of the University of Zagreb 2008 - 2013 (2007)
- European Policy Statement of the University of Zagreb (2009)

In addition, an internal and an external evaluation were conducted resulting in the two documents:

2 Mission
Being the oldest and the leading national institution in its field, the Faculty of Agriculture is devoted to creation and widening the knowledge based on the contemporary scientific findings. All the undertaken activities are primarily aimed at students for whom study programmes are developed. They are designed to enable them to become experts and exceptional individuals acting for the well-being of our society.

In cooperation with the economic and the public sector in Croatia and abroad, we actively participate in the creation of knowledge and technologies in the area of life and environmental sciences, especially in agriculture, food, ecology, rural development and landscape architecture.

3 Vision
The basic purpose of the Faculty of Agriculture is creation, analysis and exchange of ideas through educational and research activities. In that context, our goal is to develop into the leading higher education institution in life and environmental sciences in the national and regional surrounding. The plan of the Faculty of Agriculture is to become one of the five best faculties within the University of Zagreb.

The Faculty is devoted to constant improvement through creation and application of new scientific findings in order to provide participants of the study programmes with knowledge in accordance with the needs of the society.

4 General goals
The general goals refer to long-term development goals within a wider context, and include the most important segments of the activities of the Faculty. In that respect and for the purpose of the Strategic Plan, the activities of the Faculty are divided into the following four strategic areas:

1. Educational activities
2. Scientific-research activities
3. International cooperation

Management, financing and infrastructure

General long-term goals and appropriate strategies to accomplish the goals are defined within each strategic area.
4.1 Strategic area of educational activities

General goal:
The goal is to develop into a leading higher education institution in the area of agriculture and related sciences in South-East Europe with special emphasis on quality of education and teaching. Furthermore, the Faculty of Agriculture plans to become one of the five most successful faculties within the University of Zagreb regarding quality of study programmes, education and study achievements.

Development strategies:
- Develop a system of quality assurance of the educational process aimed at systematic increase of quality of study programmes and education as well as study achievements (an increase of the number of students, percentage of passes and the average study grade).
- Initiate and develop the lifelong learning system (LL).

4.2 Strategic area of the scientific-research work

General goal:
The goal is to be recognized as the leading higher education institution in the area of agriculture and related sciences in South-East Europe with special emphasis on excellence in research. As one of the oldest members of the University of Zagreb, the Faculty of Agriculture plans to become one of the five most successful faculties in the area of research and development.

Development strategies:
- Increase the number of scientific works per researcher, per institute and per faculty, in particular works cited in A1 bases, and introduce higher internal standards for election to the scientific-educational titles.
- Systematically increase the number of doctoral students and simultaneously encourage doctoral theses with direct application in economy, theses with international co-mentorship and organisation of summer schools adjusted to the needs of postgraduate doctoral programmes.
- Encourage complex and multidisciplinary domestic and international projects including participants from the economic sector using the existing research capacities. Establish an internal system of postdoctoral (postdoc) education at international renowned universities and institutes.

4.3 Strategic area of international cooperation

General goal:
The goal is to be recognized as the leading higher education institution in the area of agriculture and related sciences in South-East Europe with
reference to student and staff mobility and the number of cooperation agreements. Furthermore, the Faculty of Agriculture plans to become one of the three most successful faculties within the University of Zagreb regarding the quality and the extent of the international cooperation.

Development strategies:
- Create, accredit and start at least one study programme in English at undergraduate, graduate and postgraduate level. Offer more independent existing modules in English at all levels for foreign exchange students.
- Increase the number of international projects; especially research ones and those financed by the European Commission (EC).
- Become recognisable as a leading higher education and scientific-research institution in the area of agriculture and related sciences in South-East Europe with reference to student and staff mobility and the number of cooperation agreements.

4.4 Strategic area of management, financing and infrastructure

General goal:
Create optimal business conditions to position the Faculty as a national and a regional leader in its scope of activities by the effective use of the existing resources and investing in people and modern educational and research systems.

Development strategies:
- Create a basis for growth and development which includes strengthening the business system for decision-making and management, investment in the material base and resolving basic issues related to resources.
- Create conditions for applying modern learning and teaching methods.
- Strengthen human resources at the Faculty and relations with alumni.
Execution and monitoring of the Plan implementation

In the period prior to the coming into effect of the Strategic Plan, the following activities will be performed:

- publication of selected segments of the Strategic Plan
- drawing of the Annual Operating Plan for the first year of implementation
- making the Strategic Plan and the Annual Operating Plan available to employees
- elaboration of checklists for Strategic Plan implementation
- elaboration of instructions and forms for reporting within the Plan
- preparation of persons responsible for execution of individual activities for implementation of the Plan.

Timely implementation of the planned activities is monitored through checklists by the management representative for quality, i.e. Quality Assurance Office after its establishment at the faculty level. The Strategic Planning Committee, based on the report by the management representative for quality, i.e. Quality Assurance Office, elaborates and submits to the Faculty Council the overall annual report on the Strategic Plan implementation.

Partial reports on the Plan implementation are prepared by:

- At the level of individual strategic areas:
  - Board for Teaching and Staff Appointment
  - Faculty Science Board
  - International Cooperation Board
  - Finance and Investment Board
- At the level of individual constituents:
  - Heads of institutes
  - Heads of the experiment stations

The final report on the Strategic Plan implementation for the planned period is elaborated by the Strategic Planning Committee and approved by the Faculty Council.
Criteria for the evaluation of the Strategic Plan implementation

1) Permissions or endorsements for the accredited educational programmes
2) Number of scientific papers per type, institute and author
3) Number of visits to web pages with instructions for young scientists
4) Number of doctoral theses based on the cooperation with the economic sector
5) Number of doctoral theses based on international projects and with international committees
6) Number and the structure of participants of the international summer schools for doctoral students
7) Number of complex and multidisciplinary projects
8) Number of instances of postdoctoral education
9) Number of graduate and postgraduate students from WBC and the neighbouring countries that were hosted at the UZFA
10) Number and type of mobility of students, collaborators and teachers from the UZFA
11) Number of applications for international projects per type of project
12) Number of approved international projects
13) Number of active participants in the international projects per institute
14) Realised financial resources for inciting international cooperation and the number of users
15) Number of constituents with a permanent location
16) Number of lecture rooms equipped with multimedia
17) Number of lecture rooms equipped with computers
18) Surface of reconstructed and modernised faculty facilities
19) Solvency indicators
20) Receivable collection period (in days)
21) Income and expenditure – from the state budget and own
22) Real estate with clear ownership per number and type
23) Surface of the library
24) Number of employees who have completed continuous education programmes
25) Number of employees who have completed training programmes
26) Number of employees who have passed medical checks
27) Amount of resources used for training, continuous education programmes and medical checks