



"The student always comes first"

**COLLEGE „CEPS - CENTER FOR BUSINESS STUDIES“,
KISELJAK**

DEVELOPMENT STRATEGY BASIS 2014 - 2019

Kiseljak, April 2014

CEPS'S MISSION

College "CEPS-Center for Business Studies" is a contemporary institution, which is constantly adjusting its program to the requirements of the labor market and processes in national, European and global economy, recognizing the needs and trends, and making its students impeccably trained experts, ready to face current and future challenges in the fields for which it is accredited.

The mission of the College is to develop such educational programs that will motivate each student to recognize their capabilities and to direct their abilities toward education, thereby achieving their personal ambitions and acting for the benefit of the entire community. Likewise, the mission of the College is to create appropriate professional requirements which will facilitate quality education for people working in the fields: Traffic (study course: Road Traffic); Business Economics (study courses: Finance and Accounting, Management and Public Sector Management and Administration); Security Studies (study course: Criminology), Safety at Work and Fire Protection Studies (study courses: Safety at Work and Fire Protection); Study Program: Energetics (study courses: Energy Management and Energy Efficiency, Renewable Energy Sources, Maintenance of Power Plants and Thermotechnics).

With the purpose of providing students with adequate knowledge college "CEPS – Centre for Business Studies" will use all available internal and external sources of knowledge and expertise. The mission of college "CEPS – Centre for Business Studies" is not only to make professional experts and staff capable of managing but also ethical and highly educated people who will lead the way in their living and working environments in every aspect.

Combining scientific research and educational services, guided by the needs of the environment and users, College has created high-quality undergraduate study programs. Through continuous professional development and research it creates a dynamic learning community that is focused on constant education quality improvement. The aim is to

provide students with superior knowledge and to create leaders and experts capable of taking up new challenges in both private and public sectors.

By applying advanced teaching methodologies, lecturers of the College "CEPS - Centre for Business Studies" stimulate their students to work in teams, encourage an innovative way of thinking and an innovative approach to the problem solving process and develop students' ability to implement latest technologies in their operational areas.

The basic idea and principle during the establishing of the College "CEPS - Centre for Business Studies" was to enable students to develop effective communication skills and efficiency in dealing with service users as well as with the rest of the staff, by using appropriate terminology (both in verbal and written form) and by understanding the importance and the need of lifelong learning - education.

CEPS'S VISION

College "CEPS - Centre for Business Studies" was conceived as an institution of higher education and research in the field of economic, transportation, safety and technical sciences, which will be open for students and scholars and which will provide the higher education service of the highest quality.

The Vision of the college "CEPS - Centre for Business Studies" is based on the idea to become a leading vocational higher education school in the region renowned for the quality of its graduates, with the primary business goal of maintaining the quality of its work in every aspect in the coming period. The modern college "CEPS - Centre for Business Studies" must respond to the demands of the modern time, which involves high quality and flexible, both teaching and non-teaching staff, ready to improve on a daily basis. Having this in mind, when it comes to resources of CEPS College, it is necessary to continue to support and to fund all forms of professional development of lecturers and associates.

College "CEPS - Centre for Business Studies" tends to develop as an optimal model of vocational studies, and must continue to insist on good relationships, contacts and cooperation within the economic environment.

College "CEPS - Centre for Business Studies", following the example of modern European schools of this kind, has signed many agreements on business cooperation, which already came into effect through several joint projects, various services, participation of different private companies in the process of changing and improving academic programs, as well as in practical training and selection of personnel.

CEPS'S STRATEGIC OBJECTIVES

The strategic objectives of the CEPS College are arising from the Mission and Vision of the College and are aligned with the above mentioned strategic documents in the European, national and cantonal higher education environment.

The purpose of the CEPS's Development Strategy is to determine realistic, workable strategic objectives as a response to the requirements expressed in the Mission and Vision of CEPS and to the requirements established by analyzing the initial conditions in relevant areas of strategic planning. A method used for determining the current state was the SWOT-analysis. The results of the SWOT-analysis are related to four different areas of strategic planning. Within these areas strategic objectives as well as a set of measures for the realization of these objectives are identified. In addition to the CEPS's Development Strategy there is also an Action plan with specific actions set in order to achieve targeted measures and goals:

- 1) teaching process, students, quality,
- 2) lifelong learning,
- 3) scientific research,
- 4) financing and infrastructure.

1. Teaching process, students, quality

The Bologna concept, which is based on learning outcomes, i.e. competencies, harmonization of higher education in Europe, increased mobility of teachers and students and greater quality of higher education, represents a starting point for determining the strategic development and improvement of the teaching process at the CEPS College. Quality assurance is a prerequisite for the implementation of the Bologna Declaration, thus necessary for achieving the set standards and goals.

➤ *Strategic Objective 1:*

Harmonizing the educational process and studying at the CEPS College with the standards expressed in the policy documents of European, national and cantonal university environment.

✓ Strategic Objective 1 Measures:

- a) Introducing a system of periodic evaluation of current study programs (curricula) and in accordance with the identified needs and opportunities, the introduction of innovative teaching content and methods,
- b) Introducing modern IT tools and methods that are based on the use of IT equipment directly into the teaching process,
- c) Expanding opportunities and enhancing the efficiency and dynamics of communication between teachers and students by introducing information technologies and methods into the consultation process,
- d) Providing internet access for students, as well as other technical and similar requirements necessary for the development of distance learning methods,
- e) Establishing a system of identification, supporting and monitoring of the most successful students,
- f) Providing for students and teachers an easy access to literature and other resources needed in teaching process, updating library holdings regularly with contemporary literature and in accordance with the needs of teaching process,

- g) Facilitating a transparent administration service that effectively monitors needs of students and teaching process,
- h) Developing curriculum and implementing new study programs,
- i) Establishing cooperation with academic and other institutions in the country and abroad who are interested in academic exchange and involving the students in the system of exchange,
- j) Ensuring that student representatives participate in the work of decision-making bodies that are of importance for teaching and studying at the CEPS College,
- k) Providing support for the establishment of student associations, their operation and their wider cooperation with students and student associations at home and abroad,
- l) Establishing systematic cooperation with institutions in which students will perform student practice, such as municipalities and other institutions of public administration, business, international and civil society institutions.

➤ Strategic Objective 2:

Bearing in mind the European Standards and Guidelines for Quality Assurance (ENQA Standards) as well as other documents and guidelines that are relevant to this issue, the CEPS College will establish mechanisms for quality assurance as soon as possible.

✓ *Strategic Objective 2 Measures:*

- a) Preparing documents for the introduction of quality assurance system at the CEPS College,
- b) Developing staffing requirements for the creation, implementation and effective operation of the CEPS's quality system,
- c) Establishing the Office of the quality,
- d) Preparing documentation, personnel, organizational and other conditions for carrying out regular internal evaluations of CEPS,
- e) Providing preconditions and, in cooperation with relevant institutions, conducting an external evaluation of CEPS.

2) Lifelong learning

Lifelong learning is a global concept which CEPS has adopted as an issue of strategic importance, whose principles govern and model planning and implementation of educational content, scientific research and the transfer of knowledge both during the studying period at CEPS and after the graduation.

This concept is the basis of the quality of relationship between CEPS and academic environment as well as social environment in general. Progress and rapid changes in scientific fields require the use of new learning concepts and modern methods of work. In order to meet the challenges of the modern time, students need to be trained to follow new technologies and to acquire new knowledge and skills. Knowing how to learn and how to come up with new insights is of essential importance. Therefore, the skills and competences acquired through all forms of formal, non-formal and informal education should be directed towards the creation of qualified and socially active citizens ready for new education. Classic teaching process in colleges used to be more in line with the teaching, giving students "the factual knowledge", i.e. the prevalence of lectures over other organizational forms of education. Preparing for lifelong learning places special emphasis on the process of self-studying. The teacher is more focused on the conduct of learning and teaching, as well as on coordinating and directing the teaching process. In addition to this, contemporary teaching methodologies advocate that we should "learn how to learn" (study), "learn to do" (to act practically), "learn to cooperate" with others and "learn to be". It is especially important to "learn how to learn", which is a prerequisite for the implementation of the Bologna concept of teaching.

➤ Strategic objective 3:

Incorporating institutional, organizational, staffing and other requirements for the long-term realization of the concept of lifelong learning into the work and activities of the CEPS College, both on internal and external level.

- ✓ Strategic objective 3 measures:
- a) Constantly adjusting study programs to the concept of lifelong learning
- b) Developing a system of additional non-formal education that is in accordance with the requirements of additional technical and scientific education of students, teachers, administrative staff and other employees, as well as with the requirements of the broader environment,
- c) Establishing an ALUMNI association in order to keep the institution in touch with former students and vice versa,
- d) Developing a system of continuous monitoring of the knowledge market needs and based on those needs, organizing the transfer of knowledge between CEPS College and any interested individual and/or institution
- e) Developing a multidirectional knowledge transfer between interested institutions which also implement the concept of lifelong learning by themselves, at home and abroad (in the academic sphere, the sphere of management, the sphere of civil society and in business sector),
- f) Supporting the public promotion in a variety of ways and publicly advocating the concept of lifelong learning.

3) Scientific research

Scientific research is a fundamental area of the CEPS's development strategy. Through the analysis of the current situation and past experiences in the broader academic environment in Bosnia and Herzegovina, one can perceive certain stagnation in this field, which should represent the original development source. As an academic institution, the college "CEPS - Centre for Business Studies", will put its total resources at the service of scientific production, as well as engage in upgrading of existing and construction of new scientific capacities within the higher education system of the Central Bosnia Canton and wider academic and social community.

➤ Strategic objective 4:

Establishing a system of monitoring and supporting academic work of teachers, associates and students at the CEPS College and establishing cooperation with institutions and individuals interested in scientific research in academia and in the broader social environment.

✓ Strategic objective 4 measures:

- 1) Developing a documentation and institutional basis for the systematic monitoring and scientific research support at the CEPS College,
- 2) Conducting an analysis of existing relevant resources and scientific research activities at the CEPS College,
- 3) Establishing an internal register of researchers, research resources, research activities and projects at the CEPS College and making it available to the academic community and to the wider interested public,
- 4) Establishing a system of internal material and financial support for scientific research at the CEPS College and implementing independently scientific and research projects,
- 5) Constantly improving cooperation between the CEPS College and academic or any other institution interested in scientific exchange and joint research work within the country and abroad,
- 6) Establishing staffing and other requirements necessary for application of scientific research projects in the country and abroad, analyzing participation in international projects and applying for various funds in the country and abroad that provide support for scientific research,
- 7) Establishing a systematic stimulation for the work of young researchers,
- 8) Constantly updating the software database and library holdings as well as other technical or any further requirements for scientific research at the CEPS College,
- 9) Encouraging an active participation of interested CEPS' staff at scientific meetings,

- 10) Organizing scientific meetings independently and in collaboration with other interested stakeholders within the country and abroad,
- 11) Systematically encouraging publishing activity at the CEPS College and supporting existing and emerging scientific journals either independently or in collaboration with other interested stakeholders in the region.
 1. Financing and infrastructure

4) Financing

Stable and transparent financing is a prerequisite for the overall development and improvement of the CEPS's strategic potential. In this regard, College "CEPS - Centre for Business Studies", is oriented towards those forms of financing that can ensure its long-term financial stability.

➤ *Strategic objective 1:*

Stable, continuous and transparent influx of financial resources as the basis for the performance of the entire educational-scientific, research and other work processes at the College

✓ *Strategic objective 1 measures:*

- a) Implementing the optimal admission policy as a guarantee of financial stability that is in accordance with CEPS's quality standards and development requirements.

➤ *Strategic objective 2:*

Providing access to various sources of financing or co-financing of teaching, scientific, research and other activities at the CEPS College

✓ *Strategic objective 2 measures:*

- a) Conducting a planned, consistent marketing policy,
- b) To build staffing and organizational resources for the purpose of raising funds from additional sources of financing.

5) Infrastructure

"CEPS – Centre for business studies" is constantly working on building infrastructure resources in accordance with generally accepted standards and its own development policy.

✓ *Strategic objective 1:*

Providing space and technical capacity in accordance with the standards, norms and the CEPS's development needs.

✓ *Strategic objective 2:*

Providing IT, software and other technical infrastructure that is a basis for transparent administrative services and improved teaching and researching activities at the CEPS College.