

Monitoring mechanisms for the implementation of strategic development and action plans

Control over the strategic and action plans is carried out through monitoring. The plans identify the structural unit and / or the person (s) responsible for monitoring.

Academic Council provides overall monitoring of strategic plan implementation. In more detail, supervision over the implementation of each part of the plan is carried out by the governing body that approved it (For example, the Faculty Strategic Plan is monitored by the Faculty Board). All monitoring groups report to the relevant Council. Processes are monitored regularly, at various times, at the institutional level, but are reviewed at least once a year by academic and representative councils.

The monitoring process is dominated by quality assurance office, which is natural. Monitoring deadlines are set, depending on the specifics of the activity being monitored once a year, once a semester or quarterly. As for monitoring mechanisms, the following are used: report, recommendation, evaluation and conclusion.

Mechanisms for evaluating the implementation of strategic and action plans have been introduced to ensure the proper monitoring process. If necessary this may include:

- Quarterly meetings;
- Meetings once every 6 months.

During the meetings those responsible for the development and implementation of strategic and action plans and monitoring entities will discuss:

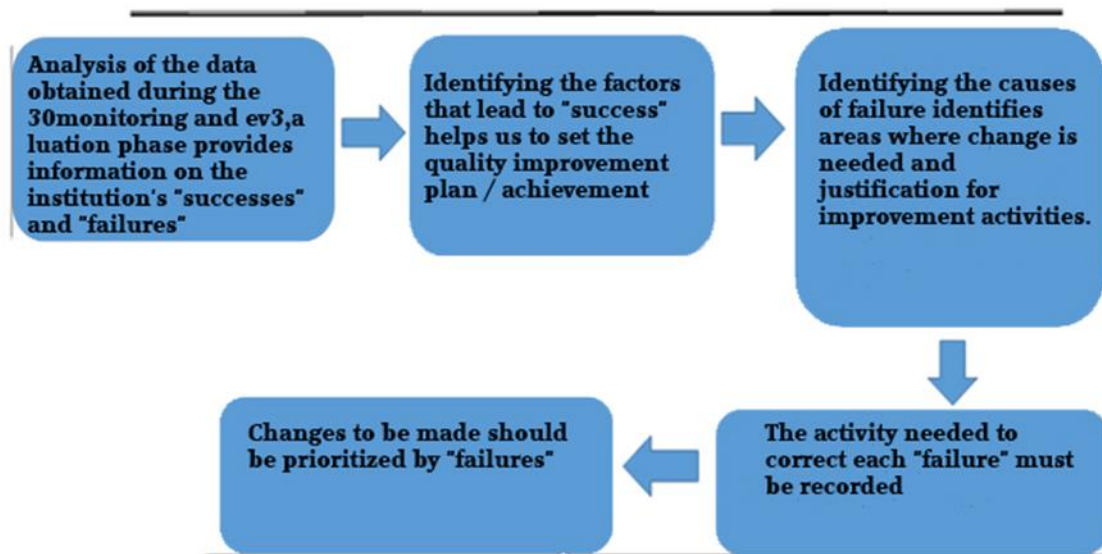
- a) what has been done, what has been delayed, which task has lost its relevance and if there is need to remove or add any task from/to the plans, how do we follow the implementation deadlines, etc.

At the end of each year, the Quality Assurance Office prepares an action plan report. It is mandatory that: a) the report presents an analysis of the differences between plans and actual actions, the problem popped up at the planning stage or during implementation, what can be done for better planning or better implementation; b) The results of the evaluation of the action plan should be the basis for the preparation of the next year's action plan.

The fundamental importance has the introduction of innovations and changes in order not to interrupt the process at the evaluation stage, which should be followed by improvement of existing processes and elimination of identified problems.

The final step of monitoring and evaluating the implementation of the strategy and action plan is to analyze and respond to the evaluation results. When analyzing the information received during the evaluation phase, it is important to identify the factors that have led to the improvement of the quality of the organization and the factors that have impaired the quality or hindered its improvement.

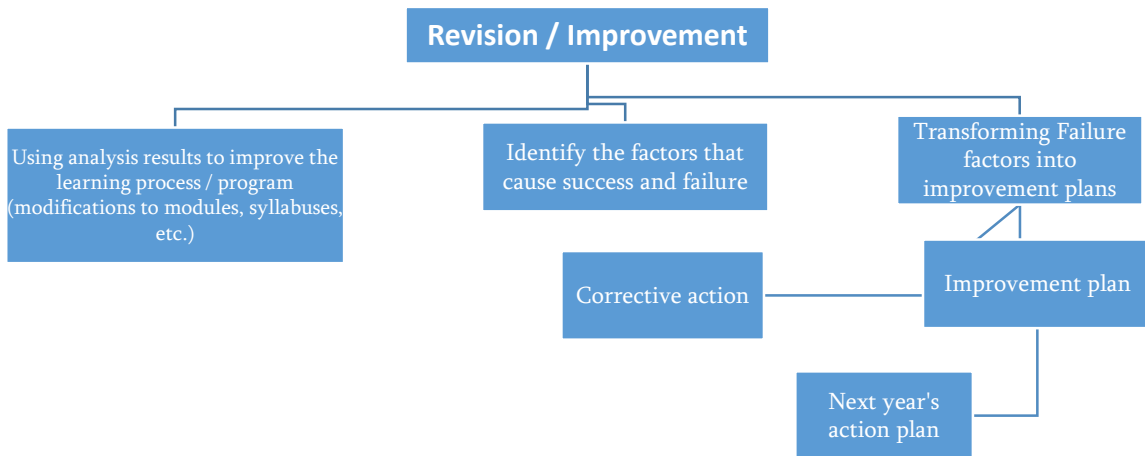
Recommendations for the revision / improvement phase



In the response phase, the university will develop a strategy that should improve the quality of the university's main process – teaching and learning. At this stage it is important that the data obtained from the analysis be transformed into action plan objectives.

The final phase is completed with the development of an improved plan that will reflect changes in the university's strategic and action plans.

The change that will be introduced can be either a corrective if the problem is one-time and it does not have regular character or adaptive if the issue requires the structural changes within the organization and the problem has is recurring. The improvement plan is communicated to all stakeholders and should become part of next year's action plan.



The development of the aforementioned procedure for monitoring the implementation of strategic development and action plans has shown that there is also a need to improve internal regulations and procedures that is also planned in the strategic plan (Strategic Direction 5, Outcome 5.4). (Appendix to focus in report, conclusion and evaluation).