- to improve the actual state in the system of vocational studies through improvement of quality
- to make HE vocational institutions more powerful and to increase their autonomy
-to improve their international position
-to allocate and use the actual resources equally and more efficiently
-to make the status of HE vocational institutions stronger at the labour market in Serbia by making it more identifiable
-to improve the standards
-to represent common interests
-to unify curriculums
-to enable mobility between institutions as well as student and teaching staff exchange not only in the country but also abroad with the aim to establish international cooperation

1.1.2 Who are our customers? What can they expect from us?
        Note: there are also internal customers

Customers:
-the economy of the Republic of Serbia and the region
--teachers, professors
-students- efficient and competent work force
-Expectations: good service

1.1.3 Which activities does the academy pursue? For which customers?

Activities:
- improvement of the quality of study programs (integrated study programs, life-long learning)
-quality control
-strategic planning
- investment planning
- international cooperation

Activities:

-representing of common interests at the labour market (communication with third parties)

-dissemination and promotion

Customers:

 future and active students, teachers and the economy

1.2 TODO: SUMMARIZE THE ANSWERS TO PREVIOUS QUESTIONS IN A FEW KEY PHRASES.

- the quality of study programs: the competence of teachers and associates engaged in the process of tuition should be detremined by an independent body through elective titles and elective procedures

-development of study programs in regard to the needs of the economy (more frequent analysis of work results, good monitoring, ' teachers in the service of study programs')

- harmonization of the quality policy at all institutions
-the problem of teaching staff and young scientists'development; the plan for accreditation of new study programs according to the needs of the economy and the activities and tendencies in the system of higher eduation
-investment planning (to make more of the actual resources). Efficient investment planning for the equipment and education (development of information systems).
-development of international cooperation and the mobility of students and teaching staff with the aim to improve the quality of:

        student programs

        tuition

        students

-communication and cooperation with the economy, HE institutions in Serbia and abroad
- info service

-establishing and defining curriculums in relation to the labour market and the analysis of required competences

2.1 QUESTIONS

2.1.1 What are the main key processes the academy is providing?

- quality assurance and planning of new study programs (curriculum improvement)
- communication
-providing service
-strategic planning
-efficient use of resources
-accreditation of the studies of the second level?

1)

input: actual curriculum

transformation: improvement and definition of a new curriculum

output:a curriculum which is appropriate for the labor market with the competences it provides

2)

input: communication between students, the economy, universities in the country and abroad

transformation:cooperation with the economy, other subjects in HE, exchange of students and teachers, adoption of new technologies

output:agreements on cooperation, instructions for curriculum improvement

3)input: providing services- students, curriculums and teachers
transformation: analysis and monitoring of the work quality of the students, teachers and services; creating an IT center, a website
output:efficient service
4) input: the actual state in the economy, the actual state in the system of HS education, the actual state in the region
transformation: unique quality policy, unique interpretation of standards, qualified staff, adoption of minimal conditions
output: aims, outcomes, practice
5)
input: the actual infrastructure
transformation: efficient use of resources
output: database of resources for each scientific field

3.1.1 How would you describe the attitude of staff necessary to fully contribute to the smooth functioning of the academy ?

- aware of the importance of the academy (clarity of the mission and vision)

-active, professional, competent, flexible, communicative, motivated

3.1.2 How would you describe the necessary attitude of staff to colleagues?

-professional

- cooperative

-self-critical

3.1.3 How would you describe the necessary attitude of staff towards students?

-dedicated to work, cooperative, approachable

3.1.4 How would you describe the necessary attitude of staff to third parties (work field, visitors, ...)?

-active, cooperative

4.1 QUESTIONS ANSWERED WITH EXAMPLES

4.1.1 To where the academy wants to go to?

-The Academy should become a service in the future for its members in the sense that it should relive teachers of the additional load so that they could devote themselves to their main mission: education of students, their professional development, etc…

- the Academy should take over certain functions

4.1.2 What will the academy reach within 5 years?

- it will make vocational studies easily identifiable
-it will improve the quality of the tuition process
-it will increase the level of distinction and reputation of its members(international cooperation)
- it will increase the level of employment
-it will increase the number of citizens with higher education in Serbia
-it will be responsible for the quality management
-it will enable good information systems and services (JIS,web, web services for students and teachers)
-it will bring unique definitions and measures for quality control
-it will bring new harmonized study programs and plan new investments

-it will create unique procedures and services for issuing diplomas, election of teachers, enrollment policy

4.1.3 Are we expanding our activities or target groups or do we study them more thoroughly?

Modern education asks for competence
-some activities are expanded
-some of them are defined

4.1.4 What do we change in our approach?
-responsibility
-our starting points
4.1.5 Will we need other qualifications?
-human resources (the main weakness)

-financial management
-standards in compliance with the proposal and the strategy

5.1 QUESTIONS ANSWERED WITH EXAMPLES
5.1.1 Evaluate the list of key processes that were established under section 2 - what benefits should be stored and if so, how?
- which weaknesses are given special attention?

Good sides: development of study programs
Bad sides: - employment of graduates
            -poor identification
            - international cooperation (insreased mobility of students and teachers)

Which activities and / or characteristics of the academy (at least 3 and up to 5) would be priority in the coming years to see improvement?

- development and unification of the quality policy (engagement of the teaching staff)
-development of unified curriculums compatible with the needs of the labor market and European criteria
-cooperation with the economy, other subjects of higher education in Serbia and abroad (international cooperation)
- effective use of resources
-dissemination, promotion and identification of the institution

Describe the desired improvements qualitatively and / or quantitatively, so that the proposals are feasible.
- bilateral agreements through development of international cooperation
- centralization of public purchase
-comparative analysis
-the increase in employment of qualified teaching staff
-defining quality criteria and evaluation based on that criteria

5.1.4 Which innovations (new initiatives) are desirable and feasible?
- electronic library
- IT center (unique site)
-integrated study programs
-on-line, distance learning

-publishing activity

- laboratories for specific practice

5.2 TODO

5.2.1 Write down the strategic objectives (based on previous questions and tasks of 5.1.1 to 5.1.4)

Strategic planning of: curriculums

investment

information systems

employment policy

international cooperation

long-life learning

5.2.2 Write the previous objectives on a measurable and a verifiable way.