

COLLEGE “LOGOS CENTAR” IN MOSTAR



STRATEGY OF COLLEGE “LOGOS CENTAR” MOSTAR 2018.- 2023.

Mostar, Novembar 2018.

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1. INTRODUCTION

College "Logos Centre" in Mostar (Logos) was founded in 2011 from the Centre Group companies that have significant success in education, as a modern higher education institution which educates professionals on study programs that by its content include theoretical and practical knowledge, including practice in appropriate working environments for study programs.

Logos has started its work on June 29, 2011. as a private higher education institution registered in the Herzegovina-Neretva Canton. Logos is entered in the Register of the Municipal Court in Mostar, Decision No. Tt-O-528/11 of 29.06.2011. The MBS: 58-05-0009-11.

Logos is located on the south entrance in Mostar at the address Bišće polje bb, 88100 Mostar. The identification number of college "Logos Centre 'in Mostar is: 4227723250004.

Logos has received approval to operate by the decision of the Ministry of Education, Science, Culture and Sports of Herzegovina-Neretva Canton, number: 05-01-40-1832 / 11 from August 24th, 2011. Also, all changes and additional study programs at Logos were given approval for work by the Decision of the Ministry of Education, Science, Culture and Sports of Herzegovina-Neretva Canton-Canton, number: 05-01-40-1885 / 2012 from July 10, 2012.

Since its establishment, Logos applies the principles of the Bologna Declaration, and performs the activity of higher education in accordance with the Framework Law on Higher Education in Bosnia and Herzegovina (BiH Official Gazette No. 59/07), and after its adoption, the Law on Higher Education of Herzegovina Neretva county / Canton (Official Gazette of HNC / K, No. 04/12).

In July 2015, Logos was successfully accredited by the Ministry of Education, Culture, Science and Sports (decision no 05-03-40-2016-7 / 15 of 07.07.2015) on the basis of the recommendations of the Agency for Development of Higher Education and Quality Assurance Bosnia and Herzegovina, i.e. reports and opinions of the Commission of independent experts.

The process of studies at College "Logos centar" takes place through the undergraduate programs of first cycle (I) according to Bologna process, the three-year (6 terms) and four (8 semester) duration

Upon completion of the study program, which lasts for three years graduate acquires a total of 180 credits (title Bachelor indicating a study program with 180 ECTS credits) while after completion of the study program, which lasts for four years graduate acquires a total of 240 ECTS credits (title Bachelor indicating the study program with a total of 240 ECTS credits).

Study programs are running as full time and part time with the intention of developing studies of distance learning.

Figure 1. Organizational structure of the study programs and courses



Source : www.logos-centar.com

Overview of study programs with courses which are held at Logos is given in Figure 1.

Classes at eight study programs are organized and conducted at Logos: Transport, Business Economics, Security Studies, Organizational Science, Energy, Safety at work and fire protection, Design, and Law and finance.

1.2. Working Group for Strategy of Logos 2018.- 2023

After successful completion of the institutional accreditation and successfully filled recommendations of the independent and expert Commission for accreditation, the Board of Logos has, at the proposal of the Senate, passed the Decision on appointment of the Working Group for drafting the Strategy of Logos for a period of five years 2018- 2023 (Decision No. 1841-5/18) so that the recommendations could be transformed into executable and measurable goals

The working group consists of five persons:

- PhD Lutvo Hazadarević, director, leader of the work group

- college professor Mia Glamuzina, member of the work group,
- college professor Maid Pajević, member of the work group,
- college lecturer Ana Bevanda, Senate President, member of the work group,
- college lecturer Maja Gakić, member of the work group.
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The team consists of:

- Prof. Lutvo Haznadarević PhD, college director, team leader
- Ana Bevanda, mag.ing.el., college lecturer, president of the Senate at Logos
- Prof. Mia Glamuzina PhD, head of Business Economy studies,
- Ivana Ramljak, mag.ing.el. , head of Energetics studies,
- Tomislav Zovko, mag.art. head of Design studies,
- MSc Akaid Saradak, head of Safety at work and Fire protection studies,
- Vanja Kvesić, mag.ing.traff, head of Traffic studies,
- Mirela Perić PhD, head of Law and finance,
- Maid Pajević PhD, head of Safety and Criminalistic studies,
- Admir Šehidić, mag.ing.tech.inf., head of Information technologies studies,
- Prof. Slaviša Bjelogrić PhD, college lecturer,
- Maja Gakić, mag.ing.comp., Office for International Cooperation,
- Martina Drinovac, Graphic design student.

The task of the working group is to revise the existing strategy, improve it in areas where possible, follow the highest international standards in the field of higher education and to align strategic objectives with the recommendations of the committee set out in the Report of Accreditation in 2014. The objective of the new strategy is to create a document with guidelines and clearly defined measurable and achievable goals through which Logos will be able to follow the fulfilling of the vision and mission, and timely respond to the turbulent environment in which it is located.

The Working Group should review the vision and mission, analyse the environment in which the college operates, make SWOT analysis, and based on opportunities, threats, strengths and weaknesses suggest a potential strategy, define strategic areas within which the strategy is implemented, and choose for each strategic area a number of key performance indicators and key objectives for which indicators will be determined, measuring size, the time within which they need to be delivered, and the activities to be undertaken for their achievement with the carrier of the activities.

2. VISION AND MISSION OF COLLEGE LOGOS CENTER IN MOSTAR

College Logos Centre in Mostar bases its activities on the respect and fulfilment of the vision and mission of Logos, and the strategic objectives arising from the defined strategic areas that need to be developed. The strategy, just like the vision and mission of Logos, were created based on the analysis of the environment in which Logos works, but also the global environment in which education in the region is developed, in Europe and in the world. Europe 2020 Strategy and the Horizon 2020 clearly highlight European objectives in education toward which Logos must strive to realize and must adjust its activities to it.

The vision of Logos is to become a recognizable regional college where teachers, staff and students together strive towards achieving excellence and quality in education, research and artistic work, and in cooperation with the region they develop society, economy and culture based on knowledge and innovation.

The mission is based on the realization of the vision through the daily work within the activities in which Logos is engaged, and that is higher education.

The mission of Logos is:

- Logos will be recognized in the region within which is located by its quality, innovation and knowledge that students acquire.
- Logos will strive for continuous improvement of the curriculum of their studies, and the development of new studies focusing on the harmonization of labour market needs.
- Logos will be associated with the environment in which it is located, and will strive to achieve excellence in education, research and artistic work.
- Logos will be focused on international co-operation and mobility through internationalization.
- Logos will develop physical and human resources to provide the best services to its students, and to put the needs of students in the first place, to develop a motivating environment for learning and acquiring knowledge.

From the vision and mission of Logos certain strategic directions and areas can be clearly defined, that are developed and to which the operation of the college is directed.

It is necessary to focus on the creation and the development and exchange of curricula for existing study programs, and new programs that will be developed in a way that enables students to acquire a wide range of competences, all based on properly defined learning outcomes.

Also, one of the key strategic assumptions is to be recognized on the basis of quality and excellence, and this is achieved through constant innovation and adaptation to the needs of the changeable environment in which the college is located.

Internationalization and participation in international flows of education development is something necessary, this is definitely a strategic premise for which conditions for realization should be developed.

3. STRATEGIC AREAS AND STRATEGIC OBJECTIVES

Strategic areas that have been identified and that are necessary to be developed through strategic objectives are:

1. Recognition, innovation and connection with the environment
2. Development of curricula, focusing on student
3. Internationalization, computerization and quality

Within each strategic area it is necessary to define strategic objectives, which will be clear, realistic, measurable, achievable and time-bound. Through the development of each objective the resources which need to be engaged in its realization will be determined, holders of activities, responsible persons, and the manner of reporting on implementation.

Strategic area 1 - Recognition, innovation and connection with the environment

Strategic objectives:

- 1.1. Recognition and image (Logos is recognized as a higher education institution at which specialized knowledge needed for labour market is acquired)
- 1.2. Logos is associated with the environment, socially responsible, and allows students, teachers and other staff to actively participate in the events that occur in the environment.
- 1.3. Logos is innovative, offering new models of study, ensuring world-class physical and human resources.

Strategic area 2 - The development of the curriculum, focus on student

Strategic objectives:

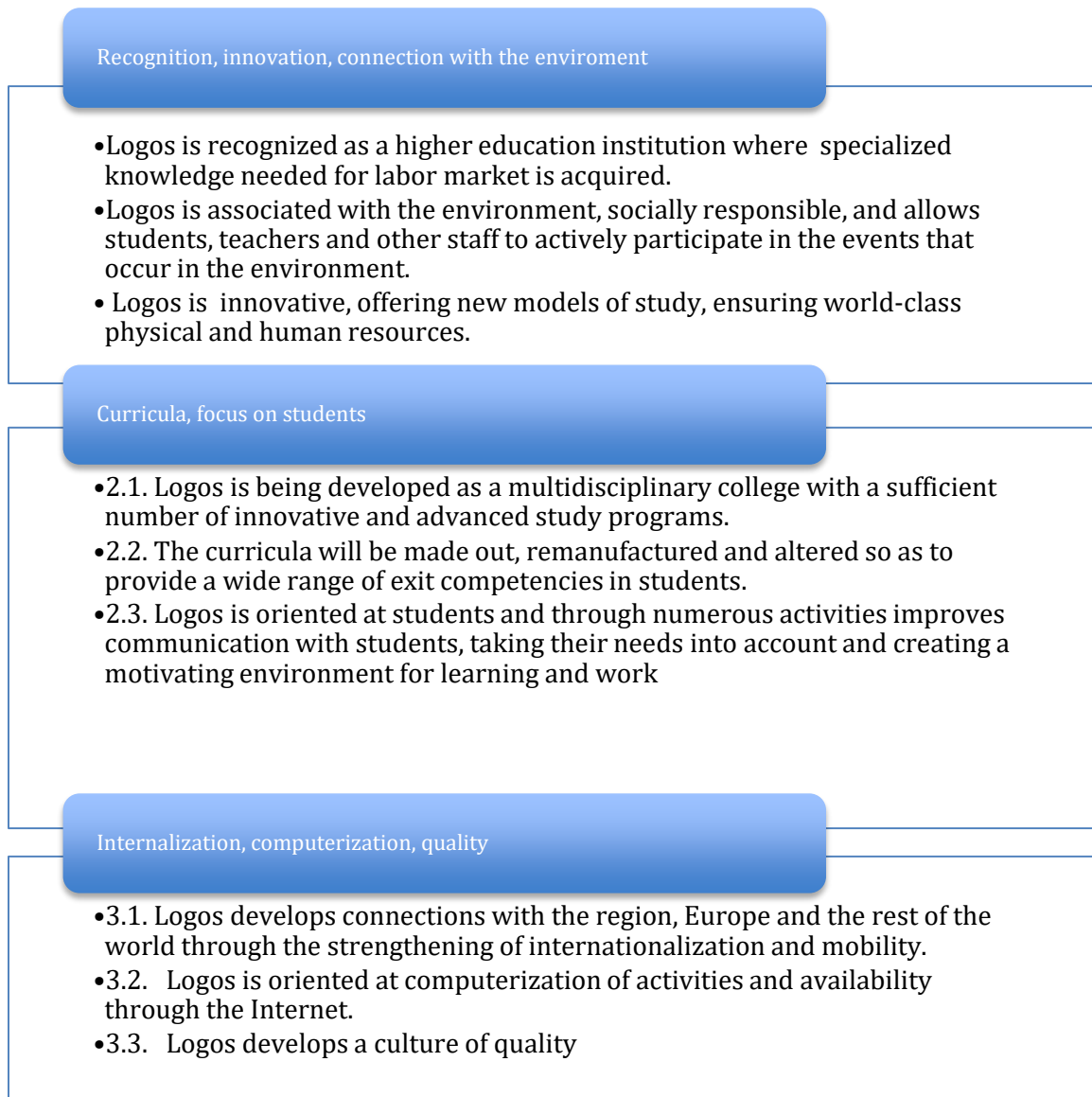
- 2.1. Logos is being developed as a multidisciplinary college with a sufficient number of innovative and advanced study programs.
- 2.2. The curricula will be made out, remanufactured and altered so as to provide a wide range of exit competencies in students.
- 2.3. Logos is aimed at students and through numerous activities improves communication with students, taking their needs in account and creating a motivating environment for learning and work.

Strategic area 3 – Internationalization, computerization and quality

Strategic objectives:

- 3.1. Logos develops links with the region, Europe and the rest of the world through the strengthening of internationalization and mobility.
- 3.2. Logos is aimed at computerization of activities and availability through the Internet.
- 3.3. Logos develops a culture of quality.

Figure 2. Strategic areas and strategic objectives of Logos



Following the defined strategic areas and goals that need to be achieved within each field it is necessary to analyse the current situation for each of them, and to develop measures for improvement or further development which will be operationalized through annual work plans, so that after each year the degree of objective fulfilment will be determined and parameters redefined.

3.1. Strategic area - Recognition, innovation and connection with the environment

College Logos Centre is focused on developing a recognizable image based on the basic comparative advantages that this college has in relation to other higher education institutions in BiH and the region. The current situation is such because Logos managed to build a high recognition based on the branding of the institution and a strong media campaign, but also on the basis of good policy of personnel management and recruitment of numerous business experts as lecturers.

Students, as well as the environment are aware that at Logos applicable modern knowledge is acquired, and that the curricula are developed in an innovative way that enables the use of the latest technologies and methods. When it comes to the connection of Logos with the environment it is currently at a high level which can be seen through the participation of students and lecturers, as well as the institution itself in many events (seminars and conferences, and sports events).

Strategic objective 1.1. Logos is recognized as a higher education institution at which specialized knowledge needed for labour market will be acquired.

Task	Indicator	Target value
Promoting the advantages of studying at Logos	The number of new students entering Logos for promotion in the media, including social networks	Increase by 30% the number of enrolment of students who learned about Logos through promotion on social networks and media
To improve the position of Logos in the world rankings of universities and colleges	Position at which the Logos is	Achieve annual growth
Encourage cooperation with industry in order to identify the needs of the labour market	The number of projects organized together with economic operators	Achieve annual increase (min. 3 projects per year)
Monitor the movement of labour market needs through continuous analysis of data from the Bureau of Statistics	A list of most wanted professions, as well as list of minimum required interest	Modify the curricula of study programs that are based on the competencies that are most wanted in the labour market
Present successful ALUMNIs that have acquired their knowledge at Logos and successfully apply it	Number of graduates with their current employment	Monitor the movement of graduates and their career development, and emphasize

		the positive examples, at least once a year.
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Strategic objective 1.2. Logos is associated with the environment, socially responsible, and allows students, teachers and other staff to actively participate in the events that occur in the environment.

Task	Indicator	Target value
Improve and clearly emphasise connection of Logos with the environment	The number of events that are organized in a way that those who are not directly related to Logos can participate in them and familiarize themselves with the values and organizational culture of Logos (eg. Open Day, various conferences, tournaments, contests and the like.)	Increase by 30% the number of such events at which other stakeholders can be engaged.
Work on the development of social responsibility	The number of events in which Logos or its students and teachers participate, and which have a positive impact on society (sponsorship, donations, labour actions, humanitarian actions, etc.).	Achieve annual increase (min. 3 projects per year)
Encourage students, teachers and other staff to get actively involved in events around Logos.	Number of projects where students, teachers and non-academic staff participated and the institution gave financial or other kind of support (e.g. space, resources and other).	Achieve annual growth

Strategic objective 1.3. Logos is innovative, offering new models of study, ensuring world-class physical and human resources.

Task	Indicator	Target value
To encourage innovation in the development of new and modification of existing curricula, as well as methods of operation, with both teachers and associates	Number of initiatives provided by the teaching staff to create a new or modify existing curriculum or the introduction of new working methods.	Increase the number of initiatives. Increase the number of adopted initiatives on an annual basis
To encourage innovation and participation of students in the development of new curricula or changes to existing curricula, and teaching methods	Number of initiatives received by the students to create a new or modify the existing curriculum or the introduction of new working methods.	Increase the number of initiatives. increase the number of adopted initiatives on an annual basis.
Develop new models of study, such as distance learning	The number of studies that are possible to be listen in this way. The number of courses that can be listened in this way. The number of students who have completed at least one course in this manner.	Achieve annual increase (min. 3 courses per year)
Improve physical resources	Investing in the improvement of natural resources, if necessary. Regular investments in modernization of equipment necessary for the operation of the individual study programs. Regularly increasing fund of library with contemporary bibliography.	Invest min 10% of revenue a year in the improvement of natural resources. Increase holdings for 10% per year. Invest in new technologies on 3 on annual basis, after the subtraction.
Work on the development of human resources	Investing in the participation of the teaching staff at scientific meetings, conferences and panels. Investment in scientific -research work of teaching staff.	Invest in participation at min 1 conference, a scientific meeting etc. annually. Encourage scientific - research work of teachers (at least one work per year). Invest in publishing textbooks, scripts and the like of Logos

	Investment in encouraging the publishing activities of the teaching staff. Investment in further education of teaching staff and training.	teachers through co-funding or full funding of at least three issues per year. Invest in the further development of human resources through participation in the costs of doctoral studies or research.
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3.2. Strategic area - Development of curriculum, focus on student

At Logos classes are currently taking place in eight different study programs, five of which have different courses that consist of basic subjects same throughout the study program and professional specialized subjects that are different on directions.

The curricula are developed in consultation with all stakeholders, and for each program of study studies have been done that were submitted to the relevant Ministry and approved, and by the approval teaching based on the proposed program was allowed.

The college has defined procedures for the adoption of new curricula for new courses, as well as procedures for amendments of the existing curricula.

Logos, its academic and non-academic staff is fully focused on the student and his or her needs are placed in the first place. Communication with the student is the most important, and all students always have available information via phone, email, and consultation.

Strategic objective 2.1. Logos is being developed as a multidisciplinary college with a sufficient number of innovative and advanced study programs.

Task	Indicator	Target value
Develop multidisciplinary of study programs	Number of subjects that are taking place simultaneously in several study programs	Increase the number of subjects that are multidisciplinary and enable acquisition of broad competencies (foreign languages, computer science, basic economics).
Align study courses with changes in the economy	Monitor market developments through meetings with economic operators and public authorities.	Making changes and harmonization of curricula at least once every three years for each study program

Strategic objective 2.2. The curricula will be made, remanufactured and altered so as to provide a wide range of exit competencies in students.

Task	Indicator	Target value
Work on the development of new study programs or courses on existing programs.	The number of new academic programs or courses on existing programs	Rationally adjust the number of study programs or courses on existing programs with market needs.
Work on amendments to the curriculum to ensure learning outcomes with adequate output competences.	Number of amendments to the set of plans and programs on existing programs of study.	Making changes and harmonization of curricula at least once every three years by the study program.

Strategic objective 2.3. Logos is aimed at students and through numerous activities improves communication with students, taking their needs into account and creating a motivating environment for learning and work.

Task	Indicator	Target value
Work to ensure superior and timely communication with students.	Ensuring more possible ways of communication (consultation, e-mail, phone)	Ensure that the number of any comments on this issue is reduced to zero.
Make available all information necessary for the student through the Internet and Web sites of Logos	Promptness of websites and information offered on it, and are related to the student (scheduling classes, exams, notice, etc.)	Update the information on a daily basis
Constantly improve the environment for working with students, monitor their needs and adequately answer them.	The number of requests by students for possible improvement of working conditions and teaching.	Enhance and animate students to freely express their wishes and needs.
Enable students' extracurricular activities according to their expressed needs.	Number of organized extracurricular activities initiated by students.	Increase the number of students and initiative to organize at least an annual event of its kind.

3.3. Strategic area 3 – Internationalization, computerization and quality

Internationalization is primarily related to the mobility of students, teaching and non-teaching staff, but also to all other forms of cooperation and partnership with institutions from other countries. Logos in the previous period participated in numerous projects with other international institutions, and this resulted with mobility (about 30 organized mobilities so far), and many signed international bilateral agreements with higher education institutions from Croatia, Serbia, Slovenia, Hungary, Turkey, Montenegro, Spain and other.

Strengthening and focus on computerization is entirely logical and reasonable in today's busy time of change and rapid flow of information. Students as well as teachers, want and need to be timely informed about all the activities that are happening on Logos, and they want access to all resources can thus be made available (literature, consultation, etc.) in this manner.

Logos has developed and in use a modern information system e-university, through which it is possible to access data on students, teachers, exams, classrooms, grades, monitor and record the arrival of students, post information, literature and the like.

Also, IT equipment that is available to the teaching, non-teaching staff and students at Logos is modern, and in her exercise constant investments are made depending on the needs (currently we have 3 computer classrooms, projectors in all classrooms, the number of laptops available to teachers is adequate etc.).

Since its founding, Logos pays special attention to quality and is focused on the continuous development of a system that is improving. Internal Regulations of Logos are compliant with applicable legislation, and the positive European regulations, and ensure the implementation of the European Credit Transfer System, or other elements that are essential for the development of the quality system, such as defined processes, policies, procedures, methods and techniques.

Strategic objective 3.1. Logos develops connections with the region, Europe and the rest of the world through the strengthening of internationalization and mobility ¹

Task	Indicator	Target value
Develop international cooperation	Increase the number of bilateral and multilateral agreements on international cooperation between Logos and other institutions from the region, Europe and the world	Sign min. 3 Memorandums of Understanding / Agreements a year. Arrange minimum one activity yearly in cooperation with

¹ Because of the great importance that internationalization processes have and which we expect to have in the near future on the development and profiling of Logos, the working group in the same composition will create a special strategy with operational plan and related indicators for this area, taking into account the stated strategic goal 3.1.

	Actively use the signed cooperation agreements	institutions with which there is a signed agreement Arrange minimum one activity yearly in cooperation with institutions with which there is a signed agreement
Develop mobility of teaching, non-teaching staff and students	To promote mobility Encourage the arrivals and goings of teaching, non-teaching staff and students	At least once a year organize an event on Logos where mobility projects will be presented and promoted. Increase the number of mobility by 10% annually
Continuously develop the Office for International cooperation	Ensure sufficient number of employees in the Office Provide reports on the work of the Office on a regular basis	At least one employee is permanently employed on international cooperation At least once a month, the Office should report to the Director and the Senate on its activities.
Make available all information on the mobility of students, teaching and non-teaching staff and developed support system.	To provide access to information on mobility through the Office of International Cooperation. Promptness of websites and information offered on it, that are related to the mobility.	Provide adequate information to the Office for International Cooperation Update information at least every two-week. Provided assistance to all stakeholders in the process of mobility through unfounded clear system of accountability.

Strategic objective 3.2. Logos is aimed at computerization of activities and availability through the Internet.

Task	Indicator	Target value
Continuous update of computer equipment and resources	Make a plan of investments in computer equipment on a three-year basis	Monitor the realization of the three-year investment plan on an annual basis, and make corrections if necessary.

	Invest in modern IT equipment on an annual basis	Every year modernize min. 20% of the equipment or programs used at Logos. Provide coverage with Wi-Fi signal around the premises of Logos.
To develop the e-university system and adapt it to the needs of the teaching and non-teaching staff and students	Enable collecting comments, requests and any complaints about the operation of e-university system online. Upgrade the system of e-university with new modules necessary to teaching, non-teaching staff and students.	Develop module for collecting comments, requests and complaints. Provide answers to complaints within 24 hours. Continuously develop new modules according to needs.
To ensure availability of all necessary information about studying at Logos through the Internet	Publish information needed for future, current students concerning studying at Logos on the website	Regularly update information on the website, at least once every two weeks.
To ensure availability of information about Logos to other interested parties through the Internet	Publish information needed to other interested parties regarding Logos on the website	Regularly update information on the website, at least once every month.

Strategic objective 3.3. Logos develops a culture of quality

Task	Indicator	Target value
Development of the Office for Quality Assurance at Logos	Ensure sufficient number of employees in the Office Provide reporting on the work of the Office on a regular basis	At least one employee permanently employed in quality assurance At least once a month, the Office should report to the Director and the Senate on its activities.
Continuous development and improvement of policies and procedures that help ensure quality	Enable collecting comments, requests and any complaints related to quality.	Develop methods and models for collecting comments, requests and complaints.

	Develop and improve the rules and procedures relating to quality.	Once a year, evaluate policies and procedures with a view to their adaptation and improvement.
To promote a culture of quality and foster continuous improvement of the teaching and non-teaching staff in this area	Organize events that highlight the work on improving the quality. Encourage the development of soft skills of teaching and non-teaching staff.	Once a year, organize a Quality day and present improvement. To provide teaching and non-teaching staff development of soft skills through participation in training and seminars.

4. SWOT analysis of Logos

SWOT analysis is a tool to analyse the situation of enterprises. It is used to identify the key factors from the external environment that are recognized as opportunities or threats and factors of internal environment and can be described as strengths or weaknesses.

Special benefit of this analysis is that it simultaneously compares the internal and external factors that can positively or negatively affect the company. Weakness of this analysis is subjectivity in assessing these factors, because the method is not quantitative.

The strengths of Logos

- clear mission, vision and objectives to which Logos strives
- very simple organizational structure that allows fast transfer of information, short reaction time and quick adaption to new conditions of the environment
- a high-quality teaching staffs
- motivated staff, teachers, associates and other non-academic staff for the operation and the best possible work
- commitment to international cooperation, the availability of information to all interested parties
- commitment to quality and its constant improving,
- clearly defined procedures and rules
- modern quality curricula
- multidisciplinary study
- modern information system and excellent computer equipment
- excellent physical resources
- happy students
- developed marketing strategy to represent Logos to the general public

Weaknesses of Logos

- inadequate links with industry through joint projects

- the absence of the second and third cycle at Logos
- insufficiently developed scientific - research work at Logos
- relatively small number of publications of the teaching staff
- a lot of teachers at Logos work there as an additional work, and there is not enough time to devote to the development of scientific - research
- insufficient knowledge of English with teachers, students and non-academic staff creates problems in the development of international cooperation

Opportunities of Logos

- better connection with higher education institutions in the country, the region and Europe
- development of new curricula in cooperation with the business environment necessary for future workers in the labour market
- opportunities for access to a number of EU funds through the development of joint cooperation
- increasing the mobility of teachers, staff and students
- the ability to run programs of study together with other public or private higher education institutions in the region and Europe in order to attract more international students and expand catchment area of Logos
- improving cooperation with industry by organizing various joint events, as well as increasing the number of institutions in which students can do their practice

Threats to Logos

- Mutable and unstable political situation in Bosnia and Herzegovina
- Inadequate legislation
- Difficult state of the economy
- Poor public opinion about private higher education
- The demographic outflow of population.

CONCLUSION

Strategy of Logos was designed for the period 2018- 2023 and is the basis of medium-term planning at this college. In developing a strategy directly or indirectly contribution was given by all the staff, teachers, students of Logos, and stakeholders surrounding Logos who are connected with the college in any way.

The vision, mission and key strategic development areas are defined by the strategy, and for each area a set of indicators was defined with the strategic objectives and the target value to be reached so it could be considered completed.

Management of the institution is primarily responsible for the realization of strategy, Director, Senate, leaders of the study, and all other college staff, and students. Only a common approach

and aspiration of all stakeholders at Logos can lead to a successful implementation of the strategy, mission and vision of Logos.