STRATEGY FOR STAFF DEVELOPMENT

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STRATEGIC MANAGEMENT OF
STAFF DEVELOPMENT AT UNIVERSITY

a project outline

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PROJECT CONSORTIUM

- **Grant Coordinator**: University of Bristol
- **Project Coordinator**: UNESCO Chair in Governance and Management of Higher Education, University of Zagreb
- **7 consortium members**
- **5 individual experts**
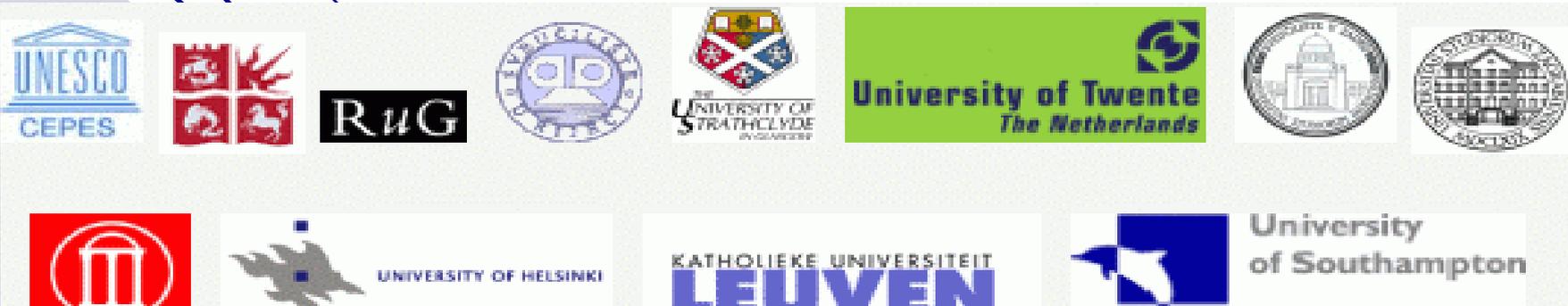
Consortium members and coordinators

Croatian members:

University of Zagreb, coordinator: Vlasta Vizek Vidović

University of Rijeka: Mladenka Tkalčić

University of Zadar: Izabela Sorić

EU members:

University of Bristol, the UK, grant applicant: Kim England

University of Groningen, the NL: Alie Arragon

University of Strahchlyde, the UK: Christine Sinclaire

University of Twente, the NL: Jon File

Experts:
        5 experts from: the USA, Finland, Belgium, the UK, Romania

PROJECT GOALS

GENERAL PROJECT GOAL:

"To offer to the three participating Croatian universities a broad overview of the different approaches of the EU partner institutions to the conceptualization, strategic management and implementation of staff development"

PROJECT GOALS: SPECIFIC OBJECTIVES

1. University top and middle management will understand the relationship between staff development, quality assurance and quality culture, as well as their role and responsibility in this area

2. Staff members with previous experience in quality management and staff development will acquire additional knowledge and skills to become future staff development co-ordinators at their institutions

3. Members of academic community and supporting staff will recognize the benefits of staff development programs

4. Continuous cooperation between EU and non-EU consortium members will be established as basis for development of specific Continuing Professional Development programs

UNIVERSITY OF ZAGREB STAFF DEVELOPMENT

POLICY DOCUMENT

- - Based on Tempus SMSDU training seminar
        (Dubrovnik, March 2005)

  - Accepted by the Senate of the University of Zagreb

Background

- lack of systematic approach to staff development at university (no common criteria and standards of performance)

- only fragmented, isolated efforts exist

- some self - evaluation and external evaluation reports pointed to the need of staff development

- raised awareness of the need among constituents

- benchmarking insights

Vision and mission

- to build up skills and competencies of overall staff in order to support and improve student learning experience and outcomes, research results and management and administration effectiveness and efficiency

- staff and faculty development should be a part of the general development of quality culture at the university and should incorporate international perspectives taking into account the local tradition and culture

Goals

- to promote student-oriented approach to teaching and learning

- to raise competencies in research management

- to develop the leadership and management skills of managers

- to develop the professional skills of supporting and administrative staff

Responsibilities

Professional development is the right and obligation of both the institution and the individuals !

Levels of responsibility:

1. Senate level (office for Quality Management – Unit for Staff Development):

    general policy and basic logistics, generic programmes, counseling and coaching monitoring

2. Area council level:

    specific area-related programmes

3. Faculty/department level:

    professional development plans, specific field programmes

4. Individuals:

    professional development plans

Organization

- basic generic skills training would be offered centrally and would be mandatory for the following staff: newly-appointed managers, new teaching staff, new administrative staff, young researchers

- specific advanced training would be highly recommended for the senior management and teaching staff, as well as continuous professional development for administrative staff

Monitoring and evaluation

- continual monitoring and evaluation supported by educational research

- approaches: students' evaluations, self-evaluation, peer-evaluation, external and international evaluations

Financing

- combination of state budget and own funds

- staff development would be an item in the development fund
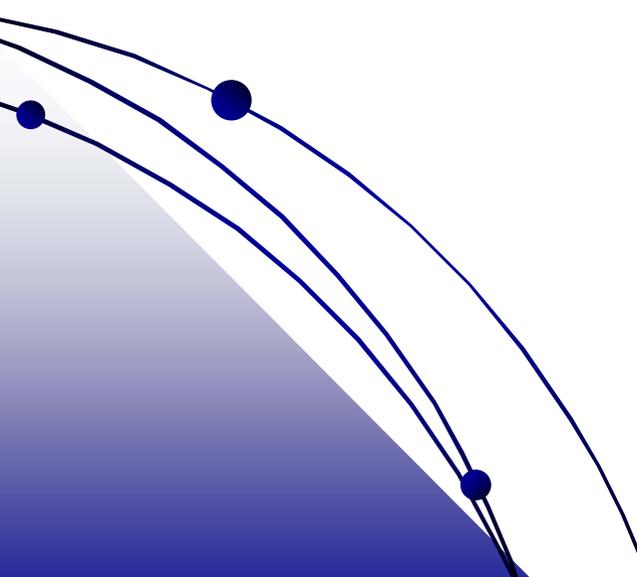
Operational plan

<u>Organizational priorities:</u>

- regulations concerning career advancement
- establishing staff development unit
- accrediting ECTS to programmes
- establishing fund
- needs assessment and assessment for providers
- communication, dissemination and PR

<u>Educational priorities:</u>

- teaching and research training for novices
- communication training for administrative staff at students' service offices
- training for newly-appointed heads of departments

Competencies for 21st century

- Collaboration
- Group work
- Perception
- Problem solving
- Autonomy
- Curiosity
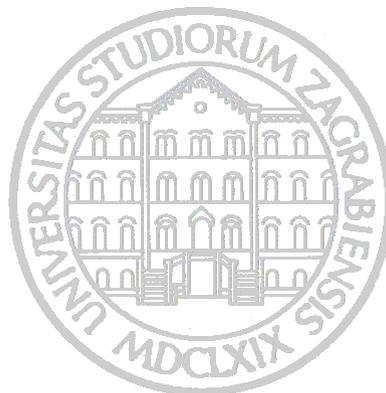
Thank you for your attention !