



SELF-ASSESSMENT



VELEUČILIŠTE
u ŠIBENIKU



Šibenik, March 2019.

POLYTECHNIC OF ŠIBENIK
11 Trg Andrije Hebranga
HR - 22000 Šibenik

KLASA: 602-04/18-01/01

URBROJ: 2182/1-12/3-1-19-19

Šibenik, 6th March 2019

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|---|--|
| Evaluated higher education institution: | Polytechnic of Šibenik |
| Year of establishment: | 2006 |
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| Name of the bank and the number of the account through which the higher education institution operates | OTP bank, IBAN: HR6823600001101425998 |

POLYTECHNIC OF SIBENIK

11 Trg Andrije Hebranga

22000 Šibenik

Klasa: 003-08/19-03/05

URBROJ: 2182/1-12/3-1-19-06

Sibenik, 11. April 2019

In accordance with Article 45 of the Statute of the Polytechnic of Sibenik, the Professional Council, on its 25th session held on 11. April 2019 made the

DECISION

Polytechnic of Sibenik`s Self-Assessment is adopted.

Dean



M. L. Ivan Malenica, s.lect.

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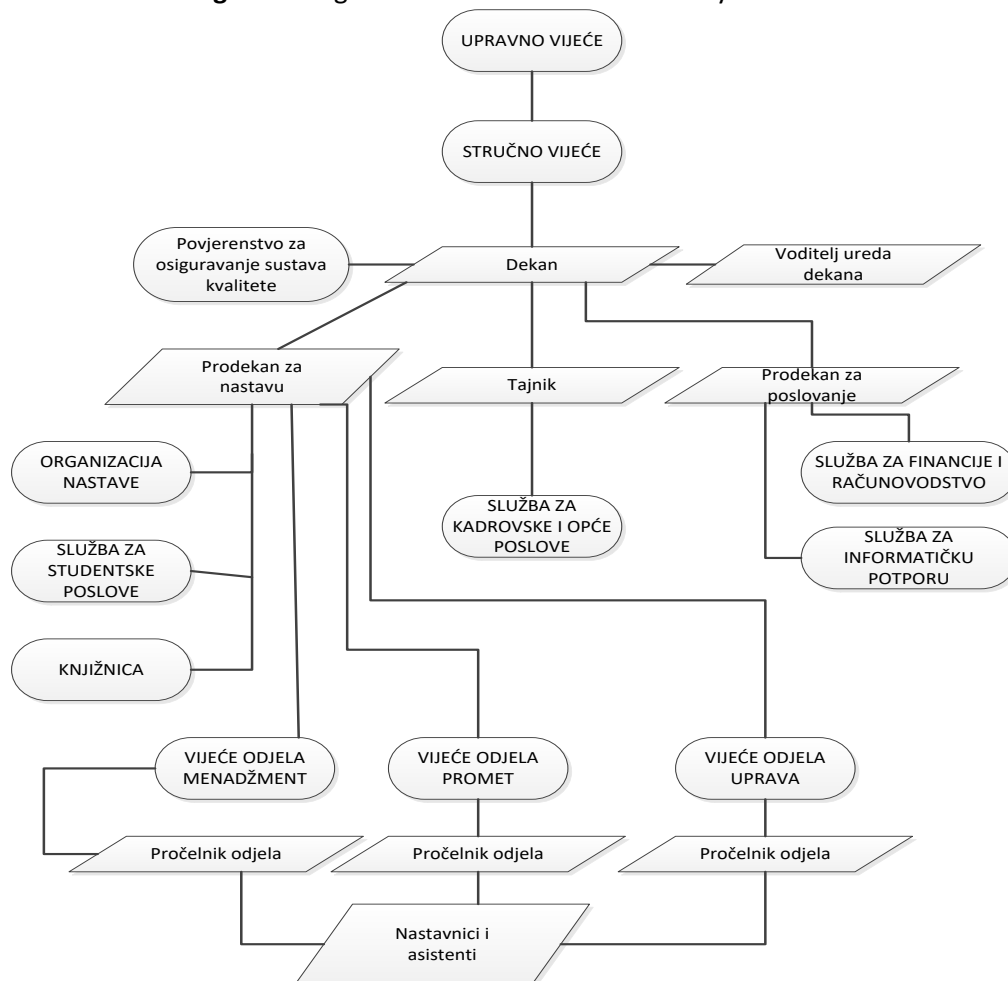
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INTRODUCTION

Historical development, organization and study programs of the Polytechnic of Šibenik

The Polytechnic of Šibenik is a public higher education institution that organizes and performs professional studies at undergraduate and graduate level. In Addition to its basic activity, the Polytechnic performs professional and scientific work, organizes and performs programs of lifelong education and professional development, deals with publishing, library and IT activities, and organizes courses, seminars, professional and scientific conferences, professional and other exams for obtaining permits, authorizations and licenses, etc. The activities of the Polytechnic are performed in departments, organizational units outside the department and the deanery. A total of 54 employees are employed at the Polytechnic, and the organizational structure of the institution is shown in Figure 1.

Figure 1. Organizational structure of the Polytechnic.



The Management of the Polytechnic consists of: the Dean, the Vice Dean for Academic Affairs, the Vice Dean for Business and the Heads of Departments (Management, Traffic and Administrative Law), whose functions and a way of being elected are regulated by the Statute and the Rulebook on Internal Organization of Workplaces (Regulation on Internal Organization of Workplaces). The Management of the Polytechnic is responsible to the Administrative Council for problems related to business and strategic goals; for problems related to study activities it is responsible to the Professional Council.

A total of 32 lecturers are employed at the Polytechnic. Considering the structure of academic staff, there is a majority of senior lecturers - 23, 6 lecturers, and 2 college professors. There are 14 employees working on administration at the Polytechnic and there are 5 employees working as technical or support staff, which make a total of 19 employees.

The Seat of the Polytechnic is located in the building at the address of 11 Trg Andrije Hebranga, 22000 Šibenik, Croatia.

The Polytechnic of Šibenik was established on July 6, 2006 by the Decree of the Government of the Republic of Croatia and based on the Elaboration on the Establishment and Organization of the Polytechnic of Šibenik from March 2006 with three departments: Departments of Management, Traffic and Administrative Department. Since there were more professional studies in the Šibenik-Knin County, which took place as independent or dislocated studies of other higher education institutions, there was a need for their unification within a higher education institution.

As an independent higher education institution in Šibenik, the "College for Tourism Management in Šibenik" operated with a permanent allowance for undergraduate studies of Tourism Management and Informatics Management under pre-Bologna programs and a newly established undergraduate study program Management with courses for Tourism Management and IT Management. This institution was united to the Polytechnic as its legal successor. On the day of joining the College for Tourism Management in Šibenik, the Polytechnic took over all the jobs and all the employees already employed, equipment, archives, work resources, space, financial resources, as well as the rights and obligations of the College for Tourism Management in Šibenik. The studies that had been initiated or for whom the accreditation had already been requested were continued within the Department of Management. Students enrolled in the College for Tourism Management in Šibenik, on the date of joinder, became students of the Polytechnic with all inherited rights and obligations in accordance with the law and the Statute of the Polytechnic.

From 2003-2006 the University Study Center for Professional Studies of the University of Split conducted a two year professional Administrative Law study in Vodice as a dislocated study. With the formation of the Polytechnic the lecturing of this study ceased and, under the Regulation of the Government and the Temporary Permit of the Ministry, within the Administrative Department of the Polytechnic, the undergraduate professional study program of Administrative Law was launched as a three-year professional study program in Vodice. The study was carried out in accordance with the program and with the contractual cooperation of the Faculty of Law of the University of Split.

The Faculty of Traffic Sciences of the University of Zagreb conducted a dislocated professional study in Šibenik which, after the formation of the Polytechnic, and the beginning of studying at the undergraduate study of Traffic within Traffic Department also ceased with studying.

The Ministry of Science, Education and Sports of the Republic of Croatia, on the proposal of the National Council for Higher Education, issued on 29 June 2006 a provisional permission for performing the studies to the Polytechnic of Šibenik. The Polytechnic complied with all the requirements and standards except in the required number of academic staff with the appropriate scientific and professional qualification and it was stipulated that in the period of 5 years it should equally employ the lecturers up to the required number. Accordingly, within its development policy, the Polytechnic continued to work on the development of its own academic staff and from the moment of issuing the provisional permission, by employing new and promoting in the studying positions already employed staff, based on the conducted procedures of job contests and the selection procedures in the corresponding study professions, fulfilled the condition related to the representation of more than a third of its own employees from the roles of lecturers and associates in conducting the studies. By completing all required conditions, the Ministry issued an unconditional permission for the performance of all the mentioned professional studies:

- Undergraduate professional study program Administrative Law, lasting three years, with completed 180 ECTS credits (KLASA: UP / I-602-04 / 06-11 / 00001, URBROJ: 533-07-11-0019),
- Undergraduate professional study program Management with courses: Tourism Management and Informatics Management, at the headquarters of the higher education institution, with a duration of three years, with 180 ECTS credits completed (KLASA: UP / I-602-04 / 06-11 / 00001, URBROJ: 533 -07-11-0020)
- Undergraduate professional study program Traffic with courses: Road Traffic and Postal Traffic, at the headquarters of the higher education institution, with a duration of three years and completed 180 ECTS credits (KLASA: UP / I-602-04 / 06-11 / 00001, URBROJ: 533-07-11-0021).

Since the academic year 2009/2010 a specialist graduate professional study program Management was also carried out at the Polytechnic with the duration of a year and six months and 90 ECTS credits. On 6 December 2010, the Polytechnic filed a request to the Ministry for amendment to the concerned permission in view of the changes of the study program for which it was issued in the way that the duration of the study program in question prolongs to two years, so students could earn 120 instead of 90 ECTS credits. On 26 May 2011, at the proposal of the National Council for Higher Education, the Ministry of Science, Education and Sports of the Republic of Croatia issued to the Polytechnic of Šibenik the permission to perform a specialized graduate professional study:

- Specialist graduate professional study Management at the Polytechnic's headquarters, with the duration of two years, with 120 ECTS credits (KLASA: UP / I-602-04 / 06-11 / 00001, URBROJ: 533-07-11-0015).

Based on the Work and Development Program ([Strategy](#)) of the Polytechnic of Šibenik for the period 2017-2025 at the end of 2017, the Polytechnic started the process of establishing new study programs:

- Undergraduate professional study program Business Informatics, at the headquarters of the higher education institution, with a duration of three years and 180 ECTS credits;
- Specialist graduate professional study Administrative Law at the headquarters of the higher education institution, with a duration of two years and 120 ECTS credits.

Following the complete procedure of initial accreditation, and following the Accreditation Recommendation of the Agency for Science and Higher Education in the initial accreditation procedure for the study program of a specialist graduate professional study program Administrative Law of the Polytechnic of Šibenik (Klasa: 602-04 / 17-04 / 0107, Reg. No: 355 -02-04-18-0009) from October 31, 2018, to the Polytechnic was issued the Permission (Klasa: 602-04 / 17-05 / 01, Reg. No: 2182 / 1-12 / 3-1-18-26) for conducting a new specialist graduate professional study Administrative Law.

Also, following the complete procedure of initial accreditation, and following the Accreditation Recommendation of the Agency for Science and Higher Education in the initial accreditation process for conducting the undergraduate study program of Business Informatics of the Polytechnic in Šibenik (Klasa: 602-04 / 17-04 / 0108, URBROJ: 355-02-04-18-0011) from October 31, 2018, the Polytechnic was issued the Permission (Klasa: 602-04 / 17-05 / 02, URBROJ: 2182 / 1-12 / 3-1-18-19) for a new undergraduate professional study program Business Informatics.

At its 18th session, held on November 21, 2018, the Professional Council issued a Decision on the criteria for enrollment in undergraduate professional studies at the Polytechnic of Šibenik in the academic year 2019/2020. In the academic year of the first enrollment of students in undergraduate professional studies Business Informatics the Polytechnic will not enroll students in undergraduate professional studies in Management, course Informatics Management. Students enrolled in the undergraduate professional study program Management, the course of Informatics Management in the previous years have the right to complete the study according to the enrolled program. In the Elaboration on Study Program - Business Informatics, the Statement was issued to the Ministry that the Polytechnic of Šibenik requested a change of the permit for the undergraduate professional study program Management with the following courses: Tourism Management and IT Management, and because after starting the Business Informatics program it no longer plans to enroll students at IT Management. The Polytechnic submitted a request to the Agency for Science and Higher Education to change the study program, which includes changing the name of the study program. In 2019, the Agency for Science and Higher Education will carry out the process of re-accreditation of the Polytechnic, so the Polytechnic asked the Agency for Science and Higher Education to conduct the evaluation process of the amendments and / or additions to the approved study programs of the Polytechnic in parallel with the procedure of re-accreditation.

In its business, the Polytechnic applies internationally recognized standards and norms and is continuously perfecting and improving from the aspect of study programs, staff and projects. The Agency for Science and Higher Education of the Republic of Croatia in 2013 carried out an external independent periodic review of the quality assurance system of the Polytechnic, and since 2011 the Polytechnic is the holder of the ISO9001: 2008 certificate. Today we apply the so-called combined

model of quality development system taking into account the requirements of the ESG Guidelines and International Standards ISO9001: 2015.

Since the beginning of higher education so far in Šibenik more than 3500 students have graduated (about 300 per year). From each year for enrollment in the professional studies at the Polytechnic of Šibenik, there is an increasing interest of future students so that the enrollment quotas are filled up already in the first enrollment period. There are currently over 830 students at the Polytechnic, of which almost 70% are students outside of Šibenik.

Professional studies and scientific-professional work are performed at the highest level of quality and excellence. Students are trained how to think critically, communicate successfully, make decisions, manage companies successfully, and manage the development of local and national communities. With classical lectures and e-learning system, students participate in field study, scientific and professional conferences, study trips, writing professional and scientific papers and various projects. Professional practice is ensured at partner institutions of local self-government and business entities in the county. International mobility is enabled through ERASMUS + and CEEPUS programs. Within the Polytechnic there are journalistic and sports sections, and the Student Council is active in the organization of social life and professional events. In addition to professional support in career development and psychology counseling, the Polytechnic has been systematically investing in student standard for a number of years, primarily by supplementing the library fund, by cooperating with the Student Center to provide student accommodation, especially by opening a modern student restaurant close to the Polytechnic. According to available reports from the Croatian Employment Bureau, the employability of completed Polytechnic students in Šibenik is higher than 90%.

Life in Šibenik - a typical Mediterranean town on the coast near the two national parks gives a whole new dimension to studying. With relaxed everyday life and all the essential facilities available in the immediate vicinity, students seeking active life can easily organize excursions to nature, cycling tours, hiking, or touring some of the many sporting and cultural events.

The flow of writing Self-assessment plan

Pursuant to the Reaccreditation Plan of 2019 issued by the Agency for Science and Higher Education on July 2, 2018 and the note from the Agency to the Dean of the Polytechnic dated July 3, 2018, the Polytechnic of Šibenik has started planning activities for the creation of Self-assessment and implementation of re-accreditation. After the Notice on the reaccreditation process of the Polytechnic of Šibenik on October 18, 2018, the Dean of the Polytechnic on October 29, 2018 issued a Decision on the appointment of working groups for data collection and work on self-assessment (Klasa: 602-04 / 18-01 / 01, Reg. No. 2182 / 1-12- / 3-1-18-03). The work on preparing the data for the creation of Self-assessment study started immediately afterwards. MSc. Tanja Radić Lakoš, s.lec. and Vice Dean for Academic Affairs was appointed for the chief coordinator for the development of reaccreditation process. The visit of the professional reaccreditation Commission is scheduled for May 2019, i.e. in the period from 20 to 24 May 2019, while the deadline for submission of Self-assessment study with analytical attachment from MOZVAG, as well as entry of data into MOZVAG, for 20th April 2019. During the preparation for reaccreditation and Self-assessment study, the staff of the Polytechnic (working group members) attended several workshops and held a series of work meeting:

- Preparatory Meeting on the reaccreditation process, June 18, 2018 (Management of the Polytechnic, members of the Quality Assurance Committee)
- The self-assessment workshop for the representatives of higher education institutions participating in the re-accreditation according to the Reaccreditation Plan in 2019, October 10, 2018 (Tanja Radić Lakoš, Frane Urem, Mia Lemac)
- MOZVAG - Workshop for the coordinators of higher education institutions, December 11, 2018 (Tanja Radić Lakoš, Anita Marčić, Biljana Šupe)
- Meetings of the working groups for Self-assessment (in the period from 1 November 2018 to 31 January 2019).
- Meetings of coordinators with members of the working groups on topics as needed, at least once a month
- Coordinative meetings of the Management and the Dean's Board twice a month in the period from 2 July 2018 to 1 March 2019
- Presentation of Self-assessment study and Analytical Contribution by MOZVAG at a joint session of the expanded working groups March 6, 2019.
- Presentation of Self-assessment and Analytical Contribution from MOZVAG content with a call for a public hearing to the lecturers of the Polytechnic and representatives of administrative-technical organizational units is scheduled for March 15, 2019, and the closing of the public hearing and the approval of the comments is scheduled for April 1, 2019.
- Acceptance of Self-assessment study and Analytical Contribution from MOZVAG is planned for the session of the Professional Council 11. April 2019.

For the preparation of data when writing Self-assessment study and data for the entry into the information system MOZVAG, employees of certain administrative and technical organizational units were engaged. Also, the data from different databases (ISVU, CROSBI, and Project Base) were used.

In addition to the instructions for writing the Self-assessment study and Analytical Contribution from MOZVAG issued by the Agency for Science and Higher Education, the basic documents of the Polytechnic (Statute, Regulations and Strategies) were used as auxiliary literature and the documents related to the previous evaluations of the Polytechnic referred to in the text of the Self-assessment study.

Decision on Appointment of Working Groups



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KLASA: 602-04/18-01/01
URBROJ: 2182/1-12/3-1-18-03
Šibenik, 29. listopada 2018.

Temeljem članka 36. Statuta Veleučilišta u Šibeniku a u vezi Planom reakreditacije visokih učilišta u 2019. godini Agencije za znanosti i visoko obrazovanje (Klasa: 602-04/18-04/0035 Urbroj: 355-02-04-18-0001) od 2. srpnja 2018. i Obavijesti o postupku reakreditacije Veleučilišta u Šibeniku (Klasa: 602-04/18-04/0056 Urbroj: 355-02-04-18-0002) od 18. listopada 2018. dekan Ivan Malenica, mag. iur., v.pred. donosi

ODLUKU

o imenovanju radnih skupina za prikupljanje podataka i rad na Samoanalizi

U cilju učinkovitog i svrsishodnog prikupljanja, obrade i prikazivanja podataka koji će se objediniti i prikazati u izvješću Samoanaliza Veleučilišta u Šibeniku 2019. formirati će se pet radnih skupina, sukladno vrednovanim temama, a usklađenim s ESG-jem:

- I. Interno osiguravanje kvalitete i društvena uloga visokoga učilišta
- II. Studijski programi
- III. Nastavni proces i podrška studentima
- IV. Nastavnički i institucijski kapaciteti
- V. Stručna i/ili znanstvena djelatnost

Radne skupine raditi će na prikupljanju, obradi i prikazivanju podataka po pojedinoj temi za pisanje izvješća Samoanaliza Veleučilišta u Šibeniku 2019. u periodu od 1. studenoga 2018. do 31. siječnja 2019.

Sastanke radnih skupina saziva koordinator. Koordinator također koordinira rad članova radne skupine te najmanje jednom mjesečno pismeno obavještava dekana o tijeku rada i radnim zadacima radne skupine.

U radne skupine imenuju se:

- I. Interno osiguravanje kvalitete i društvena uloga visokoga učilišta:
 - mr.sc. Tanja Radić Lakoš, v.pred., predsjednica Povjerenstva za osiguravanje kvalitete, koordinator;
 - Dragan Erceg, tajnik, član;
 - mr.sc. Ivan Livaja, pred., član Povjerenstva za osiguravanje kvalitete, član;
 - Ivan Rančić, v.pred., član Povjerenstva za osiguravanje kvalitete, član;
 - Jasminka Dabov, voditeljica ureda dekana, član;
 - Jelena Žaja, član Povjerenstva za osiguravanje kvalitete, član;
 - dr. Josipa Jović Zlatović, član Upravnog vijeća, član;
 - Mia Lemac, administrator Povjerenstva za osiguravanje kvalitete, član.

II. Studijski programi

- mr.sc. Tanja Radić Lakoš, v.pred., prodekanica za nastavu, koordinator;
- Anita Marčić, voditeljica službe za studentske poslove, član;
- Ante Galić, vanjski suradnik u nastavi, član;
- Biljana Šupe, voditeljica službe za informatičku potporu, član;
- Darijo Šego, v.pred., voditelj stručne prakse na Prometno odjelu, član;
- doc.dr.sc. Dragan Zlatović, prof.v.škole, pročelnik odjela Upravnog studija, član;
- Goran Bulat, član Povjerenstva za osiguravanje kvalitete član;
- Ivana Beljo, pred., pročelnica Prometnog odjela, član;
- Jasmina Sladoljev, v.pred., pročelnica odjela Menadžmenta, član;
- Željko Deković, v.pred., vanjski suradnik u nastavi, član.

III: Nastavni proces i podrška studentima

- mr.sc. Tanja Radić Lakoš, v.pred., prodekanica za nastavu, koordinator;
- Ana Perišić, v.pred. voditelj studijske godine na specijalističkom diplomskom stručnom studiju Menadžment, član;
- Anita Marčić, voditeljica službe za studentske poslove, član;
- Ankica Arbutina, predsjednica Udruge Alumni VUŠ, član;
- Biljana Šupe, voditeljica službe za informatičku potporu, član;
- Edi Luketa, stručni suradnik, član;
- mr. Gina Lugović, v.pred., voditeljica Psihološkog savjetovališta, član;
- mr.sc. Ivana Kardum Goleš, pred. ECTS i CEEPUS koordinator, član;
- Luka Petrina, predstojnik Hrvatskog zavoda za zapošljavanje, PU Šibenik, član;
- Želimir Mikulić, v.pred., predsjednik Povjerenstva za završni rad, član.

IV. Nastavnički i institucijski kapaciteti

- dr.sc. Frane Urem, prof.v.škole, prodekan za poslovanje, koordinator;
- Danijela Petković, voditeljica službe za opće i kadrovske poslove, član;
- Divna Goleš, v.pred., sindikalni predstavnik, član;
- Nives Paškov, voditeljica knjižnice, član;
- Vanja Tarle, voditeljica službe za financijske poslove, član.

V. Stručna i/ili znanstvena djelatnost

- dr.sc. Frane Urem, prof.v.škole, prodekan za poslovanje, koordinator;
- Dijana Mečev, v.pred., član;
- doc.dr.sc. Dragan Zlatović, prof.v.škole, pročelnik odjela Upravnog studija, član;
- Jelena Šišara, v.pred., član;
- dr.sc. Ljubo Runjić, v.pred., član.

Dostaviti:

- svim članovima radnih skupina
- arhiva


Ivan Matenica, mag.iur., v.pred.

Outcomes of previous evaluations

At the Polytechnic, in 2012, the Agency for Science and Higher Education conducted a process of re-accreditation and the Professional Committee concluded the following:

- The Polytechnic has achieved much in a short period of time and in a region that has been strongly affected by recession, economic instability and recent woes of war.
- The general atmosphere among students and lecturers is positive, which is a basic prerequisite for further development. Evidence suggests that the Polytechnic has positioned as an institution of the first choice, even among students from other counties.
- Lecturers are a homogeneous and motivated team that can cope with challenges such as the introduction of ISO standards, top-of-the-range distance learning technology and similar.
- Although there is no formal mentorship of students, lecturers are dedicated to student well-being, and learning outcomes are comparable to those at other higher education institutions in the Republic of Croatia.
- The Management strongly supports the specialization of the staff and eight full-time employees of the Polytechnic are currently attending doctoral studies.

With the above mentioned advantages, the Commission also concluded the following shortcomings:

- The lack of student practice, practical work and experience poses a serious threat to the overall quality of students completing their studies.
- Students are poorly informed and insufficiently encouraged to participate in the decision-making process and to exercise their rights and obligations. They behave as "objects" rather than "subjects" in the daily life of the Polytechnic.
- There is no international mobility for both students and lecturers.
- There are almost no outcomes of professional work, such as business-related projects run by employees.
- The Management is insufficiently involved in the extracurricular activities of students and the improvement of the student standard.

Over the period since the last reaccreditation to date, the Polytechnic has passed through a number of other evaluation procedures:

- Internal Evaluation of the Quality Management System (2013, 2015 and 2017)
- External Independent Periodic Review of Quality Management System in 2013
- Quality system certification in accordance with ISO 9001: 2008 in 2014 and ISO 9001: 2015 standards in 2017.
- The Financial Revision of the Polytechnic in 2014 was conducted in 2016.
- Initial accreditation of a specialist graduate professional study in Administrative Law in 2018.
- Initial accreditation of undergraduate professional study Business Informatics in 2018.

During the period since the last reaccreditation to date, the following activities have been carried out on the basis of the recommendations of the Professional Commissions and / or Auditors:

- Development [Strategy](#) was developed;
- Quality Policy and Standing Orders on the Quality Assurance Committee's work have been revised; The Quality Assurance System Manual has been improved to meet the ESG Guidelines;
- Integrated quality systems according to ISO and ESG guidelines;
- Standardization and documentation of the process based on the Regulation on office business and the Procedure on document and records procedure (PK-22)
- Quality Assurance [Strategy](#) has been developed; Annual plans are drawn up and the implementation of strategic goals is monitored;

- Internal audit is conducted in accordance with the procedure described in the Regulations on procedure for internal periodic review of the Quality Assurance System, including discussion with stakeholders and recommendations for improvements;
- Qualitative education is provided for members of the Internal Audit Commission and the Quality Assurance Committee; An administrator of the Quality Assurance System has been appointed;
- The Economic Council was formed on the basis of whose recommendations the changes of the study programs of the Polytechnic (competences and learning outcomes, professional practice, etc.) were made;
- The ISVU system was introduced; The final thesis are stored in the repository of Dabar, and the works of lecturers in the Crosbi base;
- Elaboration for two new study programs have been made; an elaboration is being prepared for another study program;
- Learning outcomes for all study programs are defined, monitored and evaluated on the basis of clearly defined procedures;
- Significant efforts have been made in raising the quality of studying process and student standards;
- Erasmus Charter has been realized, ERASMUS and CEEPUS mobility of lecturers, students and administrative staff (both domestic and foreign) are being realized;
- Employees are involved in various forms of education (formal and informal education);
- A system for rewarding excellence of lecturers and students has been developed;
- Textbooks, journals and scientific books are published;
- Three international scientific and professional conferences were organized: "The Challenges of Today" and the International Congress of Tourism and Hospitality Students;
- Research projects for the needs of the economy and research projects funded by the European Union have been realized;
- Various marketing and socially responsible campaigns are conducted.

Below in the document, there are comments on some topics or standards for the evaluation of the quality of the higher education institution.

THEME 1. INTERNAL QUALITY ASSURANCE AND SOCIAL ROLE OF THE POLYTECHNIC OF ŠIBENIK

Standard 1.1. The higher education institution has established a functional internal quality assurance system

The internal quality assurance system encompasses and evaluates activities of the higher education institution (study programs, studying process, student support, support for students from under-represented and vulnerable groups, learning resources, professional and / or scientific activities etc.) and confirms that with appropriate documents.

The internal quality assurance system actively involves all stakeholders of the higher education institution (students and external stakeholders - employers, alumni, representatives of vocational and professional associations, civil society organizations / associations and internal stakeholders).

The higher education institution has accepted the quality assurance policy, which is part of the strategic management of the higher education institution, and is realized by implementing the strategy for a period of at least five years.

The implementation of the strategy includes SWOT analysis or the like, strategic goals, program contract goals (where applicable), operational plan, defined responsibility for implementation, monitoring mechanisms and reporting on its implementation.

The higher education institution systematically collects and analyzes data on its processes, resources and results and uses them to effectively manage, improve all their activities and further development.

The higher education institution uses different methods of gathering information on quality (student questionnaires on studying process, study satisfaction surveys, collaborative assessment, feedback from employers and / or associates, graduate students, etc.).

The higher education institution is devoted to the development and implementation of management policies for its human resources (managerial, academic, and administrative), in accordance with the principles and standards of the profession.

The Quality Assurance System (QAS) was formally set up in 2011, it fully complies with the applicable regulations and includes:

- the Quality Assurance Commission of the Polytechnic of Šibenik,
- Commission for Internal Evaluation of the Quality Assurance System of the Polytechnic of Šibenik,
- Committee for conducting student surveys.

The aforementioned bodies work in an integrated way and share responsibility for ensuring and improving quality in all areas of the Polytechnic's work. QAS is based on the basic documentation of the system ([Quality Assurance Rulebook and the Quality Assurance and Improvement Manual](#)) that is integrated and compliant with the requirements of the Standards and Quality Guidelines for Quality Assurance in the European Higher Education Area (ESG) and ISO 9001: 2015 for which the institution has been issued a [certificate](#) from the certification company SGS Adriatica Ltd.

[The Quality Assurance Commission](#) has a total of 8 members. The structure of the Commission is as follows: Vice Dean for Academic Affairs, one representative of the Administrative Council, two representatives of the academic staff, two representatives of the students, one representative of the non-academic staff and one representative of the external stakeholders from economy. New members are informally educated about the work of the Commission, system documentation, policy and quality objectives.

The work of the Commission is set out in the [Rules of Procedure of the Commission for Quality Assurance of the Polytechnic of Šibenik](#). The Commission unites and coordinates all quality-related activities and has the freedom to adjust the quality assurance system procedures in accordance with the needs of the Polytechnic and works in accordance with the adopted [Quality Assurance Strategy](#). The Commission shares responsibility for ensuring and improving quality in all areas of the Polytechnic's activities with the Professional and Administrative Council, which are entrusted with promoting quality within the framework of their work.

To carry out the administrative tasks of the Commission, *the Dean appointed a quality assurance system administrator*. In order to further develop the system, the establishment of the Office for Quality is considered, which would result in additional administrative strengthening and full professionalization of the work.

Quality Assurance at the Polytechnic of Šibenik represents a set of systematic activities of planning, monitoring, editing, evaluating and improving the entire activity and all activities of the higher education institution aiming to determine the level of quality achievement at the Polytechnic and the quality of the achieved results, the promotion of professional and ethical standards and the development of quality culture.

The Quality Assurance System (QAS) of the Polytechnic is the establishment of quality culture by the implementation of the international norm ISO 9001 and the *Standards and Quality Guidelines for Quality Assurance in the European Higher Education Area (ESG)* for the purpose of integrating the Polytechnic into the National and European research area of higher education. The objectives of the Polytechnic's Quality Assurance System are:

- building a quality assurance system at the Polytechnic, initiating and coordinating quality assurance system initiatives, identifying indicators, standards and criteria for quality improvement, ensuring internal audit as a prerequisite for quality improvement, encouraging and organizing professional training for internal users of the system and providing feedback from stakeholders and directing their suggestions, proposals and criticisms;
- the development of mechanisms and the incorporation of the quality culture through normative acts and other aspects of the activities of the Polytechnic which include the application of procedures for:
 - analysis of success of studying,
 - analysis of student enrollment and motivation,
 - student survey,
 - lecturer and associate survey,
 - institutional quality audit,
 - training of lecturers and associates,
 - analysis of success of scientific work,
 - analysis of success of professional work,
 - dissemination of results,
 - performance management analysis;
- encouraging regular discussions on the quality and dissemination of the quality culture within the academic and wider community,
- development, organization and implementation of evaluation and self-evaluation necessary to determine the level of quality of different activities of the Polytechnic,
- encouraging continuous gathering of information from students, lecturers and associates and application of actions on the basis of such information,
- exchange of examples of good practice,
- the inclusion of the Polytechnic into the national and European quality assurance systems of higher education institutions.

Good practice:

- *The Polytechnic has an internal system for quality assurance and improvement,*
- *The Polytechnic's long-term goal is to ensure the conditions for the advancement of the Polytechnic in its entirety, to encourage innovation, to network with other stakeholders of the higher education system and local and regional communities as well as international higher education institutions, to create opportunities for development and upgrading of employees, to receive feedback from students and other courses directly or indirectly related to the work of the Polytechnic,*
- *Encouraging and emphasizing responsibility of all participants in the system,*
- *Promoting high ethical values and principles,*
- *Complete system documentation is readily available to all interested parties.*

The Polytechnic defines its [mission and vision](#) as the fundamental determinants of action and development. The mission of The Polytechnic is: "Through quality study programs and scientific work at the highest level of quality and excellence, we educate students as independent, reliable and socially responsible bearers of the future development of the local, national and international community. The Polytechnic of Šibenik should become the central place of education and Knowledge of both the City and the County, from which all innovations and scientific programs in cooperation with the local economy and local government will be initiated "while the Vision:" The Polytechnic of Šibenik will be integrated with other higher education institutions in the country and the international environment, and a reliable partner for the economy and students. The Polytechnic will apply internationally recognized norms and standards for its activities and will continually specialize and improve study programs, projects and staff. "

To achieve the mission and vision of crucial importance is the [Quality Policy](#) and the basis for the implementation of the quality policy at the Polytechnic is the [Work and Development Program \(Strategy\) of the Polytechnic of Šibenik for the period 2017-2025](#). The methodology of the Strategy was based on a consultative approach where all stakeholder groups (stakeholders) are involved. The eight-year strategic period for which the Strategy is made is aligned with two mandate management cycles, while the short-term goals (three years) are aligned with the Ministry's budget periods and represent the basis for financing the institution on the basis of program contracts but also from European funds and programs. This is primarily intended to be achieved by strengthening the human resources capacity, investing in the development of new study programs and modernizing existing study programs in accordance with labor market needs and the interests of candidates for enrollment, which should result in greater competitiveness of the Polytechnic compared to similar competitive institutions.

The adoption of the Work and Development Program (Strategy) of the Polytechnic is based on the Analysis of Strengths, Weaknesses, Opportunities and Threats ([SWOT Analysis](#)).

STRENGTHS:

- the attractiveness of the study and the expressed interest of students enrolling in the Polytechnic's studies
- intensified communication and cooperation with the economy and the local community
- expertise of academic and scientific-research personnel
- publishing activity and continuous publishing of textbooks, scripts and manuals
- existing cooperation with scientific and higher education institutions in Croatia
- existing international cooperation and mobility through the Erasmus+ program and the Ceepus program
- introduced international ISO standard
- permanent permits of the Ministry for six study programs
- the decision to launch a new undergraduate professional study of nursing
- the satisfactory coverage of the performance of the study program with its own academic staff
- the favorable ratio of lecturers and students at the Polytechnic
- continuously conducted surveys on student satisfaction with the quality of studying process
- active role of students in the processes at the Polytechnic
- the regulated procedure of rewarding excellence and student scholarships
- recognizability of the Polytechnic through the organization of an international scientific and professional conference
- implementation of the Oracle academy program.

WEAKNESSES:

- limited financial resources for greater dynamics of equipment modernization
- infrastructure (insufficient equipment and unsatisfactory quality of the halls) as a limiting factor of excellence
- insufficient international networking and weaker employee activity at the international level

- a small number of lifelong learning programs
- lack of a contemporary library with learning space
- poor student mobility
- the burden on some lecturers with additional studying obligations and the lack of time for scientific and professional work
- uneven participation in projects by study programs
- insufficiently adapted space for people with disabilities
- dependency on budget funding.

OPPORTUNITIES:

- the positive perception of the community towards the Polytechnic
- promoting institution and study programs and conducting marketing activities
- position and development of the city of Šibenik
- international projects - international professional and scientific cooperation
- increasing the mobility of students and lecturers
- the possibility of using EU structural funds to increase existing capacities
- increasing networking with academic and higher education institutions in Europe
- interest of a large number of entrepreneurs for cooperation with the Polytechnic
- opening new study programs based on labor market analysis
- constant revising of programs and learning outcomes
- increasing the number of own textbooks
- local community support
- ability to acquire one`s own income through the implementation of more adult training programs (lifelong learning).

THREATS:

- administrative procedures that prevent the rapid alignment of study programs with the needs of the economy
- reduction of funding for science and education due to saving measures
- demographic trends with the projection of a smaller part of the student population in the ten-year period
- economic crisis
- reduced budget funding by the founder
- reduction of interest for professional studies due to non-recognition of professional bachelors and graduated specialists in the labor market
- development of professional studies at universities
- existence of competition in the region, i.e. other higher education institutions that carry out the same and / or similar studies.

[Quality policy](#) was revised on October 2, 2017, and the Dean made [the decision](#) by which all employees of the Polytechnic are prescribed with responsibility for compliance with established documentation and QAS requirements. Internal communication ensures that all employees are familiar with the Quality Policy, and that the same is published on the official bulletin board and online page of the Polytechnic.

Quality Policy of the Polytechnic of Šibenik is determined to:

1. [Establish, maintain and permanently improve the quality management system in accordance with the European Quality Standards and Quality Assurance Guidelines \(ESGs\), the International Standard ISO 9001: 2015, the Bologna Principles of Higher Education, legal provisions and scientific research requirements and higher education in the Republic of Croatia;](#)
2. [Monitor and accept guidelines in the international and national space of higher education, scientific and professional work and lifelong learning;](#)

3. Continuously develop the quality culture by ensuring that all activities carried out at the Polytechnics should be in the function of continuous testing and strengthening of the satisfaction of all stakeholders (students, employees, economic and social community);
4. Continuously modernize study programs in accordance with the needs of the economy and in order to improve and upgrade the established processes;
5. Establish two-way communication with economic subjects in order to permanently align the competences and anticipated student learning outcomes to improve their employability and the inclusion of renowned experts /practitioners for the purpose of valorizing the profession and raising the attractiveness of the studies;
6. Ensure quality of academic and professional-administrative staff and develop employee competences through continuous improvement as well as providing quality working conditions that motivate strong individual and team contributions to meet the goals and achieve the vision of the Polytechnic;
7. Ensure transparency of work and promote ethics, independence and impartiality in the work by adopting and implementing normative acts and documents of quality management system;
8. Perform responsible financial business aimed at the development of the Polytechnic through the advancement of standards of study, professional and scientific work, student standards and working conditions of employees;
9. Network with other institutions of higher education in Croatia and the European area of higher education and in the international environment by encouraging students and lecturers mobility and launching joint professional and scientific projects.

In order to fulfill the Quality Policy and [the Development Strategy](#), the Polytechnic implements the [Quality Assurance Strategy](#), the annual [Quality Assurance and Quality Promotion Plan](#), the annual [Evaluation of the Management Board](#) and the annual [Report on the Implementation of the Quality Improvement Action Plan](#).

The Quality Assurance Strategy has been developed in a way that monitors the strategic objectives of the Polytechnic adopted in the Development Strategy and ESG standards and guidelines. The strategy emphasizes the commitment of the Polytechnic in order to further develop and enhance the culture quality, present current state and quality policy's mission and vision. Among ten key areas of internal quality assurance and quality improvement the objectives of the Quality Assurance Strategy are to set goals and activities with transparent presentation and definition of: individual activity holders, expected implementation time, planned resources and possible risk / implementation assumptions and indicators.

The system is implemented through a system of quality monitoring based on the [Internal Auditing Plan](#) (twice a year), the [quality assurance system auditing](#) based on the requirements of ISO 9001: 2015 (once a year), [internal evaluation of the quality assurance system](#) based on the [QAS](#), internal auditing and external independent periodic QAS assessment conducted by the Agency for Science and Higher Education based on the established calendar of audits for the calendar year.

The findings of the aforementioned audits are discussed at the [Dean's Board](#) and the Quality Assurance Commission sessions, and after analysis on the comments, approaches to planning activities, implementing measures and monitoring the effectiveness of the measures taken to improve the system are approached.

During the period since the last re-accreditation to date, the following activities have been carried out on the basis of the recommendations of the Professional commissions and / or auditors:

- Development Strategy was developed;
- Annual plans are drawn up and the implementation of strategic goals is monitored;
- The Quality Policy and the Rules of Conduct for the Quality Assurance Committee have been revised;
- The QAS Manual has been updated to comply with the ESG Guidelines;
- Integrated quality systems according to ISO and ESG guidelines;

- Standardization and documentation of the process based on the Regulations on office business and Document Management Procedure
- Regulations of procedure of internal periodic review of the quality assurance system define the competences of the members of the Internal Audit Committee;
- Internal audit shall be conducted in accordance with the procedure described in the Regulations of procedure for internal periodic review of the quality assurance system, including discussion with stakeholders and recommendations for improvements;
- Qualitative education is provided for members of the Internal Audit Commission and the Quality Assurance Committee;
- An administrator of the quality assurance system has been appointed;
- Economic Council had been formed on the basis of whose recommendations the changes of the study programs of the Polytechnic (competences and learning outcomes, professional practice, etc.) were made;
- Employees are involved in various forms of education (formal education, informal education);
- Research projects for the needs of the economy and research projects funded by the European Union are realized;
- Erasmus Charter has been realized, ERASMUS and CEEPUS mobilities of lecturers, students and administrative staff (both domestic and foreign) are being implemented.

After the last QAS internal assessment had been conducted, the Internal Audit Commission concluded that QAS had been established at the Polytechnic according to the level of development and efficiency at the transition between the developed and the advanced phase.

The quality assurance of the Polytechnic is based on continuous monitoring and analysis of changes in the environment in order to adjust the strategic goals and procedures in accomplishing the mission and vision of the Polytechnic. The Management takes care of quality assurance of study programs and changes of study programs in accordance with labor market requirements and indicators obtained on the basis of user satisfaction (student), graduates, labor market, employers, etc., all in accordance with the law.

Committee for conducting student surveys regularly conducts student satisfaction surveys on the Polytechnic's study programs, based on the [Student Survey Implementation Guidelines \(PK-30\) and Questionnaire Guidelines \(PK-31\)](#). The survey is conducted in the tenth and eleventh week of each semester. The student survey aims to establish the average grade of courses and studies in order to detect critical negative trends in a certain course and to take corrective measures to maintain and increase the quality of studying. The details of the procedure are as follows: based on the Guidelines and the survey implementation plan for each Department, the surveyor takes the [Survey Questionnaire \(PK-11\)](#), envelope and checklist with the survey report conducted from the Head of the Committee and comes to the lecture of a certain course. The interviewer must adhere to the following rules: 1. The survey is anonymous and is conducted in group during the given course at the beginning of the first lesson. 2. Before starting the survey, the lecturer / assistant determines the exact number of students in the hall and records it on the [Checklist \(PK-19\)](#) 3. During the survey, the lecturer / assistant is not present in the hall 4. The interviewer at the beginning of the course reads the instruction, after which shares questionnaires and answers to possible inquiries. 5. The interviewer takes care of the discipline during the survey. 6. Once the students complete the survey, the interviewer collects the questionnaires, puts them in an envelope and fills in the checklist (PK-19) with the survey report containing the following information: a) Course title: b) Time and date of the survey: c) The number of students present in the hall at the time of the survey (the lecturer / assistant determines before the start of the survey) d) The number of completed questionnaires e) Name and signature of the interviewer 7. After the survey, the interviewer closes the envelope in front of the students and submits it to the head of the Committee. Survey materials (pasted envelopes) are stored and in boxes with the head of the Committee, which has to keep it from unauthorized access. Upon completion of

the survey by the list for the respective semester boxes with the survey material are referred to the processing. The survey material is entered into the computer database on the bizhub C224E and processed using the Remark OMR.PDF program. Data processing is carried out by a person commissioned by the Committee. The people involved in the survey process are bound to keep the confidentiality of the survey data.

Survey results are considered satisfactory if the average rating for each question group is greater than 3.25. The data are submitted to the Commission. The Chairperson of the Board is authorized to provide further information to the lecturers, assistants and the head of the Student Affairs Department that are covered by the survey, where confidentiality is required. The results are submitted after the exam deadline and after the semester in which the survey was conducted. The results are also communicated to the Dean.

The results of the Student Surveys are the basis for rewarding excellence of lecturers and associates. In accordance with the [Regulations on rewarding excellence of lecturers and associates and the Best Lecturer Selection Procedure](#) (PK-40), the final grade of lecturers and associates for the academic year is calculated annually. The final grade of lecturers and associates is the statistical analysis of the collected results of the Student Survey. Statistical analysis only takes into consideration questions from the questionnaire relating to the lecturer and associates, namely: (i) Explicitly outlined the content and program of the course and the evaluation criteria; (ii) Training and consultation is held on time and on a regular basis; (iii) Knowledge assessment is appropriate; (iv) He / she is acting correctly in communication with the students.

The Quality Assurance Commission of the Polytechnic of Šibenik also conducts [student surveys for graduates](#). [Surveys \(PK-12\)](#) evaluate the organization of the study, the content of the syllabus, the general grade of the lecturers in study programs, the work of the services (student service, library, and script office) and the overall grade of the study. By analyzing the questionnaires, it is intended to establish an average rating of the same and to take corrective measures to maintain and increase the quality.

The Polytechnic also conducted a [survey of the first year students of undergraduate professional studies in order to learn about their habits and opinions](#). The purpose of the survey was to get information on monitoring the media channels, the motives for enrolling students at the Polytechnic, and examining student attitudes and thinking about improving content. The Polytechnic conducts surveys of students 'and mentors' satisfaction with professional practice (see standard 2.6).

The Polytechnic conducted a research among partner companies in the area of hospitality activities on deficit professions in hotel and hospitality business in the field of higher education. Based on the results of the research, the Management concluded that it was necessary to improve the undergraduate professional study Management; course: Tourism Management, so it applied with the partners to the ESF competition "Implementation of the Croatian Qualification Frame on higher education level" with the EVOLVE TOGETHER project. Also, The Polytechnic has conducted a research in the economic IT sector and among alumni of undergraduate professional studies of Management, course: Informatics Management. Based on the obtained data, an initiative was started for the establishment of a new undergraduate professional study Business Informatics for which in November 2018 the Permission was obtained. The research has shown that the new study program Business Informatics is more recognizable by the businessmen on the labor market, and the students with additional competences and recognized qualification (professional title) are significantly more competitive for employment.

In the next period, the results of the survey will be monitored and measures will be taken to improve the performance of the studying process in all forms of performance and the results of the services that are an extremely important part of the overall quality management system.

An important management segment of the Polytechnic is to provide support to academic staff in scientific research work as well as systematic development of domestic and international co-operation. Furthermore, the Management ensures all the essential resources for the continuous studying process and ensures an efficient development of human resources that guarantees the high quality of the program's performance. In order to achieve this, the Human Resources' needs are analyzed (monitoring and ensuring the necessary number of lecturers in the field and taking into account the advancement in higher vocations, and at departmental level career development of lecturers is monitored: number of categorized publications, participation at scientific-professional meetings, number of realized mobilities, number of projects, etc.).

In order to ensure the human resources needed for establishment, application and maintenance of a quality management system and its permanently improved efficiency, and in order to meet the expectations of students in meeting their requirements, the Management ensures a sufficient number of academic and extracurricular staff. Employees who perform jobs that affect the quality of services are professional, trained / competent on the basis of appropriate education, further education, training, skills and experience.

In accordance with the [PK-35 Employee education plan](#) for the academic year 2018/2019 thirteen lecturers enrolled in postgraduate studies in order to acquire a higher academic title, and so far eleven lecturers have completed these studies at the Polytechnic (five have earned the title of Doctor of Science (PhD), one Master of Science degree, and six University Specialist Degrees). Apart from the above mentioned, the Polytechnic sent the employees for additional education: one employee completed education for librarians, three finished the program for project manager of EU-funded projects, one employee passed a professional exam for staff in archives for archival and record protection and documentation, and additionally training program for office manager. At the Polytechnic there is also a member of staff member who is an authorized auditor, a public procurement officer, a staff member in charge of performing direct organization work and implementation of preventive fire protection measures and a staff member educated for the protection of personal data. In addition to professional training related to workplace or vocational training the Polytechnic provides its employees with various forms of non-formal education. Thus, employee trainings are organized at the Polytechnic (in accordance with the [Employee Training Record PK-37](#)):

- Professor PhD Slavica Šimić Šašić: "Methods of Studying", March 8, 2019
- Professors PhD Željka Kamenov, Ph.D. Vesna Vlahović-Štetić: "Competences and Learning Outcomes, Studying Planning and Valuation Planning", September 26, 2017
- Ana Đurić: Changes in the requirements of ISO 9001: 2015, September 28, 2016.
- Assistant Professor Anita Lauri Korajlija: "Competences and Outcomes of Learning, Studying and Valuation Planning", July 21, 2016
- Professors PdD Vlatka Vizek Vidović and Ph.D. Vlatka Domović: "Syllabus Based on Learning Outcomes and Studying Towards Student", January 16, 2016
- Kristina Škaler: "Project Team Management", February 20, 2015
- Anita Marčić and Biljana Šupe: Lecturer Education in ISVU, 11 and 12 February 2015
- Kristina Škaler: "Students-oriented Study methods," January 16, 2015
- Frane Urem: Caroline Learning Options in Distance Learning, December 3, 2014
- Kristina Škaler: "Learning Outcomes, Competence and Valuation Elements," October 18, 2013
- Sanja Paljević: Internal Auditor Training, March 27, 2013
- Ivica Poljičak: Successful Communication - seminar for student service, Library and administrative office, November 6, 2012
- Sanja Paljević: Internal Auditor Training, October 26, 2012
- Sanja Paljević: Internal Auditor Training, March 9, 2012

- Divna Goleš: Application of Quality Management Documentation, October 19, 2011
- Sanja Paljević: ISO 9001: 2008 - Quality Management System - Requirements, March 18, 2011

In addition to the above-mentioned trainings organized by the Polytechnic, the Management supports additional training of its employees by providing conditions for going to scientific or professional training at conferences, consultations, round tables, seminars and workshops at home and abroad (based on the approved [Demand for business trip PDP-1 and / or Demand for registration fee payment PDP-2](#)).

The rules of work and the organization of workplaces are set out in the [Regulations of Procedure](#) and the [Regulations on the organization of workplaces](#), and the rules and conditions for the advancement of lecturers as stipulated by the [Scientific Activity and Higher Education Act](#), the [Decision on conditions for assessment of studying and professional activities in the procedure of election to study titles](#) and the [Decision on the reopening procedure for studying positions](#). In accordance with the existing legislation, [the Development Strategy](#) and licenses for the implementation of new study programs at the Polytechnic these are subject to amendments.

In order to establish measurable criteria for payment of salary additions to employees due to the increased volume and complexity of the business and the results achieved, the [Guidance on evaluating the additional burden of employees for administrative and support activities](#) has regulated the procedure for evaluating additional workload. Administrative tracking of assignment and calculation of additional workload is done through the [PDP-9 form](#). In the event that such workload lasts longer than three months, a special decision of the Administrative Council is recommended. An additional employee burden is assigned or determined at the proposal of the head of the office, vice deans or dean, with the prior consent of the employee. An employee may be subject to an additional burden solely with the dean's approval. Administrative and support activities for which employees can make a salary addition relate primarily to: i) jobs arising out of staff shortages under valid business systemization, ii) the activities organized by the Polytechnic with the aim of improving the learning process, increasing completion and employability and access to higher education, iii) jobs arising from the implementation of study programs and the achievement of learning outcomes at the Polytechnic level, and iv) the work that serves to achieve the overall strategic development goals and the implementation of action plans of the Polytechnic.

In the light of the new [Collective Agreement for Science and Higher Education](#) until the beginning of the academic year 2019/2020 the Polytechnic will make a revision of the [Regulations of Procedure](#) and the [Regulations on the organization of workplaces](#) in order to standardize the activities of the collective agreement.

Standard 1.2. The higher education institution applies recommendations for quality improvement from previously conducted evaluations

The higher education institution applies recommendations for quality improvement and implements activities based on previously conducted evaluations (internal and external).

The higher education institution analyzes the improvements and plans further development based on them.

The Polytechnic of Šibenik has opted for the development of a quality assurance system, integrating the requirements of ISO 9001 and the European Standards and Quality Assurance Guidelines in the European Higher Education Area (ESG). The system is under continuous control and accordingly it implements: quality monitoring based on the [Internal Auditing Plan](#) (twice a year); supervisory quality assurance system audit based on the requirements of ISO 9001: 2015 (once a year); certification of a quality assurance system based on the requirements of ISO 9001: 2015 (once in three years); internal evaluation of the quality assurance system based on the [Regulations on enforcement of internal audit of QAS](#); external independent periodic QAS assessment conducted by the Agency for Science and

Higher Education based on the established calendar of audits for the calendar year. In addition to the mentioned activities of QAS monitoring, the institution is monitoring the quality of performance of study programs as well as quality evaluation in the process of re-accreditation carried out by the Agency for Science and Higher Education based on the established Reaccreditation n plan of higher education institutions for the calendar year and the initial accreditation of study programs implemented by the Agency for Science and Higher Education.

Over the period since the last re-accreditation to date, the Polytechnic has undergone the following evaluation procedures:

- Internal evaluation of Quality Management System (QMS) in 2013
- External independent periodic review of quality management system in 2013
- Internal evaluation of QMS 2013 performance analysis of quality management system efficiency after IV. phase - follow-up in 2014
- Quality system certification in accordance with ISO 9001: 2008 in 2014 (supervisory audit is performed once a year, and internal audits twice a year)
- Internal Evaluation of QMS in 2015
- Internal Evaluation of QMS 2015: performance analysis of the quality management system efficiency after IV. phase - follow-up in 2016
- Quality system certification in accordance with ISO 9001: 2015 in 2017 (supervisory audit is performed once a year, and internal audits twice a year)
- Internal Evaluation of QMS in 2017
- Initial accreditation of the specialist graduate professional study Administrative Law in 2018
- Initial accreditation of undergraduate professional study Business Informatics in 2018

As described in standard 1.1. The findings of the aforementioned audits are discussed primarily at the Dean's Board and the sessions of the Quality Assurance Committee, and after analyzing the objections, planning activities, implementation of measures and monitoring of the effectiveness of the measures taken to improve the system are developed. During the period since the last re-accreditation to date, the following activities have been carried out on the basis of the recommendations of the Professional commissions and / or auditors:

- Development strategy was developed;
- Quality Assurance Strategy has been developed;
- Annual plans are drawn up and the implementation of strategic goals is monitored;
- Quality Policy and Standing orders on the Quality Assurance Committee's work have been revised;
- The QAS Manual has been updated to comply with the ESG Guidelines;
- Integrated quality systems according to ISO and ESG guidelines;
- Standardization and documentation of the processes based on the [*Regulations on office business and the Procedure on documents and records management\(PK-22\)*](#)
- The [*Regulations of procedure of internal periodic review of the Quality Assurance System*](#) define the competences of the members of the Internal Audit Committee;
- Internal audit shall be conducted in accordance with the procedure described in the Regulations of procedure for internal periodic review of the Quality Assurance System, including discussion with stakeholders and recommendations for improvements;
- Qualitative education is provided for members of the Internal Audit Commission and the Quality Assurance Committee;
- [*An administrator of the quality assurance system has*](#) been appointed;

- [The Economic Council was formed](#) on the basis of whose recommendations the changes of the study programs of the Polytechnic (competences and learning outcomes, professional practice, etc.) were made;
- Employees are involved in various forms of education (formal and informal);
- Research projects for the needs of the economy and research projects funded by the European Union are being realized;
- [Erasmus Charter](#) has been realized, ERASMUS and CEEPUS mobilities of lecturers, students and administrative staff (both domestic and foreign) are being implemented.

[The first certification in accordance with the ISO 9001: 2008 standard was achieved in November 2011](#) in the field of formal education in undergraduate professional and specialist graduate professional studies, with the implementation of a lifelong education program, as well as scientific and professional work and publishing. Continuous work on the system development has resulted in certification retention and [recertification in 2014](#), and continued alignment with ISO 9001 revision in 2015, in addition to the European standards and quality assurance guidelines in the European Higher Education Area (ESG), resulted in the acquisition of the [ISO 9001: 2015 certification in November 2017](#). The audit sought to establish the compliance of the management system or its parts and to check the applicability, the fulfillment of goals and the possibilities for improvement. Certification and recertification of the system in accordance with ISO standards have been carried out by an authorized certification company in continuity from 2011. Based on the findings after the audits carried out, corrective measures for eliminating nonconformity are defined further development for improvement is planned. Audits are carried out once a year and cover the entire scope of the certificate. The audit found positive conclusions without any established nonconformities, and specific observations related to more detailed risk analysis and the identification of external and internal organizational factors. In addition to this, the internal audits are conducted twice a year. In March 2018, the first QAS internal audit was carried out. The report had no observations and gave positive conclusion and recommendations. In October 2018, another QAS internal audit was carried out. [The report](#) had no observations and gave positive conclusion and recommendations.

In the academic year 2011/2012 the Agency for Science and Higher Education conducted the re-accreditation at the Polytechnic. The process of re-accreditation evaluated the extent to which the Polytechnic meets the requirements for performing higher education activities as set out in the [Act on Quality Assurance in Science and Higher Education \(Official Gazette No. 45/09\)](#), [the Rulebook on the content of permission and conditions for issuing permissions to perform high education activities \(NN 24/10\)](#) and [Criteria for quality assessment of polytechnics and colleges](#). Upon completion of the re-accreditation process, the Agency for Science and Higher Education submitted to the Polytechnic an [Accreditation recommendation](#) on fulfilling the conditions for performing higher education activities and prescribed follow-up monitoring of activities involving the adoption of an action plan in order to improve the quality within 6 months of delivery of the [Certificate](#) and reporting to the Agency once a year on realization of the action plan. The Polytechnic considered recommendations for quality improvement provided by the expert committee in its [Report](#), which primarily concerned the preparation of a formal strategic development plan for the Polytechnic for a period of 5 years, defining the goals and carriers of activities and the involvement of external stakeholders; formalizing the process of employee education, stimulating employees and students in exchange programs, and encouraging research and professional activities of the Polytechnic through the center of excellence. In September 2013, the [Action Plan for Quality Improvement](#) was submitted to the Agency. The Plan defines the planned activities, the persons in charge and the implementation deadline and, if necessary, provides further clarification of certain activities. Subsequently, the Agency was notified about the implementation of the Action Plan by the [Reports in February 2015, February 2016, and the Report of April 2017](#).

In the academic year 2017/2018 the Polytechnic initiated the initial accreditation of undergraduate professional study programs in Business Informatics and specialist graduate studies in Administrative Law. The accreditation council appointed a professional committee that visited the Polytechnic, and their work was based on the submitted [Elaboration on performance of study program](#), Quality Assurance in Science and Higher Education Act and the Rulebook on the content of permission and conditions for issuing permissions to perform high education activities, conducting a study program and re-accreditation of higher education institutions. Upon completion of the visit to the Polytechnic, the expert committee gave the Recommendations for the modification of the elaboration and the Polytechnic submitted the changed Elaboration to the Agency in accordance with the recommendations. All the members of the expert committee have accepted the completed report and gave the final report with the final recommendation that the proposed program will be accepted. After the conducted procedure, it was determined that the Polytechnic fulfills the necessary conditions for carrying out the studies in question and that [Accreditation recommendations and permission](#) for the study have been issued to the Polytechnic.

In the academic year 2012/2013 the process of external independent periodic audit of QAS was conducted by the Agency. The procedure sought to establish the degree of development and effectiveness of the Polytechnic's quality assurance system in line with the reference documents ([European Standards and Quality Assurance Guidelines in the European Space for Higher Education \(ESG\)](#)), [Quality Assurance in Science and Higher Education Act \(Article 23\)](#); [Manual for the external independent periodic audit of the quality assurance systems in the Republic of Croatia, 2nd edition, Zagreb, March 2010](#); [Rulebook on the procedure of external independent periodic audit of internal systems for the quality assurance systems of higher education institutions in the Republic of Croatia, Zagreb, June 2010](#)); contributing to the constant improvement of the quality culture at the Polytechnic. After the procedure was completed, the Expert Committee concluded that the system was at that moment in transition from the preparatory into initial stage for standards 1.1. and 1.2. Of ESG, in the initial stage for standards 1.3, 1.5, 1.6 and 1.7, and between the initial and developed phase for standard 1.4. The Polytechnic made a statement on the Committee's Report and submitted the [Plan of Activities for the follow-up phase](#). In the follow-up phase, activities from the recommendations of the Expert Committee were undertaken. After the expiry of the follow-up phase, and on the basis of the [Report on the implementation of the Action Plan for the follow up phase](#) and the available documentation on the Polytechnic's network and Intranet sites, the Committee identified the strengths of the Polytechnic as well as specific weaknesses and gave recommendations for further activities aimed at improving the quality assurance system in the next period, i.e. up to the following external audit, and established the final degree of QAS development according to ESG standards. As a good practice of the Polytechnic, the culture of self-assessment and openness to external evaluations were recognized; systematic work on improving student valorization; care for the advancement of scientific-academic staff; multi-year practice of documenting and improving the process and continuous evaluation of quality management systems in accordance with ISO norms. Finally, the Expert Committee concluded in its final report that the system was at that moment in transition from the preparatory to initial stage for standards 1.1. and 1.2. of ESG, in the initial stage for standards 1.3, 1.6 and 1.7, and between the initial and developed phase for standard 1.4. and 1.5.

The Expert Committee established that during the follow-up phase the Polytechnic planned and undertook activities to improve the quality assurance system and analyzed the effectiveness of taken measures. Further, the Polytechnic accepted the recommendations of the Committee. The Committee finally concluded that the quality assurance system at the Polytechnic was established according to the degree of development and efficiency in the initial phase. In the meantime, two Managements boards changed, and the system continued to develop, in line with the recommendations of the Committee. During the academic year 2017/2018 a new cycle of Internal Evaluation of QAS was conducted: ["Analysis of QAS efficiency at the Polytechnic"](#). The concluding evaluation of the Internal

Audit Committee was based on the Agency's Criteria for Science and Higher Education developed in accordance with the European Standards and Quality Assurance Guidelines (ESG) and is presented in the table in Chapter 6.2. of the document. The Committee found that after the final report on the results of the external independent periodic audit of the quality assurance system delivered by the Agency in May 2014 and all four previous internal audits that were carried out during 2015 and 2016, the Polytechnic planned and undertook activities to improve the quality assurance system and analyzed the effectiveness of the measures taken. The Internal Audit Committee concluded that the established quality assurance system at the Polytechnic according to the level of development and efficiency is now at the crossroads between the developed and the advanced stage. It is expected that the Polytechnic will continue to develop a quality assurance system in line with the recommendations of the Internal Audit Committee. It is recommended that the beginning of the follow-up phase be carried out by April 2019 at the latest.

Standard 1.3 The higher education institution supports academic integrity and freedom, prevents all forms of unethical behavior, intolerance and discrimination

The higher education institution supports academic integrity and freedom and ensures ethics of work and preserves academic integrity and freedom.

The higher education institution effectively serves mechanisms to prevent unethical behavior, intolerance and discrimination.

The higher education institution performs activities to sanction unethical behavior, intolerance and discrimination.

The conflict resolution and irregularity jurisdiction system is functional at all levels of the higher education institution.

Employees, students and external stakeholders of the institution base their work on the principles of academic ethics.

The higher education institution solves systematically the problems of plagiarism, overwriting and counterfeiting of results.

In its work, the Polytechnic adheres to the moral principles and principles of professional ethics defined by the [Code of Ethics](#). By joining the academic community, members of the Polytechnic (lecturers, associates, students) are obliged to abide by the highest levels of moral integrity, ethics, and scientific and professional rectitude. Mechanisms used by the Polytechnic to ensure the ethical behavior of all employees are:

- The [Code of Ethics](#) of the Polytechnic of Šibenik was adopted.
- The [Ethics Commission](#) of the Polytechnic was formed.
- The Student Council appointed a [student Ombudsperson](#).
- There is a comment box in which anyone can anonymously formulate any suspicion of unethical behavior of any member of the academic community of the Polytechnic.
- The [Rulebook on employee disciplinary responsibility and the Rulebook on student disciplinary responsibility](#), which provide disciplinary action and disciplinary measures for violations, including violations of the Code of Ethics (for example: attempted corruption, plagiarism, conflicts of interest, consumption of narcotics at the Polytechnic's premises, disrespect of the dignity of the Polytechnic and so on).

The Code of Ethics is the fundamental act governing the principles of scientific ethics at the Polytechnic. These are not legal regulations or regulations that are based on pressure and sanctions, but an institutional normative act that represents international values and rules of conduct in the academic community. It represents the rules of conduct that each employee, in addition to his / her personal beliefs and values, accepts in order to ensure minimum standards of ethical conduct. The Code of Ethics of the Polytechnic contains the fundamental moral principles and principles of professional

ethics, which should be proclaimed by lecturers, associates and other employees as well as by students of the Polytechnic in their professional and public activities. The Code governs basic ethical principles, ethical principles in science and higher education, organization and work of the Ethics Committee and proceedings before the Ethics Committee of the Polytechnic.

The basic ethical principles and values that the Polytechnic promotes are:

- protection of human rights and freedoms (prohibition of discrimination, harassment and prejudice, ban on consumption of narcotic drugs),
- principle of compliance with laws and legal procedures,
- academic freedom,
- principle of professionalism (right and duty of improvement, transparency and confidentiality of work),
- freedom of expression,
- scientific rectitude (ban on inventions, counterfeiting and plagiarism),
- ban on abuse of authorship,
- collegiality,
- ban on receiving gifts and other goods,
- prohibition of conflict of interest,
- adhering to ethical principles in relation to the home institution and students,
- ban on nepotism.

The purpose of the Code is to promote values specific to the Polytechnic's activity in the widest sense. Academic members are expected to be accountable, conscientious, professional, and to fulfill ethically all their obligations towards students, colleagues and other employees at the Polytechnic. They should follow the principles in their actions: objectivity, impartiality, prudence, correctness, dialogue and tolerance. Lecturers need to contribute to the intellectual development of students and to transfer them a high level of scientific Knowledge. The promotion of ethical behavior and the values contained in the Code is the obligation of all members of the Polytechnic's community. In order to accomplish these goals, the Ethics Committee gives its opinion on the implementation of ethical principles and standards at the Polytechnic, both in the fundamental issues, both in and on specific subjects, and undertakes other activities and performs other activities regulated by the Code. The Ethics Committee is the body responsible for promoting the ethical principles at the Polytechnic. It follows the application of principles in the field of ethical conduct, conducts a procedure for examining the merits of complaints about unethical behavior and gives opinions on complaints from employees and students. The Ethics Committee always acts in accordance with the Code of Ethics, which describes the organization and work of the Ethics Committee and proceedings before the Ethics Committee. The Ethics Committee gives an opinion on violations of the Code of Ethics' provisions on a written initiative initiated by an employee of the Polytechnic or a student. The opinion must be given within 60 days of the launch of the initiative and the opinion needs to be notified to the applicant. If, in the opinion of the Ethics Committee, there is a violation of the Code of Ethics, the Dean shall notify the competent authorities in the proceedings within 8 days.

The Student Ombudsperson is a student of the Polytechnic whose task is to resolve the issues of academic relations and the protection of academic rights and freedom of students. This institution was introduced to the academic community in 2007 by applying the [Act on the Student Council and other student organizations](#).

The Polytechnic understands the importance of the values of ethical behavior, tolerance and academic rectitude, and promotes them among students during their studies in order to continue their responsible ethical conduct later in the business career. The same values are promoted among employees. In this way, employees recognize the senselessness and lack of dignity of the unauthorized

activities and procedures in their work, for which they can lose their reputation and trust, and can be excluded from the academic community.

The Polytechnic tries to cultivate good interpersonal relationships to keep them positive. Internal solving of minor problems and preventing their disclosure to the public takes place directly between the lecturer - student, the departments or by the possible mediation of the Management Board as a third party between the conflicting parties. For certain forms of students' unethical behavior, it is possible to impose disciplinary measures in accordance with the [Rulebook on student disciplinary responsibility](#). For certain forms of unethical behavior, it is possible to impose disciplinary measures in accordance with the [Rulebook on employee disciplinary responsibility](#).

From all of the above, it is clear that the Polytechnic ensures to each member of the academic community enjoyment of all human rights, respect for their integrity and dignity, excludes any discrimination and abuse and ensures academic freedom and the conditions for equality.

Standard 1.4. The higher education institution provides access to information about important aspects of its activities (studying, professional and / or scientific and social role)

Information on study programs and other activities of the institution of the higher education is publicly available in Croatian and in a world language.

The higher education institution informs the interested public of the criteria for enrollment, enrollment quotas, study programs, learning outcomes and qualifications, student support forms available.

Information on the social role of the higher education is available to the public concerned.

The higher education institution informs the interested public of other indicators (e.g. analysis of exam passage, employment of graduates, drop rates, results of previous evaluations, etc.).

The Polytechnic based on the [Public Information Procedure \(PK-41\)](#) and in accordance with the [Act on Access to Information \(Official Gazette, 25/13, 85/15\)](#) regularly publishes information from its jurisdiction on the [official web site](#). The website contains information on the organization of the Polytechnic, study programs, lifelong learning and the quality of performance of the Polytechnic's activities. Public acts, decisions, announcements, announcements of guest, public and inaugural lectures as well as information on international cooperation and mobility, participation in conferences, projects and the activities of the [Student Council](#) are regularly published. Announcements and reports from all the events that the Polytechnic is conducting and participating in, such as: [Open Ltd.rs Days \(2015, 2018\)](#), [Open Days of EU Projects and Mobility](#), [Career Day](#) etc. For the needs of international users / potential students of basic information about the Polytechnic are also available in English. Given the large number of users of social networks, public interaction is also realized through the [Facebook and Instagram](#) profiles of the Polytechnic, enabling additional coverage of all the activities that the Polytechnic conducts and participates in.

The Polytechnic regularly informs the interested public ([media](#)) through articles in local and national press, through television and radio broadcasts on important events and student activities, and thus informs the general public about its activities. The function of informing the public is carried out by the students of the Polytechnic gathered in the journalistic section which, through the portal [skvus.hr \(Student Club of the Polytechnic of Šibenik\)](#), through the reportage, interviews, columns and the transmission of content, covers topics important for the course of study, student standard and similar. Information on entry criteria and enrollment quotas is published on the bulletin board and on the Web site under the [Enrollment](#) category. Information on the enrollment criteria and the method of grading school, SAT and additional achievements in the admission enrollment for the first year of undergraduate study levels for potential students are published on the web pages of the National Information System for Entries to Higher Education ([Become a Student](#)). Further, the Polytechnic's web

site contains the Syllabus for all study programs including the learning outcomes and competencies of a particular study program.

[Academic calendar](#), studying schedule, completion of exams, completion of consultation and contact information are continued and regularly updated by the main web site editor. For students in the first years, the brochure [Guide](#) was prepared and shared to the new students at the beginning of the academic year. Also, a brochure for international students [International Student Guide](#) was issued. These guides provide information on student standard (accommodation, nutrition, and student service), student mobility opportunities, student associations, [psychological counseling](#), and other. The Polytechnic prepares other informative materials, mostly leaflets and brochures, for promotional purposes. The Polytechnic continually and timely informs students about available scholarships, [STEM scholarships](#), [scholarships for excellent students](#), [scholarships for students in the state of social need](#), [scholarships of the Student Foundation](#), [scholarships of the Fund for scholarships of Croatian war veterans and children of Croatian war veterans from the Homeland War](#), [rewarding students \(Dean's Award\)](#), [the possibilities of student mobility and the holding of various educational workshops](#). Just a few of these workshops are: [Searching interdisciplinary databases](#), [Project Time Management](#), [No to Mobile Phones](#), [GDPR Day](#), [How to Apply Erasmus + Mobility](#), and [workshop within the KREŠIMIR Project](#). In cooperation with the Polytechnic and the Center for Information and Career Counseling (CISOK), activities and workshops are organized regularly and students are informed through the web and the Facebook page: [Planning My Career](#), [Entrepreneurship - is it for me?](#), [Creative Thinking, Do you Know how the winners speak?](#), [Creative Thinking in Entrepreneurship](#), [How to Write Animals and Benefits of Volunteering](#). Further, the Polytechnic regularly promotes students' participation in various projects, events and education that announce the call and the competition: Croatian Universities for EU projects, competition for implementation study, entrepreneurial projects of students/ student teams, Tourism Case Study Challenge, Tourism Business Day, summer school getting a strong insight into listening to social media, Breakfast Culture Club, Oracle Academy and others.

The activities carried out by potential students are conducted through the cooperation of the Polytechnic with secondary schools attended by the secondary school graduates of Šibenik in the organization of the Polytechnic: [Open Days and Open Days of EU Projects](#). In addition to these co-operations, the Polytechnic started with the activities of visiting [high schools](#) to promote the Polytechnic and to introduce potential students with study programs and employment opportunities by completing their studies.

When discussing the employment of graduated students, it is important to point out the study ["Analysis of the possibilities of tracking the transition to the labor market the Polytechnic's graduated students"](#) (authors: PhD Rimac, I., PhD Ogresta, J. and PhD Bovan, K.). This analysis relies on a comprehensive study conducted for professional studies by Croatian polytechnics and colleges. The study is available on the [Ministry of Science and Education's website](#). In addition to this study, the study on the employability of graduate students in Croatia made by the Agency for Science and Higher Education in cooperation with the Faculty of Organization and Informatics of the University of Zagreb can be also taken into consideration whose results are published in the publication entitled ["What after graduation?"](#). Student dropout data is kept by student's service and is submitted to the Vice dean for academic purposes who reports in the Report to the Professional Council on the number of students enrolled in the academic year, the number of students who completed the study, as well as the number of students who have been drawn from the study. These data have so far not been subject to public disclosure. Furthermore, the Polytechnic submits an [Application for co-financing of the Polytechnic of Šibenik from the Public sector needs in higher education program of the Šibenik-Knin County](#) annually, showing information on the structure of unemployed graduate students of the Polytechnic. Given the total number of graduate students of the Polytechnic, it can be said that the employability of completed students is very good, i.e. higher than 90% (since the establishment of the College for tourism and the Polytechnic in Šibenik, the total number of students who graduated is more than 3,500 students). The Polytechnic puts special efforts in the implementation of the Professional

education program without establishing a working relationship thus enabling graduates to gain work experience at the Polytechnic after completing their studies.

The Polytechnic actively informs the interested public about the implementation and participation in numerous projects, among which the projects for public institutions can be highlighted: the National Park Kornati ([Market Research Project, Sustainable Tourism Development Strategy, international conference Monitoring and Management of Visitors in Recreational and Protected Areas](#)) and [Nature Park Vransko jezero \(project Analysis of the structure and attitudes of visitors to the Nature Park Vransko jezero\)](#), then cooperation with the city of Šibenik, for example on the [Revitalization project of the St. John Fortress and business cooperation between the Polytechnic and CroNoMar L.td.](#) Among other projects, it is important to list the Erasmus + projects the Polytechnic is currently participating in: Strategic Partnerships for Cooperation and Innovation among Higher Education Institutions, the project called ["Shaping the Future Education in Tourism"](#) and strategic partnerships for vocational education and training, the project entitled ["T4 -Translational Technology Transfer Training: Training Blueprints for Accelerated Growth](#). Among the EU projects of value and importance is the project [Palacin Student Dormitory](#), which is also very well supported by the media.

The Polytechnic continuously informs the public about its social role that is reflected in: cooperation with various associations (Association [Alumni VUŠ](#), association [Mladi u EU](#), association [StartUp Šibenik, Society for the preservation of the Šibenik heritage "Juraj Dalmatinac"](#), [Tourist guide association Mihovil](#) and others); donations (computers and a TV donated to the elementary school Tin Ujević); [promoting humanitarian actions such as assisting flooded areas, collecting humanitarian assistance](#) (organized by the Student council and the Alumni VUŠ association in cooperation with the Šubićevac Education Center); [blood donation action](#) (Red Cross with the help of the Student council); [participation of the Polytechnic's students in preparation of meals for people in the public kitchen](#). The social engagement of the Polytechnic is also confirmed by the promotion of sustainable development by organizing the international scientific-professional conference on the theme of [Challenges of Today: Sustainable Coastal and Maritime Tourism](#). As part of the theme of sustainable development and promotion of environmental protection, the participation of lecturers and students in the project for the development of new solutions for sustainable tourism - [SISTERS](#), and lecture by academician Vladimir Paar on the topic of [Open physical challenges of climate change](#), the afforestation activities of NP Krka and cleaning area near Primošten and participation in the National Radio contest where we were awarded with a clever bench.

In co-operation with "Mladi u EU", the Polytechnic has organized several events, from which we can include lectures aimed at popularizing volunteering and student mobility ([Let's be volunteers, Student's Mobility Day, Time to Move](#)), and a lecture as part of the [Monthly Fight against Addiction: risk factors and protection](#). In addition, in co-operation with the said association and the Development Agency of the Šibenik-Knin County the Polytechnic has submitted a project entitled [VUŠ-ENTER INTER](#) to the European Social Fund Contest. Along with this project, the Polytechnic has applied a project entitled [Evolve together](#) with the partners to the European Social Fund Contest.

In the context of informing the public about the social role of the Polytechnic, it is necessary to mention the [fight against human trafficking day, the International family day and the World Health Day](#), and the organization of a lecture titled [Preventing disorder in sports contests in the Republic of Croatia - a legal framework today, today, and tomorrow](#).

With the entry into force of Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016, the Polytechnic has harmonized its operations so that all its students, employees, external associates, economic subjects, public institutions, state institutions and others have the adequate personal data protection and transparency in using them. To this end, a [personal data protection officer was appointed and the Rulebook on processing and protection of personal data at the Polytechnic of Šibenik](#) was adopted.

To persons who express interest, [access to information](#) is provided in accordance with the [Right of access to information Act \(Official Gazette 25/13, 85/15\)](#) through the information officer by providing information to the user who filed the [request](#) directly, in writing, by inspecting documents, by making

copy documents, by submitting a copy of the document and in another appropriate manner. An application for access to information can be submitted to the information officer: in writing, at the following address: Polytechnic of Šibenik, Information Officer, Trg Andrije Hebranga 11, 22000 Šibenik, by e-mail at: pristup-informacijama@vus.hr or fax to: 022 / 216-716.

Standard 1.5. The higher education institution understands and encourages the development of its social role

The higher education institution contributes to the development of the economy (economic and technological mission of the higher education institution).

The higher education institution contributes to the development of local civil society and democracy (civil role).

The higher education institution contributes to the development of the local community.

The higher education institution contributes to the foundations of the academic profession and the responsibility of the lecturers for the development of the institution of higher education and the local community.

The Polytechnic has a locally significant economic role, both through professional and economic projects, as well as through other services and activities that the Polytechnic provides for the development of the domestic economy and the wider social community. In this place, it is worth pointing out that in December 2016, the Polytechnic, as the project leader, together with the project partner, the Student Center Šibenik, submitted [the project "Student Dormitory Palacin"](#) to the Modernization, upgrade and expansion of student accommodation infrastructure for disadvantaged to the European Commission for regional development, Operational Program: Competitiveness and Cohesion 2014-2020. The total amount of eligible expenditures for the construction of a student's dormitory is 83,619,707.55 HRK, of which HRK 79,680,000.00 was awarded to the Polytechnic as grants. It is the largest infrastructure investment in the student standard in the history of Šibenik.

The goals and activities of the Polytechnic that arise from our [mission and strategy](#) are achieved in accordance with the needs of the sustainable development of the economy and the community in which we operate. The Polytechnic continuously develops nationally and internationally recognized excellence in education for the purpose of establishing a system of transfer and application of Knowledge related to the interest and prosperity of the whole society, and by the establishment of the Economic Council in 2014, a significant progress has been made in the cooperation with local businesspersons. The areas in which the Economic Council focuses its work are closely related to the improvement of the core activity of the Polytechnic and to its positioning as the leading institution in the wider community. Furthermore, life-long learning programs implemented at the Polytechnic also contribute to the development of the local community, the promotion of the tourist offer of the Šibenik-Knin County and the development of cultural and tourist contents.

The Polytechnic is involved in the decision-making of public interest through its lecturers acting on their own or on behalf of the Polytechnic through their presence in state bodies, county, city and other bodies, presence in the economy, solving specific problems, participation in preparation and conducting consultations, conferences, congresses, conferences, round tables and other forms of gatherings. Through its representatives, the Polytechnic is an active member of the [Partnership Council for the labor market of the Šibenik-Knin County; it participated in the adoption of the County Human Resources Development Strategy of the Šibenik-Knin County 2014 - 2020, the Master Plan of Tourism in the Šibenik-Knin County, the Integrated coastal zone management plan of the Šibenik-Knin County; is a member of the association: UHPA, the Partner Labor Market Board and the Croatian Association of JAVA users](#). For a number of years, it has been participating in the Šibenik-Knin County Job Fair.

Lecturers and scientists of the Polytechnic contribute to the development of the environment through their research work. The Polytechnic is publisher of the proceedings. In order to fulfill the mission of

professional and scientific work in the wider community, the Polytechnic is the organizer of scientific and professional consultations (conferences, round tables, public lectures, workshops, seminars, presentation of books and others). Since 2013, every two years, the Polytechnic organizes an international scientific and professional conference [Challenges of today](#) with current topics: (i) Tourism today - for tomorrow; (ii) Tourism and Local Development; (iii) Sustainable Coastal and Maritime Tourism. In order to promote the importance of community-based topics, the staff and students of the Polytechnic are involved in participating in various events and performing educational programs for different social groups. The civic role of the Polytechnic is manifested in various actions for the needs of the local community: volunteering students in the public kitchen, donating blood in the actions of the Croatian Red Cross, Christmas collection of humanitarian aid, reforestation at the entrance to the NP Krka, cleaning of the area near Primošten, donation to elementary school Tin Ujević, to Association of Disabled Persons of St. Bartholomew from Knin, HPK St. Mihovil, the Polytechnic financially assists in the organization of the Homecoming Dance (Technical School, School of Medicine, Tourism and Hospitality School). In order to raise awareness of the social responsibility of its employees and students the Polytechnic organizes and / or helps different study trips (two study trips of the employees to the friendly institutions of the Council of Polytechnics and Colleges: (i) 2013 (Požega - Vukovar - Slavonski Brod), (ii) 2015 (Rijeka-Pula-Gospić); student study trips (Munich, Berlin, Budva, Novi Sad, Opatija) and field trips (Croatian Parliament, State Administration Office, Paklenica NP, NP Krka, Nature Park Vransko Lake, Split Airport, Zemunik airport, Rijeka port, Hotels Milenium Opatija, Trade distribution center Lidl in Perušić and many other).

If there is interest and organizational-spatial possibilities, premises of the Polytechnic are used by different organizations and associations (Croatian Public Health Institute, Agricultural Agency, State Administration Office, Croatian Medical Chamber, Zagreb Bank, Mladi u EU, The Association of St. Bartholomew, and the Association of the former students Alumni VUS).

Standard 1.6. Lifelong learning programs implemented by the higher education institution are aligned with the strategic goals and mission of the higher education institution and social needs

The higher education institution proves the consistency of the overall objectives of the lifelong learning program with the mission and strategic goals of the higher education institution.

The higher education institution proves the coherence of the general objectives of lifelong learning program with social needs.

Revision and development of lifelong learning programs is implemented systematically and regularly.

The Polytechnic has a long-standing practice of implementing lifelong learning and education programs starting from summer schools, seminars and professional exams through educational modules recognized in the labor market resulting from the [Statute](#), our mission and strategic goals. Established lifelong learning programs are systematically revised and developed, aligned with the general goals of the program and the needs of society and contribute to the development of the local community. The lifelong learning activity at the Polytechnic is formalized through the adoption of the [Rulebook on lifelong learning as](#) well as through the [Procedure on organization and implementation of lifelong learning seminars \(PK-25\)](#). However, the Polytechnic has recognized the need for further strengthening of this activity, and plans for the establishment of the Center for lifelong learning are set out as one of the tasks, i.e. the objectives of the [Work and Development Plan \(Strategy\) of the Polytechnic for the period 2017-2025](#).

The Polytechnic organizes and carries out a legally prescribed seminars and professional exams for the managers of travel agencies and tourist guides. Seminars are organized and conducted for the area of the Šibenik-Knin County, based on the [Decision of the Ministry of Tourism, in accordance with the applicable Provision of Tourism Services Act, the Regulations on the professional examination for tourist](#)

[guides and the examination program for tourist companions and the Regulations on professional examination for branch officers.](#)

The examination is implemented by the members of the examination committee appointed by the Minister. The lecturers are experts from the Polytechnic, the Cultural and cultural heritage management, the Ministry of Education, representatives of the UHPA and the Ministry of Tourism. *The Dean decides on the term of the seminar*, depending on the needs of the market and the interest of potential candidates. All necessary information on seminars is available on the Polytechnic's web site in the Lifelong Learning section. Announcements for application at the seminar are published on a web site, bulletin board, and daily newspapers. At the end of the seminar, participants will receive a *Certificate of passed professional exam* which is enrolled in the employment record book. The Polytechnic is entitled to discounts to its students, alumni and tourist boards of counties, cities and municipalities, members of the UHPA and legal entities that applied 2 or more persons. The secretary of the examination committee compiles a list of attendees who passed the exam. The list of attendees who passed the professional exam and obtained the right to be tourist guides for the Šibenik-Knin County is provided to the Association of tourist guides "Mihovil". Šibenik diocese has selected the Polytechnic's program of education for its employees for tourist guides for the needs of the project Integrated program "Civitas sacra" - improvement of the Šibenik tourist offer based on the valorization of the cultural heritage of the cathedral of St. James and Galbani palace / KK.06.1.1.01.0008 and provided educations for four of its employees for tourist guides. These lifelong learning programs contribute to the development of the local community, the promotion of the tourist offer of the area of the Šibenik-Knin County and the development of cultural and tourist content.

Due to the need for tourist guides that can better guide visitors to less frequented and equally valuable and attractive localities in the upper and middle course of the Krka River, the Polytechnic has developed a seminar Program for tourist guides in the Krka National Park. The seminar is designed to improve (educate) the participants in the areas of natural and historical-cultural heritage of the Krka National Park for the purpose of presenting such Knowledge to organized tourist groups. The seminar represents the upgrading of the current education program for tourist guides for the area of the Šibenik-Knin County, as the participants are further educated in the field of the protection of rare (endangered) flora and fauna, as well as insufficiently known historical sites in the Krka National Park. By applying such Knowledge, the participants will further educate visitors, thereby contributing to the protection and improvement of the natural-tourist values of the Krka National Park and the development of its existing tourist offer in the direction of sustainability. The conditions for enrolling in this seminar are a previous seminar and a professional exam for tourist guides for the area of the Šibenik-Knin County in accordance with the *Provision of Tourism Services Act (Official Gazette 68/07) and the Regulations on the professional examination for tourist guides and the Examination program for tourist companions (Official Gazette 50/08)*. The 24-hour program takes place by regular studying according to the schedule. The program includes the contents performance of the individual syllabus sections and theoretical studying of 8 hours. Field training is conducted in the total duration of 16 hours in the area of the National Park Krka on a previously agreed program, with the control of the Polytechnic. For the purpose of the implementation of this seminar, the Polytechnic has concluded a business *Cooperation agreement with the Krka National Park*. The syllabus and the program of the seminars are set out in the *Syllabus of the seminar for tourism guides in the Krka National Park*. Successful participants who perform the final examination of the Knowledge are issued a certificate of training for the activities of the tourist guide in the area of the Krka National Park. Data on the quality of the education provided are collected through a questionnaire for seminar participants.

In November 2015 the Polytechnic, by signing an *Agreement with Oracle Croatia Ltd.*, became part of a global educational program that offers opportunities for improving Knowledge, skills development and innovation in the field of information technology. All conditions for starting the Oracle Academy at the Polytechnic are ensured after PhD Frane Urem, college professor on March 17, 2016, received a certificate for the head of the Oracle Academy. The target group of this education are the Polytechnic's students (including interested students at CEEPUS and Erasmus + mobility) and in

accordance with the spatial possibilities, other interested participants from the public, business and non-profit sector with the aim of strengthening human resources in the Šibenik-Knin County in the field of information technology. The implementation of this project also improved the study program Management, course of Informatics Management. All those who successfully complete the educational program receive *Oracle certification*. Attending at the Oracle Academy is free for the Polytechnic's students. Successes at the Oracle Academy for the Polytechnic's students are recognized as the outcome of non-formal learning in Object Oriented Programming and Databases courses. Interested candidates are all informed about the Oracle education programs available in the *Application Guide*. *The Call* for enrollment of the first attendants at Oracle educational programs was announced for the academic semester of 2016/2017. years. The syllabus that can be applied to was Java Programming Fundamentals and Database Design and Programming with SQL. The next *call* was announced for the winter semester of the academic year 2017/2018 where the students, along with the existing programs, were given the opportunity to apply for the new two curricula: Database Foundations and Java Programming. *The Call* was also published for academic year 2018/2019. The Polytechnic participated in the organization of the Summer School "*Gaining Powerful Insights into Social Media Listening*" at the location of 4 Obala Vladimira Nazora in Vodice, June 28-30, 2017 in cooperation with the Zagreb University of Applied Sciences and University of Sheffield. The theme are different analyzes and applications of social networks in business, and lecturers: Wasim Ahmed - assistant at the University of Sheffield, MSc Sergej Lugović, s.léc., from the Zagreb University of Applied Sciences.

At the request of the Krka National Park, the Polytechnic has implemented the education program of Excel support for their employees. The education program *Excel supported statistics* consisted of 3 modules: (i) Basic module; which aims to familiarize participants with the basic statistical methods and tools available in Excel and to enable them to conduct descriptive-statistical analysis using Excel. The education was carried out through a theoretical basis of the lectures and with the work at computer using Excel formulas, pivot tables and supplements for descriptive statistics such as Dana analysis, (ii) Extended Module A: Sample Method, conclusion on population based sample; which aims to introduce participants with basic statistical methods and tools available in Excel and to enable them to conduct inferential-statistical analysis using Excel. The education was carried out through a theoretical basis of lectures and work on computers using Excel formulas and descriptive statistics additions such as Dana analysis; (iii) Extended module B: Time series analysis and forecasting; which aims to familiarize the learners with basic statistical methods and tools available in Excel and to enable them to perform time series analysis using Excel. The education was carried out through the theoretical basis of the lectures and with computers using Excel formulas and supplements for descriptive statistics such as Dana analysis. The program of education was successfully completed by 15 attendees and they were issued *Certificate of completed education*. The participants filled out the *questionnaire* for the participants of the education, which consisted of questions on the satisfaction of the education.

LINKS WITH THEME 1

1. Action Plan for Quality Improvement. Polytechnic of Šibenik, Šibenik, 2013 (Klasa: 602-12-01 / 13-01 / 04 URBROJ: 2182 / 1-12 / 3-1-13-01-03), Available online at: (Akcijski plan za unaprjeđivanje kvalitete. Veleučilište u Šibeniku, Šibenik, 2013. (Klasa: 602-12-01/13-01/04, URBROJ: 2182/1-12/3-1-13-01-03), available at: <http://www.vus.hr/upload/stranice/2018/08/2018-08-13/101/vuakcijskiplanupostupkureakreditacije.pdf>
2. Accreditation Recommendation. Agency for Science and Higher Education, Zagreb, 2013 (Klasa: 602-04 / 12-04 / 0019, URBROJ: 355-02-04-13-9), Available online at: https://www.azvo.hr/images/stories/Akreditacija/2011-2012/Preporuka_Veleu%C4%8Dili%C5%A1te%20u%20%C5%A0ibeniku.pdf
3. Analysis of the possibilities of tracking the transition to the labor market of graduates from the Polytechnic of Šibenik, 2017 (KLASA:003-08/17-11/03; 2182/1-12/3-1-18-20) (Analiza mogućnosti praćenja tranzicije na tržište rada diplomiranih na Veleučilištu u Šibeniku,2017 (KLASA:003-08/17-11/03; 2182/1-12/3-1-18-20)
4. Efficiency Analysis of QAS at the Polytechnic, and the document was approved on May 14, 2018 (KLASA: 003-08 / 18-11 / 01 URBROJ: 2182 / 1-12 / 3-1-18-03), and adopted at the 12th Session of the Professional council 5/07/2018 (Analiza učinkovitosti SOK-a na VUŠ-u)
5. Questionnaire (PK-11) (Anketni upitnik (PK-11))
6. Questionnaire for graduates (PK-12) (Anketni upitnik za promovente (PK-12))
7. The dynamics of the movements of total average grades of surveyed courses and expert services (KLASA: 003-08/17-11/03, URBROJ: 2182/1-12/3-1-17-27) (Dinamika kretanja ukupnih prosječnih ocjena anketiranih kolegija i stručnih službi)
8. Permission for Undergraduate Professional Studies Management, Courses: Tourism Management, Informatics Management, Ministry of Science, Education and Sports of the Republic of Croatia, 2011., Klasa: UP/I-602-04/06-11/00001, Urbroj:533-04-18-0010 (Urbroj:888/11) (Dopusnica za izvođenje preddiplomskog stručnog studija Menadžment, smjerovi: Turistički menadžment, Informatički menadžment, Ministarstvo znanosti, obrazovanja i športa RH, 2011., Klasa: UP/I-602-04/06-11/00001, Urbroj:533-04-18-0010 (Urbroj:888/11)
9. Permission for performing undergraduate professional studies Business Informatics, Ministry of Science and Education of the Republic of Croatia, 2018., Klasa: UP/I-602-04/17-13/00022, Urbroj:533-04-18-0010 (Klasa: 602-04/17-05/02, Urbroj:2182/1-12/3-1-18-19) (Dopusnica za izvođenje preddiplomskog stručnog studija Poslovna informatika, Ministarstvo znanosti i obrazovanja RH, 2018., Klasa: UP/I-602-04/17-13/00022, Urbroj:533-04-18-0010 (Klasa: 602-04/17-05/02, Urbroj:2182/1-12/3-1-18-19)
10. Permission for performing Undergraduate professional studies Traffic, courses: Road Transport, Postal Traffic, Ministry of Science, Education and Sports of the Republic of Croatia, 2011., Klasa: UP/I-602-04/06-11/00001, Urbroj:533-04-18-0021 (Urbroj:887/11) (Dopusnica za izvođenje preddiplomskog stručnog studija Promet, smjerovi: Cestovni promet, Poštanski promet, Ministarstvo znanosti, obrazovanja i športa RH, 2011., Klasa: UP/I-602-04/06-11/00001, Urbroj:533-04-18-0021 (Urbroj:887/11)
11. Permission for performing Undergraduate professional study program Administrative Law, Ministry of Science, Education and Sports of the Republic of Croatia, 2011., Klasa: UP/I-602-04/06-11/00001, Urbroj:533-04-18-0019 (Urbroj:886/11) (Dopusnica za izvođenje preddiplomskog stručnog studija Upravni studij, Ministarstvo znanosti, obrazovanja i športa RH, 2011., Klasa: UP/I-602-04/06-11/00001, Urbroj:533-04-18-0019 (Urbroj:886/11)
12. Permission for performing Specialist Graduate Professional Study Program, Administrative Law, Ministry of Science and Education of the Republic of Croatia, 2018., Klasa: UP/I-602-04/17-13/00021, Urbroj:533-04-18-0010 (Klasa: 602-04/17-05/01, Urbroj:2182/1-12/3-1-

- 18-26) (Dopusnica za izvođenje specijalističkog diplomskog stručnog studija Upravni studij, Ministarstvo znanosti i obrazovanja RH, 2018., Klasa: UP/I-602-04/17-13/00021, Urbroj:533-04-18-0010 (Klasa: 602-04/17-05/01, Urbroj:2182/1-12/3-1-18-26)
13. Permission for performing Specialist Graduate Professional Study Program, Management, Ministry of Science, Education and Sports of the Republic of Croatia, 2011., Klasa: UP/I-602-04/06-11/00001, Urbroj:533-04-18-0015 (Urbroj:565/2011) (Dopusnica za izvođenje specijalističkog diplomskog stručnog studija Menadžment, Ministarstvo znanosti, obrazovanja i športa RH, 2011., Klasa: UP/I-602-04/06-11/00001, Urbroj:533-04-18-0015 (Urbroj:565/2011)
 14. Elaborate on the study program of a specialist graduate professional study Administrative Law, 2018. (Elaborat o studijskom programu specijalističkog diplomskog stručnog studija Upravni studij,2018 (KLASA: 602-04/17-05/01; URBROJ: 2182/1-12/3-1-18-22)
 15. Elaborate on the undergraduate study program of Business Informatics, 2018. (Elaborat o studijskom programu preddiplomskog stručnog studija Poslovna informatika, 2018. (KLASA: 602-04/17-05/02; URBROJ: 2182/1-12/3-1-18-13)
 16. Erasmus Charter
 17. Code of Ethics, 2011. (Etički kodeks (URBROJ:2182/1-43-508/11-01))
 18. Recording of additional employee workload (PDP-9) (Evidencija dodatnog radnog opterećenja zaposlenika)
 19. Records of employee education (PK-37) (Evidencija edukacije zaposlenika)
 20. Facebook VUŠ, available at: <https://www.facebook.com/veleuciliste.u.Šibeniku.hr/>
 21. Instagram VUŠ, available at : https://www.instagram.com/veleuciliste_u_Šibeniku/
 22. International Student Guide
 23. ISO CERTIFIKAT ISO 9001:2015
 24. Internal Audit Quality Management Report, ŠUŠNIĆ Ltd. (KLASA: 003-08/17-11/03; URBROJ: 2182/1-12/3-1-18-16), 2018.
 25. Internal Audit Quality Management Report, ŠUŠNIĆ Ltd. (KLASA: 003-08/17-11/03; URBROJ: 2182/1-12/3-1-18-29), 2018.
 26. Audit report (Izvešće o provedenom auditu (KLASA:003-08/17-11/03;URBROJ:2182/1-12/3-1-18-30), 2018
 27. Report on the implementation of the Action Plan for Quality Improvement at the Polytechnic of Šibenik in 2015, Polytechnic of Šibenik, Šibenik, 2016. (Izvešće o realizaciji akcijskog plana za unaprjeđenje kvalitete na Veleučilištu u Šibeniku u 2015 (KLASA:602-12-01/16-04/02;URBROJ:2182/1-12/3-1-16-01-03)
 28. Report on the implementation of the Action Plan for Quality Improvement at the Polytechnic School in Šibenik in 2016, Polytechnic of Šibenik, Šibenik, 2017 (Izvešće o realizaciji akcijskog plana za unaprjeđenje kvalitete na Veleučilištu u Šibeniku u 2016 (KLASA:003-08/17-11/01;URBROJ:2182/1-12/3-1-17-01-13)
 29. Report on the implementation of the Action Plan for Quality Improvement at the Polytechnic School in Šibenik in 2018, Polytechnic of Šibenik, Šibenik, 2019. (Izvešće o realizaciji akcijskog plana za unaprjeđenje kvalitete na Veleučilištu u Šibeniku u 2018 (KLASA: 003-08/19-03/01,URBROJ:2182/1-12/3-1-19-06)
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 31. Report of the Vice dean for Academic Affairs to the Professional Council on the number of students enrolled in the academic year, the number of students completing the study as well as the number of students who dropped out from the study, 2018. (Izvešće prodekana za nastavu Stručnom vijeću o broju studenata upisanih u akademsku godinu, broju

- studenata koji su završili studij kao i o broju studenata koji su se ispisali sa studija (KLASA: 003-08/18-03/14; URBROJ: 2182/1-12/3-1-19-09)
32. Control list (PK-19) (Kontrolni listić PK-19)
 33. Mission and vision (document UV-1). (Misija i vizija, Veleučilište u Šibeniku, Šibenik, 2013.)
 34. Web site of the Polytechnic, available at: <http://www.vus.hr/?lang=en>
 35. Syllabus for seminars for tourist guides in the Krka National Park , 2018 (Nastavni program seminara za turističkog vodiča u Nacionalnom parku Krka (KLASA: 003-08/18-03/16; URBROJ: 2182/1-12/3-1-18-6)
 36. Annual Ratings by the Management (Godišnje ocjene Uprave) (<http://161.53.144.6/claroline111/claroline/document/document.php?cmd=exChDir&file=LORPS1VNRU5UQUNJSkFfU1VTVEFWQV9VUFJBVfxKQU5KQV9fS1ZBTEIURVRPTS9PQ0pFTkFfVVBVSQVZF&cidReset=true&cidReq=HRN>)
 37. Decision on Appointment of the Committee for Implementation and Processing of Student Survey (Odluka o imenovanju Odbora za provođenje i obradu studentske ankete (KLASA: 003-08/17-11/03, URBROJ: 2182/1-12/3-1-18-34)
 38. Decision on the Student Ombudsperson's Choice , 2018 (Odluka o izboru Studentskog pravobranitelja (KLASA: 007-04/19-01/01; URBROJ: 2182/1-12/3-1-19-21)
 39. The dean's Decision on appointing a system administrator for quality assurance at the Polytechnic (Odluka dekana imenovanje administratora sustava za osiguravanje kvalitete na VUŠ-u (KLASA: 003-08/17-05/16; URBROJ: 2182/1-12/31-1-17-01, 23.10.2017)
 40. Decision of the Dean for prescribing the responsibility of all Polytechnic`s employees to comply with the established documentation and requirements of the quality management system according to the norm ISO 9001:2015 (Odluka dekana kojom se svim zaposlenicima Veleučilišta u Šibeniku propisuje odgovornost za postupanje u skladu s uspostavljenom dokumentacijom i zahtjevima sustava upravljanja kvalitetom prema normi ISO 9001:2015 (KLASA:003-08/18-05/24;URBROJ:2182/1-12/3-1-18-01)
 41. Decision on Appointment of Data Protection Officers (Odluka o imenovanju službenika za zaštitu podataka (KLASA: 003-08/18-05/15; URBROJ: 2182/1-12/3-1-18-01), 2018.
 42. Decision on reappointment procedure for lecture positions (Odluka o provođenju postupka reizbora na nastavna radna mjesta (KLASA: 003-08-03/14-02/12; URBROJ: 2182/1-12/3-1-14-01-03), 2014.
 43. The Quality Assurance and promotion action plan at the Polytechnic of Šibenik for 2016, Polytechnic of Šibenik, Šibenik, 2016 (Plan aktivnosti osiguravanja i promicanja kvalitete na Veleučilištu u Šibeniku za 2016. godinu. (KLASA:602-12-01/16-04/02;URBROJ:2182/1-12/3-1-16-01-05)
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 45. The Quality Assurance and promotion action plan at the Polytechnic of Šibenik for 2018, Polytechnic of Šibenik, Šibenik, 2017(Plan aktivnosti osiguravanja i promicanja kvalitete na Veleučilištu u Šibeniku za 2018. godinu (KLASA:003-08/17-03/18;URBROJ:2182/1-12/3-1-17-11)
 46. The Quality Assurance and promotion action plan at the Polytechnic of Šibenik for 2019, Polytechnic of Šibenik, Šibenik, 2019 (Plan aktivnosti osiguravanja i promicanja kvalitete na Veleučilištu u Šibeniku za 2019. Godinu)
 47. Activity plan for the follow-up phase. (Plan aktivnosti za fazu naknadnog praćenja (KLASA: 602-12-01/13-03/01; URBROJ: 2182/1-12/3-1-13-01-14) 2013.
 48. Employee education plan (PK-35) (Plan edukacije zaposlenika)
 49. Internal auditing plan (PK-36) (Plan provođenja internih audita)

50. Quality assurance policy (Politika osiguravanja kvalitete (oznaka dokumenta D-1). Veleučilište u Šibeniku, Šibenik, 2017.)
51. Document list PK-9 (Popis dokumenata (oznaka dokumenta PK-9). Veleučilište u Šibeniku, Šibenik, 2017.)
52. Rules of Procedure of the Committee for Quality Assurance of the Polytechnic of Šibenik (Poslovnik o radu Povjerenstva za osiguravanje kvalitete Veleučilišta u Šibeniku (KLASA:602-12-01/14-01/05;URBROJ:2182/1-12/3-1-14-01-12)
53. The process of selecting the best lecturer and associate according to the results of the student survey (Postupak izbora najboljeg nastavnika i suradnika prema rezultatima studentske ankete (PK-40)
54. The process of organizing and implementing lifelong learning seminars (Postupak organiziranja i provedbe seminara cjeloživotnog obrazovanja, 2011. (PK-25)
55. Documents and records management (Postupak upravljanja dokumentima i zapisima (oznaka dokumenta PK-22). Veleučilište u Šibeniku, Šibenik, 2017.
56. Procedure for informing the public (Postupak za informiranje javnosti (PK-41)
57. Certification of the fulfillment of the conditions for the performance of higher education activities (Potvrda o ispunjavanju uvjeta za obavljanje djelatnosti visokog obrazovanja, MZOS, 2013. (KLASA:UP/I-602-04/13-13/00017;URBROJ:533-20-13-0002), 2013)
58. Regulations on Lifelong Learning (Pravilnik o cjeloživotnom obrazovanju (KLASA:003-08/18-03/14;URBROJ:2182/1-12/3-1-18-12)
59. Regulations on amendments to the Regulations on the procedure of internal periodic audits of the quality assurance system of the Polytechnic of Šibenik (Pravilnik o izmjenama Pravilnika o postupku unutarnje periodične prosudbe sustava osiguravanja kvalitete Veleučilišta u Šibeniku. Veleučilište u Šibeniku, Šibenik, 2016. (KLASA:003-08-03/16-04/07;URBROJ:2182/1-12/3-1-16-01-03)
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65. Regulations on disciplinary responsibility of students (Pravilnik o stegovnoj odgovornosti studenata,2008, (URBROJ:2182/1-43-413/08-01)
66. Regulations on Quality Assurance System (Pravilnik o sustavu osiguravanja kvalitete. Veleučilište u Šibeniku, Šibenik, 2013. (KLASA:003-058-01/13-01/07;URBROJ:2182/1-12/3-1-13-01-03-01)
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70. Work and Development Program (Strategy) of the Polytechnic of Šibenik for the period 2017 - 2025 (Program rada i razvoja (strategija) Veleučilišta u Šibeniku za razdoblje 2017. – 2025. Veleučilište u Šibeniku, Šibenik, 2017. available at: <http://www.vus.hr/upload/stranice/2018/12/2018-12-03/154/workprogrammeanddevelopmentstrategyofthepolytechnicofibenik.pdf>
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72. Questionnaire results for graduates (Rezultati anketnih upitnika za promovente, 2016, (KLASA: 602-12-01/16-04/02; URBROJ: 2182/1-12/3-1-16-01-30)
73. Report on the conducted survey of students` habits and opinions (Izvešće o provedenoj anketi u svrhu ispitivanja studentskih navika i mišljenja, 2018.)
74. Self-assessment study 2011 (Samoanaliza 2011. (URBROJ: 2182/1-43-11/12-01). available at:<http://www.vus.hr/upload/stranice/2018/08/2018-08-13/101/vussamoanaliza2011.pdf>
75. Statute of the Polytechnic of Šibenik (Statut Veleučilišta u Šibeniku, 2014. (KLASA:003-05-01/14-01/08; URBROJ:2182/1-12/3-1-14-01-07)
76. Quality Assurance Strategy at the Polytechnic of Šibenik. (Strategija osiguravanja kvalitete na Veleučilištu u Šibeniku. Veleučilište u Šibeniku, Šibenik, 2014.)
77. Quality Assurance Strategy at the Polytechnic of Šibenik for the period 2018-2025 (Strategija za osiguravanje kvalitete na Veleučilištu u Šibeniku za razdoblje 2018 – 2025. Veleučilište u Šibeniku, Šibenik, 2018. (KLASA:003-08/18-03/05;URBROJ:2182/1-12/3-1-18-03)
78. SWOT analysis (PK-16) (SWOT analiza (PK-16). Veleučilište u Šibeniku, Šibenik, 2019.)
79. Contract with Oracle Croatia Ltd (Ugovor sa Oracle Hrvatskom Ltd., available at: <https://academy.oracle.com/en/membership-member-institutions.html>
80. Business Cooperation Agreement with NP KRKA, (Ugovor o poslovnoj suradnji sa NP KRKA, (KLASA: 900-06/19-02/01; URBROJ: 2182/1-12/3-1-19-01)
81. Internal evaluation of quality assurance system at the Polytechnic - follow up (Unutarnja prosudba sustava osiguravanja kvalitete VUŠ-a – follow up (Klasa: 602-12-01/16-04/05 URBROJ: 2182/1-12/3-1-16-01-05)
82. Guideline on valuation of employees` additional burden for administrative and support activities Uputa o vrednovanju dodatnog opterećenja zaposlenika za administrativne i potporne djelatnosti (KLASA:003-11-01/16-04/01;URBROJ:2182/1-12/3-1-16-01-43)
83. Guidelines for interviewers PK-31 (Upute za anketare (PK-31)
84. Instructions for conducting student surveys PK-30 (Upute za provedbu studentskih anketa (PK-30)
85. Guide for freshmen (Vodič za bruceše)
86. Request for payment of registration fee PDP-2 (Zahtjev za plaćanje kotizacije (PDP-2)
87. Request for an business trip PDP-1 (Zahtjev za službeni put (PDP-1)
88. Agreement on cooperation with Croatian Employment Service, (Sporazum o suradnji Hrvatski zavod za zapošljavanje, CISOK, 2017. (KLASA: 900-06/17-03/14; URBROJ: 2182/1-12/3-1-17-01)

THEME 2. STUDY PROGRAMS

Standard 2.1. The general objectives of all study programs are in line with the mission and strategic goals of higher education and social needs

The Polytechnic proves the consistency of the general objectives of all study programs with the mission and strategic goals of a higher education institution.

The Higher Education Institution aligns the general objectives of the study programs with the needs of labour market (local, regional, national).

The justification for conducting study programs is justified in terms of social / economic needs and involves the analysis of the required capacities of the higher education institution to carry out these programs.

In order to assure the regularity of study programs, the higher education institution takes into account the recommendations of the professional associations that follow their licensing.

The Polytechnic has adopted the Mission and vision as well as the strategic objectives defined in a series of core strategic documents of the VUS: [The Work and Development Program Strategy of the Polytechnics of Šibenik for the period 2017-2025](#), the Financial Plan and the Procurement Plan for 2019 and the Quality Assurance Strategy for the period 2018-2025.

The general objectives of all study programs are aligned with the mission, vision and defined strategic goals that are achieved by strengthening human resource capacities, investing in the development of new study programs, and modernizing existing study programs in accordance with labour market needs and the interests of candidates for enrolment study.

The development of study programs and the development of the Polytechnic of Šibenik are one of the most important strategic goals of the Polytechnics that are planned to be realized through the following activities: (i) Establishing of 3 new undergraduate professional studies in social sciences, biomedicine, biotechnology; (ii) Establishing new specialist studies in social and technical sciences, (iii) the revision and improvement of existing study programs, (iv) Establishing of a Career Development Centre, (v) Establishing of a Centre for Lifelong Learning and Education.

Among the other strategic objectives defined by the Strategy are: the development of the Polytechnic, professional and scientific work, human resources development, community and business association, and alignment with the needs of the community, the economy as well as the development of international cooperation and internationalization.

According to the MZO Register, the Polytechnic has permissions for performing the six study programs shown in Table 1.

Table 1 Accredited Polytechnic study programs

| Šifra | Naziv | Vrsta_studijskog_programa | Trajanje | Broj | Znanstveno_područje_i_polje | Akademski_stupanj |
|-------|--|--|----------|------|--|--|
| 1046 | Menadžment; smjerovi: Turistički menadžment, Informatički menadžment | preddiplomski stručni studij | 3,00 | 180 | 5.01. DRUŠTVENE ZNANOSTI / Ekonomija | stručni/a prvostupnik/prvostupnica (baccalaureus/baccalaurea) ekonomije |
| 1109 | Menadžment | specijalistički diplomski stručni studij | 2,00 | 120 | 5.01. DRUŠTVENE ZNANOSTI / Ekonomija | stručni/a specijalist/specijalistica menadžmenta |
| 1526 | Promet; smjerovi: Cestovni promet, Poštanski promet | preddiplomski stručni studij | 3,00 | 180 | 2.12. TEHNIČKE ZNANOSTI / Tehnologija prometa i transport | stručni/a prvostupnik/ prvostupnica (baccalaureus/baccalaurea) inženjer/inženjerka prometa |
| 1543 | Upravni studij | preddiplomski stručni studij | 3,00 | 180 | 5.02. DRUŠTVENE ZNANOSTI / Pravo | stručni/a prvostupnik/prvostupnica (baccalaureus/baccalaurea) javne uprave |
| 2483 | Upravni studij | specijalistički diplomski stručni studij | 2,00 | 120 | 5.02. DRUŠTVENE ZNANOSTI / Pravo | stručni/a specijalist/specijalistica javne uprave |
| 2492 | Poslovna informatika | preddiplomski stručni studij | 3,00 | 180 | 5.04. DRUŠTVENE ZNANOSTI / Informacijske i komunikacijske znanosti | tručni/a prvostupnik/prvostupnica (baccalaureus/baccalaurea) poslovne informatike |

The undergraduate professional study of Management, the department of Tourism management and Specialist professional graduate management study of the Polytechnic of Šibenik is aligned with the

Strategy of Entrepreneurship Development 2013-2020, the Tourism Development Strategy of the Republic of Croatia by 2020, the Strategic Plan of the Ministry of Economy, Entrepreneurship and Crafts 2018-2020, the Human Resources Development Strategy of the Šibenik-Knin County 2014-2020, the Master Plan of Tourism of the Šibenik-Knin County by 2020 and the Strategy for the Development of Innovative Tourism in the City of Šibenik. These strategies represent a fundamental framework for development and identify of the key activities of tourism and economic policies aimed at securing production, institutional, organizational and human preconditions for improving the competitiveness of Croatian tourism and economy and using the resource base on the principles of responsible and sustainable development. Fast and more intense changes in the market-business environment and the development of new technologies require new Knowledge and, in particular, the variety of practical skills needed to effectively execute demanding management processes in tourism and the economy. The suitability of human resources; the possession of modern know-how and practical skills, is a key element of delivering quality tourism services and enhancing the competitiveness of Croatian tourism and economy. Based on the aforementioned competencies, students are aligned with the needs and standards required for executive and management functions in tourism and the economy, referring to various courses related to economics, management, business operations, tourism and tourist companies, and particularly emphasizes the professional practice that has the role to enable students to apply Knowledge in the real sector in different situations in which they will further develop Knowledge and acquire new skills and competences for further process management, functions and businesses. Also, the aim of the professional practice is to increase students' employability, connect the companies with the best and the most compatible staff and strengthen the relationship between the Polytechnic of Šibenik and the economy.

Undergraduate study program of Traffic of the Polytechnic of Šibenik is aligned with the [Transport development strategy of the Republic of Croatia 2014 – 2030](#) which is the basic framework for the development and improvement of transport activities. Traffic is an integral part of material production or contractual business that for each individual contracting party implies a whole range of rights and obligations from different sectors. The transport system is an important segment for economic and social growth that drives the exchange of goods, providing better accessibility and mobility for users of transport services and linking to the internal and international transport market. The undergraduate professional study of Traffic of the Polytechnic of Šibenik is aligned [Human resources development strategy of Šibenik - Knin County 2014 - 2020](#) as well as with [Nature protection strategy and action plan of the Republic of Croatia for the period 2017-2025](#).

In accordance with this, the study is oriented towards improving human resource management, organization and development of a modern transport system that must enable fast, successful and efficient running of transport processes by implementing multimodal services, adapting to market requirements within Croatian and European legal frameworks and standards taking care about the protection of the environment. The students' competences, as potential employees in the transport sector, are aligned with the needs and standards necessary to manage traffic processes with socially responsible business as indicated by the courses from the traffic and other areas.

The study programs of the undergraduate professional study of Administrative Law and the recently formed specialist graduate professional study of Administrative Law (more on that can be found in 2.4.) are aligned with [Development strategy of public administration for the period from 2015 to 2020](#) as a comprehensive document that represents a framework for public administration development, aimed at improving administrative capacity and better public administration organization. Namely, Administrative Law represents one of the most important strategic areas. The modernization of public administration and the provision of fast and reliable public services are essential components of a stimulating entrepreneurial environment and a prerequisite for ensuring a better living standard for all citizens. The contemporary administration must reflect the harmonization of the Croatian legal

system with the European one, as well as the acceptance of European administrative standards, which in its own way is implemented in this study program, which offers courses in Croatian legal system, the European legal system as well as a mandatory overview of European regulations and standards in the field of the Croatian legal system. The Administrative Law programs are certainly designed to improve human resource development and management systems in order to create a modern public service, as one of the three main development directions of the Strategy. Furthermore, the competences of students as potential employees in public administration are aligned with the needs, objectives and quality standards of a particular service, as evidenced by the courses in these study programs from various administrative and related areas (computerization of the practice of public bodies, quality management of public services, potentials, public administration efficiency, ethics in public administration, etc.).

The recently formed specialist graduate study of the Administrative Law is aligned as well with the [Human resources development strategy of Šibenik - Knin County 2014 - 2020](#), as well as with the [Action plan of Human resources development strategy of Šibenik - Knin County](#) which shows the project proposals of organizations on the county level that are planned to be implemented by 2020. In the aforementioned action plan, the establishment of a new specialist graduate professional administrative study is defined as Priority 2: Education (2.1 Organization of Qualification and Skills Acquisition).

Based on the Strategy for Human Resources Development of the Šibenik-Knin County 2014-2020, the Action Plan for the Human Resources Development Strategy of the Šibenik-Knin County was presented in October 2014, showing the project proposals of the county-level organizations that are planned to be implemented by 2020. In this action plan, the project proposal of the Polytechnic of Šibenik was accepted for the establishment of a new undergraduate professional study of Business Informatics as Priority 2: Education (2.1 Organization of Acquisition of Qualifications and Skills). For the aforementioned study program, letters of support from the City of Šibenik and Šibenik-Knin County were obtained. Study program of Business Informatics is aligned with [Entrepreneurship Development Strategy 2013-2020](#), [Strategic Plan of the Ministry of Economy, Entrepreneurship and Craft for the period 2018-2020](#), [Human resources development strategy of Šibenik - Knin County 2014 - 2020](#) and [e-Croatia 2020 Strategy](#). These strategies represent a fundamental framework for development and identify key activities aimed at securing resource, institutional, organizational and human preconditions for improving and implementing new and / or digital technologies and IT solutions that will have impact on the productivity growth and the competitiveness of manufacturing and service industries, and thus the economy as a whole. Adapting to the enterprise trains is necessity for the survival in the competitive market, and since the trends are related to change of work mode, the possibility of outsourcing business, a non-hierarchical organization of work, the linkage of business units within the enterprise through network technologies, the integration of business systems at a higher level, the ever increasing data transfer speed that is due to the development of IT infrastructure, the creation of this study program was necessary in order to remain compliant with the needs of the market. According to the above-mentioned study, it is oriented towards the organization, development of modern IT technologies and solutions and human resources management, which must enable the rapid, successful and efficient development of technological and informational processes, adapting to market requirements within Croatian and European standards with environmental protection. The competences of students as potential employees in the IT sector are aligned with the needs and standards necessary to manage IT processes with socially responsible business as indicated by IT, management and other fields.

The Polytechnic follows the trends of the labour market, examines the views of employers by conducting surveys, organizing roundtables, direct contacts with economic and public entities (primarily through membership in the Partnership Council for the Labour Market of Šibenik-Knin

County), presents of companies from the economy, state bodies and institutions for the needs of professional practice and strives to adjust to market trends and it also adopts the recommendations of the members of the Economic Council, revises study programs (pursuant to Articles 45 and 46 of the Statute of the Polytechnic of Šibenik, the 27th session held on 19 November 2014 adopted the Decision on the Appointment of the Economic Council of the Polytechnic of Šibenik (Klasa: 003-08-01 / 14-02 / 14 URBROJ: 2182 / 1-12 / 3-1-14-01-20); the partnership with the members of the Economic Council of the Polytechnic which is working on revising of the existing and the development of the new study programs in the area in economics, management, transport, information technology and public administration).

Since the last re-accreditation, the Polytechnic has implemented changes and additions to the study programs up to 20%, taking into account changes occurring in organizations, economies, technologies and methods as well as the needs of employers, labour markets and students' remarks in accordance with *Rulebook on the procedure for the improvement and revision of the study programs of Polytechnics in Šibenik*.

The council of Management department at its 28th Session has passed a Decision on assignment of lecturing for the Undergraduate Professional Study in Academic Year 2015/2015. (and assignment of lecturing for the Specialized Graduate Professional Study Program in the academic year 2015/2016), which was accepted by the Professional Council at its 38th session. The changes that were made in the curricula and programs of the aforementioned studies relate to the reduction of the number of ECTS credits, the replacement of elective courses in compulsory courses and vice versa, the introduction of new mandatory and elective courses, the transition of the course from one to the another semester, and the introduction of professional practice. The changes were necessary to bring the study program closer to the needs of the labour market.

On the Undergraduate Professional Study Program of Management; department of Tourism Management the changes made in the first semester refer to the decrease of the ECTS credits for the course of The Basics of Economics (4 + 0 + 1), Mathematics (2 + 0 + 2) and Environmental Management (4 + 2 + 0) ECTS credits for 6 ECTS credits. According to the change of the ECTS credits in the Course of The Basics of Economics, seminar lessons will no longer be held. The Mathematics course will have minor changes in the content of the course. Business English I (2 + 0 + 1) changed the status to mandatory course so now students for the non-mandatory course should choose another foreign language. Given those changes, during the previous period students took only one language per semester, it was necessary to make the proposed changes because Knowledge of one language is absolutely not sufficient given that students are educated for the tourism sector in which language is a key element and which was one of the requests for changes to the study program by the members of the Economic Council. The Changes made in the second semester in department of Tourism Management refers to the reduction of the ECTS credits for the course Financial Mathematics (2 + 0 + 2) from 7 to 6 ECTS credits, and Food and Beverage Technology (4 + 2 + 0) where the points decreased from 8 to 6 ECTS. Accordingly, the course on Financial Mathematics will change its content. In the course of Food and beverage technology (4 + 2 + 0), with respect to the reduction of ECTS credits, changes will be made in the reduction of seminar classes from 4 hours per week per group to 2 hours per week and will accordingly change the content of the course related for seminary studying. Business English II changed the status to mandatory course so now students for the non-mandatory course should choose another foreign language. With this change in the first and second semester in the department of Tourism management, students study 4 language courses in the course of their studies, which should influence the better readiness of students for the labour market in the tourism sector. On third semester in the course the Basics of Accounting (3 + 0 + 2) there was a decrease of ECTS credits from 7 to 6. The course: Selected topics and technologies in the area of the World Wide Web (2 + 0 + 4) is a new elective course, introduced because of the necessity of introduction of information technologies in the tourism sector. At 4th semester, the course Entrepreneurship (3 + 2 + 0) becomes a mandatory course and the competences gained with this course are extremely important for preparing students for the future labor market and gaining independence in planning, organizing and managing the company. Course Marketing Management (3 + 1 + 0) was transferred from 6th to 4th semester. At the 5th semester, the course Traffic in Tourism (3 + 1 + 0) is a new elective course. The Course of Information Services Management (2 + 0 + 2) is a new elective course because today's Knowledge of information services is an inevitable element for the functioning of each company. On 6th

semester introduces Professional Practice as a compulsory course because theoretical Knowledge is necessarily linked to the practical part in order to make students more readily accessible to the labour market in the tourism sector. Course Organization Hotel and Reception Business (2 + 0 + 2) is a new elective course.

As undergraduate study of Management; the course of IT Management performs most of the mandatory courses being performed in the course of Tourism Management the changes made in the first semester refer to the course of Basics of Economics (4 + 0 + 1) and Mathematics (2 + 0 + 2), whose number of ECTS credits decreased from 7 to 6. Likewise, in the course Basic of Economics, exercises will be performed instead of seminar classes. These changes have influenced the fact that the Programming Basics Course (2 + 0 + 3) was moved from the 2nd semester to the first semester as it was in the first syllabus and course of Informatics Management. Similarly, the change in this course is increasing the number of ECTS credits from 4 to 5 ECTS (this change in ECTS has affected changes in the content and performance of the course (increase of exercises from 2 to 3 hours per group), because with the existing hours per course students do not achieve the expected competencies at the desired level. Course Introduction to Computational Science (2 + 0 + 2) is a new compulsory course that has 5 ECTS credits, and the Business English I (2 + 0 + 1) course becomes a compulsory course. In accordance with the above mentioned changes in 2nd semester the Computers and operating systems course (4 + 0 + 4) was transferred from 1st to 2nd semester and there was a decrease of 8 to 6 ECTS points which affected a small change in the content and performance of the course and a small part of the curricula will be conducted on the course Basics of programming in the first semester. Changes made in 2nd semester refer to the reduction of ECTS credits for the course Financial Mathematics from 7 to 6 ECTS points which influenced the minimal changes in the content of the course. Course Business English II (2 + 0 + 1) becomes a compulsory course (decision taken at 38th session of the Professional Council of the Polytechnic of Šibenik). On 3rd semester in the course Basics of Accounting (3 + 0 + 2) there was a decrease of ECTS credits from 7 to 6 ECTS credits. Course Selected topics and technology from World Wide Web (2 + 0 + 4) is a new elective course in which students acquire Knowledge in the areas of evolution, trends and standards of the World Wide Web, will master the basics of web site content management by using HTML language will be able to create simple web applications that access different databases using the C programming language. At the 5th semester of the course Database (3 + 0 + 3), the number of ECTS credits has decreased from 10 to 6 ECTS points and the lectures will be conducted within 3 hours of lectures and 3 hours of exercises (previously it was 5 hours of practice). Course Information Management (2 + 0 + 2) is a new compulsory course. The Protection and Security of Information Systems course is a new elective course. These changes are necessary to enable students to acquire Knowledge regarding management, protection and security of information systems that, given today's trends, are an indispensable part of enterprise management and services. The 6th semester introduces Professional Practice as a compulsory course because theoretical Knowledge is necessarily related to the practical part in order to make students more readily accessible to the labour market. At the Specialist Graduate Professional Study of Management changes have been made in the second semester and are related with the fact that Risk Management (3 + 1 + 0) became a mandatory course (previous optional), and Conflict Management (3 + 1 + 0) became optional course (previous mandatory).

Course Business Ethics (3 + 1 + 0) was transferred from the 1st to 2nd semester. Course Corporate Responsibility (3 + 1 + 0) in this academic year will not be conducted. Course Traffic in tourism (3 + 1 + 0) will no longer be performed. In 3rd semester the course Methods of Scientific research (3 + 1 + 0) is transferred from the first semester. The Course of Asset Management (3 + 1 + 0) and Management of Protected Areas (2 + 1 + 1) are transferred from the first semester as an elective course. The course Software Engineering (3 + 0 + 1) is transferred from 2nd semester as an elective course. In order to bring the study program closer to the needs of the labour market and to modernize the study program, the course Intellectual Property and Information Systems (3 + 0 + 1) and the EU Project Management (2 + 0 + 2) course are new elective courses. In 4th semester the course Professional Practice was introduced as a compulsory course, with the aim of connecting theoretical Knowledge with the working environment to help students in gaining access to the labour market.

Department of Traffic at its 6th session of the Council of Department (minutes from the 6th session of the Council of Transport Department, Klasa: 003-08-06 / 14-02 / 02, URBROJ: 2182 / 1-12 / 3-1-14-09-03), held on May 26, 2014, made a decision to increase the hours of lectures for the Course Basics of Mechanical Engineering (from 30 to 45 hours of lessons) and the number of exercises for the course Graphic Communication (from 30 to 45 hours).

Department of Traffic at its 7th session of the Council of Department (minutes from the 7th session of the Council of Transport Department Class, 003-08-06 / 14-02 / 02, URBROJ: 2182 / 1-12 / 3-1-14-09-07), held on July 8, 2014, made the following decisions: the course Economics of Urban Transportation (15 hours of lectures, 15 hours of seminars) and the Economics of Postal Traffic (30L 15S) were merged into a course called Economics of Transportation (30L 15S), the course The Basics of Economics passed from 30 hours of seminars to 15 hours of exercises and 15 hours of seminars. Course on Information Systems in Road Traffic increased from 15 to 30 hours of lectures and 30 hours of exercises and to 15 hours of seminars. The Course Operational Research in Traffic increased its number of exercises from 15 to 30 hours, Transport Logistics increased its number of seminars from 15S to 30 hours per semester. Elective Course Traffic in Tourism was introduced.

Traffic Department at its 12th session of the Council of Departments (minutes from the 12th session of the Council of the Traffic Department, Klasa: 003-08-06 / 15-03 / 02, URBROJ: 2182 / 1-12 / 3-1-15-09-04), held on April 15, 2015, made the decision that Postal Course is not being conducted due to insufficient number of interested students.

The Council of Traffic Section at its 2nd session (minutes from the 2nd session of the Council of Traffic, Klasa: 003-08 / 18-07 / 02, URBROJ: 2182 / 1-12 / 3-1-18-02), June 8, 2018, issued a Decision on assignment of lecturing for Undergraduate Professional Studies in Traffic in the academic year 2018/2019. Namely, the revision of the syllabus of the Undergraduate Professional Traffic Study conducted at the beginning of 2018 included all the lecturers on the courses, the second and third year students of the studies as well as the employers involved in the Sector of Business Council of the Polytechnic School in Šibenik. In conversation with lecturers, students and employers, there was a need to increase professional Knowledge, which resulted in some professional courses being upgraded, as well as the ECTS credits of the course. In some non-professional courses, the workload of students was reduced in the form of hourly rates, which led to a decrease in ECTS points. In conversation with students and teachers, ECTS credits are matched to the actual student load on some courses. The Physics course increased the 30P + 15V time course to 30P + 30V and changed the number of ECTS credits from 4 to 5. The Course of Knowledge of Goods decreased the number of ECTS credits from 5 to 4. The Course of Basic Electrical Engineering and Electronics decreased the number of ECTS credits with 5 on 4. The Course of English Language II decreased the number of ECTS credits from 4 to 3. Course The technical mechanics moved from the third semester to the second semester. The course of Mechanical Engineering moved from the second semester to the third semester, the course increased 45P + 30V to 45P + 45V and changed the number of ECTS credits from 4 to 6. Course Transducer I changed the 30P + 30S course to 30P + 15S + 30V and changed the number of ECTS credits from 4 to 5. Course Management basics moved from the third semester to the fourth semester, the course decreased from 45P + 15S to 30P + 15S and changed the number of ECTS credits from 5 to 4. Course Basics the economy moved from the fourth semester to the third semester. Course Internal transport and storage moved from the fourth semester to the third semester. Course Traffic corridors and commodity flows moved from the third semester to the fourth semester. The Road Traffic Infrastructure College has increased its 30P + 30S time course at 45P + 30S + 15V and has changed the number of ECTS credits from 3 to 6 and the content of the course has been improved. The Technology and Organization of Road Traffic Course changed 30P + 30S to 45P + 30V and increased the number of ECTS points from 4 to 5. Course Traffic Engineering changed from 30P + 15V to 45P + 15S. Elective course Traffic marketing is abolished. The Elective Course Traffic in Tourism has reduced the number of ECTS credits from 6 to 3. Course The theory of movement of vehicles has changed the status of compulsory in the elective course.

In the study program of the Professional undergraduate study of Administrative law, several corrections were made, i.e. modifications in the period 2012-2018. Thus, in the academic year 2013/14, the two-semester course "Administrative information technology with statistics" was divided into two one-semester courses - "Administrative Informatics and Statistics I" and "Administrative Informatics and Statistics II" with 4 ECTS credits. In the academic year 2014/15 five corrections of the study program were made: i) new mandatory "Fundamentals of Civil Law" with 5 ECTS credits was added; ii) until then, the two-semester course "The Basics of Work, Social and Civil Rights" with 10 ECTS credits has been changed into a one-semester course with 5 ECTS credits; iii) a new elective course "Database in Management" is added with 6 ECTS; iv) new optional course "Human Resources Management in Public Administration" with 6 ECTS credits is added; v) Until then, the optional course changes its name and becomes the mandatory course "Administrative and legal system of EU". In the academic year 2015/16, three changes of the study program were carried out: i) until then the two-

semester course "Administrative Procedural law" with 13 ECTS credits was divided into two separate one-semester courses "Administrative procedural law" with 7 ECTS credits and "Judicial supervision of administration" with 6 ECTS; ii) a new elective course "Family Law with Law Enforcement" is added with 6 ECTS credits; and iii) a new electoral course "Law of International Organizations" with 6 ECTS is added. These amendments and additions to the study program were agreed upon at the Board of the Administrative Department and decided upon at sessions of the Professional Council of the Polytechnic of Šibenik. For example, we refer to the academic year 2015/16 at the Decision of the Professional Council of the Polytechnic of Šibenik from 6.11.2015. (KLASA: 003-08-03 / 15-03 / 12; URBROJ: 2182 / 1-12 / 3-1-15-01-06).

On the basis [Work and Development Program \(Strategy\) of the Polytechnic of Šibenik for the period 2017-2025](#). The Polytechnic at the end of 2017 started the process of the foundation of the new study programs:

1. Undergraduate professional study of Business Informatics
2. Specialist graduate professional study Administrative Law.

Following the complete procedure of initial accreditation, and following the [Accreditation Recommendations](#) of the Agency for Science and Higher Education in the Initial Accreditation Procedure for the Study Program of a Specialized Graduate Professional Study of the Polytechnic of Šibenik (Klasa: 602-04 / 17-04 / 0107, URBROJ: 355 -02-04-18-0009) from October 31, 2018, a Permit for Conducting of a new Specialized Graduate Professional Study Program, Accreditation Recommendations of the Agency for Science and Higher Education in the Initial Accreditation Process for the Undergraduate professional study of Business Informatics (Klasa: 602-04 / 17-04 / 0108, URBROJ: 355-02-04-18-0011) from October 31, 2018 and a Permit for Conducting a new Undergraduate Professional Study Program Business Informatics, the Professional Council at its 18th session held on November 21 adopted a [Decision on the criteria](#) for enrolment in undergraduate professional studies in the academic year 2019/2020. In the first year of its existence; in the first enrolment of students in undergraduate professional study of Business Informatics, the Polytechnic will not enroll in undergraduate professional studies in Management, course Informatics Management. Students enrolled in an undergraduate professional study program of Management, the course of Informatics Management of previous years have the right to complete the study on the enrolled program. In the Elaborate Study Program - Business Informatics, a statement was issued to the Ministry that the Polytechnic of Šibenik requested a change in the permit for Professional undergraduate study programs Management: Tourism Management and IT Management, since after the start of Business Informatics program no longer plans to enroll students on Informatics Management. The Polytechnic has submitted a request to the Agency for Science and Higher Education to change the study program, which includes changing the name of the study program. In 2019, the Agency for Science and Higher Education will carry out the process of reaccreditation of the Polytechnic in Šibenik, so the Polytechnic has asked the Agency for Science and Higher Education to conduct the evaluation process of the amendments and / or additions to the approved study programs of the Polytechnic of Šibenik in parallel with the procedure of re-accreditation.

At the beginning of the academic year, the Vice Dean for Academic Affairs, submits a [Report to the Professional Council on enrollment](#) a report of the number of enrolled students in the first year of study, the number of students in the academic year, progression through the study and the number of graduates. The information on the attractiveness of the study program itself is also given. These indicators, as well as the recommendations of the Croatian Employment Service on the enrolment policy and the labour market needs as expressed by the recommendations of the members of the Economic Council of the Polytechnic are considered during the adoption of the [Decision on the enrollment limit](#), taking into account the number of engaged lecturers and their realistic workload expressed in hours.

Based on the above mentioned, in the academic year 2015/2016, the enrolment quota was corrected by reducing the quota for full-time students by 5%, and the quota for part-time students was reduced to the number enrolled in the previous year. In addition to the above mentioned, the study reflects in the globalization of the economy, international exchanges, monitoring of the environment, which implies a continuous growth of tourist traffic and tourism activities in the Republic of Croatia, increased demand for IT personnel, skills and competences, needs for staff with higher education in public management and dynamic development of the traffic system towards safe and smart traffic in line with strategic priorities and requirements. Also, data related to the employment of bachelors and professional specialists who have completed study programs at the Polytechnic of Šibenik are analyzed and are publicly available on the State Statistical Office website.

Lecturing schedule is implemented in the current academic year for the year after and on the suggestion of the Council of department, the Professional Council brings the *Academic Calendar* and the Syllabus that is publicly available to everyone before the start of the academic year and published on the official Polytechnic's website of the (<http://www.vus.hr/?lang=en>).

In line with the goals and needs for conducting study programs, the Polytechnic provides adequate capacities (in space and personnel). Providing capacity includes good coverage with self-tutoring with appropriate language selections, lecturer loads in hours, lecturer and student ratio, lecture halls per students, and other relevant indicators compliant with the requirements of the Higher Education and Study Programs in the Republic of Croatia. Adequate learning space, scientific and professional activity meets requirements for the implementation of study programs and the realization of activities, and the Polytechnic continuously undertakes the activities of increasing the quality of studying performance by investing in new spatial capacities and equipment (primarily through the completion of the Polytechnic building upgrade project). The satisfaction of the students with space and equipment is examined by Student Survey (PK-11) in a group of questions relevant to the assessment of the quality of lecturing: "Space for maintenance is appropriate" and "Computer and other equipment is available and used." With the support and follow-up of the Ministry of Science and Education, the Polytechnic has invested in the development of its own academic staff and provides a sufficient number of qualified lecturers (more described in standards 4.1 and 4.3).

Standard 2.2: Predicted learning outcomes of the study programs correspond to the level and profile of qualifications obtained

The Polytechnic clearly defined the learning outcomes of study programs that were aligned with its mission and goals.

The Polytechnic checks and ensures the consistency of the learning outcomes at the level of study programs and courses.

The learning outcomes that are achieved by completion of study programs correspond to the descriptors of the level of the Croatian Qualifications Framework and the European Qualifications Framework on which the program is run.

In defining learning outcomes, the Polytechnic works in accordance with the requirements of the profession and internationally recognized standards for this profession and ensures the modernity of the program (profile).

The anticipated learning outcomes clearly reflect the competences needed to engage in the labour market, continuing education or other needs of the individual / society.

The Polytechnic participated in the IPA IV Human Resources Development project entitled: Adoption of the CROQF principles in the higher education system in the tourism sector (Adoption of CROQF principles in tourism sector of higher education in Croatia) IPA4.1.3.1.06.01.c11. The objectives of the project were to: support the development and implementation of the Croatian Qualification Framework for Higher Education, the development of a qualification standard in higher education in

the sector of tourism in cooperation with all relevant stakeholders, the complete adaptation of tourism study programs to 4 higher education institutions with the principles of the CROQF, the development of innovative elements in the field of tourism education. During the duration of the project, members of the project attended workshops related to the definition of competences and learning outcomes. In the period from October 2013 to September 2017, in order to carry out the student-oriented syllabus, the Polytechnic initiated the process of planning, designing and verifying the learning outcomes of all study programs, and all Polytechnic lecturers have undergone education on the subject of defining learning outcomes: (i) Learning Outcomes, (ii) Student-Oriented Study methods, (iii) Project Team Management, (iv) Syllabus Based on Students Learning Outcomes and Student Oriented Education, (v) Learning Competences and Learning Outcomes, Planning for Studying, and Evaluation Planning.

Based on the adopted recommendations, made on the basis of the ESG standards and employers' surveys, the review of the existing study programs started during the academic year 2017/2018. In the first stage, the structure of the study learning outcomes was defined. In the next step, the learning outcomes of particular courses were derived i.e. their links with the specific, general and generic learning outcomes of each study program were defined. This increases the consistency and quality of the study program. The defined learning outcomes of the study programs are aligned with the mission and goals of a higher education institution, taking into account Dublin descriptors of Knowledge and understanding, applying Knowledge and understanding, concluding and reasoning, communication and student learning skills in undergraduate (6 levels according to CROQF) and graduate (7 levels according to CROQF) level of study which is also published in the [Syllabus](#).

The learning outcomes are defined by the Croatian Qualification Framework descriptions for each study program. Moreover, the learning outcomes were defined for each course (document PK-SP-2 "[Description of a new course or course that was supplemented and / or modified or updated](#)" item 2.4) and its contribution to the learning outcomes at the level of the study program is shown in the item 2.3. document PK-SP-2 "[Description of a new course or item that has been supplemented and / or amended or updated](#)". Apart from the learning outcomes, the Polytechnic has clearly defined the general and specific competences that students acquire at the completion of each study program.

The defined learning outcomes at the level of study programs clearly reflect the competences needed to engage in the labour market or continue education at a higher level of study. Learning outcomes at the level of a course are consistent with the learning outcomes of the study program. The learning outcomes of the study program as well as the learning outcomes for each course (defined in the form PK-SP-2 "[Description of a new course or course that have been supplemented and / or amended or updated](#)") form an integral part of the Syllabus and are published on the official web site. Likewise, the PK-SP-2 of each course is published in the eLearning system (Claroline) and is therefore available to the entire group of students in the course.

In the Table 2.1. of the analytical attachment from MOZVAG the learning outcomes are indicated at the level of the study program together with the contributions of individual courses to the results of the study program itself.

Learning outcomes per course are revised annually, when adopting the Syllabus for the next Academic Year being adopted by the Council of Departments. During their revision, it is required to adopt those outcomes to the level of Croatian and European qualification frameworks, Dublin descriptors of Knowledge and understanding, and Bloom's taxonomy.

The learning outcomes are verified according on the study methods used. The Polytechnic has defined and published its standards and regulations for verifying acquired learning outcomes (test procedures) in the [Rulebook on assessment and evaluation of student work at the Polytechnic of Šibenik](#). The students' work on the subject is evaluated during the course (continuous evaluation), especially for participation in lectures, seminars and exercises - audit and laboratory work, design of projects,

programs, computer programs, team work, experimental tasks, seminar papers, essays, papers, critical presentations, homework, field work, other professional papers and colloquia, and the final exam of the course in accordance with the Syllabus and the Elaborate of Study Program.

Croatian Higher Education conducts a reform to improve the quality of education and alignment with the labour market requirements. Some students complete their studies and get their qualifications incompatible with the needs of employers and for that reason the employer is obliged to further educate the employee or to seek other workers with adequate Knowledge and qualifications. When this problem is associated with a reduction in labour supply due to rising population in search of better business conditions, almost half of all employers had problems in finding workforce in 2016 (49.0%). The problem mentioned is also present in Šibenik-Knin County. Hence, in the forthcoming period there is a plan to establish a Career Development Centre that will apply for the "Development, Promotion and Implementation of Higher Education Practices" (European Social Fund - Operational Program "Effective Human Resources" 2014-2020). Ideally is to set up an incubator for the Šibenik-Knin County and to create a base for alumni, students and employers. The project is in line with the Polytechnic's strategy in strategic objectives: 1. Improving study programs and developing the Polytechnic, 3. Connecting with the community and economy and aligning with the needs of the community, and contributing to the implementation of the following strategic documents: (i) Europe 2020 in the Leadership Initiative : "Youth on the move" is stated as a goal to increase the impact and international attractiveness of European higher education institutions, which will reach the project itself; (ii) An Yerevan Communiqué aimed at "Encouraging employability of graduates during their lifetime" and under the heading "Implementation of agreed structural reforms"; (iii) A new Skills Program for Europe in its key areas of action: 2. Increasing visibility and comparability of skills and qualifications; and 3. Improving the skills and information needs analysis to improve the choice of occupation; (iv) Education, Science and Technology Strategy in the Higher Education Area Objective 1. Improve the study programs by consistently implementing the Bologna Reform setting and redefining the competences they acquire; (v) Strategic Goal 4: Developing of Competent and Employable Human Resources and Strengthening the Social Inclusion.

Standard 2.3.: The Polytechnic proves the achievement of planned learning outcomes of the study programs it performs

The Polytechnic ensures the achievement of the planned learning outcomes if the study programmed it performs.

On the basis of the learning outcomes achieved, the Polytechnic continuously verifies and improves the learning process (tests, seminar papers, presentations).

On the basis of professional development monitoring, learning outcomes at the level of the study program were defined, and learning outcomes at the subject level were also defined contributing to the learning outcomes of the overall study program (Analytical Supplement 2.1)

On the basis of Study program the Syllabus was written which is composed of the requirements and the results of the study program (the description of tasks which can be conducted by students, general and specific competences that students acquire upon they graduate from the Polytechnic as well as their qualification), learning outcomes, description of the percentage of the graduated students annually, the list of subjects, lecturers and assistants, students' working load, lecture halls, academic calendar, public holidays and non-working days in the Republic of Croatia, schedule of exams, and content of the subject with expected learning outcomes and the basic literature. The Syllabus includes a list of subjects: Professional Practice and Final Thesis. The Syllabus for each study program is published at the beginning of the academic year on the official web site.

On the subject level a document PK-SP-2 was brought under the name "*Description of a new subject or course that has been supplemented and / or amended or updated*". It defines general information and description of the course (goal, conditions for subject enrollment, the contribution of course outcomes to program outcomes, learning outcomes at the course level, the content and method of performance, student obligations, student monitoring for each activity, assessment and evaluation of student work, literature and quality control). PK-SP-2 documents for all lecturing courses are published publicly in the e-Learning system (Claroline) and are explained in the introductory lesson.

The Polytechnic has arranged the rules for the exam preparation, evaluation of students' performance through the learning process and on the final exam (*Rulebook on assessment and evaluation of student work*). The examination of the learning outcomes of the course is conducted continuously throughout the semester through homework, seminar papers, colloquia, written and oral exams, work / practical assignments, project assignments and presentations, which verifies the learning outcomes achieved on the course and the final grade is determined on the final exam as prescribed by the Syllabus. According to the same Rulebook, the lecturer is obliged to keep written exams by the end of the academic year in which the exam took place.

In order to complete the theoretical Knowledge, acquired skills, developed autonomy and responsibility acquired during the studies and in order to achieve the expected learning outcomes at the level of the study program, students are directed to conduct a professional practice.

The objectives and the organization of professional practice, student obligations, content of the practice, mentoring and other issues related to performing the professional practice are defined in the *Rulebook on performing student practice*.

After one successful student practice, students have to write their final thesis. For that reason a Committee for the Final Thesis was established which approves the field of the research and the mentors. In order to assure one correct quality of papers written as well as the formalization of the thesis application and its defense, the document *Rulebook on Final Thesis* was defined which contains The Instructions for the final thesis completion together with all the necessary documents. *The list of the students for the final thesis defense* is published on the official page of the Polytechnic of Šibenik and includes a personal identification number (Croatian JMBAG), the name and surname of the student, the title, mentor's name, the names of the members of the Commission, date, time and the place of the defense. After the defense of the final thesis, which is also public, they are handed to the library, which make its abstracts accessible on the digital repository (*Dabar*).

If needed, the subject lecturer, based the knowledge of the achievement of the learning outcomes, revises and improves the lecturing process (documented in the PK-SP-2 form) generally when making the Syllabus for the following academic year that is adopted at the Council of Departments.

Standard 2.4.: Methods of planning, proposing and adoption of new programs and revising or abolishing the existing ones includes the feedback from students, employers, professional associations, alumni

Development activities related to study programs are systematic and regular and involve different stakeholders.

Planning and proposing new study programs includes an analysis of justification, capacity and consistency with strategic goals at the local and regional level and other needs in society.

The Polytechnic publishes current versions of study programs.

The Polytechnic records the changes to study programs and analyzes their applicability.

Management of the Polytechnic is based on continuous monitoring and analysis of changes in the environment in order to adjust the strategic goals and procedures in accomplishing the Polytechnic's mission and vision. According to this, it cares about the quality of study programs and the changes in

line with labor market requirements. They provide students with academic Knowledge and skills, including those that are transferable and can influence the personal development of students and find application in their future careers.

The strategic goal of the Polytechnic of Šibenik which is related to study programs, a revision of the existing ones is intended as well as the development of the new ones, all in accordance with the needs of the labor market, to continuously improve the quality of the studying process and to align the students' competences with the establishment of the Croatian Qualifications Framework for the higher education level.

On the Polytechnic of Šibenik three undergraduate and one specialist graduate professional studies in the academic year 2018/2019 are performing, and from the academic year 2019/2020. two new study programs will be started at VUŠ: Undergraduate professional study program Business Informatics and Specialist graduate professional study of Administrative Law.

The Initiative to launch the new Specialist graduate professional study of Administrative Law was initiated at the 4th session of the Administrative law Department Council of the (Class: 003-08-05 / 16-04 / 03; URBROJ: 2182 / 1-12 / 3-1-16-10 -10) held on September 8, 2016. The conclusions were endorsed by the Professional Council of the Polytechnic of Šibenik at the 67th session held on April 19, 2017, when the *Decision on the Appointment of the Commission for the Development of the Study Program of the Specialized Graduate Professional Study* (Class: 003- 08 / 17-03 / 08; URBROJ: 2182 / 1-12 / 3-1-17-07). The final approval for the launch of the new study program Specialist graduate professional study of Administrative Law was delivered by the Administrative Council of the Polytechnic of at the 11th session held on May 22, 2017.

The Ministry of Science and Education of the Republic of Croatia, on November 16, 2018 approved a Permission for the conducting the Specialist graduate professional study of Administrative Law to the Polytechnic of Šibenik (CLASS: UP / I-602-04 / 17-13 / 00021, URBROJ: 533-04-18-0010), which will begin in the academic year 2019/2020. The concept of the new Specialist graduate professional study of Administrative Law implies the possibility of continuing the education at a graduate level after completing the undergraduate professional study and comprehensive integration with the needs of public administration and public services. The newly established specialist graduate study program is also aligned with *Human resources development strategy of Šibenik - Knin County 2014 - 2020*, or with *Action plan of Human resources development strategy of Šibenik - Knin County which show project suggestions of organizations from the territory of a County which intend to be realized till 2020. In the aforementioned action plan, the establishment of a new specialist graduate professional study of Public Administration is defined as Priority 2: Education (2.1 Organization of Qualification and Skills Acquisition).*

In addition to the launch of a specialist graduate study program of the Administrative Law, an initiative for starting a new undergraduate professional study of Business Informatics was also launched. The initiative for establishing a new study program Business Informatics was launched at the 44th session of the council of Management department (CLASS: 003-08 / 17-06 / 01, URBROJ: 2182 / 1-12 / 3-1-17-25, 16.05 .2017.). The launching of a new study program of Business Informatics is very important for increasing the recognition of students who will complete this study (bachelor of Business Informatics) since now students completing undergraduate professional study of Management, course of Informatics Management are less recognizable in the labour market as they acquire a bachelor's degree in economics.

The Polytechnics of Šibenik on its 19th session (held on November 26, 2018) on the issue regarding the *Rulebook on evaluation procedure for new study programs of the Polytechnic of Šibenik* and the *Rulebook on the procedure for improvement and revision of the study programs of the Polytechnic* as well as the Declarations on the request for change the Permission to perform the Undergraduate professional study of Management has made Decision to amend and / or supplement the Approved

Study Programs of the Polytechnic of Šibenik under the undergraduate professional study program of Management with two branches: Tourism Management and Informatics Management (CLASS: UP / I-602-04 / 06-11 / 00001, URBROJ:: 533-07-11-0020) and is renamed to the Undergraduate professional study program for Tourism Management. Pursuant to the Amendments to the approved Study Programs (CLASS: 602-04 / 12-13 / 00004, URBROJ:: 533-07-12-0012) of April 19, 2012, the Polytechnic of Šibenik submitted to the Agency for Science and Higher Education the evaluation procedure for the change of the study program which involves changing the name of the study.

The monitoring and the evaluation of the study programs is carried out in order to ensure the adaptation of approved programs to the development of a particular scientific area and the development of practice in a particular profession. The development of new and adaptation of existing programs is being implemented in accordance with [Act on Scientific Activity and Higher Education](#) and the Polytechnic has accordingly adopted general acts: [Rulebook on evaluation procedure for new study programs of the Polytechnic of Šibenik](#) and the [Rulebook on the procedure for improvement and revision of the study programs of the Polytechnic](#) which aimed at formalizing the process of adopting the new and revising the existing, approved, study programs.

The activities related to study programs include the activities of lecturers, students and stakeholders from the economy and the public sector (through the Polytechnic's Economic Council). The collaboration with members of the Economic Council comprised of representatives of institutions and companies directly related to professional and scientific-educational activities at the Polytechnic, including the joint planning of all levels of study programs at the Polytechnic and co-operation on lifelong learning programs. The continuous cooperation with employers and the analysis of conducted surveys (Questionnaire for Employers PK-14; Survey Questionnaire for Professional Mentors PK 43) it was found that employers looking for more practical Knowledge and practical skills.

Therefore the Polytechnic introduced professional practice as a compulsory subject at all study programs which is carried out in accordance with a [Rulebook on performing student practice](#).

A good example of cooperation with public sector representatives, the analysis of the existing needs in the society and the alignment with the strategic goals of the society as a whole, is the approval of a new specialist graduate study program of the Administrative Law, in which they have participated as members of the Commission for the elaboration of a study program of a specialist graduate professional study Administrative Study - Sub commission partners outside the higher education system include representatives of state administration, local and regional self-government units, public institutions, and judiciary and public services. Their role has been particularly manifested in designing and defining the appropriate outcomes that enable public sector specialists to have a better linkage and appropriate competences for better employability in the public sector but also in the economy required by employers in various state and local bodies, public services and the economy. This Sub commission has participated in the elaboration of the Initial Elaborate of Study Program of a Specialized Graduate Professional Study. Subcontracting that participated in the elaboration of the Initial Elaborate Study Program of a Specialized Graduate Professional Study Program the Administrative Study has become a permanent Public Sector Section at the Council of the Administrative Law. Also, an example of cooperation with real sector representatives is the approval of a new program of undergraduate professional study of Business Informatics, in whose design, as members of the Commission had participated experts from the sectors of information technology, business information technology and computing.

Within the existing study programs, the cooperation has been established and contracts have been signed with a large number of partners (e.g. State Administration Office in Šibenik-Knin County, City of Šibenik, City of Vodice, Drniš City, Knin City, Zemunik Municipality, State Archives in Šibenik, Road Šibenik Ltd., City Parking Ltd., AutotransportPtd., Driving School, Solaris Plc., D-Resort, Tourist Board of Šibenik, Tourist Board of Trogir, Hotel Borovnik, Life Hotel Palace, NP Krka, NP Kornati, Gea tours,

Adriagate, Nik tours dr.), with whom it was contracted to conduct professional practice for Polytechnic students and participation in program implementation.

The heads of the study years and the mentors were appointed for all levels of studies and courses according to the *Rulebook on Student Leaders and Mentors* which aims to create conditions that favorably improve the effectiveness of studying. Meetings with students are usually held twice a semester, and students' feedback in the form of a Report is delivered to the Dean and the Quality Assurance Committee.

Based on available information by all stakeholders involved in the lecturing process as well as members of the Economic Council of each academic year, the existing Syllabuses are revised. The revision includes: minor changes and supplements of the programs primarily related to the change of type and structure of classes and lessons (e.g. lessons, exercises, seminars and similar), modification and amendment of subject content, changes of ECTS credits and introduction of a new course or abolition of the existing course. All changes are carried out by a controlled procedure, depending on the scope of the change. Smaller subject changes (the change of subject name, change of literature, content and time etc.) is initiated by the lecturer himself who submits a proposal for changes to the Department Council during the current academic year as preparation for the next academic year. Major changes include revision and change of ECTS credits and the change of mandatory course in elective and vice versa; all that is discussed and adopted by the Council of Departments. The head of the department draws up a report (recorded in the PK-SP-1 document, i.e. in the minutes of the Council of the Departments if it is a modification before 2015) about the changes that have been made with the explanation of the changes that have occurred. All changes are made in cooperation with the Quality Assurance Commission of the Polytechnic and are approved at the session of the Administrative Council. Current Syllabuses of Study Programs are published before the beginning of the academic year on the official web site of the Polytechnic (<http://www.vus.hr/?lang=en>).

In order to achieve quality, it is necessary to regularly collect data on the success of the implementation of study programs and to achieve the defined learning outcomes, especially in the periodic evaluation of study programs according to predetermined performance indicators (achievement of learning outcomes, ratio of enrolled students and students who have completed the study, student satisfaction, recruitment of students, etc.) to ensure regular updating and care of the quality of education. The quality analysis of study programs should identify the purposefulness and effectiveness of study programs according to the contemporary standards of higher education, with the mission and vision, strategy and goals of the Polytechnic. By analyzing the quality of study programs, it is determined to what extent the planned and achieved learning outcomes are to be matched and how well the approved programs conform to the development of the particular area and the development of practice in a particular profession. In order to realize all these activities, the Polytechnic has recognized the need to further strengthen the role of the Quality Assurance Committee of the Polytechnic of Šibenik and plans to establish a career development center that would take part in the monitoring, validation and improvement of Quality Assurance System activity, related to the improvement of study programs and the development of the Polytechnic, community and business links, and alignment with the needs of the community.

Standard 2.5.: The High Education Institution ensures the compliance of ECTS credits with actual student workload

The High Education Institution aligns ECTS credits with the actual student load based on stakeholders' feedback from the studying process or other procedures.

Feedback on the results of the analysis of the data collected and the changes made are available to the students.

The part of the ECTS credits on the study program is realized through practical lectures.

By carrying out the study programs according to the Bologna process, the ECTS credits are defined by all courses.

During the academic year the Polytechnic Quality Assurance Commission conducts surveys of students' satisfaction with the quality of education and studying process as well as the quality of studying and the work of professional services during the winter and summer semesters. One of the questions from the questionnaire, from the group of questions relevant to the assessment of the quality of studying, includes the question: "Is the course load in accordance with the awarded ECTS credits. The results of the survey showed a satisfactory level of compliance, the students did not indicate the disproportion between the allocated ECTS credits and student loads.

In each academic year the revision of the Syllabus is carried out for the following academic year, including audits of ECTS credits on individual subjects in accordance with actual student workload (recorded in the PK-SP-1 document; i.e. in the minutes of the Council of the Departments in case of changes before 2015.). As the students are also members of the Quality Assurance Committee, the Council of Department and the Administrative Council, they influence the audit and acceptance of the proposed changes through their representatives. As the Syllabuses continue to be publicly available on the Polytechnic's website, the information on the changes made are available to students. The actual distribution of ECTS credits is recorded in point 2.9. PK-SP-2 document "Description of a new course or courses that has been supplemented and / or modified or updated" which lecturers also publish on e-learning course pages.

Part of the ECTS credits are acquired when conducting professional practice that is extremely important in achieving learning outcomes at the level of each of the study programs.

Standard 2.6: Student practice is an integral part of study programs

The Polytechnic allows educating and acquiring skills through student practice.

Student practice is part of the study programs and is organized outside of the higher education institution in cooperation with the labour market.

Student practice is carried out in a systematic and responsible manner that enables the achievement of anticipated learning outcomes in relation to student practice.

Professional Practice at the Polytechnic is a compulsory part of the study program of all professional studies conducted at the Polytechnic. Students are referred to professional practice in order to complete the theoretical with practical Knowledge and preparation of final thesis, which makes it possible to successfully complete a study program and engage in professional work. In order to define the student practice, in 2014 the Professional Council has adopted the [Rulebook on conducting the professional practice](#).

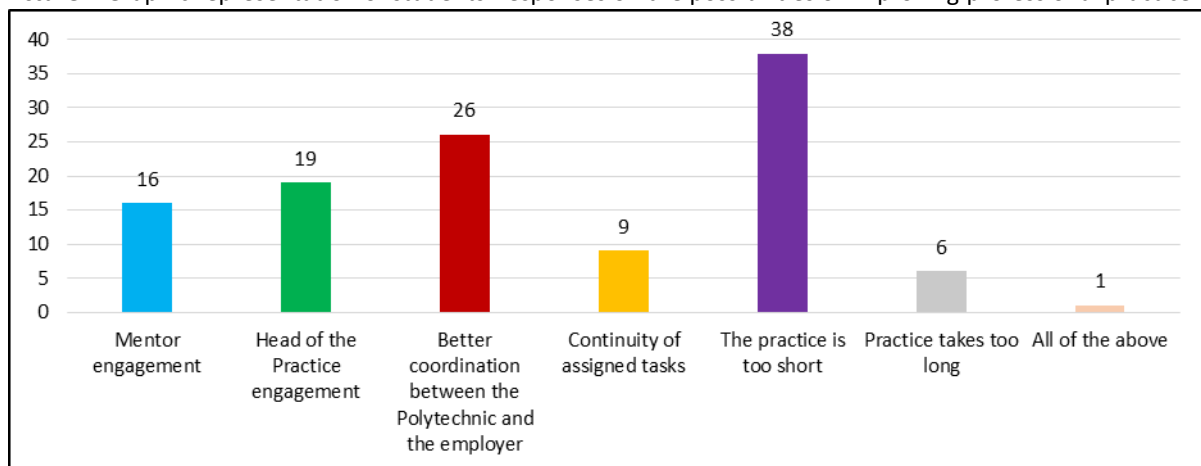
Between 2014 and 2018, the Polytechnic had signed Agreements on professional cooperation with legal entities from the area of Šibenik-Knin, Zadar and Split-Dalmatia County, which allowed students to have professional practice. Students undertake a professional practice that is being conducted in the last semester of the legal entities with which the Polytechnic has signed the Agreement, which, as part of its core activity, carries out professional tasks that are in accordance with the student's degree. The student completes an internship during the semester in which the professional practice is enrolled. Some of the legal entities with which the University of Šibenik signed the Agreement on Professional Cooperation are: Šibenik-Knin County Tourist Board, Zrinski Educational Group, Road Šibenik Ltd., City of Šibenik, State Administration Office in Šibenik-Knin County, City of Knin, Autotransport Ptd. Šibenik - in bankruptcy, City Parking Ltd. Šibenik, Autoprijevoz Milan Madunić (Madunić-bus), Blato on Cetina, Liburnija Ltd. Zadar, Autoškola Dalmatia from Šibenik, Adriatic Insurance Company, Autoškola Zeleni val Ltd., City of Vodice, Autoškola Classic-R Split, State Archives in Šibenik, Tourist Board of the City of Trogir, Travel Agency Adriagate Ltd., Gea Tours Ltd., Dogus Marina Hoteli Ltd., Zagrebačka bank Ptd., Tatami Trade Ltd., Life Palace Heritage Hotel Šibenik, Kompas Zagreb Ptd., Tourist Board of the City of

Šibenik, Municipality of Zemunik Donji, Hotel Borovnik Ltd., Nik Ltd., First Blinker, and Autoškola Barbara.

For the implementation of professional practice for each study is appointed a Head of professional practice. The Head of the professional practice is appointed by the Council of Departments for a particular study, and the Department Council and the Vice Dean for Academic Affairs are responsible for their work. The legal person with whom the Polytechnic has signed the Agreement shall elect a mentor who is in charge for the student individually or in agreement with the Head of professional practice. A legal person in which a student will conduct the professional practice applies orally or electronically to the Head of the professional practice. The student may be fully exempt from performing professional practice if during the course of the study he or she works on jobs that, by its content and complexity, correspond to the anticipated study plan of the study he has enrolled. Upon arrival to a selected legal person performing professional practice, a student submits to the mentor a document for the conduct of professional practice. During the conducting of the professional practice, each student makes a Report on the Professional Practice that should contain a certain number of thematic units, in accordance with an agreement with the Head of professional practice at a particular professional study. Based on the positively accepted Report, the Head of professional practice confirms the successfully preformed professional practice by signing into the student's index.

During the academic year 2017/2018. a survey was conducted among the students of the Polytechnic who conducted the professional practice in VI. Semester and mentors from legal entities where students preformed the professional practice, for the purpose of further development, improvement and improvement of professional practice at VUŠ. Survey was completed by 8 mentors and 76 students.

Picture 2 Graphic representation of students' responses on the possibilities of improving professional practice.



To the students of the Polytechnic of Šibenik who conducted the professional practice in VI semester, the following questionnaires were asked (the answers are shown in brackets):

1. Are you satisfied with the mentor engagement in your professional practice (55% of students are very satisfied, 38% of students are satisfied, 7% of students are not satisfied),
2. In your assessment, how much professional practice has contributed to the improvement of your theoretical Knowledge acquired by formal education on courses (40% contributed entirely, 55% of students said that practice contributed in part, 5% that practice did not contribute at all),
3. Did you work in professional practice on tasks that are not directly related to professional practice (performing small office jobs) more than 50% of working time (64% of students said yes, 36% of them said no),

4. In what field, according to your assessment, it is necessary to improve the professional student practice (here it was possible more responses that are shown in Picture 1,
5. Do you get a feedback from your mentor about your performance (59% of students said yes, 41% of them responded with no),
6. How satisfied are you with the professional practice you have done regarding the organization, availability and engagement of mentors, practitioners, applying the learned Knowledge and adopting new Knowledge and skills in practice (35% are very satisfied, 58% of students said they are satisfied, 7 % are not satisfied).

Mentors from the legal entities where students preformed the professional practice were asked the following questions (answers are shown in brackets):

1. Do you feel that you are informed in the expectations that the Polytechnic has with mentors (88% of mentors are very well-informed, 12% of mentors are well-informed),
2. How satisfied are you with the motivation and engagement of students in professional practice (25% of mentors are extremely satisfied, 62% of mentors are very satisfied, 13% of mentors are satisfied),
3. How satisfied are you with the speed at which students master the entrusted tasks in professional practice (25% of mentors are extremely satisfied, 62% of mentors are very satisfied, 13% of mentors are satisfied),
4. How much time do you spend evaluating on weekly work with a student on a professional practice (25% mentor dedicates more than 2 hours, 38% mentor dedicates 2 hours, 37% mentor dedicates 1 hour),
5. How do you assign students tasks in practice (37% of mentors say that they already have established part of the work done by students in practice, 36% of mentors said they were assigning tasks to students in accordance with daily office needs, 9% of mentors said according to students' preferences, 18% mentor pleaded for other things),
6. If there is a need to recruit new staff at the low management, would you consider recruiting students who performed the internship (100% mentors said that the students were competent)
7. In your opinion, how would you improve the professional student practice (45% of the mentors said raising mentor motivation, 44% mentors by raising student motivation, 11% mentor better reporting by the Head of the professional practice).

Heads of professional practices on individual studies together with Dean and Vice Dean for Academic Affairs are negotiating with old and new legal entities on continuing professional co-operation and signing of new Professional Cooperation Agreements that will enable students and in the next academic years to conduct professional practice in the same and new legal entities.

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THEME 3. LEARNING PROCESS AND SUPPORT TO STUDENTS

Standard 3.1 The terms of enrolment or continuation of a study are consistent with program requirements, clear, published and applied consistently

Criteria for enrollment or continuation of studies have been published.

The criteria for enrollment or continuation of studies are consistently applied.

The criteria for enrollment or continuation of studies ensure the selection of candidates with the appropriate pre-qualification, complying with the requirements of the study program.

The Higher Education Institution has an effective mechanism of the recognition of previously acquired learning.

The Administrative Council of the Polytechnic of Šibenik issues a Decision on the criteria for the enrollment in Undergraduate Professional Studies of the Polytechnic of Šibenik. The decision was published on the notice board and the website of the Polytechnic. The ranking of candidates for enrollment in the first year of Undergraduate Professional Studies at the Polytechnic of Šibenik is carried out on the basis of the evaluation of high school grades and the results achieved at the state matura. A minimum B level of the courses covered by the mandatory part of the state matura is required. Candidates who are citizens of EU member states instead of the Croatian language are acknowledged as having the first foreign language admitted as part of their external evaluated final exam. Candidates who have completed high school education before the school year 2009/2010, by submitting a matura course in the „old program“, as well as applicants applying for enrolment in the studies of the Polytechnic of Šibenik based on completed secondary education where they were not obliged to take a state matura exam, if they do not qualify for a state matura, they will not achieve points earned on the basis of the results in the classification process of the state matura. Candidates who were previously enrolled in certain study at the Polytechnic in Šibenik cannot re-apply for admission to the same study at the Polytechnic in Šibenik.

For enrollment in the Specialist graduate professional study program, candidates who have completed Undergraduate study program at the Polytechnic of Šibenik or at another higher education institution in the field of social sciences (fields of economics) may apply, under condition they have a minimum of 180 ECTS credits. For enrollment in the Specialist graduate professional study program, candidates who have completed Undergraduate study program at the Polytechnic of Šibenik or at another higher education institution from another field of social sciences or another area of science may apply, under condition they have a minimum of 180 ECTS credits. These candidates (if they have the right to enroll in a study program) are obliged to enroll and pass a course of difference of the undergraduate professional study program Management during their studies. For such students total time of study in which the student has student rights will be extended for one semester.

The Vice Dean for Academic Affairs, at the beginning of the academic year, submits a [Report of the Administrative Council on the enrolments of students in the first year of study](#), the number of students in each academic year, the transition through the study and the number of graduated students. Information on the attractiveness of studies are also provided. These indicators, as well as the recommendations of the Croatian Employment Service on the enrolment policy and the labour market needs expressed as recommendations of the members of the Economic Council of the Polytechnic, are considered when [Deciding on the enrolment limit](#), taking into account the number of engaged lecturers and their real loads expressed in standard hours. Based on the above mentioned, in the academic year 2015/2016. the enrolment limit was corrected by reducing the quota for full-time students by 5%, and the quota for part-time students was reduced to the number enrolled in the previous year.

Student ratio is 1: 23.25, which, among other, created preconditions for the development of new study programs as one of the strategic goals of the Polytechnic. Entry to the study, based on the [Regulations](#)

[on studying](#), is carried out on the basis of a full and open competition or based on the Resolution on transition. For candidates applying for a study on a full and open competition, the entire procedure for collecting candidates' applications, collecting documentation, evaluating procedures and making temporary and final rankings is carried out by the Central Office of Registration, established by the Agency for Science and Higher Education through the web site www.postani-student.hr for enrolling in undergraduate professional studies or www.studij.hr for enrolling in a specialist graduate professional study. Candidates can only enroll in one study program that has been registered in the NISpVU or NISpDS system after the publication of the final ranking has the right to enroll and receive an enrolment number. After the publication of the final rankings, candidates can only enroll in one study program for which they have the right to enroll in the NISpVU or NISpDS system and have an enrolment number.

The open competition for enrollment of students in undergraduate professional studies and competition for enrollment of students in specialist professional studies have been subject to the enrollment requirements for the study, a description is given of the nomination procedure and the student's obligations regarding the payment of the enrollment costs and the payment of the participation (for regular students who had previously status of a regular student at another higher education institution in the Republic of Croatia) or tuition fees (for part-time students). The full and open competition is published no later than six months before the beginning of the academic year, so that the candidates have all the necessary information on the criteria to be met for the entry of the Polytechnic Šibenik.

The enrollment of students in higher study year is done on the basis of the [Regulations on studying](#) and Decision of the Professional Council in the terms of semester testing and enrolment in the higher academic year (prescribed by the Academic Calendar) and consistently applied.

Candidates who had previously been enrolled at the Polytechnic of Šibenik or another higher education institution in the Republic of Croatia or abroad, can enroll based on the Decision on the Transition. The enrollment procedure for these candidates is described in the [Rulebook on recognition and evaluation of previous learning](#) and the Decisions of the commission for the recognition of previous learning. A candidate who wishes to enrol in the study, will submit the application to the Recognition Formation Commission and submit a certified transcript of the previous study and a certified Syllabus of the previous study. If it determines that a candidate fulfils the requirement for enrolment on the basis of the Commission Decision, the Commission appoints the Expert Committee / Commissioner who determines which courses, i.e. learning outcomes, will admit the candidate upon enrolment at the Polytechnic of Šibenik and gives a recommendation on which study year candidate could be enrolled. The Commission, on the basis of the minutes of the expert commission / commissioner, shall issue a final Decision on the enrolment.

Also, a student enrolled at the Polytechnic on the basis of a full and open competition who had passed an exam from the same or related subject in another university, the subject lecturer may recognize the acquired learning outcomes if the subject from which the exam is passed through its content and the scope corresponds to the subject that the student enrolled. The procedure is done by students requesting a record application through the [SR-10 form](#), the lecturer receives an application through the academic register, examines the Syllabus and makes a decision. If the subject, by its content and scope, corresponds approximately to the subject for which the recognition is requested, the lecturer may admit the exam in its entirety or require the student to pass the course difference. The student is obliged to apply for the exam at the examination deadline, and the lecturer acknowledges the examination by entering a grade in the application form.

Standard 3.2 The Higher Education Institution collects and analyzes student progress data and, on the basis of these, ensures continuity of student study and completion

The progress of student tracking is clear and accessible.

Collecting and analyzing student progress data on a study is regularly conducted.

The Higher Education Institution provides effective mechanisms for analyzing students' success and transience and, on that basis, initiates appropriate activities.

Monitoring of student progress is carried out through the ISVU system, which was implemented at the Polytechnic of Šibenik for all its stakeholders: students, staff members, administrators and lecturers, including external associates. Progress information is available to stakeholders according to their legitimate interests: students have an insight to all the information entering to their individual progress, while lecturers have the insight and ability to change the data related to the success achieved by the students depending to courses to which they are holders, and the Vice Dean for Academic Affairs is the authorized person who has insight into the results of all courses, all in line with the provisions of the GDPR Regulation. For the purpose of conducting an analysis for academic and other staff with a legitimate interest in access to information, access to additional system information was provided through reports from the ISVU Data Base, which were prepared in accordance with the provisions of the Personal Data Protection Act.

Student progress data is collected automatically and updated on a daily basis as professors enter exam scores into the system immediately during the formation of the final grade of the course. Currently, the system does not include a separate assessment of the written part of the exam as it is treated as a whole in accordance with the [Regulations on Studying](#) and the [Rulebook on assessment and evaluation of student work](#).

Successful performance analysis are performed once the exams are completed and are available to the subject lecturer. Analysis of all completed exams (from all courses) are carried out at the level of individual studies and the whole Polytechnic of Šibenik after regular exams by the Head of Department and the management. Reports on student outcomes and student progress reports are submitted to the Administrative Council.

In the academic year 2018/2019, 271 students were enrolled on the first year of professional studies, which is less than the enrolment in the academic year 2017/2018 when there were 385 students enrolled, 421 students enrolled in 2016/2017, while in 2015/2017 422 students were enrolled. The decrease in the number of enrolled students in this academic year is explained by the lower number of students who completed their high school education in the 2017/2018, as well as with a smaller number of candidates who have passed the state matura exams, and to a lesser number of candidates who passed the state matura exams. In addition, the Polytechnic's professional studies in average are 4th choice for candidates applying for enrolment (last year the average was 3rd place) and this is directly linked to the reduced number of candidates who enrolled through the portal www.postani-student.hr and the number of remaining places on the study programs of higher education institutions after enrolment. From the analysis of the attractiveness of some undergraduate study programs, it is obvious that the regular studies are more attractive than the part-time studies. The most attractive as well as in the previous academic year, was the undergraduate professional study of Management, department of Tourism Management with a ratio of 2,72 (last year it was 3, 18).

[The relationship between high school success and study success, the case of Polytechnic in Šibenik](#) was conducted at the Polytechnic. Success in high school education was measured on the basis of three input variables: (i) score on the state matura examination, (ii) high school grade and (iii) high school points, while the success of the study was measured based on the achieved ECTS credits at the end of the first year of study. The analysis was conducted on a sample of 1002 students enrolled in the

Polytechnic in the following years: 2012, 2013, 2014 and 2015. The students were divided into five groups according to ECTS credits earned after the completion of the first academic year, and the differences in the success of high school education of individual groups were analysed by comparing the state matura scores, high school grades, and average grades from secondary school. In this way, it is possible to determine if the input parameters can predict the success of the study. By using single-factor variance analysis, there are significant differences between the mean input parameters between pre-formed success groups based on the number of ECTS credits achieved. The lowest mean values of input variables were recorded in a group of students who failed to enter a higher study year, while the highest mean values were recorded in the most successful group according to the number of ECTS credits. In doing so, grades and high school points are more widely differentiated between groups than the grades obtained through a state matura score.

The lowest number of ECTS in one year was 0, and the highest was 66. The average number of ECTS credits was 33.4. Such a low average is the result of a large number of students who have achieved 0 ECTS credits, i.e. they have not passed any exams. Most students, 520, had the opportunity to enrol in a higher year of study. More precisely, in the group of 45-54 ECTS credits there are 264 students, while in the group with more than 55 ECTS credits there are 256 students. Even in the previous academic year 219 students achieved 0 ECTS credits, meaning that they have the only option to re-enrol the same academic year. 166 students had achieved less than 30 ECTS credits in the previous year and must repeat the study year. 97 students were in a group of 31 - 44 ECTS credits, they enrolled in the repetition of the study year with the possibility of partial enrolment of subjects from higher study years of study. In terms of high school points, most students had between 300 and 400 high school points. The lowest number of points scored was 191.19 and the highest 537.9. The average number of credits achieved in high school is 292 with an average deviation of 57.73, which is 19.76%. The most common score was 302.4, and 50% of all students had less than 282.4, and 50% of them achieved more. Most of the students had an average high school grade of between 3.2 and 4.2. The lowest rating was 2.32 and the highest 4.95. With regard to earned points from the State matura, most students had between 220 and 320 earned points. The lowest number of points scored was 362 and the highest 472 points. The average number of State matura credits achieved is 244 points, with an average deviation of 62, which is 25.41%. The most common score was 254.38, and 50% of all students scored points less than 242.29, and 50% achieved more.

After the conducted analysis, we can conclude that there is a statistically significant difference in the scores obtained from high schools and groups defined by the number of realized ECTS credits (the highest average grade from secondary schools was recorded in the most successful group according to the number of ECTS credits achieved and the lowest average grade of secondary school is in the group of students who achieved between 0 and 33 points). Furthermore, the highest average score of the state matura was recorded in the most successful group according to the number of ECTS credits (over 55), while the lowest average number of students from the State matura ranking was recorded in the group of students between 33 and 44 points. It is interesting that a group of students who achieved 0 ECTS points, according to the average number of the state matura grade, is better than the group of students who have graduated from 1-30 and a group that has achieved 31-44 ECTS. This is probably due to the fact that in the 0 ECTS group there are students who have enrolled the study just for having the student rights and have not tried to pass the exams.

Particularly analysed data on withdrawal from study and completion are continuously monitored (Table 3.5 of the Analytical Supplement)

Based on the results of the analysis of progress of the students in the study, as well as the analysis of the expressed interest in the enrolment and structure of the enrolled students (Table 3.2 and 3.3 of the Analytical Supplement), the number of enrolment points achieved and the enrolment realization, as well as the proven correlation analysis of the results achieved in high school and the achieved results

in the first year of study through several generations of the Polytechnic takes and implements decisions that provide a mechanism for quality selection of students, raising the quality of study conditions and the availability of lecturers in order to increase their success in studying.

Unfortunately, the impact that VUŠ's decisions can have on negative social trends such as the number of students completing high school education in the Republic of Croatia, and the outflow of young people who, immediately after completing high school education, go abroad, especially from the region from which in previous years the number enrolled was significant.

In order to facilitate the study and higher passage of the exams, student demonstrators and head of the academic year are appointed. Students are also encouraged by a system of awards and scholarships.

Standard 3.3 The Higher Education Institution provides student-oriented education

Higher education institution encourages various ways of learning in line with previously planned learning outcomes.

Different learning methods that encourage interactive and research learning, problem solving and creative and critical thinking (e.g. individual and group projects, collaborative learning, problem study, field work, and other interactive methods) are used.

Study methods are continually evaluated and adapted.

Study methods are tailored to a diverse student population (non-traditional student population, extraordinary students, senior students, under-represented and vulnerable groups, etc.).

The Higher Education Institution ensures the use of advanced technologies to modernize studying.

Available and committed lecturers contribute to student motivation and engagement.

The higher education institution promotes student autonomy and responsibility.

The Polytechnic of Šibenik encourages different ways of studying. Depending on the specificity of a course, it consists of lectures, seminars, exercises, laboratory exercises, field education, practical studying, projects, consultations, mentoring, colloquia, exams and other forms of Knowledge and expert examination, in accordance with the planned learning outcomes, practices as defined in the performance plans of the course, and the use of different learning methods is also adapted. Apart from the most commonly used methods of oral expression of the theoretical content of the course, various visual methods and appropriate other materials are used. The syllabus at the Polytechnic is transformed from ex cathedra (lecturer) oriented study to problem (student) oriented study. To this end, learning is enriched by studying methods such as: leadership, discussion, research and project learning, collaborative learning as well as experiential learning (study trips, observation of the environment during field learning. The financial plan provides the necessary means for realizing those forms of learning).

Students participate in the Polytechnic's research projects as well and, based on the acquired experience and data collected, they finalize their final thesis, independently or with the help of a mentor. They also participate in conferences, writing professional or scientific papers. Project work further enhances student autonomy and responsibility.

Lecturers have insight into the results of student surveys, which show the results of assessment of learning methods, thus being of a great help to academic staff for their continuous self-evaluation and the improvement of learning methods. Lecturers participate in workshops related to the improvement of the learning process through which they develop additional methods for continuous evaluation (e.g., anonymous collection of student commentary on an immediate lecture).

Lessons for part-time students is largely carried out in the afternoon. Those students have the option of attending additional consultative lessons as scheduled by the academic calendar.

There are two modern computer halls on the Polytechnic where classes are conducted, and on different courses, students use advanced computer tools. Each course uses an e-learning system. Lecturers are available to students in a predefined and publicly announced term of consultation. Additionally, lecturers are available (upon agreement) out of the term of consultations. Lecturers motivate students to participate in projects, writing scientific and professional papers, participating in conferences. Through the organization of field education, lecturers encourage intellectual curiosity and encourage students to resort to the original reality through direct confrontation with the phenomena that are being studied. In addition, it encourages the extra engagement of excellent students through demonstrations, thus providing the peer learning.

Standard 3.4 The higher education institution provides adequate support to students

The Higher Education Institution allows students to consult on their studies and career opportunities (e.g. tutors, mentors and other counselors to assist in learning and advancement).

The Higher Education Institution has established functional procedures for student guidance, psychological counselling, legal advice, support for students with disabilities, support for inclusion in outgoing and incoming mobility programs, and student services, and students are acquainted with them. Support to students is adapted to the diverse student population (associate students, senior students, foreign students, students from underrepresented and vulnerable groups, students who have certain difficulties in overcoming the material and passing through studies, etc.).

The Higher Education Institution employs an appropriate number of qualified and dedicated professional, administrative and technical staff.

The Polytechnic has planned to establish a career development Centre, which is in line with task 1.5. of the [Work program and development strategy of the Polytechnic of Šibenik for the period 2017.-2025.](#) Until the start of the Center, the Polytechnic has a developed system of support for students that includes the work of mentors, advisors and a system of peer assistance.

According to the [Regulations on the head of the students and mentors](#), the heads of study years and mentors are appointed. The head of the students is a lecturer who monitors and supervises the student's professional and/or scientific work, and enables faster and easier adaption into the organizational culture of the Polytechnic, assists the student in advancing through studies and reports to the students about the learning, the Dean and/or the Professional Council. A Mentor is a lecturer in a scientific-learning or learning profession who fulfils the conditions laid down in Article 5. of the Ordinance on Final Thesis, and he performs the tasks prescribed by the *Ordinance on final thesis.*

At the beginning of the academic year the dean makes a [Decision on the Heads of the Study Years](#). In Each study year, the heads from among of academic staff were appointed. Heads are appointed to facilitate the integration of students into the organizational structure of the Polytechnic, to overcome the requirements of the Study program elaborate and the Syllabus, to inform on the rights and obligations of students, to help assess the study Programs and access to individual learning subjects, as well as selection of electives. The leader of the students maintains during the semester two meetings, which inform students about their rights and obligations, presents the current news relevant to study and quality of study, and also receives and solves fewer student problems. On the terms of the meeting with the leader of the study year, students are informed through the websites of the Polytechnic and via e-learning system.

They shall be appointed as: (i) The Heads of particularly successful students (who passed all exams from the lower year with an average score of at least 4.0 and did not repeat any year and, according to the opinion of the Department Council, is qualified); (ii) Heads of a student who did not satisfy the conditions for enrollment in a higher study year; (iii) Heads of a student who performs professional practice in a legal entity, and who supervises and guides him in that work.

In addition to the support by lecturers on the Polytechnic, the system of peer assistance was developed under the [Ordinance on Demonstratures](#). Demonstrators may be appointed on a proposal from the Council of the individual courses to assist students, lecturers and their collaborators during the course of learning. Students' demonstrators help students through consultation and performance of the learning process. [The tender for selection of demonstrators](#) is published at the beginning of the academic year or during the academic year if the need arises.

The Family Centre of the Šibenik-Knin County and the Polytechnic of Šibenik have concluded a mutual cooperation agreement in implementing Measure 7 (Directly supporting the establishment of multipurpose youth counseling at Higher Education Institutions), and Measure 7.2. (Establishment of multi-purpose youth counseling centers at Higher Education Institutions) under the National Youth Program of 2009 to 2013. The Family Centre of the Šibenik-Knin County performed the work of consultative and preventive work and other professional activities which, among other things, related to the raising of the quality of life of young people and information, advisory, educational and other similar and professional tasks related to the provision of youth support. In 2016, the Polytechnic established a [Counseling center for students](#) and employees (now Counseling for students). The Counseling Centre provides constant psychological, advisory and educational assistance to students and employees of the Polytechnic. Students are addressing the Counseling Centre for various forms of support and assistance and accordingly they are given information and support. The students' Counseling Centre and the Student Council of the Polytechnic provide information on the EUROPASS initiative, which aims to ensure the transparency and comparability of acquired skills and qualifications. In Addition to providing useful information to students of the second year of the specialist graduate professional study, it enables the presentation to employers with a quality CV. The Polytechnic has been working with CISOK (Information and Career Counselling Centre) for many years to improve the personal potential of students for lifelong career development by gaining advice regarding the search and creation of professional opportunities, Improving job search techniques, necessary information and making professional decisions. As part of the collaboration, CISOK held a number of group lectures and workshops for students and provided information and brochures on employment and the labour market; during the previous academic year 2017/2018 7 activities were held for students in which a total of 243 students participated:

- "My first CV" – November 2017
- "My professional identity" – January 2018
- "My first CV" – a targeted activity on the manifestation of the Days of jobs in tourism, January 2018
- "How to present yourself to the employer in a few minutes" – January 2018
- "Days of Careers in Tourism" – January 2018
- "How to write a CV?" – March 2018.
- "How do I present myself to the employer?" – March 2018.

In addition to the formal support system, students can contact each lecturer in writing by e-mail or at the time of weekly consultations held by all lecturers and associates respecting the hierarchy (Assistant-lecturer-Head of department-Vice-Dean for Academic Affairs). In April 2016, the Polytechnic of Šibenik employs 4 assistants (one on the Department of Administrative Law, one on the Department of Transport and two on the Department of Management) using its own financial resources, which significantly contribute quality and support of students. Support to students is also provided through representatives of students of the Administrative Council who make up at least 15% of the total number of members of the Administrative Council, and each of the studies is represented by at least one student representative. Students have their representatives in the Department Council, the Commission for quality assurance, the Committee for conducting and processing the results of the student survey, the Committee of Internal Judgment, the Commission for ECTS of the Polytechnic and a representative for the Disciplinary Court for Students and Student ombudsmen.

According to the [Regulations on Studying](#), the Administrative Council may authorize the examination of the enrolled study under the conditions laid down for part-time students for a regular student, if

the student has the status of a superior athlete or artist. When enrolled at the Polytechnic, all students receive an electronic mail on the domain of vus.hr, they use this domain as an official communication channel with professors and other employees. In addition, students have access to the "Studomat" program module, by means of which online all administrative tasks can be performed (registration or check-out, printing of certificates for various purposes, etc.), which normally require a student service. Also, students have access to an e-learning system where they have access to notifications, information and learning materials for each course. Under Standard 3.5 support to students from under-represented and vulnerable groups is described, and support for students from abroad is described by Standard 3.6 and 3.7.

The Polytechnic of Šibenik, the Town of Šibenik and Šibenik-Knin County concluded on the 3rd of November 2014, the [*Treaty on establishing a foundation for students of the Polytechnic of Šibenik*](#). The Foundation is intended for students of the Polytechnic of Šibenik and does not act on the Classical scholarship mode, but decisions on the payment of funds are made according to the current needs and circumstances of the students of the Polytechnic of Šibenik, who may need such assistance. In Addition to the aforementioned scholarships, the Polytechnic offers scholarships to excellent students, students in the state of social needs and disabled students, and the best students of each study year get awarded with the Dean's Prize.

Furthermore, in order to support the various student activities, the Polytechnic encourages the development of student organizations:

- [*Student Council of the Polytechnic of Šibeniku*](#)
- [*The informatics section of students*](#)
- [*The journalist section of students*](#)
- [*The sport association of students*](#)
- [*The Association StartUp Šibenik*](#)
- [*The Association of Alumni of the Polytechnic of Šibenik*](#).

The Journalist section of the students of the Polytechnic of Šibenik is established for students interested in journalism, PR and marketing, for students who have a desire to creatively express themselves through different media. Through the Journalist section, students can practically apply their Knowledge from journalism and PR and participate in the production of written, radio and video content, which includes the maintenance of their own Internet portal skvus.hr through which the section transmits information of interest to students, and the general public is acquainted with student projects, initiatives and student problems of the Polytechnic of Šibenik. The Journalist section of the Polytechnic of Šibenik launched the Advertisement of accommodation on the portal skvus.hr, in order to facilitate the search for accommodation for the students. The Association of StartUp Šibenik was founded at the Polytechnic of Šibenik. The Purpose of the association is to support entrepreneurial activities of Polytechnic students in the form of different education, consulting, provision of business premises and financing for student entrepreneurial ventures.

The Student Council of the Polytechnic of Šibenik acts as the representative body of all students. The Student Council of the Polytechnic of Šibenik was awarded the Plaque of Šibenik-Knin County for its exceptional contribution in the quality of studying in Šibenik, the achievement of the domestic and international image of the Polytechnic, and therefore the City of Šibenik and Šibenik-Knin, and the recognizability of Šibenik as a student city.

The Association of Alumni of the Polytechnic of Šibenik is a voluntary association in which all those who have graduated from the Polytechnic of Šibenik and students who have graduated from another higher education institution, and professionally or business wise affiliated with the Polytechnic of Šibenik, may become members. The Purpose of this Association is to connect all generations of students who have graduated from the Polytechnic of Šibenik in order to achieve their lasting and mutually shared benefits and interests. At the founding of the Assembly of the Association of graduate students of the Polytechnic of Šibenik "Alumni VUŠ" held on 14th November 2008, the Statute of the Association and the elected members of the Association's body were adopted.

The Polytechnic organizes the [Career Day](#) event where students have the opportunity to make contact with the best employers in the tourism sector. The event offers on the labour market during which students had the opportunity to obtain information about the opportunities of employment and work at firsthand, from representatives of tourist and hotel houses, national parks and employees of the employment service. The Career Day event is organized with the aim of encouraging students to get the opportunity to acquire business experiences and to look at their professional perspectives during their studies.

The Polytechnic has a contract with the Town Library "Juraj Šižgorić" on the use of the library for the needs of students, whereby the Polytechnic takes the cost of the annual membership fee for students, and the library provides adequate information services to students and guidance in information searching. In Addition to these benefits, students have access to the library which is located within the building of the Polytechnic. The Library of the Polytechnic has one employee who has high expertise. The academic registrar has a custom working time and one clerk is assigned for each study. The academic registrar employs five employees. Two employees have high expertise and three have higher expertise. The Polytechnic of Šibenik encourages its employees for additional education. One of the employees is a statutory auditor, one employee is certified for public procurement, one employee is in charge of conducting the activities of immediate organization and the implementation of preventive fire protection measures and one employee has been educated for the protection of personal data. The Secretary of the Polytechnic and the student Ombudsman, who advises students on how to exercise their rights, are available for all students with legal issues.

Standard 3.5 The higher education institution provides support to students from vulnerable and under-represented groups

The Polytechnic monitors the different needs of students from vulnerable and underdeveloped groups.

The studying process is tailored to the individual needs of students of vulnerable and subordinate groups.

The Higher Institute invests funds in support of students from vulnerable and subordinate groups.

In line with the project activities of the TEMPUS project aiming to equalize the opportunities for students with disabilities in Croatia' higher education, it is necessary to:

- to open an office for students with disabilities,
- to provide basic guidelines for ensuring access to students with disabilities,
- to develop the legal and strategic objectives of access to education at the Polytechnic,
- provide application and enrollment procedures,
- provide scholarships,
- right to organized transport and
- the preconditions for creating a quality academic environment.

The Polytechnic provides support to all students, and given that the largest number of students is from different areas of the Republic of Croatia, it can generally be considered that all students are vulnerable groups. The Polytechnic annually announces the full and open competition for students in the state of social support. All students are insured with a student insurance collateral from the accident and are provided annual systematic medical examinations for students. It is important to emphasize that in some cases special attention is paid to the needs of students in some unfortunate cases (e.g. Decision which is granting student financial assistance to the submitted medical documentation, information available at the Polytechnic).

As mentioned above, VUŠ has established Student Counseling which provides permanent psychological, counseling and educational assistance to students. In order to provide technical support, the conditions for spatial accessibility (access ramps, and elevators in the VUŠ building) are ensured and accommodated in student dorm. In addition to this, the scholarship program creates the conditions of material support, all with the aim of actively involving students with disabilities in activities related to active participation in the academic community.

Standard 3.6 The higher education institution enables students to acquire international experience

Students were informed about various possibilities of attending part of the study abroad.

The Polytechnic provides support to students when applying and implementing exchange programs.

The Polytechnic ensures the recognition of ECTS credits earned at another Higher Education Institution.

The Polytechnic collects student satisfaction data on the quality of support in practical student mobility issues.

Students acquire the skills needed to work in an international environment.

On 22 October 2015, the Polytechnic received the Erasmus Charter for Higher Education. Since then, a total of 21 cooperation agreements have been signed, regarding the students, academic and non-academic staff mobility. The Polytechnic is also in the final stages of two Erasmus + KA2 strategic partnerships with several projects that are in the preparatory phase or are awaiting evaluation by the EU Mobility Agency and EU Programs.

The Polytechnic is currently a partner in 4 Ceepus networks, which also offer mobility, as well as in launching joint projects. The Polytechnic website contains a detailed description of international cooperation through Erasmus + and Ceepus programs along with a list of all institutions; networks with which contracts have been signed, tendering forms and instructions to apply.

The Professional Council of the Polytechnic of Šibenik adopted the [Rulebook of the Erasmus Program of International Mobility](#) regulating the basic principles of the mobility of incoming and outgoing students, incoming and outgoing academic and non-academic staff at the Polytechnic, the rights and obligations of students, academic and non-academic staff, the rights and obligations of the Polytechnic [Commission for the Mobility Program](#), the rights and obligations of the Erasmus Coordinator at the Polytechnic, and other issues relevant to the implementation of the mobility program. The mobility Program Committee regularly maintains the meetings and informs all stakeholders about planned and realized mobilities. The mobility Program Committee shall conduct a selection of the candidates applying to tenders published under the mobility program and adopt decisions on the implementation of the mobility program. The Erasmus coordinator and the ECTS coordinator are in charge of providing academic support to outgoing and incoming students and academic and non-academic staff participating in the mobility program.

Students are informed at the level of all study programs about the possibilities of attending a part of the study abroad. The Polytechnic organizes [Student Mobility Days](#) in cooperation with the association "Mladi u EU" from Šibenik. Students and all interested can hear in this way about the possibilities of participation in international cooperation and exchange programs. In addition to the guides of these programs, there are also students who have participated in exchanges and who transmit their experiences (including students from abroad, who are currently on the exchange in Šibenik). Furthermore, the Polytechnic of Šibenik organizes workshops where students are guided through the application process itself. Prior to the application, the [ECTS Committee](#) performs a comparison and assessment of the compatibility of study programs, cases and the recognition of ECTS credits, evaluations, and periods of traineeship, and when comparing and assessing the compatibility of study programs and of individual cases, the ECTS Committee starts from the principle of maximum flexibility. Upon completion of mobility, and in accordance with the [Erasmus Program on International Mobility](#), an outgoing mobility achieved on the host institution is acknowledged to the student. If the assessment systems on the host institution and the parent institution are not identical, they are transformed, to the extent possible, by the assessment of the home institution. In the student document, ISVU and in the diploma supplement are entered the names of the courses, the grades achieved, the ECTS credits and the professional practice.

In Addition to the inclusion of literature for courses in foreign languages, students are given direct contact with foreign experiences and practices through the visit of foreign professors who are lecturing at a higher education institution within the Erasmus + and Ceepus programs. Furthermore, as the influence of students is particularly important, foreign and domestic students are regularly invited to

maintain an informative presentation of their countries and their mobility experiences to other students.

Table 2. Outgoing Erasmus + student mobility within the K1 activity

| No. | Academic year. | State | Name of institution | Name and Surname | Type of mobility | Project |
|-----|----------------|----------|--|------------------|---------------------------------|--------------------------|
| 1 | 2016/2017 | Slovenia | Faculty of Government and European Studies, Kranj | Marin Belak | Students' for studying purposes | 2016-1-HR01-KA103-021719 |
| 2 | 2016/2017 | Slovenia | Faculty of Government and European Studies, Kranj | Zrinka Vitalija | Students' for studying purposes | 2016-1-HR01-KA103-021719 |
| 3 | 2017/2018 | Slovakia | Slovak University of Agriculture, Nitra | Ivan Bumbak | Students' for studying purposes | 2017-1-HR01-KA103-034919 |
| 4 | 2017/2018 | Slovakia | Slovak University of Agriculture, Nitra | Valentina Panđa | Students' for studying purposes | 2017-1-HR01-KA103-034919 |
| 5 | 2017/2018 | Spain | UNIVERSIDAD DE CASTILLA - LA MANCHA | Andrijana Šarić | Students' for studying purposes | 2017-1-HR01-KA103-034919 |
| 6 | 2017/2018 | Spain | UNIVERSIDAD DE SEVILLA | Stella Vranjić | Students' for studying purposes | 2017-1-HR01-KA103-034919 |
| 7 | 2018/2019 | Spain | MEDITERRANEAN HOTELS ENTERTAINMENT S.L., AV. ANTONIO MACHADO 49, 29631 BENALMADENA, MALAGA | Klara Grgat | Students' for studying purposes | 2018-1-HR01-KA103-046928 |
| 8 | 2018/2019 | Italy | ERASMUSLAND NAPOLI | Josipa Ančić | Students' for studying purposes | 2018-1-HR01-KA103-046928 |

Within the framework of the *Breakfast Culture Club* KA1 partnership project in the field of youth mobility in 2016, four mobilities were conducted.

Table 3. Outgoing Ceepus mobility for the academic year 2015/2016. until 2018. /2019.

| No. | Academic year. | Network tag | State | Name of institution | Name of student | Type of mobility |
|-----|----------------|--|----------|---|-------------------|--------------------|
| 1 | 2015./2016. | CIII-SK-0606-05-1516 URBAN INNOVATIONS NETWORK | Slovakia | Slovak University of Technology, Bratislava | Helena Kudrić | Short term student |
| 2 | 2015./2016. | CIII-SK-0606-05-1516 URBAN INNOVATIONS NETWORK | Slovakia | Slovak University of technology | Magdalena Marušić | Short term student |

| | | | | | | |
|----|-------------|--|----------------|---|-------------------|--------------------|
| 3 | 2015./2016. | CIII-SK-0606-05-1516 URBAN INNOVATIONS NETWORK | Slovakia | Slovak University of Technology, Bratislava | Josip Kuštera | Short term student |
| 4 | 2015./2016. | CIII-SK-0606-05-1516 URBAN INNOVATIONS NETWORK | Sloavčka | Slovak University of Technology, Bratislava | Sanja Ivanišević | Short term student |
| 5 | 2015./2016. | | Slovenia | Faculty of Tourism Studies – Turistica, Portorož | Andrea Dujić | Freemover student |
| 6 | 2016./2017. | CIII-SK-0405-07-1516 Renewable energy sources | Slovakia | Slovak University of Agriculture, Nitra | Emma Mučić | Short term student |
| 7 | 2016./2017. | CIII-SK-0405-07-1516 Renewable energy sources | Slovakia | Slovak University of Agriculture, Nitra | Ena Grimani | Short term student |
| 8 | 2016./2017. | CIII-SK-0606-05-1516 URBAN INNOVATIONS NETWORK | Poland | Gdansk University of Technology | Matea Elez | Short term student |
| 9 | 2016./2017. | CIII-SK-0606-05-1516 URBAN INNOVATIONS NETWORK | Poland | Gdansk University of Technology | Marina Boban | Short term student |
| 10 | 2016./2017. | CIII-SK-0606-05-1516 URBAN INNOVATIONS NETWORK | Poland | Gdansk University of Technology | Katarina Šabić | Short term student |
| 11 | 2016./2017. | CIII-SK-0405-07-1516 Renewable energy sources | BIH | University of East Sarajevo, FACULTY OF AGRICULTURE | Vedrana Starčević | Short term student |
| 12 | 2016./2017. | CIII-SK-0405-07-1516 Renewable energy sources | BIH | University of East Sarajevo, FACULTY OF AGRICULTURE | Adrijana Šarić | Short term student |
| 13 | 2017./2018. | CIII-SK-0405-07-1516 Renewable energy sources | Czech Republic | Czech University of Life Sciences | Božena Burazer | Short term student |
| 14 | 2017./2018. | CIII-SK-0405-07-1516 Renewable energy sources | Czech Republic | Czech University of Life Sciences | Nives Blašković | Short term student |
| 15 | 2017./2018. | CIII-SK-0405-07-1516 Renewable energy sources | Czech Republic | Czech University of Life Sciences | Karla Slipčević | Short term student |
| 16 | 2017./2018. | CIII-SK-0405-07-1516 Renewable energy sources | Czech Republic | Czech University of Life Sciences | Ivona Škoro | Short term student |
| 17 | 2017./2018. | CIII-SK-0405-07-1516 Renewable energy sources | Slovakia | Slovak University of Agriculture, Nitra | Jasmina Ferenčak | Short term student |
| 18 | 2017./2018. | CIII-SK-0405-07-1516 Renewable energy sources | Slovakia | Slovak University of Agriculture, Nitra | Petra Belamarić | Short term student |
| 19 | 2017./2018. | CIII-PL-0701-06-1718 Engineering | Hungary | Óbuda University, Budapest, Budapest Polytechnic | Jospia Ančić | Short term student |

| | | | | | | |
|----|-------------|--|----------------|--|--------------------|--------------------|
| | | as Communication Language in Europe | | | | |
| 20 | 2017./2018. | CIII-PL-0701-06-1718 Engineering as Communication Language in Europe | Hungary | Óbuda University, Budapest, Budapest Polytechnic | Valentina Bosančić | Short term student |
| 21 | 2017./2018. | CIII-PL-0701-06-1718 Engineering as Communication Language in Europe | Poland | Gdansk University of Technology | Stella Vranjić | Short term student |
| 22 | 2018./2019. | CIII-SK-0405-07-1516 Renewable energy sources | Slovakia | Slovak University of Agriculture, Nitra | Josipa Ančić | Short term student |
| 23 | 2018./2019. | CIII-SK-0405-07-1516 Renewable energy sources | Czech Republic | Czech University of Life Sciences | Iva Zorić | Short term student |
| 24 | 2018./2019. | CIII-SK-0405-07-1516 Renewable energy sources | Czech Republic | Czech University of Life Sciences | Anita Šarčević | Short term student |
| 25 | 2018./2019. | CIII-PL-0701-06-1718 Engineering as Communication Language in Europe | Poland | Gdansk University of Technology | Ivica Goreta | Short term student |
| 26 | 2018./2019. | CIII-PL-0701-06-1718 Engineering as Communication Language in Europe | Poland | Gdansk University of Technology | Tvrtko Aščić | Short term student |

Standard 3.7 The higher education institution provides favorable conditions for studying to foreign students

Information about enrollment and study options is available in a foreign language for foreign students

The Higher education institution provides support to foreign students when registering and studying.

The Higher education institution has feedback on the satisfaction and needs of foreign students.

Foreign students have the possibility to follow classes in a foreign language (English).

Since 25th October 2015, the Polytechnic of Šibenik has an Erasmus Charter for Higher Education, and has since signed a total of 22 bilateral cooperation agreements that enable the incoming mobility of students. Furthermore, as the Polytechnic of Šibenik is part of the 4 Ceepus network, it achieves incoming mobility also within this program. The Erasmus Coordinator and ECTS coordinator are responsible for organizing, administering and reception of incoming students.

In order to provide information to incoming students about the possibilities and conditions of study at the Polytechnic of Šibenik, a guide for incoming students has been developed, the [International Student Guide](#) and this guide is published on the website of the Polytechnic of Šibenik. In The Student Guide, students get information about: the structure of Polytechnic; the e-learning system; the list of courses available in English per semester; the way of regulating the stay in Croatia, which specifically relates to the resolution of visas; health care, obtaining of social security; student organizations; a way to achieve student nutrition; accommodation in the dorm; and other useful information related to studying in Šibenik.

The Polytechnic organizes lectures in English for incoming students or individual consultations according to the abilities of the Polytechnic's lecturers and associates, or in accordance with the Learning Agreement. Following the achieved mobility, the Polytechnic, as the host institution of the incoming student, shall issue a *Learning Agreement*. After the achieved mobility, the Polytechnic, as host institution, issues the student a *Transcript of the assessment/grades* or *Certificate of professional*

training in English language. Based on these documents, the Polytechnic of Šibenik carries out the procedure of recognition of courses and ECTS credits achieved by a student during his study mobility.

Table 4 Incoming Erasmus + student mobility within the K1 activities

| No. | Academic year. | State | Name of institution | Name and Surname | Type of mobility |
|-----|----------------|-------------|---|----------------------|---|
| 1 | 2016/2017 | Macedonia | Goce Delchev University, Stip | Marija Dimitrijevska | Students' for studying purposes |
| 2 | 2016/2017 | Deutschland | City University of Applied Sciences, Bremen | Amber Rivero | Students' for the purposes of professional practice |
| 3 | 2016/2017 | Deutschland | City University of Applied Sciences, Bremen | Camille Beauchemin | students for the purposes of professional practice |
| 4 | 2016/2017 | Deutschland | City University of Applied Sciences, Bremen | Mehrdad Mousazadeh | students for the purposes of professional practice |
| 5 | 2016/2017 | Macedonia | Goce Delchev University, Stip | Teodora Gorgieva | students for the purposes of professional practice |
| 6 | 2016/2017 | Macedonia | Goce Delchev University, Stip | Mite Markov | students' for the purposes of professional practice |
| 7 | 2017/2018 | Macedonia | Goce Delchev University, Stip | Teodora Georgieva | Students' For studying purposes |
| 8 | 2017/2018 | Slovenia | Faculty of Government and European Studies, Kranj | Sonja Kreslin | Students' For studying purposes |
| 9 | 2018/2019 | Poland | Silesian University of Technology, Gliwice | Kamil Hyla | Students' For studying purposes |

Table 5 Incoming student mobilities from the academic year 2015/2016 to 2018/2019

| No. | Academic year. | Network tag | State | Name of institution | Name of student | Type of mobility |
|-----|----------------|--|----------|--|-------------------|--------------------|
| 1 | 2018./2019. | CIII-SK-0606-08-1819 URBAN INNOVATIONS NETWORK | Poland | Cracow University of Technology, Institute of Urban Design | Karolina Bielecka | Short term student |
| 2 | 2016./2017. | CIII-SK-0606-08-1819 URBAN INNOVATIONS NETWORK | Slovakia | Slovak University of Technology, Bratislava | Miroslav Benak | Short term student |
| 3 | 2016./2017. | | Kosovo | UBT Business and Technology College | Jeta Bejtullahu | Freemover |
| 4 | 2015./2016. | CIII-SK-0606-08-1819 URBAN INNOVATIONS NETWORK | Slovakia | Slovak University of Technology | Jozef Hašak | Short term student |

| | | | | | | |
|---|-------------|--|----------|---|--------------------|-----------------------|
| 5 | 2015./2016. | CIII-SK-0606-08-1819 URBAN INNOVATIONS NETWORK | Slovakia | Slovak University of Technology | Miroslav Benak | Short term student |
| 6 | 2015./2016. | CIII-SK-0606-08-1819 URBAN INNOVATIONS NETWORK | Kosovo | UBT Business and Technology College | Jeta Bejtullahu | Student |
| 7 | 2015./2016. | CIII-SK-0606-08-1819 URBAN INNOVATIONS NETWORK | Kosovo | UBT Business and Technology College | Agneza Berisha | Student |

Standard 3.8 The higher education institution ensures an objective and consistent evaluation and appraisal of student achievements.

Criteria and methods of evaluation and grading are clearly understandable and published before the performance of individual courses.

The criteria and methods of evaluation and grading are aligned with the study methods used.

The Higher Education Institution provides support for the development of skills related methods of testing for all, who evaluate students.

The Higher education institution shall ensure the objectivity and reliability of the assessment.

Where possible, a higher education institution shall carry out an evaluation of assessment.

The evaluation procedures shall take into account the specific circumstances of the study for individual groups of students (adaptation of test procedures, e.g. for students with disabilities), while ensuring the achievement of the envisaged learning outcomes.

Students receive feedback on the results of the evaluation and, if necessary, advice for learning.

For each academic year, the [Syllabus](#) is published on the website for all professional studies. The syllabuses contain all information about the study, including the requirements and results of study programs and the syllabuses of all courses.

In the syllabus of all courses are given academic program and content of the course with expected learning outcomes and basic literature. [The Regulations on Studying](#) and the [Regulations on assessment and evaluation of student work](#) are also available on the webpages of the Polytechnic. At The introductory lesson of each course, the lecturer introduces the students to the criteria and methods of evaluation and assessment. Part of the introductory lecture content from each study course is the presentation of methods and examination methods that will be used to evaluate the lectures studied on the exam, as well as the activities of students in exercises and lectures. This information is also available on the e-learning system pages of each course. In Particular, students are informed about the possibility of evaluation through colloquiums and continuous evaluation. In addition, at each study, the Heads of the year are appointed for each study year, the Head of the study year is obliged to who hold meetings and additional consultations with students.

The Polytechnic of Šibenik organizes workshops and provides in that manner support in the development of skills related to examination methods and examination for all who evaluate students. In Addition, lecturers' participation on congresses and workshops is encouraged, especially if these are closely related to the field of science in which the lecturers are performing classes. The Polytechnic provides funds for the procurement of equipment that is necessary for conducting examination and evaluation methods even at a lecturer's initiative.

Lecturers are required to provide students assessment and evaluation on the foundations of fairness, objectivity, transparency, timeliness and public, as defined in the [Code of Ethics](#). Students in the surveys grade the appropriateness of the knowledge checking. A mailbox was set up in the Polytechnic for the delivery of written comments and remarks on ethical misbehavior, which provides the students with an additional possibility to request anonymous reports of irregularities at any time.

Students receive feedback on the valuation results as the test results are available on the e-learning system, all in accordance with the Regulation of the European Parliament and of the Council on the protection of individuals with regard to the processing of personal data and the free movement of such data. In Addition, students have the right to have insight of exams where they also receive advice for

learning related to them, where appropriate. In the case of a bad result, students are invited to consult where the errors are individually indicated. In accordance with the [Regulations on Studying](#), a student who considers that he has not been properly evaluated, has the right to request a repetition of the exam in front of the study committee. Also, in case that a student approaches the exam of the same course for the fourth time, then the student must take the final exam before the examination committee.

The Polytechnic of Šibenik collects and compares the results of evaluation analysis through multiple sources, from continuous student surveys, graduates surveying, monitoring the movement of transience and average grades of the course by generations.

Evaluation procedures take into account the special circumstances of studies for certain groups of students by adapting examination instruments or methods. For example, it adjusts the font in the print text of the written exam; In case of problems with the written/oral way of responding, it is possible to combine different methods of answering.

Standard 3.9 The higher education institution issues a diploma and diploma supplement in accordance with the relevant regulations

At graduation, students are issued with appropriate documents (diploma and diploma supplement).

The Higher Education Institution issues a diploma supplement on the study, free of charge, in Croatian and English language.

After the completion of the study, students receive a [diploma](#) and [diploma supplement](#), which contains the acquired qualifications, competencies and the level, content and status of studies they attended and completed successfully. The Diploma contains information about the holder of the diploma (first and last name, date and place of birth), information about ECTS credits, the date of completion of the study, data on the level of qualification, study, field of study and academic title. The Diploma is a public document with a registration number, the date of issuance is given and is certified by the Dean and the dry seal of the Polytechnic of Šibenik.

The diploma supplement shall be issued in accordance with the [Higher Education Act](#) (Official Gazette, No. 123/03, 105/04, 174/04, 02/07, Decision "USRH", 46/07, 45/09 and 63/11), Article 84, Paragraph 5, as instructed by the Ministry of Science and Education. The Contents of the diploma supplement shall be in accordance with the instructions for completing the diploma supplement issued by the Ministry of Science and Education and instructions issued by the Polytechnic of Šibeniku ([Regulation on the content and form of certificates, diplomas, certificates and forms of diploma supplements of the study](#)).

The Diploma Supplement shall contain:

- Information on the qualification holder (first and last name, date, place and country of birth, student's registration number);
- Qualification data (name of the qualification, name of the study program, name and legal status of the higher education institution granting the qualification, the Act by which the study was approved, the name and the legal status of the study institution, the language/languages in which the study was performed);
- Qualification level data (Qualification level, approved duration of study, required educational level for enrollment);
- Information about the content of qualifications and success (way of performing studies, study requirements and learning outcomes);
- Information about the program, ratings and ECTS points;
- Description of the assessment system and description of the assessment allocation;
- Information on the average assessment during studies and the level of success;
- Information on the use of qualifications (description of access to further levels of study);
- Information on employment opportunities and professional status;
- Additional information (Sources of additional information);

- Information on the higher education system in the Republic of Croatia (types of HEIs, types of studies, accreditation of higher education institutions and study programs, organization of university studies, organization of professional studies, conditions for enrollment, evaluation system, schematic representation University and Professional Studies).
- At the request of a student, a diploma supplement on the study in English is also issued to the student.

Diplomas and diploma supplements on the study are handed to students at the promotion, and until the promotion of the successful completed study, the student is issued a certificate containing: the name of the Polytechnic; The name of the Polytechnic department; The name and surname of the student to whom the certificate is issued; The name of the study completed by the student; Date of defense of the final thesis; acquired professional title; Signature of the authorized person and the seal. So far there has been no feedback from students and alumni that would indicate the necessity of modifying and supplementing the contents of the documents.

Standard 3.10 The higher education institution takes care of employability of students after the study

The Higher Education Institution analyzes employability of graduates.

The quotas of enrolled students are aligned with the societal needs and labour market needs and the resources of higher education institutions.

The Higher Education Institution informs prospective students about the possibilities of continuing education or employment after completing their studies

The Higher Education Institution supports students in planning a future career.

A Higher education institution maintains contacts with former students.

The Polytechnic of Šibenik analyzes the employability of graduated students every year before determining the entry quotas. In This process, the Polytechnic collaborates with the Croatian Employment Service, office in Šibenik, using their data published in issued publications (e.g. monthly newsletter) and professional suggestions at joint thematic meetings. The Recommendations of the Croatian Employment Service on enrolment policy and the needs of the labour market expressed as recommendations of the members of the Economic Council of the Polytechnic are considered when deciding on the enrolment quota, taking into account the number of engaged lecturers and their realistic workload shown in the standard hours. Based on the above mentioned, in the academic year 2015/2016, The enrolment quota was corrected in such a way that the quota for the regular students was reduced by 5%, and the quota for part-time students was reduced to the number enrolled in the previous year.

Once a year, the Polytechnic of Šibenik organizes the [Open Day](#) manifestation, as part of which the high school graduates of Šibenik-Knin have an organized visit the institution. During the daily program, pupils are presented all the advantages of attending study programs and the possibility of continuing study and employment after completing their studies. The Polytechnic also organizes visits to secondary schools in Zadar and Split-Dalmatia County, where interested students are informed about the benefits of attending study programs and the possibilities of continuing studies and employment after graduating.

The most significant event is definitely the [VUŠ Career Day](#). The event is carried out in order to achieve student opportunities for the realization of professional training and employment with eminent Croatian employers. The event involves a number of well-known business entities from economic areas compatible with the implementation of traineeships and the recruitment of students of the Polytechnic. However, the Polytechnic also implements a number of other activities during the academic year through which it encourages students to actively reflect on the possibilities of continuing education and career planning. During the academic year, lectures and workshops are organized in the field of psychology and economy, which encourages dialogue on topics of lifelong learning, traineeships and career planning in a particular economic field. In Addition to individual lectures and workshops, the Polytechnic also organizes [Life Long Learning Week](#) event, which organizes

a series of useful lectures and workshops with the aim of encouraging students to further educate themselves for the purpose of better planning and Development of business and private aspects of life. In the near future, the Polytechnic plans to establish a career development Centre within which, besides the content for students of the Polytechnic of Šibenik, a database of former students will also be established in order to achieve lasting contact and to monitor the development of their careers. This activity is foreseen by the [*Program of work and development of the Polytechnic of Šibenik for the period of 2017 - 2025.*](#)

The Polytechnic of Šibenik actively encourages cooperation with former students through monitoring of development of their careers and through organizing guest lectures of alumni who are successful in business. [*The Association of graduated students of the Polytechnic of Šibenik, „ALUMNI VUŠ“*](#), was founded on 14th of November 2008, and since then the Polytechnic has successfully collaborated with the association in a way that it participates in the creation of content and events, advises the leadership of the organization on the topic of development and, if necessary, uses the database of association membership.

LINKS WITH THEME 3.

1. Analysis and comparison of the relationship between students' performance in secondary education with achieved success on study, Polytechnic of Šibenik, Šibenik, 2018, available at: <https://repozitorij.vus.hr/islandora/object/vus:1183>
2. Career Day, available at: <http://stara.vus.hr/index3.php?p=19277>
3. Open door Days, available at: <http://stara.vus.hr/index3.php?p=18822>
4. Days of student mobility, available at: <http://stara.vus.hr/index3.php?p=11659>
5. Diploma (available for inspection)
6. Diploma Supplement (available for inspection)
7. Code of Ethics, Polytechnic of Šibenik, Šibenik, 2011. (URBROJ:2182/1-43-508/11-01)
8. International Student Guide, available at: <http://www.vus.hr/tpl/en/Erasmus-brosura-27-1.pdf>
9. Syllabus; undergraduate professional studies of Management, course of Tourism Management, academic year 2018./2019, Polytechnic of Šibenik, Šibenik, 2018. (KLASA: 003-08/18-03/14, URNUM: 2182/1-12/3-1-18-05) , Available On-line on: <http://www.vus.hr/upload/stranice/2018/12/2018-12-05/164/tmsyllabusacademicyear20182019en.pdf>
10. Syllabus; undergraduate professional studies of Management, course of IT management, academic year 2018/2019, Polytechnic of Šibenik, Šibenik, 2018. (KLASA: 003-08/18-03/14, URNUM: 2182/1-12/3-1-18-06), Available On-line on: <http://www.vus.hr/upload/stranice/2018/12/2018-12-05/165/jmsyllabusacademicyear20182019en.pdf>
11. Syllabus; undergraduate professional studies of Traffic, academic year 2018/2019, Polytechnic of Šibenik, Šibenik, 2018. (KLASA: 003-08/18-03/14, URNUM: 2182/1-12/3-1-18-07), Available on-line on: <http://www.vus.hr/upload/stranice/2018/12/2018-12-05/167/sotsyllabusacademicyear20182019en.pdf>
12. Syllabus of the Undergraduate Professional Study of Administrative Law, academic year 2018/2019, Polytechnic of Šibenik, Šibenik, 2018. (KLASA:003-08/18-03/14 , URBROJ: 2182/1-12/3-1-18-04), Available on-line on: <http://www.vus.hr/upload/stranice/2018/12/2018-12-05/168/soalsyllabusacademicyear20182019en.pdf>
13. Syllabus; specialist professional graduate study Management, academic year 2018/2019, Polytechnic of Šibenik, Šibenik, 2018. (KLASA: 003-08/18-03/14, URNUM: 2182/1-12/3-1-18-08), <http://www.vus.hr/upload/stranice/2018/12/2018-12-05/169/ssmsyllabusacademicyear20182019en.pdf>
14. Report to the Administrative Council on the enrolments carried out (KLASA: 602-12-01/16-04/02, URNUM: 2182/1-12/3-1-16-01-28)
15. Full and open competition for the selection of demonstrators in the academic year 2018-2019, Polytechnic of Šibenik, Šibenik, 2019. (KLASA: 602-04/19-13/01, URBROJ: 2182/1-12/3-1-19-01)
16. Full and open competition for admission of students to undergraduate professional studies at the Polytechnic of Šibenik in the academic year 2018/2019. (KLASA: 602-04/18-07/01, URBROJ: 2182/1-12/3-1-18-1)
17. Full and open competition for enrolment of students to undergraduate professional studies at the Polytechnic of Šibenik in the academic year 2018/2019. (KLASA: 602-04/18-07/01, URBROJ: 2182/1-12/3-1-18-1)

18. Journalist section of students, available at: <http://skvus.hr/novinarska-sekcija-veleucilista-u-šibeniku/>
19. Decision on entry quota at the undergraduate professional studies of the Polytechnic of Šibenik in the academic year 2018/2019, Polytechnic of Šibenik, Šibenik, 2018. (KLASA: 003-08/18-03/02, URBROJ: 2182/1-12/3-1-18-01-11)
20. Decision on Heads of study years, Polytechnic of Šibenik, Šibenik, 2018. (KLASA: 003-08/18-05/25, URBROJ: 2182/1-12/3-1-18-01)
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22. Certificate of Professional Practice (available for inspection)
23. Commission for ECTS, Polytechnic of Šibenik, Šibenik, 2015. (KLASA: 003-08-03/15-03/03, URBROJ: 2182/1-12-3-1-15-01-06)
24. Commission for e-learning, 2018. (KLASA: 003-08/18-05/28; URBROJ: 2182/1-12/3-1-18-01)
25. Commission for the recognition of prior learning, Polytechnic of Šibenik, Šibenik, 2015. (KLASA: 003-08-03/15-03/03, URBROJ: 2182/1-12/3-1-15-01-12)
26. Commission for the mobility Program (defined by the Rules on Erasmus program for international Mobility, Polytechnic of Šibenik, Šibenik, 2016, KLASA: 003-08-03/16-04/01, URNO: 2182/1-12/3-1-16-01-03)
27. Rulebook on Demonstratures, Polytechnic of Šibenik, Šibenik, 2013. (KLASA: 003-08/13-01/16, URBROJ: 2182/1-12/3-1-13-01-06)
28. Rulebook on the Erasmus International Mobility Program, Polytechnic of Šibenik, Šibenik, 2016. (KLASA: 003-08-03/16-04/01, URBROJ: 2182/1-12/3-1-16-01-03)
29. Rulebook on recognition and evaluation of prior learning, Polytechnic of Šibenik, Šibenik, 2014. (KLASA: 003-08-03/14-02/14, URBROJ: 2182/1-12/3-1-14-01-17)
30. Rulebook on the content and form of certificates, diplomas, certificates and form of diploma supplement, Polytechnic of Šibenik, Šibenik, 2011. (URNO: 2182/1-43-509/11-01)
31. Rulebook on study, Polytechnic of Šibenik, Šibenik, 2017. (KLASA: 003-05/17-02/01, URBROJ: 2182/1-12/3-1-17-01), available at: <http://www.vus.hr/upload/stranice/2018/12/2018-12-03/154/regulationsonstudying2017.pdf>
32. Rulebook on heads and mentors of students, Polytechnic of Šibenik, Šibenik, 2014. (KLASA: 003-08-03/14-02/14, URBROJ: 2182/1-12/3-1-14-01-16)
33. Ordinance on final thesis, Polytechnic of Šibenik, Šibenik, 2014. (KLASA: 003-08-03/14-02/04, URBROJ: 2182/1-12/3-1-14-01-03)
34. The Ordinance on evaluating the work of students at Polytechnic and Šibenik, Polytechnic of Šibenik, Šibenik, 2016. (KLASA: 003-08-03/16-04/08, URBROJ: 2182/1-12/3-1-16-01-07)
35. Rating Transcript (available for inspection)
36. Program of work and development (Strategy) of the Polytechnic of Šibenik for the period 2017. -2025., available at: <http://www.vus.hr/upload/stranice/2018/12/2018-12-03/154/workprogrammeanddevelopmentstrategyofthepolytechnicofibenik.pdf>
37. Decision on enrollment, available for inspection
38. Student Counseling, available at: <http://stara.vus.hr/wp-content/uploads/2014/12/BRO@URA-PSZS-novo.pdf>
39. Student Sports Association, available at: <http://www.vus.hr/?stranice=sportska-udruga&id=58>
40. Student Council of the Polytechnic of Šibenik, available at: <http://www.vus.hr/?stranice=studentski-zbor-veleucilista-u-šibeniku&id=49>
41. Lifelong learning Week, available at: <http://stara.vus.hr/index3.php/?p=18955>

42. Association StartUp Šibenik, available at: <http://www.vus.hr/?stranice=udruga-alumni-vus&id=57>
43. Association StartUp Šibenik, available at: <http://startupšibenik.hr/home/>
44. Treaty establishing a foundation for students of Polytechnic of Šibenik, available at: <http://www.šibenik.hr/preuzmi/4332>
45. Higher Education Act, available at: <https://www.zakon.hr/z/320/zakon-o-znanstvenoj-djelatnosti-i-visokom-obrazovanju>
46. Application of students for recognition of previously acquired learning outcomes (SR-10 form)

THEME 4. STUDYING AND INSTITUTIONAL CAPACITY

Standard 4.1 The higher education institution provides appropriate studying capacities

The number and qualifications of lecturers (the election in the appropriate area and/or field) are suitable for the realization of the study program and the acquisition of predicted learning outcomes and the pursuit of scientific activity.

The Proportion of students and lecturers constantly employed at a higher education institution is appropriate for quality study.

The lecturer's workload is in accordance with applicable legal and statutory regulations, acts of competent authorities, collective agreements, etc.

The Workload of lecturers ensures a balanced distribution of learning obligations, professional and/or scientific work, professional and personal development and administrative commitments.

Lecturers are qualified for the subject/subjects they perform.

The number and qualification of lecturers corresponds to the needs for the realization of study programs performed at the Polytechnic, as evidenced by Tables 4.1, 4.3. and 4.4. of the analytical supplement.

In the election procedure to study titles, the appropriate scientific area and the field that is appropriate for the realization of study programs and the acquisition of predicted learning outcomes has to be considered. Although The Polytechnic currently is not enrolled in the Register of scientific organizations, it represents the [strategic objective of this institution](#), therefore in the election and re-election procedures, special attention is given to the evaluation of the scientific contribution of the candidate. The recruitment of lecturers and associates takes account of existing study workloads, strategic objectives and financial sustainability. Acknowledging these guidelines, and in accordance with the [Statute](#), Departments analyze the needs and propose the recruitment of new lecturers and associates, and the final decision is adopted by the Professional Council.

The Polytechnic in particular follows the guidelines in [the ordinance on the content of the permit and the conditions for issuing the permit for the performance of the activities of higher education, the performance of the study program and the reaccreditation of HEIs](#), which clearly defines the ratio between the total number of permanent lecturers and the total number of enrolled students. In the analytical Supplement 4.2, the dynamics of employment in the last five academic years is visible:

- in the academic year 2014/2015, there were 4 new lecturers employed at the Polytechnic, and one colleague advanced from the profession of assistant to the study profession,
- in the academic year 2015/2016, 1 new lecturer and 4 associates (assistants) who were employed by the institution's own and dedicated revenues of the institutions were employed at the expense of the Polytechnic's own and assigned revenues.

In the academic year 2017/2018, two assistants progressed to study titles, and in 2018/2019 a third assistant progressed to a study title, while for the last assistant working at the Polytechnic in the academic year 2014/2015, the final progression to a study title is under way.

In the academic year 2018/2019, the ratio between the total number of continuously employed lecturers and the total number of enrolled students is 23.25, which fully corresponds to the conditions of the previously mentioned [ordinance](#).

The workload of lecturers is regulated by the [Collective Agreement for the System of Science and Higher Education](#). Although the previously mentioned agreement was valid until December 2013, the Polytechnic of Šibenik applied all the rules related to the workload, so the full workload of lecturers elected to study titles amounted to 450 standard hours per year, and the employee elected to associate title worked 300 standard hours year. The Polytechnic has invested additional efforts (on the expense of its own and assigned revenues, from the academic year 2013/2014) in respecting the provisions of that contract and in the part of the material rights of lecturers which concerned the payment of work beyond the full study norm, according to the decisions of the Professional Council

and with the obtained consent of the Independent Union of Research and Higher Education at the Polytechnic of Šibenik and the Administrative Council of the Polytechnic of Šibenik.

The Planning of study for the next academic year is usually done at the end of the summer semester of the current academic year, the Vice Dean for Academic Affairs proposes a plan that is available to all lecturers prior to the adoption of the Departments and the Professional Council. During the adoption of the studying plan, a lecturer may reject a workload exceeding 120% of the full studying standard without a specific justification. In the process of planning, special attention is given to the uniform distribution of the study obligations, but also on the other obligations of lecturers that may arise from professional or scientific work (most often postgraduate studies, scientific and EU projects), professional and personal development (usually professional projects, professional development, travel within different projects) and administrative obligations of lecturers (usually commissions and mentoring), which the lecturer can report to the Head of the Department and the Vice Dean for Academic Affairs in written form. The Polytechnic is particularly valued by the lecturer's study workload on mentoring activities through the [Ordinance of student advisors and student mentors](#). Data on the realization of studying activities are recorded in the [Monthly Report on Performed Study Activity](#) (PK 4 form) that lecturers provide to the Heads of Departments. The attendance records of students are carried out through the signing list on PK 3 forms and serve as additional evidence of performed studying activities. Based on the submitted forms, the Heads of Departments prepare the semester reports on the performance of the studying activities and record these on PK 7 forms that are adopted on the Departments' Councils and delivered to the Vice Dean for Academic Affairs. Based on the reports received from the Heads of the Departments, Vice Dean for Academic Affairs produces semester reports that are adopted by the Professional Council. An automatization of the above mentioned workflow is intended to be achieved by the beginning of the academic year 2019/2020 with the introduction of the special computer app, Wise Timetable.

Lecturers are able to prove their qualification for the performance of studying in accordance with regular reelections to study titles in accordance with the [Science and Higher Education Act](#) and all other sub-statutory regulations arising from it (e.g. [Decision on the implementation of the reelection procedure to studying posts](#)). The lecturer's work is particularly valued through student surveys.

Standard 4.2 The higher education institution provides the appropriate quality of external associates

External Associates possess relevant work experience.

External Associates include the latest research, trends and insights from the labour market in the studying process.

The Higher Education Institution encourages the participation of external associates in the mentoring of final and graduate papers.

The Higher Education Institution encourages the organization of professional trainings in the home institution of an external associate.

All external contributors have appropriate work experience in the subject area of the classes. Of the total number of external contributors, five have a valid election to the highest study titles (two college professors) and scientific-study titles (three full-time professors).

Review off the [syllabuses for the academic year 2018/2019](#) shows that the inclusion of the latest trends and insights from the labour market in the performance of studying is evident. Such examples usually include study trips, guest lectures by experts on in the field of subjects, project assignments and real business case studies.

Based on the records of the defense of final thesis for the academic year 2017/2018, external associates were mentors to a total of 38 final papers, which is approximately 14% of the total number of defended final thesis. The Polytechnic of Šibenik additionally encourages and rewards external associates who are mentoring students more than three times in one academic year, in accordance with Article 7. Paragraph 5 and article 8 [Rulebook on Student Advisors and Student Mentors](#).

The review of the professional training report in the academic year 2017. /2018 shows that students had an education in a single home institution of external associates (the Town of Šibenik). The Polytechnic of Šibenik generally encourages and rewards all mentors of professional education (including mentors from external associates' home institutions) from their own and assigned revenues, and according to the criteria of the Decision on the method of payment for the work of external associates– mentors of professional practice.

Standard 4.3 Recruitment, promotion and re-election of lecturers are based on objective and transparent procedures that include the evaluation of excellence

The recruitment procedures of lecturers stem from the objectives of the development of higher education institutions and are aligned with the positive legislation and internal acts.

In election, appointment and evaluation of lecturers, their previous activities (studying activity, research activity, feedback from students, etc.) shall be considered.

The Higher Education Institution has appropriate methods of selecting the best candidates for each position.

The procedures for advancing lecturers to higher titles are based on the evaluation and remuneration of excellence and take into account important achievements (e.g. successful projects achieved, successfully insurance of additional resources, mentoring, mentoring of final and graduate papers, scripts, textbooks, popular lectures, etc.).

The Indicators of excellence include professional and/or scientific work and studying activities.

Additional criteria for lecturer advancement in higher vocations reflect the strategic objectives of the higher education institution.

Lecturers are recruited on the basis of the needs of the existing study programs and [Strategy](#) (Objective 4.3. Develop Human Resources, objective 3.1. Increase the number of academic staff). The Process of recruitment and advancement of lecturers is regulated by the [Science and Higher Education Act, the Ordinance on Business and the Statute of the Polytechnic of Šibenik](#).

Proposal on the need to call for tenders in the election and re-election procedure is provided to the Professional Council of the Polytechnic by the Heads of Departments or the Dean. In the election process of study and associate posts, the Professional Council appoints the Professional Committee to adopt an opinion on fulfilling the conditions for election.

The choice of a new lecturer is done in cases of retirement, termination of an employment contract or in cases of lack of capacity of permanent staff of lecturers (exceeding of the studying standard).

The promotion process (which in the case of study posts means recruitment to a new post) is triggered when the lecturer qualifies for an election to a higher study title, and the institution informs the founder (the Ministry of Science and Education) with a request to increase the coefficient for the study post. After obtaining consent, a public tender is announced.

A public tender is published on the [website of the Polytechnic](#), in the daily Press, in the [Official Gazette](#) and the [EURAXESS portal](#). Within 30 days of the closing of the tender, the Expert Committee shall draw up a report for each candidate individually with the opinion whether the candidate fulfills the conditions for election to the studying or associate title and position or professional title. The report must denote which of the candidates fulfills to the fullest extent the requirements of the tender and the [conditions of the Council of Polytechnics and Higher Education Institutions](#) for the election of lecturers and associates; the report shall also denote which candidates fulfill the requirements to a lesser extent or do not meet the prescribed requirements at all. The Report shall be overhanded to the Professional Council of the Polytechnic, which may dissolve the existing Expert committee and appoint a new one if it is not satisfied with the given report.

The Professional Council submits the report for election to study titles, within 8 days, together with a decision on the call for the tender, a copy of the text of the published tender in the "Official Gazette", a copy of the publication of the tender on the official web portal for jobs of the European research area, a copy of the decision on the final choice in the study or scientific- study title of the members of the Expert committee, the confirmation of the Higher Education Institution on the public lectures and

on the classes held, the confirmation of the work experience, the certificate of Prior election to a professional title of the candidate, as well as with other certificates proving that the candidate fulfils the conditions of the Council of the Polytechnics and Higher Education Institutions of the Republic of Croatia listed in the Expert Committee's Report, that of the Registrar's Council of Polytechnics and Higher Education Institutions which covers the area to which the candidate is elected.

The opinion of the Registrar's Council of Polytechnics and Higher Education Institutions regarding the election of the candidate to the study title shall be submitted upon receipt to the Professional Council. The Professional Council of the Polytechnic decides, at the latest within 30 days of the adopted opinion of the Registrar's Council of Polytechnics and Higher Education Institutions, on the election to studying, associate or professional title, and on the election to the appropriate post. All applicants shall be informed of the results of the tender within 15 days from the date of its completion.

Standard 4.4 The higher education institution supports lecturers in their professional development

The Higher Education Institution provides the opportunity to improve lecturers' competences.

The Higher Education Institution encourages the evaluation and improvement of studying competences based on the recommendations obtained by the assessment of the lecturer's colleagues in the performance of studying and on the basis of the results of the student evaluation of the lecturer's work.

Lecturers participate in mobility programs, collaborative projects, networks, etc.

Since the achievement of the strategic objectives and tasks is fully dependent on the studying competencies, the Polytechnic continuously provides support to lecturers in their professional development according to the available material and financial means. Its own financial resources and financial resources from program contracts are continuously invested into improvement of lecturer competences, especially in the topics of learning methods and outcomes and student evaluations. From the academic year 2013/2014, a total of seven workshops were held for Polytechnic lecturers:

- „Learning Outcomes“, Kristina Škaler, VUŠ, Šibenik, 19 October 2013
- „Study methods aimed at students“, Kristina Škaler, VUŠ, Šibenik, 16 January 2015
- „Management of Project Teams“, Kristina Škaler, VUŠ, Šibenik, 20 February 2015
- „Syllabus based on learning outcomes and learning oriented to students“, PhD. Vlatka Vizek Vidović, prof.dr.sc. Vlatka Domović, VUŠ, Šibenik, 20– 22 July 2015
- „Competences and learning outcomes, syllabus planning and evaluation planning“, dr.sc. Anita Lauri Korajlija, VUŠ, Šibenik, 21. July 2016.
- „Competences and learning outcomes, syllabus planning and evaluation planning“, PhD Željka Kamenov, PhD Vesna Vlahović-Štetić, VUŠ, Šibenik, 26 September 2017
- „Study Methods“, Slavica Šimić Šaškić, VUŠ, Šibenik, 8 March 2019

In Addition, the Polytechnic funds all the costs that lecturers have in doctoral and specialist studies (tuition fees, accommodation costs, travel and subsistence allowance), the costs of participation and publication of lecturers' papers at scientific and professional conferences, as well as the costs of learning foreign languages.

The excellence of lecturers in studying and work with students, scientific research work, and cooperation projects with the economy, international/national scientific-research, development, technological and other projects are encouraged in particular. In Accordance with the [Rulebook on awarding excellence of teachers and associates](#), every academic year awards are given for excellence in four categories: (i) a prize to a lecturer or associate who has achieved the highest average score in the student surveys, (ii) Award for published scientific papers, (iii) a prize for a project of cooperation with the economy and (iv) prizes for international or national projects. During the academic year 2014/2015 and 2015/2016, additional investments were made to increase the publishing productivity of lecturers by introducing a publishing activity program governed by the [Regulations on publishing activities](#). The Ordinance is currently under revision, it aims to increase the quality of the issue. [The Proceedings of the Polytechnic of Šibenik](#) is also published continuously (twice a year). [The](#)

[International Scientific Conference “Challenges of Today”](#) is held every two years. So far, three conferences have been held, and the last one was held in September 2017 under the patronage of the President of the Republic of Croatia, Kolinda Grabar Kitarović, the Ministry of Tourism of the Republic of Croatia and Šibenik-Knin County.

Table 4.5 of the analytical supplement shows the outgoing lecturer mobility for the last five years under the Erasmus + and CEEPUS program. As part of such mobility, lecturers' competences (studying in foreign languages), but also professional competences (cooperation on projects in the field of higher education, adoption of examples of good business practices from higher education) have been improved.

Table 4.6. of the analytical supplement shows that in the last five years, the Polytechnic has participated in or participates in as many as eight projects related to mobility and higher education, and in the field of professional development, projects of development of study Programs and technology transfers as well as Erasmus + KA2 strategic partnerships programs are particularly significant.

Lecturers who are interested in mobility are provided with support from the mobility Commission of the program, which is governed by the [ERASMUS Rulebook on International Mobility](#). In order to further inform lecturers about mobility programs, the Committee organizes regular annual workshops.

Standard 4.5 Space, equipment and overall infrastructure (laboratories, IT service, worksites etc.) are appropriate for the implementation of study programs and ensure achievement of expected learning outcomes and realization of professional and / or scientific activities

The Higher Education Institution plans and improves development of infrastructure in line with strategic objectives.

Space, equipment and entire infrastructure (laboratories, information service, workplaces etc.) are appropriate for the implementation of study programs and ensure the achievement of the predicted learning outcomes.

Space, equipment and entire infrastructure (laboratories, information service, workplaces etc.) are appropriate for the realization of professional and/or scientific activities.

The basic strategic goal of the Polytechnic of Šibenik is to improve the existing spatial conditions for the purpose of conducting scientific and professional projects and performing classes in accordance with the adopted ESG quality standard in higher education. For this reason, the Polytechnic continuously plans and improves infrastructure development, which increases spatial capacities for the purpose of studying and improvement of student standards. [Strategic planning](#) and alignment with the [European strategies](#), [national strategies](#) i [local strategies](#). The Polytechnic is very successful in the development of its entire infrastructure.

In previous periods, the Polytechnic successfully implemented the following infrastructure projects:

- The first phase of reconstruction of the building of the Polytechnic of Šibenik in the period 2015-2017; Total value 9,865,957.90, 00 HRK, (value of construction works 8,524,334.70, 00 HRK), source of financing are assigned and own revenues (9,365,957.90, 00 HRK) and capital assistance of MZO (500,000.00, 00 HRK).
- Construction and equipping of the student restaurant in the period from 2014 to 2015; Total value 2,139,142.75, 00 HRK, (value of construction works 1,186,673.00 HRK, furnishing and furniture 952,469.75, 00 HRK), source of financing are assigned and own revenues (1.139.142, 75kn) and capital aid of MZOS (1,000,000.00, 00 HRK).
- Reconstruction and furnishing of the existing student home in the period 2010; Total value 1,418,009.07, 00 HRK (the value of construction works 1,174,779.03, 00 HRK, the value of equipping and furniture 243,230.04, 00 HRK), the source of financing is capital aid by MZOS.

- Construction and equipping of a new part of the building in the period from 2003 to 2008; total value of construction works and equipping 6,374,268.35, 00 HRK, source of financing assigned and own revenues.

Currently, the Polytechnic is implementing the following infrastructure projects:

- The EU Project: "The Student Dormitory of Palacin", KK. 09.1.2.01.0012, in the period 2017-2020, the total value of the project is 85,356,107.55, 00 HRK, the source of funding: the amount of approved EU funding : 79,680,000.00 HRK (European Structural and investment funds-European Regional Development Fund), the remainder of the assigned and own revenues and the Town of Šibenik
- The second phase of reconstruction of the building of the Polytechnic of Šibenik in the period 2018-2019; Total value 11,500,000.00, 00 HRK, (value of construction works 8,524,334.70, 00 HRK), source of financing are assigned and own revenues (1,500,000.00, 00 HRK) and capital assistance of MZO (10,000,000.00, 00 HRK).

The existing instructional spaces are continuously renewed and equipped for the purpose of better performing classes as well as improved cooperation with the economy. In the last three years the Polytechnic fully restored the classrooms B, H, K, M and N with a total area of 320 m² and equipped them with new furniture and presentational equipment. In the same period, the premises of the registry, the secretariat, the council and the studying cabinets of the Administrative Study were fully renovated. The northern entrance with the new entrance office of the student reception was renovated and equipped.

Special attention is paid to the standard for students, therefore the Polytechnic registered in 2017 the project of building a new [Student dormitory „Palacin“](#) with the specific aim of increasing the capacity and quality of student accommodation with an emphasis on disadvantaged students. After the completion of the construction, the conditions for access to higher education and the standard of students in the entire Šibenik-Knin county will be improved permanently.

After completing the renovation of the new part of the building (the beginning of the 2019/2020 academic year), the Polytechnic of Šibenik will have a total of 1464 m² of study space (lecture halls), two IT classrooms of 105 m² and a new library with total area of 225 m² (112 m² for the storage of books and loan books, and 113 m² space for a reading room and living room for students). The aforementioned space, equipment and infrastructure satisfy the needs of the fully and for a longer term the implementation of all study programs and the achievement of the envisaged learning outcomes.

When implementing the proposed project, new offices will be arranged for all administrative services at one location within the building, with a total area of 210 m². After the relocation of administrative services, the existing area of 60 m² will be renewed and equipped for the activities of the Centre for professional research activities, which will improve the activities of existing scientific and professional projects (implementation of existing projects for the economy and Erasmus + projects in the field of strategic partnerships), but also to achieve the conditions for an increase of the number of such activities in the future. Additional cabinets for lecturers with a total area of 60 m² will be renewed and equipped.

Standard 4.6 The library and its equipment and access to additional content ensure the availability of literature for quality studies and quality scientific-studying activities

The Library and its equipment and additional facilities provide quality study requirements.

The Library and its equipment and additional facilities ensure the requirements of quality professional and/or scientific activities.

The Library of Polytechnic provides its users (students, academic staff, other officers) with services and facilities that support professional, scientific and studying activities and performs all other tasks within the framework of the library activities in accordance with the [Law on libraries](#) and [standards for higher](#)

[education libraries](#) and other applicable laws and regulations. In Addition, the Polytechnic provides all students of the first year of study a free membership in the Town Library "Juraj Šižgorić" in Šibenik. The library issues certificates of representation and citation of the papers of Polytechnic lecturers in databases publicly available in the Republic of Croatia. Certificates are issued for the purposes of tenders, elections and advances to study titles.

The inventory is obtained by the planning procurement procedure according to the [Financial plan and the procurement plan of the Polytechnic](#). During the calendar year, requests for purchases by means of a special form K-1 (a book purchase order) are collected by the Head of the library which, after approval of the Dean, orders and catalogues the ordered literary material. There have been no cases of refusal of ordering from the library.

All final thesis, presented at the Polytechnic Library are copied and published in the [DABAR](#) repository, thus ensuring their public availability as prescribed by the [Law on Amendments of the Higher Education Act](#). In accordance with the [Ordinance on Final thesis](#), before the publication by the student and mentor, they fill in the Statement of the storage of the final paper in the digital archive of the library (form K-2).

Textbooks and scripts used in studying, for which the authors are the lecturers of the Polytechnic, are available in electronic form on the [e-learning system](#). The Library is satisfactorily equipped with compulsory and complementary literature, which is used in the performance of classes and is listed in the syllabus of courses for all study programs.

The problem of lack of space for the reading room and the placement of the library's inventory will be resolved by the beginning of the academic year 2019/2020 when the construction and furnishing of the new library will be completed.

Standard 4.7 The higher education institution rationally manages financial resources

Financial sustainability and efficiency are evident in all aspects of the work of the higher education institution.

The Higher Education Institution manages the financial resources transparently, efficiently and appropriately.

Additional funding sources are used to develop and improve the higher education institution.

Additional sources of financing are ensured through domestic and international projects, cooperation with industry, local community, etc.

The main legal and other legal preconditions applied in financial planning are:

- [The Budget Act](#)
- [The Higher Education Act](#)
- [Act on Quality Assurance in Science and Higher Education](#), as well as the rest of the legal regulations that arise from them
- [Public Procurement Act](#)
- Contract on full refund of participation of regular students in study costs in the academic years 2018/2019, 2019/2020 and 2020/2021
- Contract on grants for projects financed by Funds in the financial period 2014-2020 KK. 09.1.2.01.0012, Student Dormitory Palacin
- [Program of action and development \(Strategy\) of the Polytechnic of Šibeniku for the period of 2017 - 2025](#)

In financial planning and management, the Polytechnic of Šibenik puts special emphasis on the indicators of its own [Strategy](#) which are presented in the [financial plan](#) through a plan of revenue and expenditure by organizational classification and budgetary reasoning. For each goal, the Strategy shows specific objectives (activities) with planned indicators in the financial plan.

Furthermore, in the financial planning the guidelines of the [MZO Strategic Plan for the period of 2019–2021](#) are considered. Ways of outputs and result indicators for the following objectives:

Target 3. Improving the quality, relevance, efficiency and availability of higher education:

- Special objective 3.1. Improving the quality and relevance of higher education
- Special objective 3.2. The improved availability and level of involvement of different categories of participants in study programs and lifelong learning programs of the strategic/economic interest of the Republic of Croatia
- Special objective 3.3. Improved management and funding system for higher education.

Target 4. Internationally competitive science system:

- Special objective 4.1. Strengthening the scientific infrastructure and systems of science
- Special objective 4.2. Fostering excellence and enhancing human resources
- Special objective 4.3. Enhancing the connectivity and cooperation of the scientific and higher education community with innovative economy and society as a whole.

In the planning of material costs the guidelines of the Ministry of Finance are followed. The [Financial Reports](#) are publicly published on the website of the Polytechnic. Goods and services of high value are purchased under the public procurement Act. Goods and services of low value are procured in accordance with the [Ordinance on the implementation of a simple procurement procedure. Procedures for monitoring and collecting revenues](#) and for the [creation of contract obligations](#) have been established. It is ensured that the bookkeeping documents are managed according to the [Ordinance on the transfer and control of bookkeeping documents](#), in such a way that business changes are presented and recorded in a timely and accurate manner, in order to achieve legality, purposefulness, Efficiency and cost-effectiveness of the disposal of budgetary resources.

The Polytechnic generates revenues from several sources. From the Analytical Supplement 4.11. it is evident that in 2016 the total income was 11,425,338, 00 HRK, in 2017 12,751,088, 00 HRK, and in 2018 16,580,405, 00 HRK, whereby revenues from the State Budget for 2016 and 2017 make up an amount of 70% and in 2018 75%. Revenues from the State Budget are mostly used for employee salaries, within the limits of 68% to 75%. Other funds from the State Budget were obtained for the purposes of covering part of the costs on capital investments, operating costs, international cooperation, investment maintenance, etc.

Residual revenues from their own activities (scientific and professional projects) and from sources regulated by special regulations (tuition for regular and part-time students) are spent for the development and improvement of the work of the Polytechnic. From the Analytical Supplement 4.12. it is evident that these funds are spent in a larger part on: building a new study space and library, improving student standards, purchasing equipment and investment maintenance. From These sources, the Polytechnic pays salaries to associates (assistants) and two employees in administrative and professional services.

A positive trend in the growth of sources of funding from national and international projects (Erasmus +, European Structural and investment funds), professional projects for the economy and lifelong learning programs and cooperation with the local community is recorded.

The State Audit Office conducted from the 8th of September 2015 to the 25th of February 2016 [a financial audit of the Polytechnic for the year 2014](#). The State Audit Office conducted from the 8th of September 2015 to the 25th of February 2016 a financial audit of the Polytechnic for the year 2014. The Audit covered financial statements and business. The Audit was carried out in the manner and according to the procedures established by the framework of the audit standards of the International organization of Supreme Audit Institutions (INTOSAI) and the Code of professional ethics of the State auditors. The State Audit Office has expressed an unqualified opinion, which is the highest possible rating.

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5. Rulebook on advisors and mentors of students, Polytechnic of Šibenik, 2014. (KLASA: 003-08-03/14-02/14; URBROJ: 2182/1-12/3-1-14-01-16)
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THEME 5. SCIENTIFIC ACTIVITY

Standard 5.1 Lecturers and associates employed at the higher education institution are devoted to the achievement of high quality and quantity of professional and / or scientific work.

The higher education institution records the distribution of publications in specific areas/departments within the institution and equally encourages the publication of lecturers and associates from various fields.

Lecturers and associates of higher education institutions actively promote professional and/or scientific achievements at meetings in the country and abroad.

In the last five years, the Lecturers and associates of the Polytechnic have published a significant number of high-quality professional and scientific publications, as evidenced by the Analytical Supplement 5.1. All of these publications have been reviewed and their quality has been specially evaluated in the procedures of advancing lecturers and associates. Thus, the analysis of the structure of employed lecturers according to the study titles in the period of 2013 to 2018 shows a visible increase in the number of lecturers with the highest study titles (in the above period, three lecturers achieved the title of higher education professor) as well as a significantly higher number of lecturers with the study title of senior lecturer (For example: - At the beginning of the academic year 2013/2014, there were 11 senior lecturers employed at the Polytechnic, and at the beginning of the academic year 2018/2019 there were 17 lecturers, which represents an increase of 55%).

The Need to encourage quality professional and scientific publication is particularly emphasized in two objectives of the [Polytechnic Strategy](#) (Objective 4.2. Professional and scientific work and objective 4.3. Human resources development) considering the implementation of nine related objectives. The implementation of the program planning by the Polytechnic in the financial plan puts emphasis on the results achieved by implementing the programs, activities and projects set out in these strategic objectives. In Accordance with such guidelines, the Polytechnic conducts and monitors the results of the execution of the following activities related to the promotion of the quality of the research and professional work of lecturers and associates:

- financing of doctoral studies
- financing of lecturers' participation at international scientific and professional meetings
- issue of the Proceedings of the Polytechnic of Šibenik
- regular organization (every two years) of the International Scientific and Professional [Conference "Challenges of Today"](#)
- payment of the cost of reviews for the purpose of issuing studying materials (textbooks, scripts, manuals)
- equipping and printing high quality editions (independently and in cooperation with other institutions and publishers).

According to the records of the Committee for Publishing Activities, the lecturers and associates of the Polytechnic have published 23 electronic editions for studying purposes in the last five years (mainly textbooks and scripts for subjects performed on existing study programs), which were catalogued by the National and University Library in Zagreb. Three books were Printed (one as an independent edition and two editions in collaboration with other publishers) in the field of law and sociology, and in particular the successful release of the scientific book [„The historic core of Šibenik: Between decay and revitalization“](#), by the author Ph.D. Ivica Poljičak, College professor, which was published in cooperation with the City library "Juraj Šižgorić" and the Museum of the City of Šibenik, and represents a special contribution of the Polytechnic in marking the 950th Anniversary of the first written mention of the city of Šibenik.

Data on the publishing activity of lecturers are collected annually at department level through the following forms:

- Lecturer Training Plan (publication of papers according to the categories of journals)

- A List of the participation of lecturers and associates at professional and/or scientific conferences outside the Polytechnic (the participation of scientific and professional conferences and publications are recorded).

In the application of such records, the problems of data updates have been observed, as well as the problems of subsequent processing and reporting. Since, meanwhile, the new interface of the Croatian scientific bibliography [CROSBİ](#) has been published, all lecturers and associates are obliged to enter their publications in the specified system. By exporting data from the [CROSBİ](#), it is possible to obtain a precise distribution of works by the publications, and subsequent reprocessing and distribution of publications by departments of the Polytechnic.

From the Analytical Supplement 5.1. the active participation of lecturers in publishing works at scientific and professional conferences is visible (from the total number of reviewed papers written in the last five years, it is visible that such works comprise a proportion of approximately 36%). An Additional incentive for lecturers to publish at scientific and professional conferences is given through regular organization of the International Scientific and Professional Conference „[The Challenges of Today](#)“.

In cooperation with the Zagreb University of Applied Sciences and the University of Sheffield from the United Kingdom (which belongs to 100 of the world's best universities), a summer school is held at a secluded location in Vodice called "Gaining Powerful insights into Social Media Listening, which contains a series of workshops and lectures in the field of analysis and application of social networks in business. Two summer schools have so far been held in June 2017 and 2018. „[Gaining Powerful insights into Social Media Listening](#)“, which contains a series of workshops and lectures in the field of analysis and application of social networks in business. Two summer schools have So far been held in June 2017 and 2018.

Standard 5.2 The higher education institution testifies the social relevance of its professional and / or scientific research and Knowledge transfer

The higher education institution monitors the needs of society, the local community and the labour market and considers them when planning their professional and/or scientific and research activities.

The higher education institution has an effective system to support research and Knowledge transfer and technology.

Lecturers and associates participate in the activities of professional associations.

Participation in the development of society is one of the basic components of the mission of the Higher education institution, which is incorporated into the [strategy](#) of the Polytechnic of Šibenik. Cooperation with the economy and participation in the development of the local community is an indispensable task of the work of the Polytechnic as a socially responsible institution. One of the excellent examples of such cooperation was the referral of more than twenty students of undergraduate professional studies Management to [two-month training at Dogus Marina Hotels Ltd.](#), which was realized in 2014 (Marmaris, Turkey), and after completing the training, most students are employed in the newly opened hotel complex in Šibenik. Further to the above, and following the cooperation with the local economy, the Polytechnic began a cooperation with the company [CroNoMar Ltd.](#), in which the students of the specialist Master's degree study Management, with help of mentors comprised of Polytechnic lecturers, carried out research that resulted in two surveys: "Analysis of Croatian maritime industry, with special emphasis on manufacturers of steel and aluminium vessels" and "Analysis of Croatian maritime industry, with special emphasis on ship equipment manufacturers ". All student activities were based on input parameters obtained from CroNoMar Ltd., but also on defined needs in the sea and maritime areas and related sectors.

Also, the Polytechnic is a member of the [Partnership council for the labour market of the Šibenik-Knin County](#) through which it achieves excellent cooperation with the public institution Regional and Development Agency of the Šibenik-Knin County to prepare various project applications from Higher education areas that can be financed from EU funds. A Similar collaboration of the Polytechnic is achieved with the Administrative Department for the Economy, Entrepreneurship and Development

of the City of Šibenik with which it cooperates in the preparation and presentation of projects of interest to the City of Šibenik. One of the results of such cooperation is the realization of the project called [*Revitalization of the area of the Fortress of St. John*](#) . It is a very important project financed by the European Regional Development Fund, with which the City of Šibenik as an applicant, and the Polytechnic as one of the partners wants to set new standards in the tourist offer. In Addition, the Polytechnic of Šibenik also collaborates on a project to establish the [*Centre for New Technologies and Entrepreneurship "Trokut"*](#) which is co-financed by the European Regional Development Fund. In the year 2017, a research was delivered for the Town of Šibenik for the purpose of implementation of EU projects from cross-border cooperation programs. Market Research in the part of the feasibility Study with cost-benefit analysis for ship lines for the [*URBECO*](#) project, and for the [*SHARE*](#) project - *Sustainable Approach to Cultural Heritage for the Urban Areas Requalification in Europe*, a research on habits of visitors of the old town center was conducted. In 2018 the services of smart cities specialists were successfully delivered to the City of Šibenik for the purpose of implementing the above-mentioned cross-border cooperation project - SHARE.

The Polytechnic of Šibenik actively collaborates with the public institutions National Park Krka, National Park Kornati and Nature Park Vransko Jezero, and one of the activities of cooperation is the continuous implementation of research projects.

For the third year in a row, the Polytechnic has been supporting in conducting research on the characteristics of tourist offer and demand in the area of the Nature Park Vransko Jezero. The Project team of the Polytechnic has produced three studies in [*the analysis of the structure and attitudes of the visitors of the Nature Park Vransko Jezero*](#). The main aim of the research is to gather information on the attitudes and structure of visitors of the Nature Park Vransko Jezero, which are indispensable for further development of tourist activities and for the promotion of the Park. The research brings insight into the socio-demographic structure and the characteristics of the arrival of visitors, the motives of arrival and the sources of information, the assessment of the satisfaction and importance of the various elements of the Park's tourist offer, and the assessment and interest for new amenities, indispensable for conducting a successful tourism policy and more successful shaping of the tourist product of the destination.

The Polytechnic is involved in the process of preparation and implementation of [*the Strategy for sustainable tourism development in the wider area of the National Park Kornati*](#) as member of the Council for Sustainable Tourism Development. In a joint work of the public institution Kornati National Park, the Polytechnic of Šibenik and other stakeholders, sustainable tourism is being developed that will preserve natural and cultural heritage and generate greater economic benefits for the local population, it will enable the visitors to understand local culture, society and the environment. In order to develop and improve content and activities to enrich the satisfaction of visitors, and to raise awareness and Knowledge about the role of the National Park and the functions of tourism, indispensable for the establishment of sustainable tourism, the research team of the Polytechnic has spent three years on [*the research about the structure and attitudes of visitors of the National Park Kornati*](#). The research delivers Knowledge about the many features of tourism offer and demand in the area of the National Park including the socio-demographic profile of visitors, the motives of their arrival, the sources of data used when choosing a destination, satisfaction with different elements of the offer, the consumption of visitors; It proposes recommendations to improve the offer and, by comparing the results with previous research, provides a baseline for monitoring of trends.

Based on successful activities on the previous project, the research team of the Polytechnic has contracted a similar one-year market research project for the public institution Krka National Park with the implementation by April 2019.

Especially interesting is the [*project of protection of the intangible heritage of Primošten's Lace*](#) (May 2018) in which the lecturers of the Polytechnic in cooperation with the Association of Primošten's Lace Makers "Pekljica" created the elaboration of the 'Legal Aspects of Primošten's Lace as cultural goods and indigenous products '. The elaborate presents the legal protection of Primosten's lace, potentially

as designation of authenticity and designation of visual identity, in order to prevent any misuse of a valuable intangible asset for commercial purposes.

Lecturers and Associates participate in regular activities of professional associations (sessions, round tables, and conferences) and organizing committees of conferences (visible in analytical Supplement 5.4).

Standard 5.3 The professional and / or scientific achievements of the higher education institution are recognized in regional, national and international frameworks.

Lecturers and associates are the winners of regional, national and international awards and awards for professional and/or scientific achievements.

The higher education institution is holder of an appropriate number of projects.

Lecturers and associates are members of professional associations and editorial offices of magazines.

PhD Ivica Poljičak, employed as professor at the Polytechnic of Šibenik, is the winner of the Šibenik City Award in 2017, which he was awarded for an exceptional contribution to the project marking the 950th anniversary of the Town of Šibenik and the Award of the Town Library "Juraj Šižgorić" in Šibenik in 2014 for the most frequently read local publicist title "Šibenik na kvadrat" (Eng. Šibenik Squared) which represents in an interesting way the rich history of Šibenik and the culture and rhythm of this town. From December 2016 PhD Ivica Poljičak holds the Office of Secretary of State in the Ministry of Culture of the Republic of Croatia.

The Polytechnic of Šibenik was founded in June 2006 and in the framework of higher education is a very young institution, so that in the first decade of its development it was devoted to strengthen the administrative and academic staff (e.g. in October 2006, the Polytechnic had only 14 permanent lecturers, while today it has almost three times more) and to accelerate the implementation of quality assurance systems in higher education as the main prerequisite of successful reaccreditation of existing study programs in March 2012. In Parallel with the strengthening of the academic staff (in the meantime, a number of lecturers successfully completed their postgraduate or doctoral studies), the prerequisites for strengthening scientific research work, project cooperation with the economy and the local community and internationalization of the institution are created. From the Analytical Supplement 5.3. demonstrated the strengthening of scientific work in the last five years through participation in the IPA and Erasmus KA2 Strategic partnerships Program. It is significant that in the period from 31 May January 2019 to 31 January 2021 the Polytechnic is going to be for the first time the holder of an [Erasmus KA2 project in the strategic partnership for youth](#).

In the same period, a positive trend has been recorded in the increase of professional projects listed in the Analytical Supplement 5.3. b., [the project of building a new dormitory, 'Palacin](#), due to its high financial value and complexity of implementation contributes significantly to the growth of the professional competences of all the lecturers and collaborators involved.

Given the number and structure of employees of lecturers and associates and the state of their other obligations in studying and administrative affairs, it can be said that the Polytechnic is currently participating in a sufficient number of different projects as a carrier, partner or supplier of scientific and professional results. The increase in the number of contracted projects from the EU Research area (Erasmus KA2 projects, Horizon 2020), as well as encouraging lecturers to participate in the application and implementation is one of the main tasks of the strategic objective of developing international cooperation and internationalization of the Polytechnic. That is the reason why further efforts will be made strengthen the administration strengthening of the institution in the field of application and implementation of such projects through the establishment of a special Research Centre.

According to the records of the Heads of Departments (List of participation of lecturers and associates at professional and/or scientific meetings outside the Polytechnic) and the Book of Official Journeys, in the last three years approximately 60% of permanent staff of lecturers and associates participated in one or more national and international meetings outside the institution, on which they generally published and reviewed papers. If the participation on the Scientific and Professional Conference

"Challenges of Today" in the organization of the Polytechnic is counted, the above indicator is significantly better, i.e. More than 80% of lecturers and collaborators participated as authors at national and international conferences.

Lecturers and associates are members of the following professional associations:

- Institute of Electrical and Electronics Engineers (IEEE)
- Croatian Association of JAVA Users (HUJAK)
- Association of Croatian Travel Agencies
- Croatian Community of Accountants and Financial Workers
- Croatian Biological Society
- Croatian Copyright Society
- Croatian Society for Civil Sciences and practice
- Croatian Centre UNIMA
- Croatian Quality Managers Society
- Association of Language Lecturers of the Profession in Higher Education Institutions
- The Croatian Association for the Study of English
- Croatian Psychological Chamber
- Croatian Psychological Society
- Croatian Society of Court Experts and Asseers
- Croatian Society for Traumatic Stress
- Croatian Mathematical Society
- Croatian Society for Operational Research
- Croatian Statistical Society
- Croatian Biometric Society.

PhD Frane Urem, professor at the Polytechnic, is member of the Committee in the field of technical sciences and the Council of Polytechnics and Colleges of the Republic of Croatia.

Six lecturers participate in the editorial board of the Proceedings of the Polytechnic of Šibenik, and one of them is also the editor-in-chief.

As visiting professors and researchers, lecturers work closely together in studying and scientific research activities with the following institutions abroad:

- Slovak University of Agriculture, Nitra (Slovakia)
- Slovak University of Technology in Bratislava, Institute of Management, Bratislava (Slovakia)
- University of Pécs, Faculty of Engineering and Information Technology, Faculty of Economics, Pécs (Hungary)
- Silesian University of Technology, Gliwice (Poland)
- Goce Delchev University, Štip (Macedonia)
- "Dunarea de Jos" University of Galati, Galati (Romania)
- Jan Evangelista Purkyne University in Ústí nad Labem, (Czech Republic)
- Cracow University of Technology, Kraków (Poland)
- Gdansk University of Technology, Gdansk (Poland)
- John von Neumann University, Kecskemét (Hungary)
- Koszalin University of Technology, Koszalin (Poland)
- Brno University of Technology, Brno (Czech Republic)
- Institouto Technologias Ypologistonkai Ekdoseon Diofantos, Patras (Greece)
- University of Patras, Patras (Greece).

Standard 5.4 The professional and / or scientific activity and achievements of the higher education institution improve the study process.

Research Equipment is used in undergraduate and graduate classes.

Undergraduate and graduate students are involved in higher education projects.

The Higher Education Institution recognizes and rewards the professional and/or scientific achievements of its employees.

Since the Polytechnic mainly performs study programs in the field of social sciences, there is no particularly valuable laboratory research equipment that students could use when designing final papers. However, students have constant access to the most modern computer equipment in the existing IT cabinets where different software packages are installed, which they can use in regular exercises, but also in the preparation of final papers. The Polytechnic pays a [Microsoft Dreamspark](#) subscription in which all students of the study program Management - It Management can download full versions of Microsoft development tools (e.g. Visual Studio) and various infrastructural products (e.g. Windows and SQL servers). Based on the membership of the institution in the *Oracle Academy Program*, all interested lecturers and students can download and use all Oracle program products without limitation. The Polytechnic participates in the Autodesk Education Community program, which uses different Autodesk program products for studying purposes (e.g. in IT cabinets' different versions of AutoCad program products are installed which are used for training sessions of the Study of Traffic). Based on the project cooperation with Solaris JSC Šibenik, a donation and installation of the Opera Fidelio system for the reception operations is ensured, which students use in the classes in the subject Organization of the hotel and reception business.

PhD Frane Urem, who is employed at the Polytechnic, is an external associate of [Oracle](#) in Higher Education on the area of Central and Eastern Europe, so students are given access to the Oracle Webex system to download recorded lectures held for the purpose of the Oracle Academy Program. Based on such cooperation, Oracle collaborated in the establishment of a new study program of Business Informatics and realized two Oracle Academy days at the Polytechnic of Šibenik (in the academic years 2017/2018 and 2018/2019) with guest lectures who are reputed experts in the field of information sciences and computing.

The Polytechnic assists the Student Council of the Polytechnic of Šibenik by financing and organizing [International meetings of students of tourism and hospitality in Šibenik](#). So far, three such events have been organized, on which more than 200 students from Croatia and abroad participated on average. Students actively participate in the organization and implementation of the international scientific-expert [Conference "Challenges of Today"](#), but also as co-authors of the works of the lecturers of the Polytechnic (more than twenty students have published papers in co-authorship with lecturers). Students publish with lecturers and mentors on other reputable international scientific and professional conferences (for example at the IEEE conferences MIPRO and SOFTCOM, ten students published papers in co-authorship with lecturers). Students also participated in five expert projects from the analysis Supplement 5.3 B, which collected data according to the project methodology and mentors' instructions.

The Polytechnic recognizes and rewards the professional and scientific achievements of lecturers and collaborators based on the [Ordinance on reward for excellence of lecturers and associates](#), according to which the Professional Council designates the Election Committee at the beginning of each calendar year by category:

- best results achieved in surveys of quality of study by students
- published research papers projects of cooperation with economy
- International/ National projects.

Awards for all listed categories are awarded from the academic year 2015/2016 and consist of an acknowledgement and financial reward.

LINKS WITH THEME 5.

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2. Quality assurance Strategy at the Polytechnic of Šibenik, 2018, KLASA: 003-08/18-03/05; URBROJ: 2182/1-12/3-1-18-03, available at: <http://www.vus.hr/wp-content/uploads/2014/11/Strategija-osiguravanja-kvalitete-na-VU%C5%A0-u-2018-2025.pdf>
3. Historical Centre of Šibenik: Between decay and revitalization, Ivica Poljičak, available at: <https://www.mvinfo.hr/knjiga/2635/povijesna-jezgra-Šibenika-izmedju-propadanja-i-revitalizacije>
4. List of works from the CROSBİ system for the Polytechnic of Šibenik, available at: <https://www.bib.irb.hr/pretraga/?q=Veleu%C4%8Dili%C5%A1te+u+%C5%A0ibeniku+%28294%29&by=institution>
5. International Scientific and Professional Conference "Challenges of Today", available at: <http://www.konferencija-vus.hr/>
6. Summer School "Gaining Powerful insights into Social Media Listening", available at: <https://www.jutarnji.hr/biznis/karijere/u-vodicama-ce-se-ovog-ljeta-odrzati-ultimativno-predavanje-o-drustvenim-mrezama-wasima-ahmeda/6296171/>
7. Dogus Marina Hotels Ltd., student training (Marmaris, Turkey), available at: <https://m.Šibenik.in/Šibenik/sibenski-studenti-odusevili-turke-evo-tko-ide-na-obuku-u-marmaris/19952.html>
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9. Composition of the Partnership Council for the Labour Market (PVTR) of the Šibenik-Knin county, available at: <http://pvtr-skz.com.hr/pravilnik/>
10. Revitalization of the fortress area of St. John, available at: <http://www.safu.hr/hr/o-safu/primjeri-eu-projekata-u-rh/operativni-program-konkurentnost-i-kohezija/list/revitalizacija-podrucja-tvrđave-sv-ivan>
11. Center for new technologies and entrepreneurship "Trokut", available at: <http://www.Šibenik.hr/vijesti/zapocinjje-izgradnja-sibenskog-centra-za-nove-tehnologije-i-poduzetnistvo-trokut>
12. URBECO project, available at: <http://www.Šibenik.hr/projekti/urbeco>
13. SHARE project, available at: <http://www.Šibenik.hr/vijesti/predstavljjen-lokalni-akcijski-plan-iz-projekta-share>
14. Presentation of research results for Nature Park Vransko Jezero, available at: <http://www.vus.hr/index3.php/?p=19619>
15. Presentation of research results for the National Park Kornati, available at: <https://www.np-kornati.hr/hr/novosti/289-predstavlanje-rezultata-istrazivanja-strukture-i-stavova-posjetitelja-np-kornati-ii>
16. Strategies for the development of sustainable tourism in the wider area of the Kornati National Park, available at: https://np-kornati.hr/images/novosti/Strategija%20razvoja%20odrzivog%20turizma_KORNATI.pdf
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21. Oracle Academy Member Spotlight, Veleučilište u Šibeniku, available at: https://academy.oracle.com/en/newsletters/april_2018-full.html#spotlight1
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23. International meeting of students of tourism and catering in Šibenik, available at: <http://www.Šibenik.hr/vijesti/otvoren-medunarodni-susret-studenata-turizma-i-ugostiteljstva>

COLLOCATIONS

| | |
|--|---|
| UPRAVNO VIJEĆE | Administrative Council |
| STRUČNO VIJEĆE | Professional Council |
| Povjerenstvo za osiguravanje sustava kvalitete | Commission for ensuring quality system |
| Dekan | Dean |
| Voditelj ureda dekana | Head of the Dean`s Office |
| Prodekan za nastavu | Vice Dean for Academic Affairs |
| ORGANIZACIJA NASTAVE | Organization of studying process |
| SLUŽBA ZA STUDENTSKE POSLOVE | Student Affairs Service |
| KNJIŽNICA | Library |
| VIJEĆE ODJELA MENADŽMENT | Council of Management Department |
| Pročelnik odjela | Head of Department |
| VIJEĆE ODJELA PROMET | Council of Traffic Department |
| Pročelnik odjela | Head of Department |
| VIJEĆE ODJELA UPRAVA | Council of Administrative Law Department |
| Pročelnik odjela | Head of Department |
| Nastavnici i asistenti | Lecturers and assistants |
| Tajnik | Secretary |
| SLUŽBA ZA KADROVSKE I OPĆE POSLOVE | Human Resources Department |
| Prodekan za poslovanje | Vice Dean for Business |
| SLUŽBA ZA INFORMATIČKU POTPORU | INFORMATION SERVICE OFFICE |
| SLUŽBA ZA FINACIJE I RAČUNOVODSTVO | FINANCIAL AND ACCOUNTING OFFICE |
| UPRAVA | The Management |
| Menadžment | Management |
| Promet | Traffic |
| Upravni studij | Administrative Law |