

POLYTECHNIC OF ŠIBENIK



**WORK PROGRAMME AND
DEVELOPMENT STRATEGY OF
THE POLYTECHNIC OF ŠIBENIK**

2017 - 2025

Šibenik, 2017

INTRODUCTION BY THE POLYTECHNIC OF ŠIBENIK DEAN

The Work and Development Program Strategy of the Polytechnic of Šibenik for the period 2017 to 2025 is the result of the Strategy development committee of the Polytechnic of Šibenik. It is a body that was established with the aim of planning and implementing strategic goals and projects in the field of the development of the Polytechnic in the medium term period. The methodology of developing the strategy was based on a consultative approach, involving all interested groups (stakeholders) of the Polytechnic.

By the decision on the Appointment of the Committee for Strategy Development of the Polytechnic in Šibenik (CLASS: 003-08 / 17-03 / 09, FILE NUMBER: 2182 / 1-12 / 3-1-17-07), which was brought by the Professional council of the Polytechnic, the following members were appointed in the Committee for the Development Strategy for the Polytechnic of Šibenik:

Anita Grubišić, M.Econ, senior lecturer, Dean

Ivan Malenica, ML, senior lecturer, President of the Administrative Board

Ph.D. Frane Urem, College professor, a Vice Dean for Management

M.Sc. Tanja Radić Lakoš, senior lecturer, a Vice Dean for Academic Affairs

Jasmina Sladoljev, Ec.S., senior lecturer, Head of the Department of Management

Ph.D. Dragan Zlatović, College professor, Head of the Administrative Department

Ivana Beljo, M.Eng, lecturer

Mihovil Ugrina, ML., Adviser for Legal Affairs

Sanja Veštić, ML, assistant

Divna Goleš, M.Econ, senior lecturer

Through the work of the Quality Assurance Committee, the Quality Assurance Strategy was developed (for the period from 2015 to 2017) together with Annual Plans for Quality Assurance and Promotion Activities for the Polytechnic of Šibenik. This refers to tradition and competences that the Polytechnic has on disposition in the field of strategic planning, which should result in an operational strategy that will achieve the set goals.

The strategic period for which this Work program and development strategy is intended is covered by the eight year's period and is aligned with two mandate management cycles, while the short-term goals (three years) are aligned with the budget periods set by the Ministry and represent the basis for funding the institution under the program contracts as well as from those of the European funds and programs. This is primarily intended to be achieved by strengthening the human resources capacity, investing in the development of new study programmes and by modernizing the existing study programmes in accordance with the labour market needs and

the interests of candidates for enrolment, which should result in greater competitiveness of the Polytechnic of Šibenik.

The work programme and development strategy of Polytechnic of Šibenik for the period 2017-2025 was adopted at the session of the Administrative Council of the Polytechnic of Šibenik held on ____, on the basis of the previous opinion and confirmation of the Professional Council of the Polytechnic of Šibenik at the 70th session held on 20 July 2017.

Dean, Anita Grubišić, M.Econ, senior lecturer

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1. INTRODUCTION

The Polytechnic of Šibenik is a public institution for higher education which organizes and conducts professional studies at undergraduate and graduate level. In addition to its core activities, the Polytechnic carries out professional and scientific work, organizes and conducts programmes of lifelong learning and professional training, as well as other activities like publishing, library and information activities. Furthermore, it organizes courses, seminars, expert and scientific meetings, expert exams, licenses etc. The Polytechnic's activities are performed in departments and organizational units outside the department as well as in the Dean's office. A total of 51 employees are employed at the Polytechnic. The organizational structure of the Institution is shown in Figure 1.

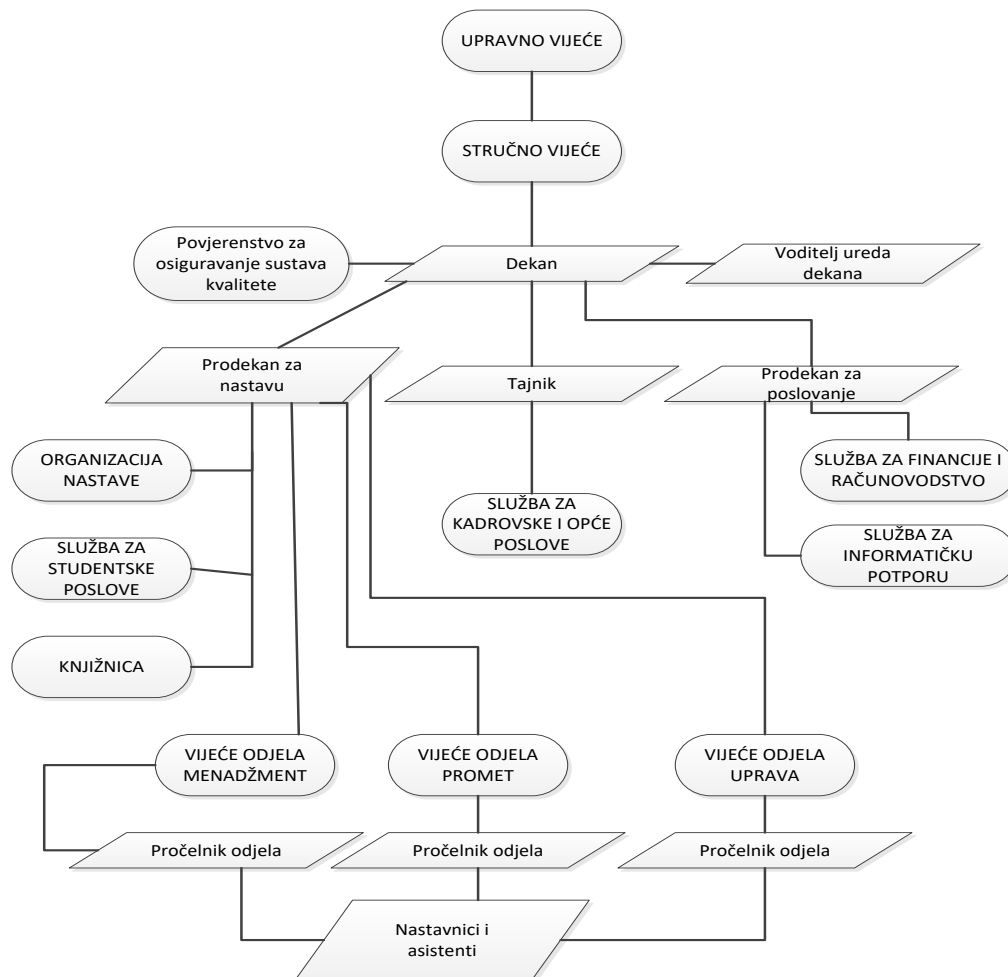


Image 1. The Organisational structure of the Polytechnic of Šibenik

The Management board of the Polytechnic of Šibenik is made up of Vice Dean for Academic Affairs, a Vice Dean for Management and of the Heads of Departments (Management, Traffic and Administrative law) whose roles and manner of election are set out in the Statute and the Ordinance on the internal organization of workplaces. The Polytechnic's Management Board is

responsible to the Administrative Council for activities concerning business issues and strategic goals, while for the issue of teaching it corresponds to the Professional Council.

The total of 28 teachers are employed at the Polytechnic of Šibenik. In the structure of teaching staff the title of a senior lecturer prevails and counts 15 teachers; there are 11 lecturers (three colleagues at the time of writing of this Strategy are in the process of election to a senior lecturer) and two college professors. During 2016, the Polytechnic employed 4 associates on its own resources in the associate's assistantship. There are 13 employees in the administrative affairs as well as 5 technical and auxiliary staff members, which make up the total of 18 employees.

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

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

As an independent higher education institution of Šibenik, the "University College for Tourism Management in Šibenik" operated with a permanent allowance for undergraduate studies of Tourism Management and Informatics Management under pre-Bologna programmes and a newly established undergraduate study programme of Management with departments for Tourism Management and IT Management. This institution was attached to the Polytechnic as its legal successor. By joining the University College for Tourism Management in Šibenik, the Polytechnic has taken over all the jobs and all the employees, equipment, space, work resources, space, financial resources, as well as the rights and obligations of the University College for Tourism Management in Šibenik. The studies that had been initiated or were already requested by the University Licenses, were afterwards continued within the Department of Management. Students enrolled in the University College for Tourism Management in Šibenik, on the date of admission, became students of the Polytechnic of Šibenik with all inherited rights and obligations in accordance with the Law and the Statute of the Polytechnic.

In the period from 2003 to 2006 the University study centre of Professional studies in Split had performed a two year professional study of Administrative Law as a dislocated study in the city of Vodice. By the forming of the Polytechnic of Šibenik, the performance of that study programme stopped in accordance to the direction of the Government and the temporary permission of the Ministry, and under the department of Administrative law of the Polytechnic an undergraduate professional study of Administrative law was initiated in a three year duration with the performance in the city of Vodice. The study was conducted according to the programme and the contractual collaboration with the Faculty of Law of the University of Split.

The Faculty of Traffic Sciences of the University of Zagreb had conducted a dislocated professional study in Šibenik which also ceased existing after the foundation of the Polytechnic of Šibenik and the formation of the undergraduate study of Traffic within the Traffic Department.

On the proposal of the National Council for Higher Education, on June 29, 2006 the Ministry of Science, Education and Sports of the Republic of Croatia issued a Provisional Permission for Performing the Studies on the Polytechnic of Šibenik. The Polytechnic complied with all the requirements and standards except in the required number of teaching staff with the appropriate scientific and professional qualification and it was stipulated that in a 5 year period it would continue to employ teachers to the required number. Accordingly, within its development policy, the Polytechnic continued to work on the construction of its own teaching staff and from the moment of issuing of a conditional accreditation, by employing new teaching staff and by promoting the existing one, based on the conducted procedures of the tenders and the selection procedures in the corresponding teaching professions, fulfilled the condition related to the principle of representation of more than a third of its own employees from the roles of teachers and associates in conducting the studies.

By completing all the required conditions, the Ministry issued a non-mandatory license for the performance of the following professional studies:

- Undergraduate Professional Study of Administrative Law, with a three year duration, at the end of which 180 ECTS credits are earned (CLASS: UP / I-602-04 / 06-11 / 00001, FILE NUMBER: 533-07-11-0019),
- Undergraduate Professional Tourism Management with Departments: Tourism Management and Informatics Management, each with a three year duration, at the end of which 180 ECTS credits are earned (CLASS: UP / I-602-04 / 06-11 / 00001, FILE NUMBER: 533-07-11-0020)
- Undergraduate Professional Study of Traffic with Departments: Road Traffic and Postal Traffic, with a three year duration, at the end of which 180 ECTS credits are earned (CLASS: UP / I-602-04 / 06-11 / 00001, FILE NUMBER : 533-07-11-0021).

From the academic year 2009/2010 a Specialist Study of Management was conducted with the total duration of one year and six months, at the end of which 90 ECTS credits were earned. On 6 December 2010 the Polytechnic filed a request to the Minister for the amendment to the Exemption Certificate in view of changes of the existing study programme for which it was previously issued, so that the duration of the existing study programme could be extended for the period of two years, in the way that the students could earn 120 instead of 90 ECTS credits. On May 26 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 Bachelor's Degree Program in Management, at the headquarters of this higher education institution, with a two year duration, at the end of which the total number of 120 ECTS credits are earned (CLASS: UP / I-602-04 / 06-11 / 00001, FILE NUMBER: 533-07-11-0015).

The Polytechnic applies internationally recognized norms and standards in its business and is continuously improving its performance from the aspect of study programmes, its staff and projects. All study programmes of the Polytechnic of Šibenik were accredited by the Agency for Science and Higher Education of the Republic of Croatia in 2013. Since 2011 the Polytechnic is the holder of the ISO 9001: 2008 certificate. Today we apply the so called combined model of quality system development taking into account the requirements of the ESG Guidelines and International Standards ISO9001: 2015.

From the very beginning of higher education process to the present day more than 3000 students have graduated in Šibenik (around 300 students per year). The interest for enrolment on professional studies of the Polytechnic of Šibenik has been increasing annually, so that the enrolment quotas are completed already in the first enrolment period. Over 1100 students are currently studying at the Polytechnic of Šibenik, and almost 70% of those students come from outside the city of Šibenik.

Professional studies and scientific and professional work are performed at the highest level of quality and excellence. Students are taught to think critically, communicate successfully, make decisions, conduct companies successfully, and manage the development of local and national communities. In addition to classroom and e-learning teaching, students also participate in field teaching, scientific conferences, study trips, as well as in the development of professional and scientific papers and various other projects.

Professional practice is ensured by partner institutions of local self-government and business entities in the county. International mobility is enabled through ERASMUS + and CEEPUS programmes. Within the Polytechnic of Šibenik there is a newspaper and sports section as well as the Students' Union which is active in the organization of social life and professional events. Professional assistance in career development and psychology consulting is also available as a student's support, and Polytechnic has been systematically investing in a student standard for a number of years, primarily by supplementing the library fund, by partnering with the Student Centre in providing student accommodation, and especially by opening a modern dietary student restaurant close to the Polytechnic. According to available reports from the Croatian Employment Bureau, the employability of students who graduated on the Polytechnic of Šibenik is higher than 90%.

Living in Šibenik; in a typical coastal Mediterranean town close to two national parks gives a whole new dimension to the study. 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 simply take part in many sporting and cultural events it offers.

2. MISSION AND VISION

A Mission and Vision Statement is adopted by the Administrative Council defining the purpose of existence, core activity and the value system of the Polytechnic. Based on the adopted mission and vision, strategic goals are defined through the Dean's Work Plan and this Work Programme and Development Strategy of the Polytechnic.

The Mission of the Polytechnic of Šibenik reads as follows:

"Through quality study programs and scientific work at the highest level of quality and excellence, we educate independent, reliable and socially responsible stakeholders for the future development of the local, national and international community. The Polytechnic of Šibenik should become the centre of education and knowledge of both the City and the County, from which all innovations and scientific and professional programmes will be initiated in cooperation with the local economy and local government."

The mission is in line with the international standards from the field of higher education while all subjects which take part in its work or which are included in the performance of the Polytechnic of Šibenik are familiar with it.

The Vision of the Polytechnic of Šibenik reads as follows:

"The Polytechnic of Šibenik will be integrated with other institutions of higher education in the country and the international environment as a reliable partner for the economy and for its students. The Polytechnic will apply internationally recognized standards for its activities and will continually improve its study programmes, projects and staff."

The core activities of the Polytechnic for the accomplishment of the set mission and vision are guided and directed by the Professional Council of the Polytechnic of Šibenik, and are also periodically evaluated and revised and accordingly submitted for adoption to the Administrative Council.

3. SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ the attractiveness of the study and expressed interest of students for enrolment on the Polytechnic ➤ intensified communication and collaboration with the economy and the local community ➤ the expertise of teaching and scientific research personnel ➤ publishing activity of textbooks, scripts and manuals ➤ the collaboration with the scientific higher education institutions in Croatia ➤ the international collaboration and mobility through Erasmus and Cepas programme ➤ an international ISO standard was introduced ➤ permanent accreditation of Ministry of science, education and sport for all study programmes ➤ decisions on launching new study programmes were brought ➤ satisfactory coverage of the performance of study programmes with their own teaching staff ➤ a favourable ratio of teachers and students on the Polytechnic ➤ the survey on student satisfaction with the quality of teaching is continuously conducted ➤ active role of students in the processes on the Polytechnic ➤ regulated procedure for awarding the most successful students and scholarships for socially vulnerable groups ➤ recognisability of the Polytechnics through the organization of an annual international scientific and professional conference 	<ul style="list-style-type: none"> ➤ limited financial resources for a greater dynamics of equipment modernization ➤ infrastructure as a limiting factor of excellence (insufficient equipment and unsatisfactory quality of lecture halls) ➤ insufficient international networking and weaker employee activity at the international level ➤ a small number of lifelong learning programmes ➤ the lack of a contemporary library with learning space ➤ insufficient promotion of institution and study programs and lack of marketing communication with the community ➤ poor foreign mobility of students ➤ overcrowding of part of teachers and assistants with additional educational obligations and lack of time for scientific and professional work ➤ uneven participation in project-based study programs ➤ insufficiently adapted space for students with disabilities ➤ dependence on budget funding.

<p style="text-align: center;">OPPORTUNITIES</p>	<p style="text-align: center;">THREATS</p>
<ul style="list-style-type: none"> ➤ an increase of a positive perception of the local community towards the Polytechnic ➤ the position and development of the city of Šibenik ➤ international projects – international professional and scientific cooperation ➤ increasing the teachers' and students' mobility ➤ the possibility of using EU structural funds in increasing the existing capacities ➤ increasing networking with academic and higher education institutions in Europe ➤ the interest of a large number of entrepreneurs in cooperation with the Polytechnic ➤ opening of new study programs based on labour market analysis ➤ continuous revising programs and learning outcomes ➤ an increase in the number of textbooks ➤ the support of a local community ➤ the possibility of acquiring own revenues by carrying out a larger number of adult training programs (lifelong learning) 	<ul style="list-style-type: none"> ➤ administrative procedures that prevent the rapid alignment of study programs with the needs of the economy ➤ continuous reduction of the allocation of funds for science and education due to savings measures and the continued deficit of the state budget ➤ 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 a lack of recognition of professional bachelors and specialists titles in the labour market ➤ development of professional studies at universities ➤ the existence of competition in the region, i.e. other higher education institutions that carry out the same and / or similar professional and specialist studies.

4. STRATEGIC OBJECTIVES

Starting from the strategic goals, tasks and measurable performance indicators as well as motivation for their introduction in the Work Programme and Development Strategy of the Polytechnic of Šibenik and specific objectives and tasks, the Polytechnic defines goals and tasks whose implementation will be monitored by measurable performance indicators.

Measurable indicators of the impact that the Polytechnic should fulfil in the implementation of the strategy, which serve to monitor achievements and to compare with other higher education institutions, are specifically set out in the following text.

Strategic goals of the Polytechnic of Šibenik are:

1. The Improvement of study programmes and development of the Polytechnic
2. Professional and scientific work
3. The development of human resources
4. Material and financial resources
5. Transparency of work and communication
6. Quality assurance system
7. Collaboration with the community and the economy and the concordance with the needs of the community
8. Development of international collaboration and internationalization of the Polytechnic
9. Students and Studying

4.1. THE IMPROVEMENT OF STUDY PROGRAMMES AND THE DEVELOPMENT OF THE POLYTECHNIC

The Polytechnic of Šibenik, in order to increase students' competences, their professional development and their active participation in the society and economic development, pays special attention to the development of its study programmes. The management of the Polytechnic and the Heads of departments follow the trends in higher education and use the obtained information to update the existing ones as well as to establish the new study programmes. To date several smaller updates have been carried out. The overall system of study follows the model of evaluation of the learning outcomes; acquisition of competencies for the needs of the labour market.

Task 1.1. To Improve the organizational structure

Measurable indicator	Amendment of the Statute and adoption and revision of other normative acts
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	Continuously, according to the need

Task 1.2. To Establish 3 new undergraduate professional studies in social sciences, biomedicine, biotechnology

Measurable indicator	Created and obtained allowance for 3 new study
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	2025

Task 1.3. To establish new specialist studies in the field of social and technical sciences

Measurable indicator	Created and obtained allowance for 3 new study programs of specialist studies
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	2025

Task 1.4. Revision and upgrade of existing study programmes

Responsible persons	Dean, Administrative Council, Professional Council, Head of department
Implementation time	Continuously

Task 1.5. To Establish Career Development Centre

Measurable indicator	Establish and ensure the work of the "Career Development Centre"
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	2020

Task 1.6. To Implement the Centre for the lifelong learning and education

Measurable indicator	Establish and ensure the work of the "Career Development Centre"
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	2020

Task 1.7. To Implement a Centre for Professional and research work

Measurable indicator	Establish and ensure the work of " <u>Centre for Professional and research work</u> "
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	2022

Task 1.8. To Increase the number of teaching bases

Measurable indicator	The number of signed cooperation agreements related to professional practice and field teaching
Responsible person	Dean, Administrative Council, Professional Council
Implementation time	Continuously

Task 1.9. To Join the interest networks

Measurable indicator	The number of interest associations, associations and networks involved in the Polytechnic
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	Continuously

Task 1.10. To Establish Support Centre for Non-profit Organizations

Measurable indicator	To establish a support centre for non-profit organisations
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	2025

4.2. PROFESSIONAL AND SCIENTIFIC WORK

A long-term policy in higher education should achieve two fundamental goals: to strengthen the system of higher education and research, their effectiveness and the linkage of the educational and research component, and to enhance the system's connection with the environment, especially with those segments that shape the knowledge society.

The Polytechnic of Šibenik develops a research profile in the field of professional and scientific activities in the social, technical and biotechnical fields. By applying institutional mechanisms, the Polytechnic of Šibenik monitors and supports the development of professional and research work of its teachers and associates.

Task 2.1. To increase the publishing of professional and scientific papers (individual or in collaboration with other authors)

Measurable indicator	The number of professional or scientific papers published (individually or in collaboration with other authors)
Responsible persons	Dean, a Vice Dean for Academic Affairs, the Head of the Library
Implementation time	January 3, annually

Task 2.2. To increase the publishing of professional and scientific papers published by teachers and associates in co-authorship of teachers/associates and students

Measurable indicator	The number of professional and scientific papers published by teachers and associates in co-authorship of teachers/associates and students
Responsible persons	Dean, a Vice Dean for Academic Affairs, the Head of the Library
Implementation time	January 3, annually

Task 2.3. To increase the number of teachers and associates with the achieved academic degree of Doctor of Science, depending on the development of study programs

Measurable indicator	The Number of teachers and associates with acquired academic degree of Doctor of Science
Responsible persons	Dean; a Vice Dean for Academic Affairs; a Vice Dean for Management; Heads of Departments
Implementation time	Continuously

Task 2.4. To increase the number of teachers and associates with the academic positions according to legal acts

Measurable indicator	Number of teachers and associates elected according to academic professions
Responsible persons	Dean, a Vice Dean for Academic Affairs, Head of Human Resources Department
Implementation time	Continuously

Task 2.5. To focus the work and action as well as to take all necessary activities related to the fulfilment of conditions for enrolment of the Polytechnic of Šibenik in the Register of Scientific Organizations in a minimum one scientific area by the end of 2020

Measurable indicator	Achieved entry in the Register of Scientific Organizations
Responsible persons	Dean
Implementation time	December 31, 2022

Task 2.6. To increase the number of teachers and associates involved in professional and scientific conferences and congresses

Measurable indicator	Participation rates of teachers and associates at conferences and congresses
Responsible persons	A Vice Dean for Management; Heads of Departments
Implementation time	November 30, annually

Task 2.7. Regular Maintenance and Improvement of the Quality of an International Scientific and Professional Conference "Challenges of Today"

Measurable indicator	Number of participants and lecturers; Determining the number of presentations or published conference papers
Responsible persons	Dean
Implementation time	November 30, every two years

Task 2.8 To establish internal electronic records (databases) of published professional and scientific papers of teachers, associates and students of the Polytechnic of Šibenik by the end of 2019

Measurable indicator	Establishment of electronic records of published papers
Responsible persons	Dean, a Head of the Library
Implementation time	December 31, 2019

Task 2.9. To increase the number of programmes of lifelong learning and education

Measurable indicator	The number of prepared and introduced programmes of lifelong learning
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	Continuously

4.3.THE DEVELOPMENT OF HUMAN RESOURCES

Since the accomplishment of strategic objectives depends largely on the human resources performance, the Polytechnic of Šibenik will continue to develop and improve the existing human resources in accordance with its own material and financial resources.

Task 3.1. Increasing the number of teaching staff

Measurable indicator	The number of teaching staff
Responsible persons	Dean, Administrative Council, Professional Council, Department Councils
Implementation time	Continuously

Task 3.2. Increasing the number of non-teaching staff

Measurable indicator	The number of non-teaching staff
Responsible persons	Dean, Administrative council
Implementation time	Continuously

Task 3.3. Encouraging and funding doctoral studies for teachers

Measurable indicator	The number of doctoral studies enrolled
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	Continuously

Task 3.4. Fostering the professional training and improvement of teaching and non-teaching staff

Measurable indicator	Number of departures for professional training
Responsible persons	Dean, a Vice Dean for Management, Heads of Departments
Implementation time	Continuously

Task 3.5. Uniform normative load of teachers

Measurable indicator	The Analysis of the number of employed teachers and hours of workloads
Responsible persons	Dean; a Vice Dean for Academic Affairs, Heads of Departments
Implementation time	June 30, annually

Task 3.6. Internal management of organizational units

Measurable indicator	Number of reports and forms created
Responsible persons	Dean; a Vice Dean for Academic Affairs; a Vice Dean for Management
Implementation time	Continuously

4.4. MATERIAL AND FINANCIAL RESOURCES

The Polytechnic of Šibenik can achieve all its goals and plans by conducting a lawful, open and responsible business. Continuous improvement and development of material resources is needed to enable a positive working environment and provide resources for teaching, scientific and professional work.

Task 4.1. Development of a library fund

Measurable indicator	The analysis of the number of books and the procurement plan
Responsible persons	Dean, a Head of the Library, Heads of Departments, Teachers, Quality Committee
Implementation time	December 31, annually

Tsk 4.2. Modernization and equipping of halls, practitioners and teaching cabinets for quality teaching and learning

Measurable indicator	Analysis of the current situation and procurement plan
Responsible persons	Dean, a Vice Dean for Management, Heads of Departments, teachers, Quality Committee
Implementation time	December 31, annually

Task 4.3. Increasing the space for teaching

Measurable indicator	Completion of the second phase of reconstruction and equipping of the seat of the Polytechnic of Šibenik
Responsible persons	Dean, Administrative Council, Professional Council
Implementation time	2020

Task 4.4. Investment in IT equipment

Measurable indicator	Analysis of the current situation and the procurement plan
Responsible persons	Dean, a Vice Dean for Management, Heads of Departments, teachers, Quality Committee
Implementation time	By December 31, annually

Task 4.5. Harmonization of total expenditures in relation to planned revenues

Measurable indicator	Analysis of the current situation, planned and realised
Responsible persons	Dean, Professional Council, Administrative Council
Implementation time	By December 31, annually

Task 4.6. Improvement of student standard

Measurable indicator	The construction of the Student Dorm "Palacin", the implementation of the EU project KK.09.1.2.01.0012
Responsible persons	Dean, Administrative Council, The project team for the EU project KK.09.1.2.01.0012
Implementation time	2020

4.5. TRANSPARENCY OF WORK AND COMMUNICATION

The transparency of work in the public sector presents today one of the main principles of conducting business in modern democratic states. So in order to leave a positive impression on the market, it is extremely important to attentively plan the development in the field of communication directed towards internal as well as external communication. The Polytechnic of Šibenik has the education as its recognisable product on which it should continue to build its success. Only a responsible, professional and interactive communication with the internal and external participants can build the positive image of the Polytechnic of Šibenik.

Task 5.1. Actively informing the public of the study programmes and other existing activities

Measurable indicator	Press releases, for media and other external stakeholders. A Review of Planned Tasks and Achievements
Responsible persons	Dean, Vice Deans
Implementation time	Continuously

Task 5.2. Strengthening transparency and decision-making

Measurable indicator Public disclosure of materials

Responsible persons Information Officer, Dean, a Vice Dean for Management

Implementation time Continuously

Task 5.3. Marketing activities

Measurable indicator Marketing activities plan

Responsible persons Dean, a Vice Dean for Management, Heads of Departments

Implementation time January 31, annually

Task 5.4. The creation of a new web-site

Measurable indicator A new web-site created

Responsible persons Dean, A Vice Dean for Management

Implementation time 2019

Task 5.6. The presence on social networks

Measurable indicator Information on study programs and other activities of the higher education institution are publicly available on Facebook and Twitter

Responsible persons	Dean, A Vice Dean for Management
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Implementation time	Continuously
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4.6. QUALITY ASSURANCE SYSTEM

Quality Assurance System was implemented covering a large part of the Polytechnic Process. Moreover, relevant documents were issued and are put on disposition to all stakeholders in the system. It was built with the aim of creating mechanisms for one continuous improvement of educational, scientific and professional work as well as those of other professional services of the Polytechnic. In this regard, it is necessary to improve the organizational structure of the quality assurance system, to develop new ones and to improve the existing mechanisms and procedures for quality assurance as well as to integrate procedures and documentation according to ESG standards and requirements of ISO 9001.

Task 6.1. Implementation of internal evaluation procedures of the quality assurance system in accordance with the ESG standard

Measurable indicator	The documentation was produced and the procedure was conducted according to the Rulebook on Internal Audit
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Responsible persons	Dean, Professional Council, Internal Audit Committee
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Implementation time	Continuously, according to the Rulebook or extraordinary as needed
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Task 6.2. Implementation of internal evaluation procedures of ISO quality assurance systems

Measurable indicator	Prepared documentation and internal auditing process conducted, a report on the conducted internal audit was produced
Responsible persons	Dean, ISO Coordinator, Internal auditor
Implementation time	Continuously, according to the Internal Auditing Implementation Plan

Task 6.3. Implementation of external judgments of quality assurance systems according to the ESG standard

Measurable indicator	Prepared documentation and external audit data according to ASHE (Agency for Science and Higher Education) requirements
Responsible persons	Dean, Professional Council, Quality Committee
Implementation time	Continuously, according to the decision of ASHE

Task 6.4. Implementation of external judgments of quality assurance systems according to ISO norms

Measurable indicator	Documentation Prepared, an external audit conducted
Responsible persons	Dean, ISO coordinator
Implementation time	Continuously, according to the plan for the implementation of external audits

4.7. COLLABORATION WITH THE COMMUNITY AND THE ECONOMY AND THE CONCORDANCE WITH THE NEEDS OF THE COMMUNITY

The participation in the development of society is one of the key factors of the mission of the Polytechnic of Šibenik. The collaboration with the economy and the participation in the development of the local community are essential factors in the performance of this high educational socially responsible institution. By creating institutional networks and relationships and by actively incorporating into the social life of the community, the Polytechnic promotes social values and contributes to the overall socio-economic development of the local community through various projects; mentoring, workshops, volunteer work and actions.

Task 7.1. Encouraging institutional (contractual) interconnection of the Polytechnic and the subjects from the economic, public and civil sector in the local community with a view of improving the professional (practical) competences of students

Measurable indicator The number of stipulated contracts with different subjects from the economic, public and civil sector in the local community; the number of students included in the professional and semestral practice from the economic, public and civil sector in the local community

Responsible persons Dean, Heads of Departments, leaders of professional practice

Implementation time Continuously

Task 7.2. Establishing partnerships with the private, public and civil sector by supporting the transfer of knowledge

Measurable indicator Increased cooperation with economic operators in the public and private sector and with the entities in the civil sector through the realization of common interests and projects; negotiating specific models of cooperation and assistance

for entrepreneurs to stimulate entrepreneurial innovations through final thesis;

Responsible persons Dean, A Vice Dean for Academic affairs, a Vice Dean for Management

Implementation time Continuously

Task 7.3. The participation of Polytechnics in the preparation and implementation of projects in partnership with other subjects from the economic, public and civil sectors in areas of common interest

Measurable indicator The number and type of applied and approved projects in partnership with other entities from the economic, public and civil sector; a greater number of teachers and associates involved in economic projects in the local community

Responsible persons Dean, A Vice Dean for Academic affairs, a Vice Dean Management

Implementation time Continuously

Task 7.4. The participation of students and teachers in activities of humanitarian, volunteer, cultural, sporting and similar character in the local community through individual action and work of student organizations that will enable them the experiential learning

Measurable indicator The number of students participating in activities of humanitarian, volunteer, cultural, sporting and similar character in the local community that will enable them to experience the experiential learning; number of extracurricular projects led by polytechnic students offering volunteer engagement in the community

Responsible persons Dean, Heads of Departments

Implementation time Continuously

Task 7.5. The preparation and implementation of new lifelong learning programmes in accordance with the needs of the economy and the local community

Measurable indicator Increasing the number of adult education programmes and lifelong education for the needs of the economy and the local community

Responsible persons Dean

Implementation time Continuously

Task 7.6. Participation of graduated students of the Polytechnic (members of the Alumni VUŠ Association) in activities aimed at strengthening cooperation and promotion of the Polytechnic in the community

Measurable indicator The number of graduated students of Polytechnic, members of the Alumni VUŠ Association who participate in the activities of strengthening the cooperation and promotion of the Polytechnics in the community

Responsible persons Dean, Alumni Association, A Vice Dean for Management

Implementation time Continuously

Task 7.7. Intensified meetings with the Economic Council and the Educational Council in order to review study programs according to the needs of the labour market and job requirements for which students are educated

Measurable indicator Number of meetings during the year; making decisions about the need for harmonization of study programmes in accordance with the requirements of

	company for which the students are educated; number of revised Polytechnic's study programs
Responsible persons	Dean, A Vice Dean for Academic affairs, a Vice Dean for Management
Implementation time	Continuously

4.8. DEVELOPMENT OF INTERNATIONAL COLLABORATION AND INTERNATIONALISATION OF THE POLYTECHNIC

It is essential to stimulate the Polytechnic's international collaboration in the field of scientific research since it is a prerequisite for its better positioning, recognition and visibility in the European research and education projects.

Task 8.1. Stipulation of new bilateral agreements and realization of the existing ones

Measurable indicator	The number of realized contracts and stipulation of new contracts
Responsible persons	Dean, Erasmus + Mobility Committee, CEEPUS coordinator
Implementation time	January 31, annually

Task 8. Encouraging teachers to participate in EU research area

Measurable indicator	The number of contracted projects (Erasmus KA2 projects, Horizon 2020)
Responsible persons	Dean, Erasmus + Mobility Committee, CEEPUS coordinator
Implementation time	January 31, annually

Task 8.3. Increasing the number of outgoing and incoming mobility of teachers and students

Measurable indicator	The number of outgoing and incoming mobility of teachers and students
Responsible persons	Dean, Erasmus + Mobility Committee, CEEPUS coordinator
Implementation time	January 31, annually

Task 8.4. Providing English language tuition for incoming students

Measurable indicator	The number of subjects performed in English
Responsible persons	Professional Council, Dean, Heads of the Council of Departments, Teachers, Erasmus + Mobility Committee, CEEPUS coordinator
Implementation time	Continuously

Task 8.5. Participation in projects of joint studies, international scientific and professional conferences and summer schools in cooperation with foreign institutions

Measurable indicator	The number of realised joint studies, international scientific and professional
Responsible persons	Conferences and summer schools in cooperation with foreign institutions Professional Council, Dean, Heads of Departments, Erasmus + Mobility Committee, CEEPUS coordinator
Implementation time	Continuously

Task 8.6. The students' involvement in programmes of international mobility

Measurable indicator	Procedure according ERASMUS International Mobility Programme, Open International Mobility Contest, International Mobility Number
Responsible persons	Committee for international mobility, Professional Council
Implementation time	January 31, annually

4.9. STUDENTS AND STUDYING

The Polytechnic is consistently implementing predefined publically published regulations that cover all phases of study: enrolment, progress through study, recognition and certification.

The process of learning and teaching is student directed and plays an important role in encouraging motivation, self-reflection and student engagement in the learning process. This implies a careful design of study programmes and their performance as well as evaluation of outcomes. Polytechnic conducts continuous evaluation of students' activities, enabling a more objective evaluation, transparency of audits, better quantification and continuous monitoring of success and progress as well as feedback on the graduates' competences.

Mentors are appointed to students in the Polytechnic of Šibenik in order to facilitate their integration into its organizational structure, the requirements of the study programme and performance, information on the students' rights and obligations, the assistance in evaluating the study programme and access to individual subjects as well as the selection of optional courses at the Polytechnic.

Task 9.1. Defining the Entry criteria and enrolment quotas

Measurable indicator	The Decision on Entry Criteria and Enrolment Quotas was adopted
Responsible persons	A Vice Dean for Academic Affairs, Professional Council
Implementation time	April 1, annually

Task 9.2. Keeping students records

Measurable indicator	Annual Report of a Vice Dean for Academic Affairs Adopted
Responsible persons	A Head of Department for Student Affairs, ISVU Coordinator, A Vice Dean for Academic Affairs, Professional Council
Implementation time	November 1, annually

Task 9.3. Teacher education on students' learning and teaching methods

Measurable indicator	Evidence of professional education and teacher training
Responsible persons	Dean
Implementation time	Continuously

Task 9.4. Disclosure of criteria, rules and procedures of assessment and learning outcomes for each subject and its implementation

Measurable indicator	Curriculum implementation plan adopted with clearly defined learning outcomes, constructive alignment, defined criteria for student assessment
Responsible persons	Teachers, Heads of Departments, A Vice Dean for Academic Affairs, Professional Council
Implementation time	October 1, annually

Task 9.5. Development and implementation of student support systems and their monitoring during the study

Measurable indicator	Appointed Managers for Academic years, delivered records of the meetings held by the head of the study year with the students
Responsible persons	Dean, A Vice Dean for Academic Affairs, Managers for Academic years
Implementation time	Continuously

Task 9.6. Defining the criteria for rewarding students excellence every academic year

Measurable indicator	A Rulebook on Students' rewards adopted
Responsible persons	Dean, Professional Council, Student Reward Committee
Implementation time	2019

Task 9.7. Providing space and working conditions for student organizations

Measurable indicator	Arranging premises for student organizations
Responsible persons	Dean
Implementation time	Continuously

5. PERSONS AND BODIES RESPONSIBLE FOR THE DEVELOPMENT STRATEGY OF THE POLYTECHNIC OF ŠIBENIK IMPLEMENTATION

In order to achieve a successful implementation of Work programme and development strategy of the Polytechnic of Šibenik for the period 2017 to 2025, it is extremely important to define the managers of determinate activities, in other words; people or bodies who will have special assignments and authorities in strategy planning and implementation process:

- Administrative Council,
- Professional Council,
- Dean,
- Vice Deans,
- Heads of Departments,
- Permanent and temporary Committees formed by the Professional Council with the scope of resolving issues from its competence,
- The Commission for monitoring the implementation of the objectives of Work programme and development strategy of the Polytechnic of Šibenik,
- The representatives of Student's union and Alumni club,
- And other members.