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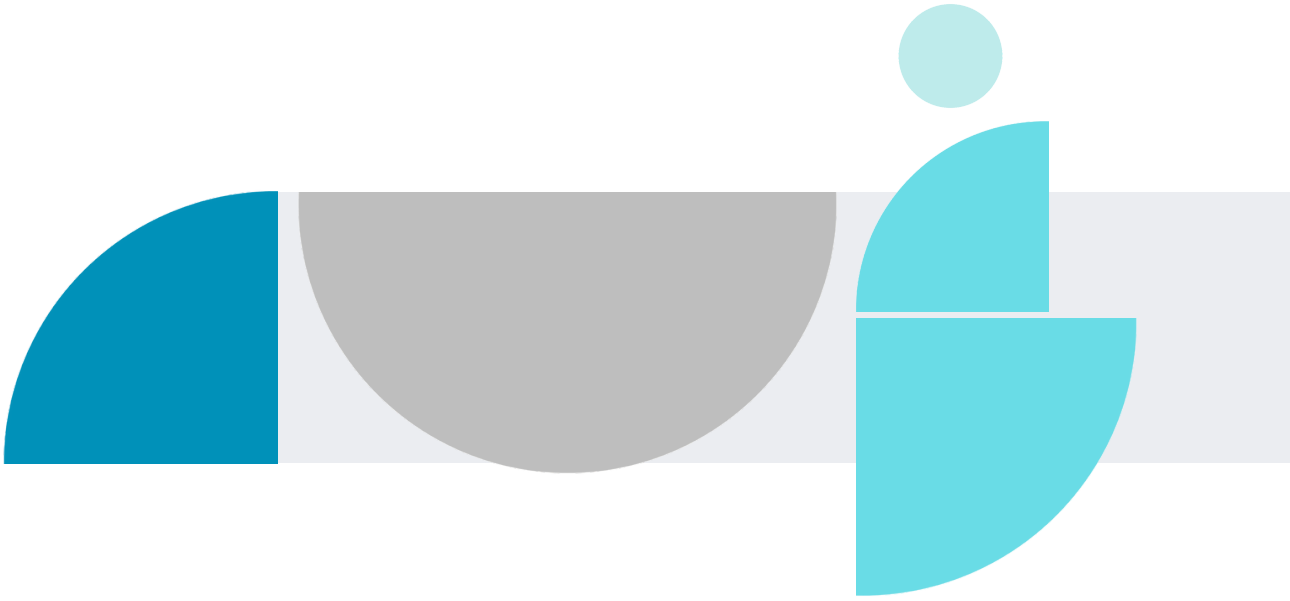
U ŠIBENIKU
Šibenik University of Applied Sciences

QUALITY ASSURANCE AND IMPROVEMENT STRATEGY FOR THE PERIOD 2025-2030



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1. INTRODUCTION

The Šibenik University of Applied Sciences (hereinafter: the University of Applied Sciences) was established by the Decree of the Government of the Republic of Croatia on 10 July 2006. (Official Gazette 76/06). The University of Applied Sciences is a public higher education institution that performs the activity of higher education (organises and carries out professional short-cycle studies, professional undergraduate studies and professional graduate studies, professional development programmes for the purposes of lifelong learning), scientific, professional, and publishing activities.

As a public higher education institution, the University of Applied Sciences is committed to systematic quality assurance and improvement in accordance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). In the conditions of dynamic changes at the national and international level, quality is a fundamental prerequisite for achieving academic excellence, student and employee satisfaction, as well as strengthening the trust of all stakeholders in the institution's activities.

1.1. PURPOSE AND OBJECTIVES OF THE STRATEGY

The Strategy for Quality Assurance and Improvement of the Šibenik University of Applied Sciences was developed with the aim of establishing a clear and systematic framework for ensuring and continuous improvement of quality in all areas of activity – teaching, scientific, professional and administrative. The purpose of the Strategy is to raise the level of quality of educational and professional processes, strengthen the culture of quality within the institution, ensure transparent and accountable management, and create a supportive environment that supports academic excellence, personal development and social responsibility. The main objectives of the Strategy are aimed at:

- continuous improvement of the learning, teaching and assessment process,
- improving support to students and encouraging their active participation in all segments of work,
- encouraging the development and professional progress of teaching and non-teaching staff,
- ensuring the relevance and connection of study programmes with the needs of the labour market,
- strengthening international recognition through cooperation and networking.

The quality assurance and improvement system is based on the principles of the Deming Circle (Plan – Do – Check – Act), which ensures continuous improvement of all aspects of the work of the University of Applied Sciences and the active involvement of internal and external stakeholders in the development process.

Based on these objectives, clear strategic guidelines have been formulated, accompanied by measurable performance indicators. Such an approach enables systematic monitoring of progress, objective assessment of achieved results and encouraging continuous improvement. The strategic guidelines are aimed at raising the quality of educational processes, strengthening the connection with the labor market and community development, and encouraging lifelong learning.

The Strategy for Quality Assurance and Improvement of the Šibenik University of Applied Sciences provides a framework for long-term and systematic improvement of the quality of the institution's work, ensures transparency of all processes and is based on the active participation of all relevant stakeholders.

1.2. ORGANISATION OF THE QUALITY ASSURANCE SYSTEM

The University of Applied Sciences has a formally established quality assurance system in accordance with the applicable regulations based on the basic documentation of the system. The structure of the quality assurance system includes:

- Committee for Quality Assurance of the Šibenik University of Applied Sciences,
- Committee for Internal Assessment of the Quality Assurance System of the Šibenik University of Applied Sciences,
- Quality Office
- Student Survey Committee.

These bodies operate in an integrated manner and share responsibility for ensuring and improving quality in all areas of the University of Applied Sciences.

The aim of the internal quality assurance and improvement system is to build and constantly develop an institutional mechanism that enables continuous improvement of all aspects of the scientific, teaching, professional and administrative work of the University of Applied Sciences, in order to promote high standards of academic and professional development.
Quality management at the University of Applied Sciences is based on continuous monitoring and analysis of changes in the environment in order to adapt strategic goals and procedures in achieving the mission and vision of the University of Applied Sciences following the Deming circle scheme. In accordance with this, the University of Applied Sciences continuously improves the quality of study programmes in accordance with the requirements of the labour market and indicators obtained on the basis of the satisfaction survey of programme users. Furthermore, the University of Applied Sciences provides all the essential resources for the uninterrupted maintenance of the teaching process, ensures an effective organization with the improvement of human capacities that guarantee high quality of programme implementation, takes care of the standard of students and provides support to students, a system for communication and informing the public. An important segment of the management of the University of Applied Sciences is providing support to teaching staff in scientific and research work, as well as the systematic development of domestic and international cooperation.

1.3. MISSION AND VISION, QUALITY POLICY

Mission

Through quality study programmes and scientific and professional work at the highest level of quality and excellence, we educate independent, reliable and socially responsible bearers of the future development of the local, national and international community. The Šibenik University of Applied Sciences should become the central place 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.

Vision

The Šibenik University of Applied Sciences will be integrated with other higher education institutions in the country and the international environment, and a reliable partner to the economy and students. The University of Applied Sciences will apply internationally recognized norms and standards for its activities and will continuously improve in terms of study programmes, projects and personnel.

Modern higher education requires students to develop critical thinking, innovation, creativity, and the ability to effectively solve problems and make independent decisions. Special emphasis is placed on the acquisition of communication and collaboration skills, encouraging work in smaller groups and the use of modern technologies in learning and teaching. At the same time, the educational process shapes stakeholders who are conscious, active and socially responsible, trained to respond to the challenges of a globalized world. The strategy of ensuring and improving the quality of the University of Applied Sciences is thus focused on creating an academic environment that encourages excellence, personal development and social responsibility of all participants in the educational process.

Quality policy

The Quality Policy is of crucial importance for the realization of the mission and vision, and the basis for the realization of the quality policy at the University of Applied Sciences is the Development Strategy of the Šibenik University of Applied Sciences for the period 2025 – 2030.
The Šibenik University of Applied Sciences has established a Quality Policy by which it is committed to:

1. Establishing, maintaining and continuously improving the quality management system in accordance with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), the requirement of the international standard ISO 9001:2015, the Bologna Principles of Higher Education, legal provisions and requirements relating to scientific activity and higher education in the Republic of Croatia;
2. Monitoring and acceptance of guidelines in the international and national area of higher education, scientific and professional work and lifelong learning;

3. Continuous development of the culture of quality in such a way that all activities carried out in the performance of the activities of the University of Applied Sciences should be in the function of continuous examination and strengthening the satisfaction of all stakeholders (students, employees, economic and social community);
4. Continuous modernization of study programmes in accordance with the needs of the economy and with the aim of improving and improving the established processes;
5. Establishing two-way communication with economic entities in order to permanently harmonise the competencies and expected learning outcomes of students in order to improve their employability and include renowned experts from practice in order to valorise the profession and raise the attractiveness of the study;
6. Ensuring quality teaching and professional-administrative staff and developing employee competencies through continuous training as well as ensuring quality working conditions that motivate strong individual and team contribution in order to meet the goals and achieve the vision of the University of Applied Sciences;
7. Ensuring transparency of work and encouraging ethics, independence and impartiality in work by adopting and applying normative acts and documents of the quality management system;
8. Implementation of responsible financial operations aimed at the development of the University of Applied Sciences through the improvement of the standards of study, professional and scientific work, student standards and working conditions of employees;
9. Networking with other higher education institutions in Croatia and the European Higher Education Area and in the international environment by encouraging the mobility of students and teachers and launching joint professional and scientific projects.

1.4. SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• attractiveness of studies and expressed interest of students for enrolment in the studies of the University of Applied Sciences • increased communication and cooperation with the economy and the local community • expertise of teaching and scientific research staff • publishing 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 • permanent permits for seven study programmes • professional undergraduate study of Nursing • professional undergraduate study of Computer Science • satisfactory coverage of the implementation of study programmes by our own teaching staff • favorable ratio of teachers to students at the University of Applied Sciences • continuous conduct of surveys on student satisfaction with the quality of teaching • active role of students in the processes at the University of Applied Sciences • regulated procedure for rewarding excellence and scholarships for students • regulated procedure for encouraging and rewarding the excellence of teachers and associates • recognizability of the University of Applied Sciences through the organization of international scientific and professional conferences • implementation of lifelong learning programmes • inclusiveness of studying: adapted space for people with disabilities, student peer assistance, inclusion officer • modern equipment and infrastructure (new lecture halls, IT laboratory, modern library with learning space, new workspaces for all Dean's Office services, new town hall, nursing skills cabinets, emergency procedures skills cabinet) • implementation of the project "Digitization of the Šibenik University of Applied Sciences" (Quilt CMS solution that represents a dynamic web with built-in e-learning, Intranet (for employees and students) • online enrolment in study programmes through the application • built and equipped Student Dormitory Palacin with accommodation capacity of 332 beds • joint services established: Centre for Career Development and Student Support, Office for International Cooperation	• lower employee activity at international level (outbound mobility) • low outgoing student mobility • a small number of lifelong learning programmes • burden of some teachers with additional teaching obligations and lack of time for scientific and professional work • uneven participation in projects by study programmes • dependence on budgetary funding

OPPORTUNITIES	THREATS
• growth of positive perception and support of the local community towards the University of Applied Sciences • promotion of the institution and study programmes and implementation of marketing activities • position and development of the city of Šibenik • international Projects • international professional and scientific cooperation • Increasing the mobility of teachers and students • the possibility of using EU structural funds to increase existing capacities • increasing networking with scientific and higher education institutions in Europe • interest of a large number of entrepreneurs in cooperation with the University of Applied Sciences • opening of new study programmes based on labour market analysis • continuous revision of the curriculum and learning outcomes • Increase in the number of own editions of textbooks • the possibility of acquiring one's own income by carrying out several adult training programmes (lifelong learning)	• administrative procedures that prevent the rapid harmonization of study programmes with the needs of the economy • reduction of funds for science and education due to austerity measures • demographic trends with projections of a smaller part of the student population in a ten-year period • economic crisis • reduced budget funding by the founders • decrease in interest in professional studies due to the lack of recognition of acquired competencies in the labor 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 studies • impact of climate change

1.5. QUALITY ASSURANCE AREAS

The Strategy for Quality Assurance and Improvement of the University of Applied Sciences was developed in order to define goals and activities for ensuring and improving the quality of higher education based on the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

The areas of internal quality assurance and improvement of the University of Applied Sciences are:

1. Quality Assurance Policy
2. Programming and Approval
3. Student-Centered Learning, Teaching, and Assessment
4. Student Enrolment and Promotion, Recognition and Certification
5. Teaching Staff
6. Learning & Teaching Resources & Student Support
7. Information Management
8. Informing the Public
9. Continuous Monitoring and Periodic Review of the Program
10. Periodic External Quality Assurance.

1. Quality Assurance Policy				
Target	**Activity**	**Result/Indicator**	**Activity Holder**	**Implementation time**
Objective 1.1. Implementation of Quality Policy in Strategic Management	Develop, adopt and continuously update strategic documents, harmonise them with legal requirements and publish relevant information in a timely manner	Existence and availability of current strategic documents Number of adopted and updated acts in accordance with the legal framework	Dean, Secretary, Vice-Deans, Council of the University of Applied Sciences	Continuous
	Monitoring the implementation and success of the work and development of the University of Applied Sciences	Report on the Implementation of the Action Plan of the Strategic Objectives Defined in the Work and Development Programme	Dean	Yearly
	Monitoring the implementation of the Plan of Quality Assurance and Improvement Activities	Report on the Implementation of the Plan of Quality Assurance and Improvement Activities	Quality Assurance Committee, Quality Office	Yearly
Objective 1.2. Improving the system of quality and transparency of work in all parts of the mission of the University of Applied Sciences	Involving internal and external stakeholders in the quality assurance and improvement system	Committee for Quality Assurance, Committee for Internal Audit of Quality Assurance System	Dean, Council of the University of Applied Sciences	Upon expiry of the mandate of the members of the committees
	Regular updating and transparent publication of quality assurance system documentation	Updated quality system documents	Quality Assurance Committee, Quality Office	Continuous

Objective 1.3. Encouraging the continuous development of a culture of quality	Organising meetings on the topics of quality and system improvement through the exchange of good practices among all employees	Number of meetings, Number of participants	Quality Assurance Committee, Quality Office	Continuous
	Promoting transparent communication and sharing examples of good practice within the University of Applied Sciences	Number of reports published on the intranet, Feedback	Quality Assurance Committee, Quality Office	Continuous
Objective 1.4. Promoting ethics and protection against discrimination	Strengthening the mechanism for preventing unethical behaviour.	Code of Ethics Rules of Procedure of the Ethics Committee, Education on the prevention of unethical behaviour	Ethics Committee, Vice-Deans, Secretary, Dean, Council of the University of Applied Sciences	Continuous
	Strengthening the mechanism for preventing all types of intolerance and discrimination	Protocol on the Treatment of Cases of Discrimination and Harassment, Ratio of received and resolved discrimination cases	Ethics Committee, Vice-Deans, Secretary, Dean, Council of the University of Applied Sciences	Continuous

2. Programming and approval				
2.1. Implementation of formal and transparent procedures for the development of new study programmes	Draft a new Regulations on the Evaluation Procedure and Development of New Programmes	Regulations on the Evaluation Procedure and Development of New Programmes	Dean, Secretary, Vice-Dean for Business, Council of the University of Applied Sciences	Continuous
	Ensure compliance with the qualification standards inscribed in the Croatian Qualifications Framework (CROQF).	Number of study programmes aligned with the Croatian Qualifications Framework	Teachers, Heads of Departments, Vice-Dean for Education, Dean, Council of the University of Applied Sciences	Continuous
	To ensure the harmonisation of study programmes with related programmes in the Republic of Croatia and the EU	Comparability analysis	Teachers, Heads of Departments, Vice-Dean for Education, Dean, Council of the University of Applied Sciences	Continuous
	During the initial accreditation of new programmes, the entry of qualification standards into the Register of the Croatian Qualifications Framework is ensured	Number of qualification standards entered in the Register of the Croatian Qualifications Framework	Teachers, Heads of Departments, Vice-Dean for Education, Dean, Council of the University of Applied Sciences	Continuous
2.2. Ensure the alignment of study programmes with the needs of the labour market	During the initial accreditation of new programmes, ask for an opinion on the compatibility of studies with the labour market	Opinion of the Croatian Employment Service	Heads of Departments, Vice-Dean for Education, Dean	Continuous

2.3. Improving professional practice and cooperation with employers	Continuously conclude contracts and maintain cooperation with employers for the organization of professional practice	Number of contracts concluded with employers	Center for Career Development and Student Support	Continuous
	Develop a web application	Web application	Center for Career Development and Student Support, Vice-Dean for Business	Year 2028
2.4. Implementation of lifelong learning programmes and micro-credentials adapted to the needs of the labour market	Provision of formal procedures for the development of new programmes	Regulations on the Organisation and Implementation of Adult Education Programmes and Professional Development Programmes	Dean, Secretary, Vice-Dean for Business, Council of the University of Applied Sciences	Continuous
	Establishment of the Lifelong Learning Centre	Centre for Lifelong Learning	Dean	Year 2028
	Developing new lifelong learning programmes in cooperation with internal and external stakeholders	Number of programmes developed and executed	Dean, Vice-Deans, Council of the University of Applied Sciences, Office for Quality	Continuous
	Organizing education, summer schools, workshops and international educational programmes	Number of organized workshops, summer schools, BIP, etc.	Dean, Vice-Deans, Council of the University of Applied Sciences, Office for Quality	Continuous
		Number of participants in organized programmes and workshops	Quality Office	Yearly

3. Student-centred learning, teaching, and assessment				
3.1. Encouraging students to active learning through a variety of teaching methods	Improving the quality of studying by using modern information and communication technologies and interactive teaching methods.	Number of courses with innovative methods involved	Teachers, Heads of Departments, Vice-Dean for Education, Council of the University of Applied Sciences	Yearly
	Encouraging various teaching methods such as guest lectures, field teaching, mentoring, etc.	Report on Guest Lectures and Field Teaching	Teachers, Heads of Department	Semester
	Encourage project-based and problem-based learning, mentoring, etc.	Number of students involved in project and professional activities	Teachers, Heads of Departments, Vice-Dean for Education, Council of the University of Applied Sciences	Continuous
3.2. Strengthening consistent and fair evaluation procedures with clearly published criteria and ensuring the right to appeal for all students.	Existence of a valid Regulations on Assessment and Evaluation	Regulations on the Evaluation and Evaluation of Students' Work	Secretary, Dean, Council of the University of Applied Sciences	Continuous
	Ensure transparent publication of evaluation criteria and processes	Published Evaluation Criteria in Implementation Plans and E-Learning Pages of All Courses	Teachers	Continuous
	Conducting a formal appeal procedure for students	Number of student complaints received and resolved	Dean, Heads of Departments, Teachers	Continuous

3.3. Ensure the systematic involvement of students in the evaluation of teaching and teachers	Conducting student surveys	Results of student surveys	Office for Quality, Committee for Quality Assurance	Yearly
3.4. Increasing the availability and use of digital tools and e-learning	Developing and maintaining an e-learning platform and digital teaching materials	Number of digital teaching materials available	Teachers, Committee for Publishing	Continuous
4. Student Enrolment and Promotion, Recognition and Certification				
4.1. Ensure transparent, accessible, and consistent enrolment procedures for all studies	Adoption of annual decisions on enrolment criteria and enrolment quotas, publication of criteria and competitions on the website of the University of Applied Sciences and national portals (postani-student.hr, studij.hr)	Decision on Enrolment Quotas and Enrolment Criteria, Enrolment Competition	Vice-Dean for Education, Dean, Council of the University of Applied Sciences	Yearly
	Implementation of the procedure for the recognition of prior learning	Number of students enrolled through transitions	Vice-Dean for Education, Commission for the Recognition and Evaluation of Prior Learning	Yearly
	Encouraging promotional activities	Open Day, Visits to Secondary Schools, Brochures and Guide for Students	Center for Career Development and Student Support, Marketing Committee, Office for Quality	Yearly
	Encouraging enrolment in STEM studies	Share of full-time students in STEM fields in relation to the total number of full-time students	Center for Career Development and Student Support, Marketing Committee, Office for Quality	Yearly

4.2. Increasing the regularity and completion of studies	Conducting a regular analysis of study performance	Analysis of study success, the proportion of students who enrolled in a higher year in relation to the total number of students	Quality Office	Yearly
	Strengthening student support measures aimed at increasing completion	Number of measures taken to support students - Number of pre-courses held; the number of participants of free preparations for the state graduation; Number of scholarships awarded	Vice-Dean for Education, Dean, Center for Career Development and Student Support	Yearly
	Improvement of professional practice	Number of students who have earned at least 5 ECTS credits on professional practice, Feedback reports	Teachers, Quality Office, Center for Career Development and Student Support	Yearly
4.3. Ensure compliance of the procedures for issuing, taking evidence and awarding diplomas with the applicable legal and institutional regulations	Develop and adopt the Regulations on the content and form of certificates, diplomas, certificates, and the form of supplementary documents on study	Regulations on the Content and Form of Certificates, Diplomas, Certificates, and the Form of Supplementary Documents on Studies	Secretary, Dean, Council of the University of Applied Sciences	Continuous
5. Teaching staff				
5.1. Improve transparency and fairness in teacher recruitment and promotion procedures	Develop and adopt clear rules and consistent conduct of tender procedures	Public announcement of updated regulations; the number of competitions conducted; the number of persons involved in the proceedings; Reports of the Commission	Committee, Human Resources and General Affairs Service, Secretary, Dean	Continuous

5.2. Strengthening scientific activity and encouraging teaching staff to continuous scientific research	Encouraging teachers to publish scientific and professional papers in relevant journals, conferences, and proceedings	Number of published scientific and professional papers per year per teacher; total number of papers at the level of the University of Applied Sciences	Teachers, Office for Quality	Continuous, annual reporting
	Encouraging the writing and publication of scientific and professional books and teaching manuals	Number of published books and manuals	Teachers, Committee for Publishing, Office for Quality	Continuous, annual reporting
	To provide support in completing doctoral studies and acquiring higher teaching titles	Number of completed doctorates; The number of people promoted to higher levels	Teachers, Human Resources and General Affairs Office, Dean, Vice-Dean for Business	Continuous
	Encouraging the excellence of teaching staff through a system of evaluation and reward	Regulations on Awards, Number of Awards Awarded Annually	Dean, Vice-Dean for Scientific and Professional Work and International Cooperation	Yearly

5.3. Increasing international cooperation between educators	Encouraging teachers to participate in international mobility programmes (e.g. Erasmus+, CEEPUS)	Number of teachers involved in international exchanges per year	CEEPUS Coordinator, Erasmus Coordinator, International Relations Office, Teachers, Vice-Dean for Scientific and Professional Work and International Cooperation	Continuous, annual reporting
	Strengthening the involvement of teaching staff in international scientific and professional projects	Number of teachers involved in international projects; Number of international project applications submitted and approved	CEEPUS Coordinator, Erasmus Coordinator, International Relations Office, Teachers, Vice-Dean for Scientific and Professional Work and International Cooperation	Continuous, annual reporting
	Development of institutional partnerships with foreign higher education institutions to expand mobility and cooperation opportunities	Number of bilateral agreements signed	Vice-Dean for Scientific and Professional Work and International Cooperation, Office for International Cooperation	Continuous
5.4. Ensure effective monitoring of teaching load and compliance with prescribed standards	Monitor the achievement of the teaching standard in accordance with the legal provisions and the Collective Agreement	The share of the norm of employed teachers and associates per study in the total norm of study; annual decisions on actual burden-sharing	Heads of Departments, Vice-Dean for Education	Annually when entrusting teaching
5.5. Systematically improve teaching competencies and professional development of teaching staff	Adoption of the Annual Plan for the Professional Development of Teachers	Existence and implementation of an employee education plan;	Department for Human Resources and General Affairs, Office for Quality	Yearly
	Organizing workshops, seminars, and trainings for teachers	Number of workshops /trainings held; The number of teachers who participated in education and training.	Department for Human Resources and General Affairs, Office for Quality	Continuous

6. Learning Resources and Student Support				
6.1. Improving the student support system	Develop regulations on special conditions of study	Adopted Regulations on Special Conditions of Study	Secretary, Vice-Dean for Education, Dean, Council of the University of Applied Sciences	Year 2026
	Strengthening the mentoring system by appointing a head of academic years and mentors	Number of appointed mentors and leaders	Vice-Dean for Education, Dean	Yearly
	Encouraging students to participate in demonstrations and buddy programmes	Number of students enrolled in the buddy programme and demonstrations	Teachers, Vice-Dean for Education, Center for Career Development and Student Support	Continuous
	Conducting activities and workshops for mental health, academic progress, and career development	Number of workshops and activities carried out	Center for Career Development and Student Support	Continuous
6.2. Improvement and maintenance of library and information resources to support learning and research	Systematically improve the library fund and ensure the availability of teaching and compulsory literature, including titles in English, in accordance with the needs of study programmes	Ratio of copies of compulsory literature to the number of students Results of student surveys on satisfaction with library services	Library, Teachers	Continuous
	Upgrading the library catalogue, digitizing materials, and providing access to national and international databases	Availability and up-to-datedness of the online catalogue Number of available databases	Library, Teachers	Continuous

6.3. Ensuring modern physical and technical infrastructure for quality learning and social inclusion of students	Regularly modernize teaching and IT equipment and ensure reliable functioning of network and information systems	Number of new or refurbished units of equipment per year	Vice-Dean for Business, Dean, IT Support Service	Continuous
	Improve learning spaces and student life (classrooms, reading rooms, student dormitory, and restaurant) and implement infrastructural modernization	Number of functionally equipped premises; Number of modernized spaces	Vice-Dean for Business, Dean	Continuous
6.4. Improving digital competences and the availability of modern forms of learning	Ensure the availability of teaching content through the e-learning system; continuously adapt digital materials to the needs of vulnerable and underrepresented groups;	Availability of online teaching materials; the number of adapted contents for vulnerable and underrepresented groups; evaluation of student satisfaction	Teachers, IT Support Service	Continuous
6.5. Increasing international student cooperation	Encouraging students to participate in international mobility programmes (e.g. Erasmus+, CEEPUS)	Number of students involved in international exchanges per year	CEEPUS Coordinator, Erasmus Coordinator, International Relations Office, Teachers, Vice-Dean for Scientific and Professional Work and International Cooperation	Continuous, annual reporting

7. Information management				
7.1. Improvement of the information, communication, and administrative system of the University of Applied Sciences in order to ensure reliable collection, processing, and use of data	Maintain and regularly update data in information systems and databases	Up-to-date data	Services, Teachers, IT Support Service, Vice-Dean for Business	Continuous
	Implement the digitalization of business	Number of digitized business processes	IT Support Service, Vice-Dean for Business	Continuous
7.2. Increasing the efficiency of strategic and operational decision-making through systematic data collection, analysis, and use	Systematically collect data on students, teachers and alumni through surveys, databases, and administrative records	Number of surveys conducted	Quality Office	Continuous
	Analyse data on student passing rate, performance, satisfaction, and employability, and prepare regular reports	Number of analytical reports produced per year	Quality Office	Continuous
	Use digital tools and databases to process data faster and increase decision-making efficiency	Number of digital tools	Quality Office	Continuous

8. Informing the public				
8.1. Providing timely, complete, and transparent information on the activities of the University of Applied Sciences and study programmes and conditions of study	Harmonize internal acts with legal provisions, regularly publish on the website, and keep a publicly available archive of quality system documentation	Number of documents updated and published	Quality Assurance Committee, Quality Office, University Council	Continuous
	Publish current performance plans, learning outcomes, timetables, exam periods, enrolment criteria, and enrolment quotas	Availability of current implementation plans and enrolment criteria	Heads of Departments, Vice-Dean for Education	Annually – before the beginning of each academic year.
	Regularly update and publicly publish the Student Guide and the Erasmus Information Package	Availability of student guides and the Erasmus Information Pack	Office for Quality, Office for International Cooperation	Annually – before the beginning of each academic year.
8.2. Strengthening the visibility and recognisability of the University of Applied Sciences through transparent public information and proactive promotional and communication activities	To regularly inform the public and stakeholders about the results of scientific, professional and project activities	Number of publicly disclosed project results	Office for Quality, Office for International Cooperation	Continuous
	Publish lists of partner institutions	Availability and up-to-date information on partner institutions	International Relations Office	Continuous
	Provide up-to-date information on professional and international student mobility opportunities.	Availability and up-to-date mobility information on the website	International Relations Office	Continuous

9. Continuous monitoring and periodic review of the programme				
9.1. Directing the revision of study programmes according to the needs of the labour market	Analyse the data and recommendations of the Croatian Employment Service and use market analyses when making decisions on enrolment quotas	Decision on enrolment quotas	Quality Assurance Committee, Quality Office, University Council	Yearly
	Revise study programmes	Records of programme amendments in Form PK-SP-1	Study Programme Review Committees, Teachers, Department Council, University Council	Yearly
	To encourage teachers to innovate and modernize content through the development of new courses and the introduction of modern teaching methods.	Number of updated courses	Teachers, Department Council, University of Applied Sciences Council	Yearly
9.2. Inclusion of feedback from all relevant stakeholders in the process of continuous improvement and revision of study programmes	Systematically conduct and analyse student surveys on the quality of teaching and workload, graduate student surveys, and collect feedback from employers and alumni	Adopted analyses and feedback reports	Quality Assurance Committee, Quality Office	Continuous
	Actively involve student representatives and external stakeholders in the work of committees for the development and revision of programmes	Number and share of stakeholder recommendations implemented in changes to study programmes	Study Programme Audit Committees	Yearly

10. Periodic external quality assurance				
10.1. Strengthening the credibility and transparency of the quality assurance system through regular monitoring, evaluation, and reporting in accordance with ESG standards	Conducting regular internal and external audits of the quality management system	Number of successfully conducted audits per year	Quality Assurance Committee, Quality Office	internal audits twice a year; Outdoor once a year
	Preparation and public publication of the annual plan of activities for quality improvement and reports on its implementation	Activity plan and implementation report published on the website	Quality Assurance Committee, Quality Office	Yearly
10.2. Ensure the systematic preparation and effective implementation of external evaluation procedures and the implementation of recommendations	Prepare documentation for external evaluation procedures	Timely preparation and delivery of documentation; successfully implemented all planned activities related to the evaluation process.	Quality Assurance Committee, Quality Office	According to the plan by the Agency for Science and Higher Education (AZVO)
	Analyse the Report of the External Evaluation Committee and implement recommendations	Adopted plan for the implementation of recommendations; report on the implementation of recommendations	Quality Assurance Committee, Quality Office	According to the plan by the Agency for Science and Higher Education (AZVO)