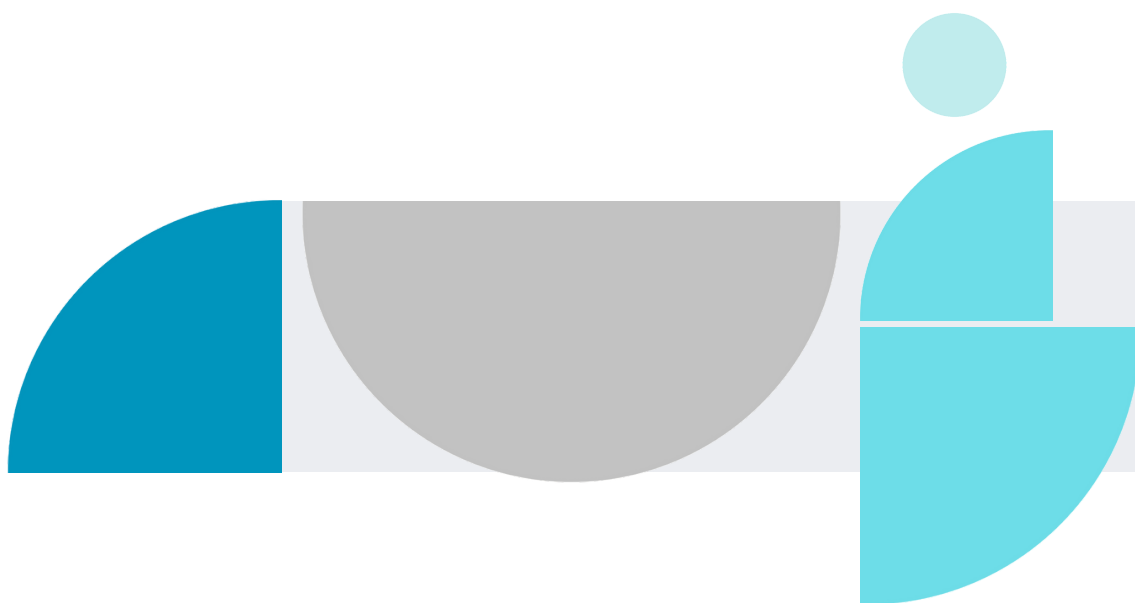




**VELEUČILIŠTE
U ŠIBENIKU**
Šibenik University of Applied Sciences

DEVELOPMENT STRATEGY FOR ŠIBENIK UNIVERSITY OF APPLIED SCIENCES (2025-2030)

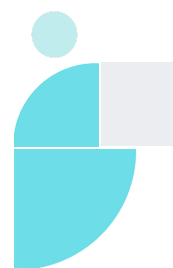




Development strategy for Šibenik University of Applied Sciences from 2025 to 2030 was prepared by the Commission for the development strategy of the same University for that period, consisting of:

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9. Marika Support – Student Representative

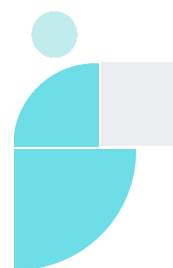
The Council of Šibenik University of Applied Sciences, at its 26th session held on September 10, adopted the Draft Development Strategy for Šibenik University of Applied Sciences for the period 2025–2030 (CLASS: 007-02/25-05/08, REG. NO.: 103-05-25-05), and the Governing Council of Šibenik University of Applied Sciences, at its 5th session held on September 15, 2025, adopted the Development Strategy for Šibenik University of Applied Sciences (2025–2030) (CLASS: 007-02/25-03/05, REG. NO.: 103-06-25-04).





CONTENT

1. INTRODUCTION.....	1
2. STATE ANALYSIS.....	3
2.1. Historical Development.....	3
2.2. Internal structure.....	6
2.3. Study programs and students.....	8
2.4. Teaching facilities and infrastructure.....	11
2.5. Scientific and Professional Activities.....	14
2.6. International Cooperation.....	22
3. MISSION AND VISION OF ŠIBENIK UNIVERSITY OF APPLIED SCIENCES...	23
4. SWOT ANALYSIS OF ŠIBENIK UNIVERSITY OF APPLIED SCIENCES.....	24
5. STRATEGIC GOALS FOR THE DEVELOPMENT OF ŠIBENIK UNIVERSITY OF APPLIED SCIENCES.....	26





1. INTRODUCTION

Over the past twenty years, Šibenik University of Applied Sciences has established itself as a well-respected higher education institution that actively promotes the growth of local, national, and international communities. As the main higher education institution in Šibenik-Knin County, it bears a special responsibility to develop the professional and social skills needed for the advancement of the modern economy, public administration, and knowledge society. In this context, higher education is no longer just about transferring knowledge but also serves as an essential tool for innovation, sustainable development, and international collaboration.

The 2025-2030 period presents new challenges but also opportunities to improve study programs, scientific research activities, and the social role of the University of Applied Sciences. Global trends—such as digital transformation, climate change, wars and crises, demographic shifts, and changes in the labor market—necessitate proactive and flexible planning and execution of academic and research efforts. Simultaneously, growing connections with the European educational and research area open doors for internationalization, student and teacher mobility, and participation in international projects.

The role of Šibenik University of Applied Sciences in supporting the local community is especially clear in the City of Šibenik and Šibenik-Knin county, where higher education staff form the foundation of the local economy's competitiveness, particularly in tourism, technology, and entrepreneurship, as well as in developing modern public administration. Development strategy for Šibenik University of Applied Sciences (2025-2030) is therefore focused on further strengthening the connection with the economy and the community, emphasizing the development of practical knowledge and skills that meet labor market and community needs.

Šibenik University of Applied Sciences aims to educate independent and socially responsible experts who contribute to the growth of the local, national, and international community. At the same time, it seeks to be integrated into the domestic and international academic environments, serve as a reliable partner to students and the economy, and continuously improve the quality of study programs, projects, and staff in line with international standards.

Development strategy for Šibenik University of Applied Sciences (2025-2030) is built around four strategic objectives.



The first aims to enhance scientific excellence by improving the quality and relevance of professional and scientific papers, especially those focused on applied research, participation in national and European projects with research and innovation components, and increasing the international visibility of the university's professional and scientific work. The second objective emphasizes strengthening collaboration with the economy, developing national and regional identity and culture, connecting academic research with business practices, and promoting cultural values. The third goal concentrates on increasing the relevance, quality, and efficiency of studies by adapting programs to enrollment trends and labor market needs, including boosting the international attractiveness of the university. The final objective is to promote social responsibility by actively engaging the university in addressing societal challenges, including topics of national interest, and improving overall institutional efficiency.

Building on these foundations, Šibenik University of Applied Sciences begins a new strategic phase with a clear vision, defined goals, and a strong commitment to remain a key source of knowledge, innovation, and development within the local, national, and international community.



2. STATE ANALYSIS

Šibenik University of Applied Sciences is a public higher education institution established to provide higher education, scientific research, and professional activities. The University of Applied Sciences is a public entity founded by the Republic of Croatia, with the rights and responsibilities of the founder carried out by the ministry responsible for higher education. The activities of the University of Applied Sciences include:

- higher education (setting and conducting professional short courses, undergraduate, and graduate studies, as well as organizing and implementing professional development programs for lifelong learning)
- scientific activity (experimental or theoretical work, industrial research, and experimental development)
- professional activities (skill development, translation, expertise, consulting, providing consulting services, organizing seminars and meetings, participating in national and international projects, development and analysis, market research, and testing public responses).
- publishing activities.

In its activities, the University of Applied Sciences promotes collaboration and engages in joint research programs with scientific organizations, other institutions, and companies in the local community, the Republic of Croatia, and internationally. The University also fosters partnerships with other higher education institutions and relevant organizations both locally and abroad.

2. 1. HISTORICAL DEVELOPMENT

By the decree of the Government of the Republic of Croatia, Šibenik University of Applied Sciences was established on July 6, 2006. At that time, three departments were formed at the University: Management Department, Transport Department, and Administrative Department. Since several professional programs in the Šibenik-Knin county area operated as independent or dislocated programs of other higher education institutions, there was a need to merge them into a single higher education institution. The "College for Tourism Management in Šibenik," which was established as an independent higher education institution in Šibenik, held a permanent permit and offered professional undergraduate studies in Tourism Management and Information Management based on undergraduate curricula, along with a professional undergraduate program in Management with tourism and IT management aligned with the Bologna process.

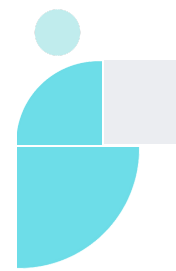


This institution is connected to the University of Applied Sciences as its legal successor. When the College for Tourism Management in Šibenik was annexed, the University of Applied Sciences took over all its operations, including staff, equipment, archives, funds, facilities, financial resources, and the rights and obligations of the College. Programs that were active or seeking approval from the University of Applied Sciences continued to be offered within the Department of Management. Students enrolled at the College for Tourism Management in Šibenik on the day of annexation became students of the University of Applied Sciences, inheriting all rights and obligations according to law and the university's statutes.

From 2003 to 2006, the University Study Centre for Professional Studies at the University of Split offered a two-year professional undergraduate program in Administrative and legal studies in Vodice as a dislocated program. When the University of Applied Sciences was established, this program was discontinued. In accordance with the Government Regulation and the Temporary Permit from the Ministry of Science, Education, and Youth, the professional undergraduate study of Administrative Studies was launched within the Administrative Department of the University of Applied Sciences for a three-year period, with classes held in Vodice. The program was conducted in collaboration with the Faculty of Law at the University of Split.

The Faculty of Transport and Traffic Sciences at the University of Zagreb carried out a dislocated professional study in Šibenik. After the establishment of the professional undergraduate program Traffic at the University, the Faculty ceased conducting its studies.

The Ministry of Science, Education and Youth, upon the proposal of the National Council for Higher Education, issued a conditional permit to Šibenik University of Applied Sciences in 2006 to start these studies. The University of Applied Sciences met all the requirements and standards, except for the necessary number of teaching staff with the appropriate scientific and professional qualifications. It was set as a condition that within five years, the university evenly hire teachers to reach the required number. Accordingly, as part of its development policy, the university has continuously worked on building its own teaching staff, and since issuing the conditional permit, it has hired new staff and promoted current employees to suitable teaching positions. This fulfilled the condition regarding the representation of more than a third of its own employees from the ranks of teachers and associates in the study.





In 2011, the Ministry of Science, Education and Youth issued a license for the university to conduct three professional undergraduate studies:

- Undergraduate professional study in Administrative Law, lasting three years, with a total of 180 ECTS credits.
- Undergraduate professional program in Management with specializations: Tourism Management and Information Management, lasting three years, with a total of 180 ECTS credits.
- Professional undergraduate studies in Traffic with specializations in Road Traffic and Postal Traffic, lasting three years, and earning 180 ECTS credits upon completion, and all at the premises of the University.

Since the 2009/2010 academic year, the University of Applied Sciences has also offered a professional graduate program in Management, lasting one year and six months, with 90 ECTS credits awarded upon completion. In 2011, the Ministry of Science, Education, and Youth granted the University of Applied Sciences a license to run this professional graduate program:

- Professional graduate program in Management that awards 120 ECTS credits upon completion.

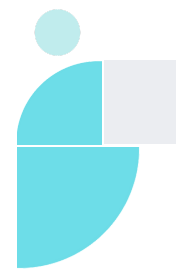
Since 2019, based on the license from the Ministry of Science, Education, and Youth, replacing the previous professional undergraduate program in Management with specializations in Tourism Management and Information Management, two new professional undergraduate programs have begun:

- Professional undergraduate program in Tourism Management, lasting three years and earning 180 ECTS credits.
- Professional undergraduate program in Business Informatics lasting three years, culminating in 180 ECTS credits.

In 2019, a new graduate study program was introduced:

- Graduate program in Administrative Law lasting two years that awards 120 ECTS credits upon completion.

In 2023 and 2024, the University of Applied Sciences successfully accredited two new undergraduate programs in biomedicine and health (the field of clinical medical science) and technical sciences (the field of computing):

- Professional undergraduate program in Nursing lasting three years, with completion earning 180 ECTS credits.
 - Professional undergraduate program in Computing lasting three years that awards 180 ECTS credits upon completion.
- 



Since its founding in 2006, teaching across all programs has been conducted at the University of Applied Sciences' main campus at Trg Andrije Hebranga 11, Šibenik, where all organizational units of the University are also located. The only exception was teaching at the professional undergraduate program of Administrative Law, which was held in Vodice from 2006 to 2014. From 2006 to 2023, students could use the facilities of the Student Dormitory at Šubićevac, which had a capacity of 78 beds, while in 2015, a student cafeteria was opened nearby the University of Applied Sciences. With the construction of the new Student Dormitory "Palacin,", the largest investment in higher education in Šibenik-Knin county worth over 14 million euros, students have had access to 332 beds since 2023, some of which are adapted for people with disabilities. The dormitory also features a student restaurant with a capacity of 100 seats, a canteen, a reading room, a library, social spaces, and parking.

2. 2. INTERNAL STRUCTURE

The University of Applied Sciences has established the following types of organizational units:

- Dean's Office
- Departments
- Offices
- Centers
- Common services.

The Dean's Office is the organizational unit responsible for managing the University of Applied Sciences. The Dean's includes: the dean, vice dean for academic affairs, vice dean for financial affairs, vice dean for scientific and professional development and scientific work, and international cooperation.

Departments are the organizational units of the University of Applied Sciences that primarily operate within a single scientific discipline or across interdisciplinary fields. The departments of the University include:

- Department of Traffic Studies
- Department of Management and Tourism
- Department of Computing
- Department of Administrative Studies
- Department of Health Studies.

Offices are organizational units of the University of Applied Sciences that handle internal quality assurance, improvement tasks, and activities related to international cooperation. The University of Applied Sciences has the Quality Office and the International Cooperation Office.

The Centres are the organizational units of the University of Applied Sciences that provide career counseling and support to students, as well as jobs related to lifelong education programs. The Centers of the University of Applied Sciences include the Center for Career Development and Student Support and the Center for Lifelong Learning.

Joint services are organizational units of the University of Applied Sciences that handle legal and administrative tasks, professional, administrative, and general affairs, financial and accounting duties, student-related issues, computer and information technology matters, library tasks, and other activities essential for the successful operation of the university. The university's joint services include the Secretariat, the finance and accounting service, the human resources and general affairs service, the student affairs service, and the library. The head of each service directly manages its operations, while the secretary of the University coordinates the work of all joint services.

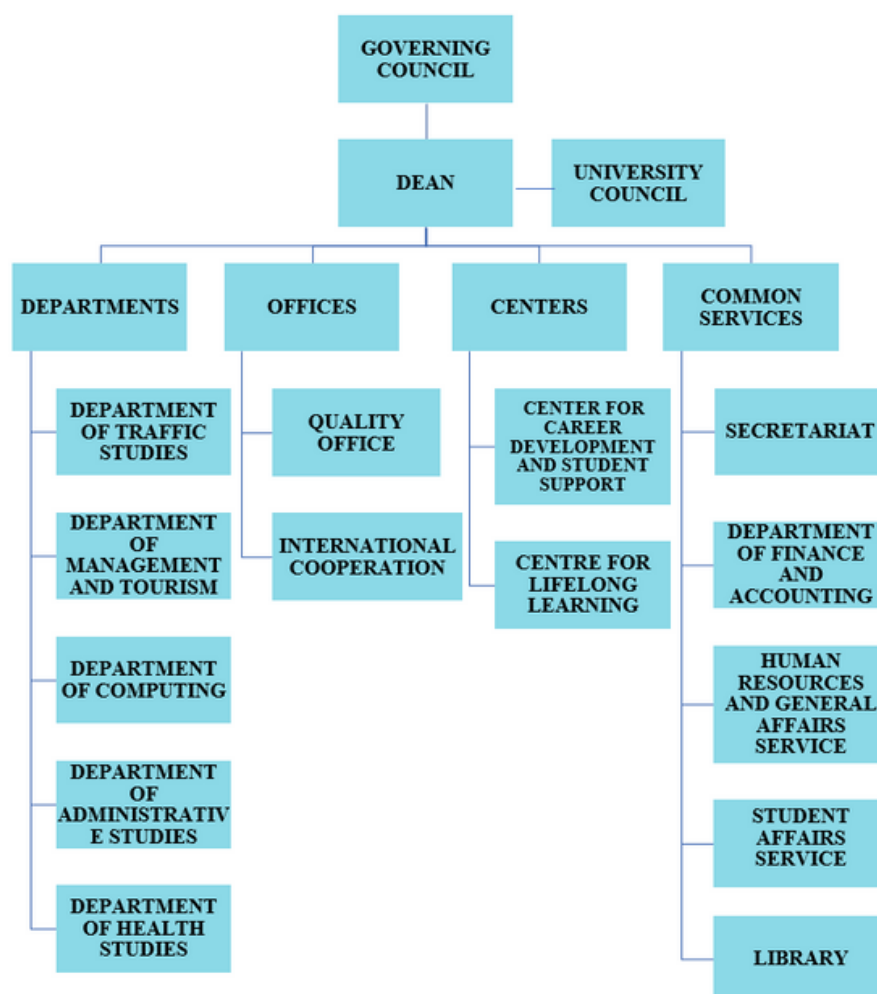


Figure 1 Internal organization of Šibenik University of Applied Sciences

2. 3. STUDY PROGRAMS AND STUDENTS

According to the study programs at Šibenik University of Applied Sciences for the 2024/2025 academic year, a total of seven programs were offered, including five professional undergraduate programs and two professional graduate programs. Since the 2025/2026 academic year, the professional undergraduate program in Computing has also begun.

Table 1: Studies conducted at Šibenik University of Applied Sciences:

Study Name	Study Type	Duration	ECTS	Professional Name
Business Informatics	professional undergraduate	3 years	180	Bachelor of Business Informatics (bacc. inf.)
Traffic	professional undergraduate	3 years	180	Bachelor of Traffic Engineering (bacc. ing. traff.)
Computing	professional undergraduate	3 years	180	bacc. ing. comp.
Nursing	professional undergraduate	3 years	180	Bachelor of Nursing (bacc. med. techn.)
Tourism Management	professional undergraduate	3 years	180	Bachelor of Economics (bacc. ec.)
Administrative studies	professional undergraduate	3 years	180	Bachelor of Public Administration (bacc. admin. publ.)
Management	professional graduate	2 years	120	Master of Management (Mag. ec.)
Administrative studies	professional graduate	2 years	120	Master of Public Administration (Mag. admin. publ.)



A total of 623 students studied at the University of Applied Sciences during the 2024/2025 academic year, including 300 full-time students and 323 part-time students. After many years of declining enrollment, the past two years have seen a halt to the decline and even an increase in the student body. This positive trend in the total number of students correlates with the rise in newly registered students, which has also increased over the last two years. In 2024/2025, there were 249 newly registered students, up from previous years 2023/2024 and 2022/2023. The largest groups of new students were in the professional undergraduate program in Nursing with 65 students, the professional undergraduate program in Tourism Management with 54 students, and the professional graduate Administrative Studies program with 42 students. The average enrollment rate was 62%, with 249 students out of 400 places filled. Enrollment for the graduate Nursing and Administrative Studies programs was fully booked. Additionally, the number of international students at the university has been steadily rising over the past five years, with a total of 49 international students enrolled in 2024/2025.

Table 2: Student enrollment over the past five years

Academic Year	Full-time	Part-time	TOTAL
2020/2021	490	234	724
2021/2022	409	256	665
2022/2023	356	234	590
2023/2024	306	280	586
2024/2025	300	323	623

Table 3: Number of new students over the past five years

Academic Year	Number of newly enrolled students
2020/2021	271
2021/2022	249
2022/2023	190
2023/2024	244
2024/2025	249



Table 4: Number of newly enrolled students by study over the past five years

Undergraduate study	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Business Informatics	28	27	24	31	10
Traffic	32	41	26	15	18
Nursing	-	-	-	47	65
Tourism Management	67	56	51	55	54
Administrative studies	40	48	41	27	27
Graduate studies	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Management	69	46	33	29	33
Administrative studies	35	37	15	40	42

Table 5: Occupancy of Admission Points According to Study Programs for the 2024/2025 Academic Year

Undergraduate studies	Enrollment Quota	Enrolled Count	Occupancy
Tourism Management	80	54	68%
Business Informatics	50	10	26%
Traffic	45	18	40%
Nursing	60	65	108%
Administrative studies	60	27	45%
Graduate Studies	Enrollment Quota	Enrolled Count	Occupancy
Management	65	33	50%
Administrative studies	40	42	105%
TOTAL	400	249	62%

Table 6: Number of new international students over the past five years

Academic Year	Number of newly enrolled foreign students
2020/2021	0
2021/2022	9
2022/2023	25
2023/2024	49
2024/2025	49

Table 7: Number of Graduates Over the Past Five Years

Academic Year	Graduation Count
2019/2020	209
2020/2021	198
2021/2022	206
2022/2023	189
2023/2024	276

2. 4. TEACHING FACILITIES AND INFRASTRUCTURE

In 2025, the University of Applied Sciences employed 35 teachers and one associate. The teaching staff structure is dominated by senior lecturers—17—and lecturers—9—while 7 teachers held the highest teaching positions—professor of professional studies and professor of professional studies with tenure. Eleven teachers hold a doctorate of science, representing 31% of the total teaching staff, a significant increase from 2020 when only five employees had a doctorate. The average age of the teaching staff is 44.22 years. All staff members are funded from the state budget. Additionally, 45 external associates participated in teaching, mainly at the professional undergraduate level in Nursing.

In addition to teaching staff, in 2025 the University of Applied Sciences employed 20 non-teaching staff members. The average age of non-teaching staff is 51.24 years, which suggests a need to rejuvenate the staff. Nineteen out of 20 non-teaching staff are funded by the state budget.

Table 8: Composition of Teaching Staff at the University of Applied Sciences

Teaching staff	Count	Average Age
Professors of professional studies with tenure	2	58.00
Professors of professional studies	6	42.66
Senior lecturers	17	46.76
Lecturers	9	39.00
Assistants	1	30.00
TOTAL	35	44.22

Table 9: Structure of Non-Teaching Staff at the University of Applied Sciences

Non-teaching staff	Count	Average Age
Professional Library Staff	1	63.00
Technical staff	6	53.66
Administrative staff	6	51.00
Supporting Staff	7	47.41
TOTAL	20	51.24



The total area of the University of Applied Sciences is 3196 m². Of this, 998 m² is designated for classrooms, including three computer-equipped IT labs and two cabinets for nursing studies (Care Cabinet and Skills Cabinet). The university also has 24 teaching departments, with an average of 8.77 m² per faculty member. The university's library and reading room cover 229 m² and house over three thousand titles.

Table 10 University's lecture rooms

Classroom	Area in m ²	Number of seats for students	Equipment Rating
A	63	30	3
B	128	210	4
C	29	20	5
D	92	160	4
E	60	66	5
F	60	85	5
G	42	30	5
H	64	90	5
I	67	100	4
J	46	50	4
K	79	48	5
L	79	42	5
M	76	34	5
O	113	80	5

2. 5. SCIENTIFIC AND PROFESSIONAL ACTIVITIES

Over the past five years, teachers and staff at Šibenik University of Applied Sciences have published a total of 66 scientific papers (with 25 indexed in Web of Science and Scopus databases) and 132 professional papers. Additionally, they published 97 papers in conference proceedings, eight chapters in books, 18 author books, five editorial books, and one translated book.

Over the past five years, the University of Applied Sciences has completed a total of 20 projects, including 16 scientific research projects and four professional projects. In seven of these projects, the University was the lead partner, while in the remaining 13, it served as a partner.

Table 11: Scientific and Professional Papers Published in the Last Five Years

	Work Type	Total number of published papers	Number of papers resulting from cooperation with other institutions in the Republic of Croatia	Number of papers resulting from international cooperation	Number of open access papers
JOURNAL PAPERS	[Category A] Scientific papers published in journals indexed by the following Web of Science Core Collection (WoSCC) citation indexes: Science Citation Index – Expanded (SCI-EXP), Social Science Citation Index (SSCI), or Arts and Humanities Citation Index (A&HCI)	22	19	5	8
	[Category B] Scientific papers published in journals indexed at WoSCC of the Emerging Sources Citation Index (ESCI) citation index	14	7	3	11



	Work Type	Total number of published papers	Number of papers resulting from cooperation with other institutions in the Republic of Croatia	Number of papers resulting from international cooperation	Number of open access papers
JOURNAL PAPERS	[Category C] Scientific papers published in journals indexed in the Scopus database (excluding those indexed in WoSCC)	3	0	0	3
	[Category D] Scientific papers published in journals indexed in EconLit or HeinOnline databases (excluding those indexed in WoSCC and/or Scopus)	1	0	0	0
	[Category E] Scientific papers published in other journals	26	6	1	13
	Scientific papers published in journals - TOTAL	66	32	9	35



	Work Type	Total number of published papers	Number of papers resulting from cooperation with other institutions in the Republic of Croatia	Number of papers resulting from international cooperation	Number of open access papers
JOURNAL PAPERS	[Category A] Professional papers published in magazines indexed in the following WoSCC citation indexes: SCI-EXP, SSCI, or A&HCI	0	0	0	0
	[Category B] Professional papers published in journals indexed in WoSCC's ESCI citation index	4	1	0	4
	[Category C] Professional papers published in journals indexed in the Scopus database (excluding those indexed in WoSCC)	0	0	0	0
	[Category D] Professional papers published in journals indexed in EconLit or HeinOnline databases (excluding those indexed in WoSCC and/or Scopus)	0	0	0	0
	[Category E] Professional papers published in other journals	128	9	1	27
	Professional papers published in journals - TOTAL	132	10	1	31



	Work Type	Total number of published papers	Number of papers resulting from cooperation with other institutions in the Republic of Croatia	Number of papers resulting from international cooperation	Number of open access papers
CHAPTERS IN BOOKS	Scientific Chapters in Books	7	1	1	3
	Professional chapters in books	1	0	0	1
	Chapters in Books - TOTAL	8	1	1	4
CONFERENCE PROCEEDINGS	Scientific papers published in conference proceedings	58	22	2	26
	Professional papers published in conference proceedings	39	0	0	14
	Published papers in conference proceedings - TOTAL	97	22	2	40
AUTHOR BOOKS	Books published abroad	2	0	2	2
	Authors' books published in Croatia	16	3	1	0
	Authors - TOTAL	18	3	3	2
EDITORIAL BOOKS	Editorial books published abroad	0	0	0	0
	Editorial books published in Croatia	5	2	0	4
	Edit books - TOTAL	5	2	0	4
	Book Translations	1	0	0	1

Table 12: Scientific and Professional Projects Conducted in the Past Five Years

Project (Name)	Project Duration	Project Type	Funding Source	The role of higher education	Total Project Amount
Centre of Excellence for Local Self-Government	02.11.2022. - 30.06.2024.	Scientific and research projects	Šibenik University of Applied Sciences, EFFECTUS University	partner	15000.00 EUROS
Entrepreneurship education for the project "Regional Science Centre – RaSTEM"	01.09.2023. - 30.11.2023.	Professional projects	City of Šibenik	holder	19112.09 EUROS
Strengthening women's associations in the countryside as an opportunity to grow women's entrepreneurship	01.05.2022. - 30.04.2024.	Scientific and research projects	European Union	partner	223265.00 EUROS
Cognitive bias as a source of suboptimal tourism decisions and issues of (non)sustainability: Understanding bias to better quality tourism management	16.12.2024. - 15.12.2027.	Scientific and research projects	Croatian Science Foundation	related entity	81000.00 EUROS
Aviation Technology Programming Training	01.11.2023. - 30.04.2026.	Scientific and research projects	European Union	partner	400000.00 EURO



Project (Name)	Project Duration	Project Type	Funding Source	The role of higher education	Total Project Amount
Sustainability in TCLF (textile, clothing, leather footwear)	01.02.2024. - 31.01.2027.	Scientific and research projects	European Union	partner	1070313.00 EUROS
Empowering creative circular entrepreneurs	01.02.2022. - 31.01.2024.	Scientific and research projects	European Union	partner	269684.00 EUROS
Revival and enhancement of artworks and landscapes of the Adriatic	01.01.2019. - 01.01.2021.	Scientific and research projects	European Union	partner	1740800.00 EUROS
Smart and innovative blue skills for a competitive blue economy	01.04.2024. - 30.09.2026.	Scientific and research projects	European Union	holder	1581570.30 EUROS
Improving environmental data collection through machine learning and database systems	01.10.2024. - 31.03.2027.	Scientific and research projects	European Union	holder	250000.00 EUROS
Market research project for the Public Institution Krka National Park	25.07.2023. - 30.04.2024.	Professional projects	National PARK KRKA, public institution	holder	13000.00 EUROS
Market research project for the Public Institution Krka National Park-2	01.07.2019. - 01.07.2020.	Professional projects	National PARK KRKA, public institution	holder	68000.00 RUBLES



Project (Name)	Project Duration	Project Type	Funding Source	The role of higher education	Total Project Amount
Augmented Reality for Developing Management Skills with Real Life Examples	01.10.2019. - 01.10.2021.	Scientific and research projects	European Union	partner	299584.00 EUROS
Cloud computing for innovation in digital education	01.03.2021. - 01.03.2023.	Scientific and research projects	European Union	holder	216355.00 EUROS
With a smart farm towards food safety	01.11.2024. - 31.10.2026.	Scientific and research projects	European Union	holder	250000.00 EUROS
Combining traditional and new research designs, data sources and analytical methods: The new gold standard for tourism decision-making?	01.01.2024. - 31.12.2027.	Scientific and research projects	Institute of Tourism	related entity	59300.00 EUROS
STEM for a sustainable future	12.05.2021. - 11.05.2023.	Professional projects	European Union	partner	1587320.19 RUB
Include All in Green Data Analysis	01.09.2022. - 28.02.2025.	Scientific and research projects	European Union	partner	250000.00 EUROS



Project (Name)	Project Duration	Project Type	Funding Source	The role of higher education	Total Project Amount
Improving geriatric education for nurses and technicians at a university	01.09.2024. - 31.08.2026.	Scientific and research projects	European Union	partner	250000.00 EUROS
Improving young people's entrepreneurial skills, career guidance and competences in agriculture through a game-based virtual reality platform	31.01.2019. - 31.01.2021.	Scientific and research projects	European Union	partner	219610.00 EUROS



2. 6. INTERNATIONAL COOPERATION

In addition to collaborating with international partners through scientific research and professional projects, the University of Applied Sciences had a total of 54 signed agreements on cooperation with foreign higher education institutions in 2025. Under these agreements, approximately 60 incoming and 60 outgoing teaching and staff mobility instances have been achieved over the past five years. Outgoing student mobility remained relatively modest with 17 mobilities, but there has been a consistent growth in incoming student mobility, which reached 155 in the last five years.

Table 13 Mobility of teachers and associates in the last five years

Mobility Type	Outbound mobility	Incoming mobility
Teaching	32	30
Professional	33	32

Table 14 Student mobility in the last five years

Mobility Type	Outbound mobility	Incoming mobility
Up to 3 months	26	29
More than 3 months	15	132



3. MISSION AND VISION OF ŠIBENIK UNIVERSITY OF APPLIED SCIENCES

The mission and vision of Šibenik University of Applied Sciences define the purpose of its existence, core activities, and value system. Based on the mission and vision, which are approved by the Governing Council of Šibenik University of Applied Sciences, strategic goals are established through the Development Strategy of Šibenik University of Applied Sciences.

Mission of Šibenik University of Applied Sciences:

Through high-quality study programs and scientific professional work at the highest level of excellence, we prepare independent, reliable, and socially responsible leaders for the future development of the local, national, and international community. Šibenik University of Applied Sciences should become a central hub for education and knowledge for both the City and the County, where all innovations and scientific professional programs are initiated in collaboration with the local economy and government.

Vision of Šibenik University of Applied Sciences:

Šibenik University of Applied Sciences will collaborate with other higher education institutions both nationally and internationally, becoming a dependable partner for the economy and students. The University of Applied Sciences will implement internationally recognized standards for its activities and will continuously improve, especially in study programs, projects, and staff development.

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

5. STRATEGIC GOALS FOR THE DEVELOPMENT OF ŠIBENIK UNIVERSITY OF APPLIED SCIENCES

In the upcoming strategic period 2025-2030, the activities of Šibenik University of Applied Sciences will focus on achieving four strategic objectives.

1. Raising scientific excellence
2. Strengthening cooperation with the economy and developing national and regional identity and culture
3. Improving the relevance, quality and efficiency of studies
4. Strengthening social responsibility

Table 15: Strategic Goals of Šibenik University of Applied Sciences

STRATEGIC OBJECTIVE	NAME	STRATEGIC GOAL DESCRIPTION
1	Raising scientific excellence	Increasing the quality and relevance of professional and scientific papers with an emphasis on applied research, strengthening the reach of publications in the context of regional and national development, increasing the volume of participation in competitive national and European projects with the research and innovation component, raising the international visibility of professional and scientific work and providing institutional preconditions and resources for the implementation of excellent science and the transfer of knowledge to the economy and the community.
2	Strengthening cooperation with the economy and developing national and regional identity and culture	Strengthening focus on applied research, fostering intellectual property management, commercialization of scientific and professional work and results, overcoming the gap between the research and business sectors and implementing activities that contribute to the development of national and regional identity and culture
3	Improving the relevance, quality and efficiency of studies	Improving the efficiency of studies and their adaptation to the enrolment interests and needs of the labour market, including the creation of new economies and the attractiveness of institutions at international level
4	Strengthening social responsibility	Improving the involvement of the University of Applied Sciences in solving societal challenges, including topics of national interest, and raising the level of overall business efficiency

Specific objectives are outlined for each of the four strategic goals pursuing strategic objectives. For each specific goal, result indicators, responsible persons, and implementation timelines were established.

Table 16: Raising Scientific Excellence

SPECIFIC OBJECTIVES	RESULT INDICATORS	ACTIVITIES	RESPONSIBLE PERSONS	IMPLEMENTATION TIME
1.1. Increasing participation in competitive project financing	Number of scientific papers published in journals indexed in SCOPUS and WoS, A1 journals and internationally reviewed journals	1.1.1 Increasing the number of published scientific papers in relevant indexed sources	Dean, Vice Dean for Scientific and Professional Work and International Cooperation, Teachers	continuously until the end of the period
	Number of Successful Project Applications	1.1.2 Preparation and submission of project applications to competitive funding sources	Dean, Vice Dean for Scientific and Professional Work and International Cooperation, Vice Dean for Financial Affairs	continuously until the end of the period
1.2. Strengthening international scientific-professional cooperation and scientific-professional activities	Number of Collaboration Contracts Closed	1.2.1 Establishment of formalised partnerships with foreign institutions	Dean, Vice Dean for Scientific and Professional Work and International Cooperation	continuously until the end of the period
	Number of teaching and scientific mobility	1.2.2 Increasing the number of teachers involved in international mobility activities	Dean, Vice-Dean for Scientific and Professional Work and International Cooperation, International Cooperation Office, Erasmus Coordinator, Teachers	continuously until the end of the period
1.3. Strengthening human potential for scientific work	Number of completed PhDs	1.3.1 Encouraging and referring teachers to postgraduate doctoral studies	Dean, Teachers	continuously until the end of the period
1.4. Improving research infrastructure	Total Investment Amount	1.4.1 Investments in research infrastructure from own and/or dedicated resources	Dean, Vice Dean for Financial Affairs	continuously until the end of the period

Table 17: Strengthening cooperation with the economy and developing national and regional identity and culture

SPECIFIC OBJECTIVES	RESULT INDICATORS	ACTIVITIES	RESPONSIBLE PERSONS	IMPLEMENTATION TIME
2. 1. Encouraging the implementation of applied scientific and professional activities, including cooperation projects with the economy	Number of Successful Project Applications	2.1.1 Preparation and application of projects for funding applied research	Dean, Vice Dean for Scientific and Professional Work and International Cooperation, Vice Dean for Financial Affairs, Teachers	continuously until the end of the period
	Collaboration Contract Number	2.1.2 Formalising cooperation with economic operators, public authorities and cultural and educational institutions	Dean, Vice Dean for Scientific and Professional Work and International Cooperation, Vice Dean for Financial Affairs, Teachers	continuously until the end of the period
2. 2. Improving the provision of scientific, professional, research or technological services in the free market	Number of Contract Projects	2.2.1 Contracting and implementing professional and scientific services for economic operators, the public sector and other interested stakeholders	Dean, Vice Dean for Scientific and Professional Work and International Cooperation, Vice Dean for Financial Affairs, Teachers	continuously until the end of the period

Table 18: Improving the relevance, quality and efficiency of studies

SPECIFIC OBJECTIVES	RESULT INDICATORS	ACTIVITIES	RESPONSIBLE PERSONS	IMPLEMENTATION TIME
3.1. Improvement of studies	Number of courses in which modern methods and digital technologies are implemented	3.1.1 Introduction of simulation tools, digital platforms and multimedia content to courses in professional studies	Dean, Vice Dean for Academic Affairs, Teachers	continuously until the end of the period
	Number of final theses based on cooperation with the economy	3.1.2 Preparation of final theses based on cooperation with the economy and solving real	Dean, Vice Dean for Academic Affairs, Teachers	continuously until the end of the period
	Number of professional practices carried out in economic and public entities	3.1.3 Organisation of professional practice in economic and public entities	Dean, Vice Dean for Teaching, Practice Coordinators, Course Holders, Center for Career Development and Student Support	continuously until the end of the period
	Number of Student Incubators	3.1.4 Establishment of student incubators	Dean, Vice Dean for Financial Affairs, Teachers, Center for Career Development and Student Support	continuously until the end of the period
3.2. Increasing the regularity and completion of studies	Proportion of students who enrolled for a higher year with 55 or more ECTS credits	3.2.1 Increase the share of students enrolling for a higher year with ≥ 55 ECTS through support and motivation	Dean, Vice Dean for Academic Affairs, Teachers, Center for Career Development and Student Support	continuously until the end of the period
	Number of Scholarships Awarded	3.2.2 Award of student scholarships from own resources	Dean, Vice Dean for Financial Affairs, Center for Career Development and Student Support	continuously until the end of the period
	Proportion of students who completed their studies at the prescribed time	3.2.3 Activities to increase the share of students completing the study within the period (mentor support, individual plans)	Dean, Vice Dean for Academic Affairs, Teachers, Center for Career Development and Student Support	continuously until the end of the period

Table 19: Strengthening Social Responsibility

SPECIFIC OBJECTIVES	RESULT INDICATORS	ACTIVITIES	RESPONSIBLE PERSONS	IMPLEMENTATION TIME
4.1. Work on activities of national importance	Number of formalised cooperation with state administration and public sector bodies	4.1.1 Participation of experts of the University of Applied Sciences in the preparation of analytical bases and strategic documents for state and public bodies through formalized cooperation in projects of public interest	Dean, Vice Dean for Scientific and Professional Work and International Cooperation, Vice Dean for Financial Affairs, Vice Dean for Academic Affairs	continuously until the end of the period
4.2. Strengthening the culture of lifelong education, equality and equality	Number of measures taken to promote a culture of equality and equality	4.2.1 Organisation of education and infrastructure adjustments for gender equality and accessibility for persons with disabilities	Dean, Vice Dean for Scientific and Professional Work and International Cooperation, Vice Dean for Academic Affairs	continuously until the end of the period
	Number of employees who completed vocational training programs	4.2.2 Completion of training programs approved by the Ministry of Science or verified through an internal quality system related to the job description	Dean, Vice Dean for Scientific and Professional Work and International Cooperation, Vice Dean for Academic Affairs	continuously until the end of the period
	Number of lifelong learning programmes aligned with the Croatian Qualifications Framework	4.2.3 Development and implementation of lifelong learning programs in line with the CROQF	Dean, Vice Dean for Academic Affairs	continuously until the end of the period
	Share of students from vulnerable groups in the total number of full-time students	4.2.4 Increasing the availability of studies to vulnerable groups through affirmative measures and support for regular study	Dean, Vice Dean for Financial Affairs, Vice Dean for Academic Affairs	continuously until the end of the period

SPECIFIC OBJECTIVES	RESULT INDICATORS	ACTIVITIES	RESPONSIBLE PERSONS	IMPLEMENTATION TIME
4.3. Business Improvement	Number of organisational measures implemented to reduce administrative costs	4.3.1 Implementation of rationalisation of administration, including merging departments, new systematisation and optimization of costs	Dean, Vice Dean for Financial Affairs	continuously until the end of the period
4.4. Business digitalization	The amount of own and dedicated funds spent on projects with the aim of digital business transformation	4.4.1 Introduction of digital registers, repositories, document management systems and the digitalisation of administrative processes	Dean, Vice Dean for Financial Affairs	continuously until the end of the period
4.5. Strengthening the green transition	Amount of own and dedicated funds spent on projects aimed at increasing energy efficiency	4.5.1 Energy renovation of buildings, transition to renewable energy sources and other measures to reduce consumption and protect the environment	Dean, Dean for Financial Affairs	continuously until the end of the period
4.6. Science popularization	Number of science popularization activities	4.6.1 Organisation of public events, exhibitions, presentations of scientific results and other activities with a view to bringing science closer to citizens	Dean, Vice Dean for Scientific and Professional Work and International Cooperation, Vice Dean for Academic Affairs	continuously until the end of the period