University of Zagreb

Faculty of Graphic Arts

DEVELOPMENT STRATEGY 2023 - 2028

University of Zagreb

Faculty of Graphic Arts

DEVELOPMENT STRATEGY IN THE PERIOD 2023 – 2028

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Zagreb, September 2024

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SUMMARY

SUMMARY

The Development Strategy of the Faculty of Graphic Arts, University of Zagreb, for the period 2023–2028, focuses on modernising study programmes, strengthening research capacities, enhancing collaboration with industry, and increasing internationalisation. This document defines strategic goals and measures that will enable the Faculty to respond to the challenges of modern technological changes and labour market demands.

Objectives include raising the quality of education through improvements to existing study programmes and introducing new ones. Emphasis is placed on strengthening research activities by increasing the number of scientific projects and promoting international cooperation, especially through student and staff exchange programmes and joint initiatives.

Cooperation with industry will be expanded through regular Career Days and an increase in implemented projects, providing students with practical opportunities to apply their knowledge. Sustainability and social responsibility will be integrated into both teaching and research.

The Faculty's vision is to become a recognised institution in the European Higher Education Area (EHEA) and the European Research Area (ERA), educating professionals in the fields of graphic technology, packaging, multimedia, and visual communications, who are competitive on the global market. The connection between education, research, and industry is essential for fulfilling the Faculty's mission and vision.

1. INTRODUCTION

1.1 Historical Background

The continuous development of higher education in the field of graphic arts and technology in the Republic of Croatia can be traced back to the 1950s, when, in 1951, the so called *Graphic Technicum* began educating graphic arts technicians. This initiative sparked the idea of establishing a College of Graphic Arts in Zagreb.

The initiative culminated in the adoption of a law founding the College of Graphic Arts, with the first generation of students beginning their studies in 1960. In 1979, the College became a constituent unit of the University of Zagreb. Starting in 1982 as a part-time study programme, and from 1986 as a full-time study programme, the Study Programme of Graphic Engineering heralded the era of professional education of engineers in graphic technology.

The Faculty of Graphic Arts as we know it today was established in 1990. Its core mission was to educate engineers of graphic technology. In 2000, the Faculty launched its first postgraduate study programme of Graphic Engineering.

Aligned with the Bologna Process, the Faculty developed new curricula and, based on the accreditation granted by the Ministry of Science, Education and Sports in 2005, introduced undergraduate study programmes in Graphic Engineering, with two modules: Technology and Graphic Product Design. That same year, the Faculty also introduced a graduate study programme with the same modules. In 2007, the Faculty opened a postgraduate study programme in Graphic Engineering and Graphic Product Design, with modules in Graphic Technology and Graphic Product Design.

1.2 Organisational Structure and Core Activities of the Faculty

At present, the Faculty of Graphic Arts consists of six departments:
- Department of Fundamental and General Courses
- Department of Graphic Design and Imaging
- Department of Computer Graphics and Multimedia Systems

- Department of Printing Processes
- Department of Bookbinding and Packaging
- Department of Graphic Materials and Printing Plates

The Faculty also has a library and different administrative and students services offices, encompassing the following:
- Dean's Office with Registry and Archives
- Office for Legal Affairs and Human Resources (subdivided into Legal and HR Services, and General Affairs)
- Student Service Office (for undergraduate, graduate, and doctoral students, Career Centre, and Student Support Office)
- Centre for E-learning and Information Systems
- Office for International Cooperation and Projects
- Accounting and Finance Office

The Faculty Management is composed of a Dean and three Vice Deans: Vice Dean for Students and Education, Vice Dean for Science and International Cooperation, and Vice Dean for Business Operations. The Dean is also assisted by the Faculty Council. An advisory body to the Dean consists of Vice Deans, Heads of Departments, the Faculty Secretary, as well as one student representative in the Faculty Council.

The Faculty Council members are:
- teaching staff holding scientific-teaching and artistic-teaching titles
- three representatives appointed from staff, holding associate and teaching titles
- one representative of staff not holding teaching or research titles
- six student representatives

The core activities of the Faculty include education at the undergraduate, graduate, and postgraduate levels, as well as scientific and professional work.

Teaching is organised across three levels of university education:

- Undergraduate Study Programme in Graphic Engineering, with two modules: *Graphic Technology* and *Graphic Product Design*
- Graduate Study Programme in Graphic Engineering, with the same two modules
- Postgraduate Doctoral Study Programme in Graphic Engineering and Graphic Product Design, with modules in *Graphic Technology* and *Graphic Product Design*

Approximately 200 students enrol in the undergraduate study programme each year, around 100 in the graduate study programme, and about 10 students in the postgraduate study programme. Teaching is carried out by 60 teachers (including associates, external associates and permanents employees holding scientific-teaching, and artistic-teaching titles). Classes are held in three large lecture halls, a council hall, several smaller lecture rooms, as well as in specialised laboratories.

Scientific research is primarily conducted through national and international projects, in which academic staff members actively participate as project leaders or research team members. Faculty members regularly participate in academic exchange abroad and host visiting scholars. The Faculty continues to develop its scientific profile through staff training, continuous advancement in research activities and international collaboration, all with a multidisciplinary approach aligned with emerging technologies. Research activities are carried out through national scientific projects funded by the Croatian Science Foundation (currently supporting one active project), and through programme agreements funded by the Ministry of Science, Education and Youth, with funds distributed by the University via so-called 'short-term research grants'. Annually, the Faculty receives eight scientific grants, with participation of researchers from all departments.

Currently, the Faculty is a partner in a bilateral project with Slovenia funded by the Ministry of Science, Education and Youth, and in a project co-financed by the EU's *Creative Europe* programme. Faculty staff also participate in a research project funded by the Croatian Science Foundation and lead a project aimed at career development of young researchers, also supported by the Foundation. Moreover, the Faculty is a

partner in a project under the call *"Strengthening Strategic Partnerships for Innovation in the Process of Industrial Transition"* (IP.1.1.03), financed by the Ministry of Regional Development and EU Funds.

In recent years, the Faculty has also managed several scientific and professional projects. As project coordinator, it managed following projects:

- *Implementation of the Croatian Qualifications Framework in the field of graphic engineering, multimedia, and visual communications* (Project Code: UP.03.1.1.03),
- *Improvement and Implementation of Professional Practice in Graphic Technology* (Project code: UP.03.1.1.04.0046),
  both funded by the European Social Fund

Alongside FERIT Osijek, the Croatian Association of Technical Culture (HZTK), the Adriatic Aerospace Association, Algebra University College, and MIPRO, The Faculty was also a partner in the project entitled *"Learning Through Play"* *(UP.04.2.1.10.0116)*, managed by the NGO *Igra znanja*, and co-funded by the European Social Fund.

In partnership with the company CITUS Ltd., the Faculty carried out an R&D project titled *"Development of software for contextualising industrial environments using mixed reality in energy and transport sectors"* (30 September 2021 – 31 November 2023), financed by the European Regional Development Fund, within the Operational Programme Competitiveness and Cohesion 2014–2020.

Furthermore, the Faculty participated in an international project with China with the title *"Research and application demonstration on key technologies of AR information service in museums based on 4G/5G"*, funded by the Ministry of Science, Education and Youth.

To support the development of independent research careers for young scientists and emerging research groups engaged in internationally recognised and nationally relevant topics, the Faculty coordinated two establishment research projects funded by the Croatian Science Foundation:

- *Printing, Quality and Usability of Non-Wood Fibre Substrates* (8 January 2018 – 7 June 2023)
- *Development of a Model for Increasing the Efficiency and Functionality of Graphic Packaging* (15 February 2018 – 14 February 2023)

In addition to supporting the formation of new research teams, these projects contributed to the training of new PhD holders in the field of graphic technology.

The Faculty was also a partner in the project *"Reflect Through Knowledge – Empower the Community"*, implemented in cooperation with the Faculty of Economics and Business, University of Zagreb, as well as various civil society organisations. The project enabled students from both faculties to acquire new knowledge and skills for community development by establishing a sustainable model of service learning and faculty-to-faculty cooperation.

According to CRORIS (Croatian Research Information System), in the past five years (2020–2024), teachers and associates of the Faculty published:

- 117 papers indexed in the *Web of Science*,
- 117 papers in *Scopus*,
- 214 conference proceedings,
- 6 authored books, and
- 5 university textbooks

The Faculty is also a publisher in its scientific field, particularly of university textbooks and the journal *Acta Graphica*, indexed in *Hrčak* and *EBSCO* databases. Additionally, the Faculty organises an international scientific conference - *"International Conference on Printing, Design and Graphic Communications Blaž Baromić"*, and co-organises several other international academic events.

Most Faculty researchers participate in scientific projects at the Faculty itself, and, due to the interdisciplinary nature of graphic technology, some collaborate with other faculties at the University of Zagreb.

In the context of international cooperation, the Faculty has signed bilateral agreements with thirteen related institutions across Europe, including:

- University of Ljubljana (Slovenia),
- Hellenic Open University (Greece), and
- Hochschule der Medien Stuttgart (Germany).

In addition, collaboration has been established with the University of Cincinnati (USA), a strategic university partner.

Scientific and professional activities at the Faculty are based on expert evaluations, professional reports, studies, peer reviews, publication of scientific and professional papers in journals and proceedings, and efforts to popularise the profession through round tables, forums, workshops, radio programmes, and similar events.

The Faculty encourages its staff to continuously develop their professional competencies and skills in response to ongoing societal changes and the need to enhance competitiveness in the open market. Professional activities help gather and apply scientific theories and insights with the aim of increasing their usability and impact. Faculty staff have received numerous awards and recognitions, including innovation awards.

The Faculty fosters cooperation with graphic industry through the activities of the alumni association AMAC GRF, the organisation of scientific events and workshops, the doctoral programme, and the coordination of student internships. These efforts aim to transfer scientific knowledge and advance our profession.

Through its professional engagement, the Faculty of Graphic Arts strengthens its connections with industry, the broader community, and local society — thereby fulfilling its mission and vision, as outlined in the Quality Policy and this Strategy document.

2. ABOUT THE DEVELOPMENT STRATEGY OF THE FACULTY OF GRAPHIC ARTS

The strategic development plan of the Faculty of Graphic Arts encompasses the modernisation of study programmes in response to and in alignment with emerging technological advancements — including digitisation and automation in the graphic industry, and the application of advanced software tools. In doing so, the Faculty aims to ensure that students acquire skills relevant to the labour market, thereby increasing their competitiveness and employability.

Furthermore, aligning study programmes with the National Development Strategy of the Republic of Croatia allows the Faculty to contribute to the development of priority areas such as the creative industries and digital transformation, educating professionals equipped to meet the demands of both domestic and international labour markets.

The Strategy also addresses changes brought about by the adoption of the Act on Higher Education and Scientific Activity (Official Gazette of the Republic of Croatia 119/2022), which defines the implementation and adoption of performance-based agreements. the Government Regulation on Programme Funding for Public Higher Education Institutions and Public Scientific Institutes in the Republic of Croatia (Official Gazette 78/2023) introduces multi-year funding based on core, developmental, and performance-related budget components, all financed through the state budget.

As part of these agreements, public higher education institutions must define strategic and specific objectives to be achieved within the contractual period, along with measurable indicators for their achievement. Accordingly, these objectives, the implementation measures (activities), and indicators are organised into thematic areas within this Strategy.

Through this 2023–2028 Strategic Development Plan, the Faculty defines:
- its mission and vision,
- strategic goals,
- measures and activities for achieving these goals,

- indicators for monitoring the progress of implementation, and
- the persons and bodies responsible for carrying out specific measures and for monitoring the strategy's implementation

Based on this Strategy, the Faculty of Graphic Arts aims to achieve the following key objectives:

1. **Enhancement of educational quality**

   - improving curricula and teaching methods to ensure a high level of student knowledge and skills.

2. **Strengthening of research capacities**

   - encouraging scientific research and projects that contribute to the development of graphic technology, packaging, multimedia, and visual communications.

3. **Cooperation with industry**

   - developing stronger ties with the industrial sector to better align educational programmes with labour market needs.

4. **International integration**

   - increasing participation in international projects and exchange programmes for students and staff.

5. **Sustainable development and social responsibility**

   - promoting sustainable practices and social responsibility through both teaching and research activities.

6. **Improvement of the social dimension of higher education**

   - expanding access and supporting student participation and completion of studies.

   - creating an inclusive higher education environment that fosters equity, diversity, and responsiveness to the needs of the wider community

The Strategy also outlines the measures and activities to achieve these objectives, also defining the indicators to monitor their implementation. The execution and

tracking of these measures are the responsibility of designated individuals and institutional bodies within the Faculty, ensuring effective realisation of strategic goals. The Strategy is primarily grounded in previously adopted institutional documents — including the Statute, Faculty regulations, Dean's decisions, study plans and programmes, implementation plans, and the Action Plan. Some of these documents are permanent, while others are issued periodically for specific academic or calendar years. All relevant documents are available on the official website of the Faculty of Graphic Arts (www.grf.unizg.hr), ensuring full public transparency.

3. MISSION AND VISION OF THE FACULTY OF GRAPHIC ARTS

The mission and vision of the Faculty of Graphic Arts are defined in accordance with the Quality Policy of the Faculty of Graphic Arts, University of Zagreb, adopted on 15th July 2024.

3.1 Mission of the Faculty of Graphic Arts

The mission of the Faculty of Graphic Arts, University of Zagreb, is to provide high-quality education and research in the fields of **graphic technology, packaging, multimedia**, and **visual communications**. The Faculty is committed to developing professionals who are **innovative, creative, and competent** in their work, capable of adapting to rapid technological changes and labour market demands. It strives to foster an environment that promotes **creativity, innovation, entrepreneurship**, and **lifelong learning**, ensuring that its alumni are highly valued and competitive in the global labour market.

This mission entails:

- Continuous monitoring and integration of the latest technological advancements into educational and research processes;
- Aligning study programmes with current and future labour market needs to ensure relevance and employability of graduates;
- Active collaboration with industry through projects, internships, and research, enabling students to gain practical knowledge and experience;

- Providing modern infrastructure and resources to support high-quality education and research;
- Continuous professional development of academic staff to maintain a high level of competence and expertise in teaching and research;
- Promoting lifelong learning among students and alumni to encourage continuous professional growth.

3.2 Vision

The vision of the Faculty of Graphic Arts is to establish itself as a prominent and recognisable institution in the education and research of graphic technology, packaging, multimedia, and visual communications, both on national and international level. The goal is to develop new study programmes that respond to the needs of the labour market and society, making them distinguished by their quality and innovation. Through an interdisciplinary approach the Faculty strives to encourage students to think critically and apply their knowledge in building an innovative, entrepreneurial, inclusive, and climate-responsible society.

In order to achieve this vision, the Faculty will:
- continuously align study programmes with evolving labour market demands and societal needs to ensure their relevance and applicability;
- promote the development of innovative scientific and professional research that enhances Faculty's reputation;
- strengthen international cooperation and exchange with partner institutions and experts to enrich the educational and research process;
- foster values of inclusion, entrepreneurship, and climate responsibility among students and staff, and employ them throughout education and research.

4. SWOT ANALYSIS

The Faculty of Graphic Arts, University of Zagreb, possesses numerous strengths that enable it to remain competitive and innovative in the fields of **graphic technology, multimedia**, and **visual communications**. Nevertheless, the Faculty also faces certain weaknesses and external threats:

Strengths

1. High-quality teaching supported by scientific and professional activities of academic staff
2. Qualified and experienced lecturers and researchers
3. Strong connections with the graphic industry
4. Participation in international projects and (student and staff) exchange programmes
5. Modern equipment and laboratories for hands-on learning
6. Promotion of interdisciplinary education and research

Weaknesses

1. Insufficient financial resources for continuous modernisation
2. Limited international visibility compared to the leading scientific institutions
3. Lack of space for expanding and enhancing teaching and research activities

Opportunities

1. Utilisation of new technologies and digital tools in education and research
2. Access to EU funding for educational and research development
3. Increase in the number of projects and practical learning opportunities for students
4. Expansion of international partnership and project network
5. Introduction of new study programmes aligned with labour market needs and strategic priorities
6. Lifelong learning programmes and supplementary education to bridge the gap between academic programmes and labour market demands
7. Implementation of sustainable practices and promotion of social responsibility

Threats

1. Growing competition from other domestic and international higher education institutions
2. Economic fluctuations that may impact alumni employability

3. Decline in the number of prospective students due to demographic changes

4. Risk of decreased funding and support for educational and research activities

5. Risk of falling behind the latest technological trends

5. STRATEGIC OBJECTIVES

In order to achieve the defined mission and vision of the Faculty of Graphic Arts, and to align institutional goals with the National Development Strategy of the Republic of Croatia until 2030, the University of Zagreb's Strategy for Studying (2014–2025), and the Smart Specialisation Strategy until 2029, the following strategic objectives and sub-objectives have been defined:

I. Enhancing the Quality of Education – Improvement of Study Programmes and Teaching Methods

Sub-objectives:

1. Introduction of new and improvement of existing study programmes at all levels
2. Improvement of the quality of the teaching process
3. Increased visibility of the Faculty's study programmes

A key priority within the Development Strategy of the Faculty is the continuous enhancement of education quality through the improvement of study programmes and teaching methods. This objective focuses on adapting curricula to meet modern educational needs, labour market demands, and national and European educational policies.

One of the main goals is to develop and implement at least two new study programmes aligned with the Croatian Qualification Framework (CQF), labour market requirements, and national and EU strategic priorities. Improving the teaching process aims to deliver modern, research-informed teaching, and interactive education.

Increasing the visibility of the Faculty's study programmes is essential for attracting quality students, strengthening cooperation with academia and industry, and positioning the Faculty as a leading national research institution in the fields of **graphic technology, packaging, multimedia,** and **visual communications**. This

sub-objective focuses on strengthening the Faculty's image through promotional activities and collaboration with key stakeholders (secondary schools, students, employers, and the general public).

II. Strengthening Research Capacities – Encouraging Scientific Research and Projects in Graphic Technology, Packaging, Multimedia, and Visual Communications

Sub-objectives:

1. Increase the number of scientific research projects
2. Provide internal support for preparing project proposals
3. Strengthen cooperation with industry in joint research projects
4. Promote interdisciplinary research
5. Invest in scientific and teaching equipment through projects
6. Encourage research in areas of strategic interest currently underrepresented at the Faculty

These sub-objectives aim to enhance scientific research, develop stronger collaboration with industry, and improve the research infrastructure, thus increasing the Faculty's competitiveness in both national and international context.

III. Cooperation with Industry

Sub-objective:

Develop stronger ties with the private sector to better align study programmes with labour market needs

In the dynamic and technologically advanced fields of graphic technology, packaging, multimedia, and visual communications, close cooperation with industry enables students to acquire relevant knowledge and skills aligned with current employer needs. Simultaneously, the Faculty becomes a hub of innovation and expertise supporting economic development.

A key step in achieving this goal is the organisation of **Career Days**, offering students the opportunity to directly engage with employers, understand their expectations, and shape their development accordingly. Regular annual meetings with industry partners provide valuable feedback on programme relevance and quality, enabling the Faculty to adapt and improve educational content continuously. Increasing the number of professional projects in collaboration with industry fosters synergy between the academic and industrial sectors.

IV. International Integration

Sub-objectives:

1. Increase participation in international projects
2. Increase participation of students and staff in exchange programmes

Participation in international projects and academic exchange is a key part of the Faculty's internationalisation strategy. This strategic direction enhances institutional visibility, facilitates the exchange of knowledge and experience, and brings new perspectives to education and research.

In today's highly competitive academic landscape, international cooperation is essential for improving educational and research quality and increasing graduates' employability.

V. Sustainable Development and Social Responsibility

Sub-objectives:

1. Promote sustainable practices and social responsibility through education and research
2. Promote a culture of trust and ethical conduct (among teachers, students, and staff)

Through its educational and research activities, the Faculty aims to promote sustainable practices that prepare students and staff for future challenges in industries increasingly reliant on sustainable solutions. Social responsibility refers to the Faculty's

commitment to the wider community by encouraging ethical behaviour, accountability, and cultivating a culture of trust among students, teachers and staff.

This objective focuses on embedding sustainability and responsibility in all aspects of academic life, including the implementation of sustainable technologies, the use of environmentally friendly materials, and fostering awareness of social responsibility among students.

The Faculty is also keen on promoting a culture of ethical conduct, ensuring a positive, inclusive, and responsible working and learning environment.

VI. Advancing the Social Dimension of Higher Education

Sub-objectives:

1. Increase access through flexible learning formats
2. Collaboration with organisations and institutions that promote social inclusion

Advancing the social dimension of higher education is a critical step toward ensuring that all students, regardless of social, economic, or cultural background, have equal access to quality education. The Faculty recognises the importance of creating an inclusive educational environment that not only provides access to higher education but also supports students throughout their studies, thus guaranteeing equal opportunities for success.

By promoting diversity and responding to the needs of the wider community, the Faculty aims to contribute actively to building an inclusive society.

VII. Quality Assurance Enhancement (Cross-cutting Strategic Objective)

Focus Areas:

- improving the efficiency of quality assurance mechanisms
- regular communication with staff regarding quality assurance procedures
- enhancing systems for measuring and evaluating quality
- analysing and applying collected data to improve the system and eliminate shortcomings

This integrative strategic objective supports all others by ensuring continuous monitoring, evaluation, and improvement of the Faculty's processes. Strategic objectives, sub-objectives, and related activities will enable the Faculty to achieve its mission and vision and ensure a high standard of education, research, and cooperation with industry and international institutions.

For each thematic area, activities (measures) and indicators for implementation have been defined. The implementation and realisation of this Strategy will be monitored through annual quality assurance plans and quality system reports at the Faculty.

6. TABLE OF ACTIVITIES, IMPLEMENTATION INDICATORS, IMPLEMENTATION DEADLINES AND HOLDERS/IMPLEMENTERS OF STRATEGIC GOALS

STRATEGIC OBJECTIVE I

Enhancing the Quality of Education – Improvement of Study Programmes and Teaching Methods

1. Introduction of New and Improvement of Existing Study Programmes at All Levels

ACTIVITIES

1. Developing and implementing at least two new study programmes aligned with the Croatian Qualification Framework (CQF), labour market needs, and national and EU policy priorities.

2. Revising existing programmes every 3 to 5 years

3. Ensuring that study programmes remain up to date

4. Aligning study programmes with labour market needs

5. Analysing learning outcomes of study programmes according to the level and qualifications defined in the CQF

IMPLEMENTATION INDICATORS
1. Number of newly accredited study programmes
2. Annual reports on programme revisions and future revision plans
3. Feedback from employers, students and teachers on programme updates
4. Documented labour market needs analysis of each revised programme
5. Completed analysis of alignment between learning outcomes and CQF goals and qualifications for each study programme

IMPLEMENTATION TIMELINE
1. Activity 1: 2025/2026
2. Activities 2, 3, 4: Ongoing (annually or every 3–5 years)
3. Activity 5: 2025

RESPONSIBLE PEOPLE AND/OR BODIES
1. Management; Curriculum Committee; Lifelong Learning Committee
2. Management; Curriculum Committee; Lifelong Learning Committee
3. Management; Curriculum Committee; Lifelong Learning Committee; Quality Assurance Committee
4. Management; Curriculum Committee; Lifelong Learning Committee; Quality Assurance Committee Improvement of the Quality of the Teaching Process (for Activities 3 and 4)

2. Improvement of the Quality of the Teaching Process

ACTIVITIES
1. Encouraging participation in professional development programmes (workshops, seminars, courses…)
2. Increasing the number of classrooms adapted for team-based student work and project-based teaching
3. Improving the system for gathering student feedback on all forms of teaching and analysing results to enhance teaching quality

IMPLEMENTATION INDICATORS
1. Number of teachers participating in workshops, seminars, or courses during one academic year (reported via so-called QA form).
2. Number of adapted classrooms
3. Report on student feedback results and proposals for teaching improvements submitted to relevant bodies

IMPLEMENTATION TIMELINE
1. Ongoing
2. 2026
3. Ongoing

RESPONSIBLE PEOPLE AND/OR BODIES
1. Management; Quality Assurance Committee; Teachers
2. Management; Vice Dean for Students and Education; Quality Assurance Committee
3. Quality Assurance Committee

3. Increasing the Visibility and Recognition of Study Programmes and the Faculty

ACTIVITIES
1. Creating a brochure featuring new study programmes.
2. Organising promotional campaigns.
3. Producing a promotional video.
4. Participating in the University Fair („Smotra Sveučilišta")
5. Strengthening cooperation with secondary schools
6. Regularly participating in science popularisation events (e.g. Science Week, Design Week).
7. Facilitating student participation in scientific/professional/sports competitions (e.g. *Tehnologijada*, industry-sponsored contests).

IMPLEMENTATION INDICATORS
1. Report on the number of brochures produced and distributed, distribution channels used, and the number of recipients
2. Report on the number of promotional/media campaigns per year and the audience reached (measured via views, social media interactions, website visits); QA form
3. Publication of the promotional video on the website and social media
4. Participation report for the University Fair; QA form
5. Number of formal cooperation agreements signed with secondary schools
6. Report on participation in science popularisation events; QA form
7. Report on student participation in professional competitions; QA form

IMPLEMENTATION TIMELINE
1. 2025
2. Ongoing
3. 2024
4. Ongoing
5. Ongoing
6. Ongoing
7. Ongoing

RESPONSIBLE PEOPLE AND/OR BODIES
1. Management; Curriculum Committee; Quality Assurance Committee
2. Management; Quality Assurance Committee
3. Management
4. Vice Dean for Students and Education
5. Management
6. Management; Teachers-mentors
7. Management; Teachers-mentors

STRATEGIC OBJECTIVE II

Strengthening Research Capacities – Encouraging Scientific Research and Projects that will Contribute to the Development of Graphic Technology, Packaging, Multimedia, and Visual Communications

1. Increasing the Number of Scientific Research Projects

ACTIVITIES

1. Increasing the number of submitted and approved scientific research projects in line with the Smart Specialisation Strategy
2. Disseminating information on national and international research calls among teachers and researchers
3. Providing financial incentives and awards for submitted and approved projects

IMPLEMENTATION INDICATORS

1. Percentage of approved projects relative to submitted projects
2. Percentage of submitted projects aligned with the Smart Specialisation Strategy; Reported via QA form
3. Informational leaflet
4. Amount of funds granted for research activities

IMPLEMENTATION TIMELINE

1. Ongoing
2. Ongoing
3. Ongoing
4. Ongoing

RESPONSIBLE PEOPLE AND/OR BODIES

1. Management; Quality Assurance Committee
2. Vice Dean for Science and International Cooperation
3. Management

2. Providing Internal Support for Project Proposal Preparation

ACTIVITIES

1. Organising workshops and seminars on writing project proposals and managing research projects
2. Developing guidelines and resources for preparing project applications (e.g., manuals, templates, consultation)
3. Engaging experienced researchers as mentors to assist young researchers in preparing project proposals

IMPLEMENTATION INDICATORS

1. Report on organised workshops and seminars
2. Developed project application guidelines
3. Number of project proposals prepared and submitted with internal support

IMPLEMENTATION TIMELINE

1. Ongoing
2. Ongoing
3. Ongoing

RESPONSIBLE PEOPLE AND/OR BODIES

1. Vice Dean for Science and International Cooperation
2. Vice Dean for Science and International Cooperation
3. Vice Dean for Science and International Cooperation

3.Strengthening Collaboration with Industry and the Economy on Joint Research Projects

ACTIVITIES

1. Signing formal cooperation agreements with industrial partners for research projects
2. Increasing the number of professional projects conducted in cooperation with industry

IMPLEMENTATION INDICATORS

1. Number of signed cooperation agreements with industry partners
2. Number of joint research projects with industry

IMPLEMENTATION TIMELINE
1. Ongoing
2. Ongoing
RESPONSIBLE PEOPLE AND/OR BODIES
1. Management
2. Management

4. Promoting Interdisciplinary Research

ACTIVITIES
1. Encouraging collaboration among departments, faculties, and scientific disciplines through joint research projects
2. Organising interdisciplinary conferences and workshops that bring together experts from various fields
IMPLEMENTATION INDICATORS
1. Number of interdisciplinary projects carried out at the Faculty
2. Number of participants in interdisciplinary conferences and workshops
IMPLEMENTATION TIMELINE
1. Ongoing
2. Ongoing
RESPONSIBLE PEOPLE AND/OR BODIES
1. Management; Vice Dean for Science and International Cooperation
2. Management; Vice Dean for Science and International Cooperation

5. Investing in Scientific and Teaching Equipment through Projects

ACTIVITIES
Secure funding for the procurement of modern research equipment via project applications
IMPLEMENTATION INDICATORS
Number of scientific and teaching equipment items acquired through projects
IMPLEMENTATION TIMELINE
Ongoing

RESPONSIBLE PEOPLE AND/OR BODIES
Management; Scientific/Research project leader

6. Encouraging Research in Currently Underrepresented Areas of Strategic Interest to the Faculty

ACTIVITIES
1. Identifying underrepresented research areas within the Faculty's fields of interest
2. Providing incentives for researchers through funding and mentorship for projects in these areas
3. Promoting the results of such research through conferences, publications, and institutional collaborations

IMPLEMENTATION INDICATORS
1. Number of initiated research projects in underrepresented areas
2. Number of researchers involved in these projects
3. Number of published papers and conference presentations in underrepresented areas

IMPLEMENTATION TIMELINE
1. Ongoing
2. Ongoing
3. Ongoing

RESPONSIBLE PEOPLE AND/OR BODIES
1. Management; Vice Dean for Science and International Cooperation
2. Management; Vice Dean for Science and International Cooperation
3. Management; Vice Dean for Science and International Cooperation

STRATEGIC OBJECTIVE III
Cooperation with Industry

1. Strengthening Ties with the Private Sector to Better Align Educational Programmes with Labour Market Needs

ACTIVITIES

1. Organising Career Days

2. Holding annual meetings with partners from the private sector to ensure the relevance of study programmes, in accordance with the Smart Specialisation Strategy

3. Increasing the number of projects conducted in cooperation with industry, aligned with the goals of the National Development Strategy

IMPLEMENTATION INDICATORS

1. Report on the organisation of Career Days; QA form

2. Reports from meetings, including actions taken upon partner recommendations

3. Number of new professional projects launched in collaboration with industry each year

IMPLEMENTATION TIMELINE

1. Ongoing; annually

2. Ongoing; annually

3. Ongoing; annually

RESPONSIBLE PEOPLE AND/OR BODIES

1. Management; Quality Assurance Committee; Lifelong Learning Committee

2. Management; Quality Assurance Committee; Lifelong Learning Committee

3. Management; Quality Assurance Committee

STRATEGIC OBJECTIVE IV
International Integration

1. Increasing Participation in International Projects and Student and Staff Mobility

ACTIVITIES
1. Establishing at least three new partnership agreements with international institutions
2. Increasing student and staff mobility by 30% through Erasmus+ and other mobility programmes, in line with the University of Zagreb Strategy for Studying
3. Increasing the number of courses taught in English
4. Develop at least two summer schools with partner institutions by 2026

IMPLEMENTATION INDICATORS
1. Number of new partnership agreements with international institution
2. Number of student and staff mobilities
3. Information package (for English-taught courses)
4. Report on summer schools carried out

IMPLEMENTATION TIMELINE
1. 2026
2. 2027
3. Ongoing
4. 2026

RESPONSIBLE PEOPLE AND/OR BODIES
1. Management; Office for International Cooperation and Projects; Vice Dean for Science and International Cooperation; Quality Assurance Committee
2. Management; Office for International Cooperation and Projects; Vice Dean for Science and International Cooperation; Quality Assurance Committee
3. Management; Vice Dean for Students and Education

4. Management; Vice Dean for Students and Education, Teachers

STRATEGIC OBJECTIVE V

Sustainable Development and Social Responsibility

1. Promoting Sustainable Practices and Ethical Conduct through Educational and Research Activities

ACTIVITIES

1. Organising annual activities and projects related to social responsibility and sustainable development, aligned with the objectives of the National Development Strategy

2. Promoting a culture of trust and ethical behaviour among teachers, students, and staff

IMPLEMENTATION INDICATORS

1. Number of annual events, workshops, conferences, and projects focused on social responsibility and sustainable development

2. Adoption or revision of existing codes of ethics at the Faculty

IMPLEMENTATION TIMELINE

1. Ongoing

2. Ongoing

RESPONSIBLE PEOPLE AND/OR BODIES

1. Management

2. Management; Ethics Committee; Committee for Breaches of Employment Contract; Student Disciplinary Committee

STRATEGIC OBJECTIVE VI

Advancing the Social Dimension of Higher Education

1. Increasing Accessibility and Promoting Social Inclusion
ACTIVITIES
Developing online and hybrid study programme formats to provide access to education for students who, due to distance, employment, or family obligations, cannot attend regular classes
IMPLEMENTATION INDICATORS
Number of courses taught online or in hybrid formats
IMPLEMENTATION TIMELINE
Ongoing
RESPONSIBLE PEOPLE AND/OR BODIES
1. Management; Curriculum Committee; Quality Assurance Committee
2. Cooperation with Organisations and Institutions that Promote Social Inclusion
ACTIVITIES
Develop partnerships with non-governmental organisations and institutions engaged in social inclusion
IMPLEMENTATION INDICATORS
Number of signed cooperation agreements
IMPLEMENTATION TIMELINE
Ongoing
RESPONSIBLE PEOPLE AND/OR BODIES
Management; Lifelong Learning Committee

INTEGRATIVE STRATEGIC OBJECTIVE
Quality Assurance Enhancement

ACTIVITIES

1. Establishing a dedicated quality assurance unit within the Faculty's organisational structure
2. Conducting regular meetings for staff on quality assurance procedures
3. Improving systems for measuring and evaluating quality
4. Analysing and implementing collected data to improve the system and eliminate shortcomings

IMPLEMENTATION INDICATORS

1. Decision on the establishment of the quality assurance unit
2. Number of held meetings, workshops, or seminars on quality assurance procedures
3. Qualitative and quantitative analysis of quality evaluation results, including improvement recommendations
4. Number of analyses conducted based on collected quality data from various sources (evaluations, surveys, audits)

IMPLEMENTATION TIMELINE

1. 2024
2. Ongoing
3. Ongoing
4. Ongoing

RESPONSIBLE PEOPLE AND/OR BODIES

1. Management
2. Quality Assurance Committee
3. Quality Assurance Committee
4. Quality Assurance Committee

7. ALIGNMENT BETWEEN STRATEGIC OBJECTIVES AND SWOT ANALYSIS

In its Development Strategy for the period 2023–2028, the Faculty of Graphic Arts identifies key strategic objectives to ensure continuous growth and progress in the fields of graphic technology, packaging, multimedia, and visual communications. These objectives are aligned with the National Development Strategy, the University of Zagreb's Strategy for Studying, and the Smart Specialisation Strategy, and are directly connected to the strengths and opportunities, but also the challenges and threats, as identified in the Faculty's SWOT analysis.

One of the Faculty's key strengths is high-quality teaching supported by the scientific and professional engagement of its academic staff, as well as strong connections with industry. This strength is set to be further enhanced through the improvement of curricula, the introduction of new study programmes aligned with labour market needs and EU policies, revision of existing programmes, and the advancement of pedagogical competencies (Strategic Objective I). The SWOT analysis also recognises opportunities in the development of new study programmes and the use of digital tools in education. The Faculty's participation in international projects is a recognised and acknowledged strength. A key objective is to increase the number of scientific research projects in accordance with the Smart Specialisation Strategy (Strategic Objective II). The opportunity to access EU funding additionally supports this aim. The goal of modernising infrastructure (Strategic Objective II) directly addresses identified weaknesses, such as insufficient modernisation and lack of space for scientific and educational activities. The opportunity to apply new technologies and tools in education further supports this objective.

Increasing the number of professional projects and strengthening ties with industry are essential elements for aligning educational programmes with labour market needs (Strategic Objective III). The SWOT analysis identifies strong ties with the graphic industry as a key strength, highlighting the opportunity to increase professional project engagement and hands-on experience for students. Events such as Open days, Career days, conferences, and student competitions provide opportunities for direct interaction with the professional sector.

The Faculty also has the opportunity to expand its international partnerships and participation in Erasmus+ programmes, and to increase the number of courses offered in English. While the SWOT analysis notes limited international visibility as a weakness, Strategic Objective IV directly addresses this challenge by aiming to strengthen international cooperation.

Sustainable practices and social responsibility are embedded in the Faculty's educational and research activities. The SWOT analysis identifies the implementation of sustainable practices and use of environmentally friendly materials as key opportunities, which are reflected in Strategic Objective V, which focuses on the integration of sustainability into curricula and the broader academic environment.

Strategic Objective VI, which focuses on improving access to education through flexible learning formats and cooperation with social inclusion organisations, is supported by SWOT results that recognise opportunities in using new technologies and digital tools in education, as well as the creation of programmes that meet labour market demands.

Through clearly defined strategic objectives, implementation activities, and performance indicators, the Faculty of Graphic Arts effectively addresses the opportunities and challenges identified in the SWOT analysis. The alignment between education, research, industry cooperation, and sustainable development ensures that the Faculty remains competitive and relevant in a dynamic technological environment. By achieving these objectives, the Faculty will strengthen its international recognition, deepen industry connections, and improve the quality of education and research, all while remaining committed to sustainability and social responsibility.

8. ALIGNMENT BETWEEN MISSION AND VISION AND STRATEGIC OBJECTIVES

The mission and vision of the Faculty of Graphic Arts serve as a clear foundation for the strategic objectives defined for the 2023–2028 period. Through its mission, the Faculty aims to provide high-quality education and research in the fields of graphic technology, packaging, multimedia, and visual communications, preparing professionals who can adapt to rapid technological changes and labour market

demands. The Faculty's vision further emphasises the importance of developing new study programmes and taking an interdisciplinary approach in order to establish itself as a recognised stakeholder in these fields at both the national and international level. These guidelines are directly reflected in the Faculty's strategic objectives. Enhancing the quality of education through the development of new programmes and regular revision of existing ones directly supports the mission of aligning educational processes with labour market needs and technological changes. Through the continuous professional development of teaching staff and improvement of teaching methods, the Faculty ensures that students acquire knowledge and skills necessary for global competitiveness, thereby fulfilling a central element of its vision.

Strengthening research capacities and increasing the number of scientific research projects aims to position the Faculty as a research-oriented institution recognised in international academic circles. Active cooperation with industry — where students gain practical knowledge through professional projects — aligns with the Faculty's mission to educate professionals capable of adapting to market needs and technological innovation.

In accordance with its vision for international recognition, the Faculty defines objectives that include strengthening international cooperation, increasing student and staff mobility, and expanding the number of partnerships with international institutions. These goals enable the Faculty to grow its global relevance and extend its influence beyond national borders.

Promoting sustainable practices and social responsibility through educational and research activities, along with infrastructure modernisation, ensures the Faculty remains aligned with the latest sustainability trends and technological advancement. These efforts contribute to the realisation of the Faculty's vision of creating an environment that fosters innovation, interdisciplinarity, and responsibility towards society and the environment.

The Faculty's mission also emphasises its commitment to providing high-quality education to all students, regardless of their social or economic background. Its vision includes creating an inclusive academic environment that supports diversity, social equity, and justice. Strategic Objective VI supports these values through the

development of flexible learning formats and cooperation with organisations focused on social inclusion, ensuring that the Faculty remains accessible to all students, fully in line with its long-term vision.

9. REFERENCES

1. National Development Strategy of the Republic of Croatia 2030
2. Act on Scientific Activity and Higher Education (Official Gazette 119/2022)
3. Government Regulation on Programme Funding for Public Higher Education Institutions and Public Scientific Institutes in the Republic of Croatia (Official Gazette 78/2023) University of Zagreb Strategy for Studies and Studying (2014–2025)
4. Smart Specialisation Strategy until 2029
5. National Plan for Enhancing the Social Dimension of Higher Education (2023–2025)