

**UNIVERSITY OF SPLIT
ARTS ACADEMY**



**MISSION, VISION
AND DEVELOPMENT STRATEGY
OF THE ARTS ACADEMY IN SPLIT**

FOR THE PERIOD BETWEEN 2019 AND 2024

Split, September 2019

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1. Introductory remarks

1. 1. Brief history

The beginnings of the Arts Academy in Split (hereinafter: The Academy) are linked to the Pedagogical Academy (founded in 1945), where a course in the field of teaching the fine arts was offered. From that course grew the current study of Visual Culture and Fine Arts, the oldest study program at the Academy. In 1957, a study group for music education was founded - the origin of today's study program Music Pedagogy.

With the restructuring of the University of Split in 1978, Split teacher education studies became an integral part of the unified Faculty of Philosophy in Zadar.

In 1991, teacher education studies were separated from the organization of the time and began to operate as the Faculty of Natural and Mathematical Sciences and Education in Split.

The Academy was founded in 1997. Visual Culture and Musical Culture studies were the core around which the new institution was formed.

1. 2. Organisation

The Academy consists of three departments: Department of Fine Arts, Department of Music and Department of Theatre Arts. The Department of Fine Arts and the Department of Music were formed in 1997, while the Department of Theatre has been operating since 2005.

There are 13 separate sections within the aforementioned departments:

Department of Fine Arts

- Design of Visual Communication
- Film and Video
- Sculpture
- Conservation-Restoration
- Visual Culture and the Fine Arts
- Painting

Department of Music

- Piano
- Music Education
- Composition and Music Theory
- Wind Instruments
- String Instruments and Guitars
- Solo Voice

Department of Theatre Arts

- Acting

The Academy is managed by the Dean and the Academic Council.

1. 3. Activities

The Academy is an artistic-educational and scientific-educational component of the University of Split, which organises and carries out university studies and develops artistic creativity, scientific-research activities and professional work, and which form the basis for undergraduate, graduate, post-graduate and lifelong education in accordance with the Act on Scientific Activity and Higher Education.

1. 4. First Development Strategy (2013 – 2018)

The first strategic document of the Academy was adopted on May 21, 2013 and related to the period from 2013 to 2018.

- *Mission, vision and strategic directions of development of the Arts Academy in Split (2013 – 2018)* <http://umas.unist.hr/wp-content/uploads/2013/05/Misija-vizija-i-strateski-pravci-razvoja.-UMAS-a-2013.-2018..pdf>

The aforementioned document defines three key strategic goals:

1. Employment of sufficient teaching and administrative staff in order to raise the quality and competitiveness of studies in the European higher education artistic and scientific area.
2. Development of an executive project and construction of a new Academy building.
3. Enhancement of the level of organisation, efficiency and responsibility, and the enablement of the development of the full potential of all departments, sections, students and employees in individual and especially in joint interdisciplinary collaboration of artists and scientists.

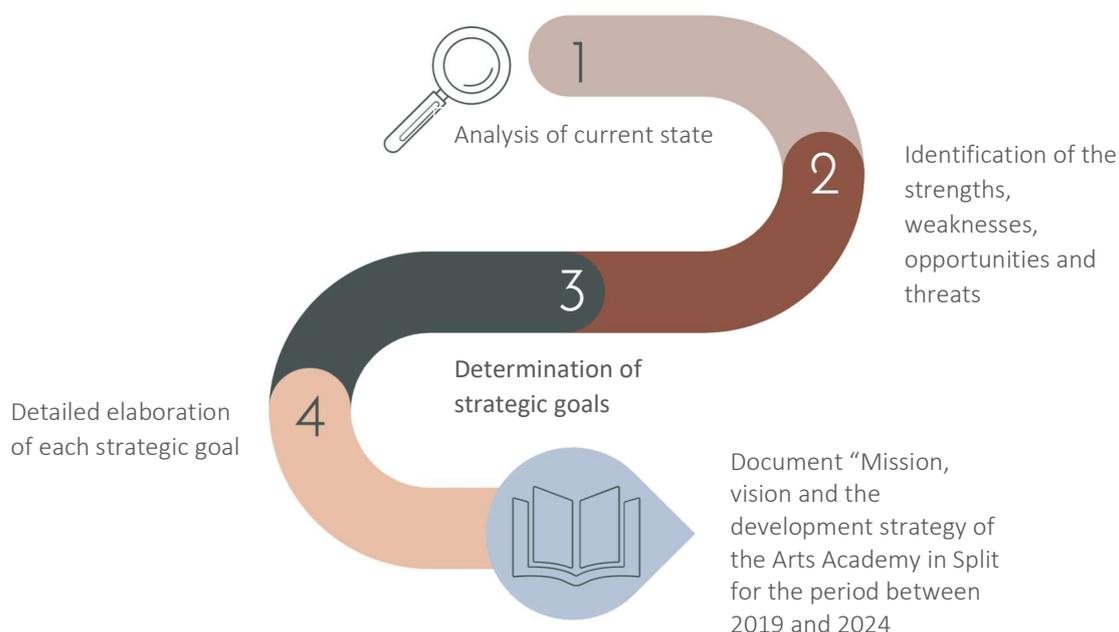
1. 5. The process of developing a new strategy (2019-2024)

The process of creating the Academy's Development Strategy for the new five-year period (2019-2024) took place in several stages:

Analysis of the current state. (Members of the Administration held meetings with all the Departments with the aim of collecting relevant data from all areas of activity of the

Academy,¹ and a joint meeting with student representatives of all the departments was also organised.

- (1) Identification of the strengths, weaknesses, opportunities and threats.
- (2) Determination of strategic goals.
- (3) Detailed elaboration of each strategic goal (establishment of the activities that will be undertaken in order to achieve the set goals; designation of the activities' leaders, indicators and dynamics of implementation).



1. 6. Coordination with other strategic documents

Continuing with the previous strategy, with this document the Academy aligns its development strategy for the next period with the following national and university strategic documents:

- The Strategy for Education, Science and Technology of the Republic of Croatia
<https://vlada.gov.hr/UserDocsImages//2016/Glavno%20tajni%C5%A1tvo/Materijali%20za%20istaknuto/2014/Strategija%20obrazovanja%20znanosti%20i%20tehnologije//2.%20Visoko%20obrazovanje.pdf>
- University of Split Strategy (2015-2020)
https://www.unist.hr/Portals/0/UNIST_Strategy%202015%202020.pdf?ver=VGEeNnNwpW4II0bTk7AQxQ%3d%3d#:~:text=STRATEGIC%20GOAL%201%20The%20Univers

¹ Meetings were held with the Heads and employees of all thirteen departments.

[ity%20of%20Split%20functionally%20integrates%20all,best%20practices%20within%20the%20University.](#)

- Expert Panel report of the on the re-accreditation of the Arts Academy in Split (2015)
[https://www.azvo.hr/images/stories/Akreditacija/2014-2015/Umjetni%C4%8Dka%20akademija%20ST%20HR%20\(2\).pdf](https://www.azvo.hr/images/stories/Akreditacija/2014-2015/Umjetni%C4%8Dka%20akademija%20ST%20HR%20(2).pdf)
- Strategy of the Centre for Quality Improvement of the University of Split (2016)
https://www.unist.hr/kvaliteta/dokumenti?EntryId=711&Command=Core_Download
- Work program designed by the candidate for the position of Dean of the Academy of Arts in Split for the mandate period 2017/2018, 2018/2019, 2019/2020 (2017)
<http://www.umas.unist.hr/wp-content/uploads/2017/04/Program-rada-kandidata-za-dekana-izv.-prof.-Edvin-Dragi%C4%8Devi%C4%87.pdf>
- Report from the internal assessment of the quality assurance system of the University of Split for the Academy of Arts in Split
https://www.unist.hr/kvaliteta/dokumenti?EntryId=1492&Command=Core_Download

2. Mission and vision

2. 1. Mission

The Academy's mission as a public higher education artistic and scientific university institution is to encourage and actively contribute to the development of music, fine arts, theatre and film arts by implementing complete vertical university study programs while rigorously promoting top-level artistic and scientific work.

Operating in the direction of the general social interest, the Academy nurtures the pluralism of artistic, pedagogical, professional and scientific values in its work. Its overall activity is focused on the preservation and development of academic freedom and principles as basic assumptions for the independent, unconditional and autonomous development of artistic and scientific creativity and research.

2. 2. Vision

The Academy's vision is to expand and rise beyond its regional influence with its content and quality of programs.

The diversity of the Academy's study programs and individualised approach will provide all students, in accordance with their interests, with a wide range of knowledge and skills.

The teaching process will strive to connect traditional ways of teaching and the rich experience of independent artistic, professional and scientific work with a modern approach to teaching methods.

The Academy will actively encourage student contributions in artistic and scientific projects with the aim of developing a high level of ability in future professional activity, but also to further participation in the creation of a humane, creative and tolerant society.

The Academy will systematically encourage the artistic, scientific and professional work of its employees and continuously work on improving the quality of all sectors of its activity.

3. SWOT analysis

3. 1. Data collection

On October 5, 2017, the Management of the Academy (Associate professor Edvin Dragičević, Dean; Assistant professor Vesna Podrug Kossjanenko, Vice Dean of Academic Affairs for the Music Department; Assistant professor Slobodan Tomić, Vice Dean of Academic Affairs for the Fine Arts Department; Associate professor Sagita Mirjam Sunara, Vice Dean of Art, Science, International Relations and ECTS; Associate professor Larisa Aranza, Vice Dean of Development and Growth and Head of the Quality Committee) held a meeting with the student representatives of the undergraduate and graduate study programs. At the meeting, the students presented remarks on the quality of teaching and suggestions for its improvement.

In the period from 7th March 2018 to 6th June 2018, the Management of the Academy (Associate professor Edvin Dragičević, Dean; Marina Matas-Gotovac, Arts Academy secretary; Assistant professor Vesna Podrug Kossjanenko, Vice Dean of Academic Affairs for the Music Department; Assistant professor Slobodan Tomić, Vice Dean of Academic Affairs for the Fine Arts Department; Associate professor Sagita Mirjam Sunara, Vice Dean of Art, Science, International Relations and ECTS; Associate professor Larisa Aranza, Vice Dean of Development and Growth and Head of the Quality Committee) visited all the Academy's departments according to the plan/schedule shown in *Table 1*.

Table 1. Schedule of meetings of the Administration with members of the Academy's departments

no.	DATE OF THE VISIT	DEPARTMENT	LOCATION
1.	7 th March 2018	Design of Visual Communication	Zagrebačka
2.	14 th March 2018	Piano	Visoka
3.	21 st March 2018	Film and Video	Gripe
4.	28 th March 2018	Composition and Music Theory	Visoka / M
5.	11 th April 2018	Visual Culture and Fine Arts	Visoka / F
6.	19 th April 2018	Music Education	Visoka / M
7.	25 th April 2018	Acting	Zagrebačka
8.	3 rd May 2018	Conservation-Restoration	Visoka / F
9.	9 th May 2018	Solo Voice	Visoka / M
10.	17 th May 2018	Sculpture	Brda

11.	22 nd May 2018	Wind Instruments	Visoka / M
12.	30 th May 2018	Painting	Hrvojeva
13.	6 th Jun 2018	String Instruments and Guitars	Visoka / M
M - The Music Department building (Fausta Vrančića 19)			
F - The Fine Arts Department building (Fausta Vrančića 17a)			
Information on all locations where the Academy operates is available at: https://www.umas.unist.hr/en/contact/			

The department visits included a structured interview with each department's permanent teaching staff and a tour of each department's workspaces, in order to determine the current situation, namely:

- strengths and weaknesses in teaching staff, space and equipment;
- regularity in holding department meetings, record-keeping;
- the procedure for electing Department Heads;
- plan of measures to improve the work of the department;
- plan for new job positions within the department;
- advancement plan for teachers and department associates;
- involvement of all teachers in the work of the department;
- involvement of students and external partakers (employers, professional associations and alumni) in improving the study program;
- success of study programs at the department;
- selection of students - representatives of the study years (where applicable) for the purpose of conducting student surveys;
- transparency of criteria, rules and procedures for evaluating students, proposals and establishment of a network of relevant institutions (teaching bases) for carrying out teaching and mandatory student internship depending on the department's needs;
- implementation and records of indicator that establish the scope and quality of the artistic and creative and/ or scientific and research activities of teachers and students of the department.

The obtained data, proposals, observed advantages, disadvantages and needs were used in the analysis of the current situation through the instrument of a SWOT analysis (strengths, weaknesses, opportunities and threats). The results were summarised, and the final conclusions related to the Academy as a whole were made.

3. 2. Strengths/ advantages

- The Academy unites three areas of art in one institution (art, music, drama) and offers diverse study programs, which attracts students from Croatia and abroad.
- High visibility of the Academy's artistic production in the local environment (concerts, plays, exhibitions, performances, film screenings, etc. that are open to the public and relatively well covered by the media).
- The teachers of the Academy are mostly renowned, active artists, some of them with experience on the international art scene.
- The Academy teachers participate in the work of commissions and assessment bodies in the field of culture in Croatia and abroad.
- Cultural, educational and other institutions from the city of Split and the region are connected to the Academy, among other things, through contracts on teaching practice centres. The Academy also cooperates with professional associations.
- The teachers organise extracurricular art projects in Split, but also throughout Croatia, and facilitate active student participation in them.
- There are continuous cooperation with international artists and experts who hold guest lectures, workshops, presentations, exhibitions and concerts at the Academy.
- Through the academic mobility program, high-quality cooperation with higher education institutions (academies) from the EU and the region have been established, which resulted not only in the exchange of staff and students, but also in cooperation on artistic projects.
- The graduated students of the Academy achieve significant success on the professional art scene.
- The teachers follow their graduated students, support them and cooperate with them in artistic, scientific and professional work.
- The stable public and program funding of the higher education system in the Republic of Croatia.

3. 3. Weaknesses/ deficiencies

- Lack of full-time teachers and dependence on external cooperation, which is only partially financed by the Ministry of Science and Education.
- Uneven personnel and spatial development of the departments (and sections) and the impossibility of significant changes.
- Uneven workload of the teachers in teaching duties and performing administrative tasks.
- Uneven workload of the non-teaching staff in certain services.
- Insufficient number of assistants, artistic associates, laboratory assistants and technicians.
- Insufficient motivation of individual teachers to implement extracurricular activities, as well as to participate in popularisation activities carried out by the institution.

- Lack of administrative logistics necessary for the implementation of competitive international and national artistic and scientific projects.
- The impossibility of the employment of young artists according to the principle by which scientific novices are employed, and thus the impossibility of acquiring capital equipment for artistic projects.
- The uncertainty of the budget for financing artistic and scientific work and the professional training of teachers.
- Dislocation, number and inadequacy of the Academy's facilities.²
- Obsolescence of the existing equipment; insufficient funds for the purchase of equipment.³
- Insufficient recognition of the importance of the Academy and artistic activity within the wider University.
- Lack of an organised and high-quality cultural environment in the city, an unfavourable environment for the development and sustainment of young, educated artists.
- Lack of quality exhibition space in the city of Split.

3. 4. Possibilities/ Opportunities

- The good connection of the teaching staff with colleagues from Croatia and abroad opens up the possibility of knowledge and experience exchange and the implementation of the new knowledge in teaching and creative work.
- The establishment of partnerships with other cultural institutions in the city opens up the possibility of (co-)creating the city's cultural program and raising its quality.
- The cultural tradition, historical significance and geographical location of the city of Split are an attractive environment for students and visiting teachers/ artists.
- More generous VIF funds (multi-year (or perennial?) institutional financing) enable artists to raise the quality of project production.
- The synergy of different artistic fields represented at the Academy enables diverse interdisciplinary projects.

² The Academy operates in eight locations. These are mostly buildings without regulated ownership, that is, which are not the property of the University of Split. The buildings are mostly old and do not meet the requirements of such a complex institution (three art academies in one). No investment is being made in the renovation of the building due to the University's plans to relocate the Academy to a new location. The equipment of classrooms, workshops, studios and cabinets is inadequate. At the Department of Musical Arts, the classrooms are not sound-proofed, which makes work difficult and sometimes impossible. Thermal insulation of buildings does not exist, so heating and cooling costs are very high. Heating and cooling equipment is outdated and therefore uneconomical. The Academy chronically lacks performing arts spaces, teachers' offices and a conference hall.

³ The classroom furniture is worn out. In a large number of classrooms, the computer equipment is outdated. Funds for the purchase of licensed computer programs necessary for work in classes (eg. for the study of Design of Visual Communication) are not sufficient.

- Visits by international teachers and experts/artists through the Erasmus+ program raise the quality of teaching at the Academy and enrich the cultural life of the University and the city.
- Active involvement in national and international/ European competitive projects (HRZZ – Croatian Science Foundation, Erasmus).
- Professional contribution to the creation of a strategy for the development of cultural policies at the local and national level.
- The University of Split provides funding for student projects in the field of culture.

3. 5. Threats/ fears

- The lack of permanent teachers causes dependence on external cooperation.
- The inability of teaching staff to regularly advance in their profession is demotivating.
- The workload of the teaching staff with administrative tasks has a negative effect on the quality of teaching and artistic activity.
- The impossibility of starting new study programs due to the impossibility of obtaining new employment positions.
- Reduction in the number of candidates in entrance exams due to the constant decline in the birth rate as well as emigration from Croatia.
- Lack of cohesion among the Academy's departments.
- The general decline in the level of (prior) knowledge and literacy of candidates endangers the evaluation criteria.
- Financial insecurity of the artistic profession; marginalisation of art; insufficient investment in art.
- Due to the unstructured and rapid development of tourism, the cost of living in Split has become unrealistically high, and the possibilities of finding student accommodation is limited.
- The unfavourable general economic situation and systematic reduction of funds from the state budget intended for art, science and higher education.
- The uncertain status of higher education at the national level (danger of commercialisation of higher education).

4. Strategic goals

STRATEGIC GOAL 1: CONTEMPORARY STUDENT-ORIENTED TEACHING PROCESS

- To continuously modernise existing study programs;

- To create and develop study programs with regard to the needs of students, the immediate and wider community;
- To nurture and develop multidisciplinary and interdisciplinarity;
- To develop a system of lifelong learning;
- To introduce digital technologies into teaching;
- To monitor contemporary trends in art and science and include them in teaching programs;
- To develop students' awareness of the importance of tradition and preservation of cultural heritage;
- To involve students and alumni in the development of study programs.

STRATEGIC GOAL 2: HUMAN POTENTIAL

- To enable better teaching coverage with permanently employed teachers;
- To encourage the professional development of teachers;
- To encourage the education of administrative staff;
- To increase the number of administrative, technical and support staff.

STRATEGIC GOAL 3: INFLUENCE IN THE ENVIRONMENT

- To strengthen the social impact of the Academy;
- To actively contribute to the construction and development of the cultural identity of the local community;
- To encourage and actively participate in the creation of a space for action and a favourable environment for further development and greater visibility of young artists and scientists (graduates of the Academy);
- To increase the visibility of the Academy, and artistic, scientific and professional projects in which teachers and students participate;
- To encourage audience development;
- To strengthen artistic practice-based research, professional, scientific research and publishing activities;
- To encourage and develop intra-university and inter-university cooperation.

STRATEGIC GOAL 4: INTERNATIONAL COOPERATION

- To increase the number of inter-institutional agreements;
- To increase the number of the incoming and outgoing mobility of the students and staff (teaching and non-teaching);
- To inform students and teaching staff about the possibilities of professional development abroad and participation in international competitive projects;
- To encourage and develop international cooperation;

- To encourage the organisation of guest lectures/ workshops by international artists and experts;
- To increase the number of teaching staff memberships in international professional associations and bodies;

STRATEGIC GOAL 5: SPATIAL AND MATERIAL RESOURCES

- To expand spatial capacities;
- To continuously invest in the improvement of existing spaces and ensure that the existing spaces meet the diverse needs and specificities of all study programs and employees;
- To continuously invest in the modernisation of the equipment needed to carry out various study programs;

STRATEGIC GOAL 6: QUALITY MANAGEMENT SYSTEM

- To establish a functional system of internal quality assurance in accordance with current international standards and the specific needs of the Academy;
- To implement reaccreditation recommendations with the aim of achieving a higher level of quality, organisation and responsibility;
- To develop a system focused on student support and care.

Strategic goal 1. Contemporary student-oriented teaching process

TASK	ACTIVITY/ MEASURE	RESULTS/ PERFORMANCE INDICATORS	RESPONSIBLE PERSON	PERIOD OF IMPLEMENTATION
1. 1. To continuously modernise existing study programs	Periodical revision of study programs.	The number of amended and supplemented study programs adopted by the Quality Committee, Academic Council, Studies Commission and University of Split Senate.	Department Heads Administration Quality Committee Academic Council	Continuous
1. 2. To create new and develop existing study programs with regard to the needs of students, the immediate and wider community	Development of study programs based on surveys and interviews with students, external contributors and alumni.	The number of amended and supplemented study programs which include requests/ proposals of teachers/ students. The number of new study programs based on consultation with external contributors and/ or alumni.	Department Heads Administration Quality Committee Academic Council	Periodical
1. 3. To nurture and develop	Encouragement of cooperation between	The number of joint projects and activities.	Department Heads Teachers	Continuous

multidisciplinarity and interdisciplinarity	departments and sections of the Academy.		Vice Deans of Academic Affairs	
	Unification of related areas within the teaching programs of different sections.	The number of so-called joint courses, i.e. courses that are taught in different study programs/ attended by students from different study groups.	Department Heads Teachers Vice Deans of Academic Affairs Quality Committee Academic Council	Continuous
1. 4. To develop a system of lifelong learning	Encouraging of teachers to propose and implement lifelong learning programs and to cooperate in the implementation of such programs.	The number of lifelong learning programs and cooperation within programs.	Department Heads Vice Deans of Academic Affairs Administration	Continuous
	Organisational assistance for the teachers when registering new modules for the Summer School of the University of Split.	The number of modules registered as part of the Summer School of the University of Split.	Department Heads Vice Deans of Academic Affairs Administration	Continuous
	Increasing the number of lifelong education program participants	The announcements on the web pages of the Academy	Program managers	Periodically, before the implementation of the program

	through promotional activities.	and the University, posts on the social and public media.	Administrative service of the Academy and the University	
1. 5. To monitor contemporary trends in art and science and include them in teaching programs.	Organising workshops and other educational programs led by visiting professors with the aim of introducing new and modern methods that lecturers apply in their practice.	The number of workshops and other educational programs led by visiting professors.	Teachers Department Heads Vice Deans of Academic Affairs	Continuous, in accordance with material and spatial possibilities
1. 6. To develop students' awareness of the importance of tradition and preservation of cultural heritage	Introducing and nurturing Croatian cultural heritage through study programs.	Artistic, professional and scientific activities of teachers and students based on the Croatian cultural and artistic tradition.	All teachers	Continuous
1. 7. To involve students and alumni in the development of study programs.	Establishment of alumni clubs.	The number of active alumni clubs at the Academy.	Teachers Alumni coordinators Vice Deans of Academic Affairs Students	At least once per semester with students. At least once per semester with alumni clubs.

	Encouragement of activities of the existing alumni clubs.	The number of activities organised by alumni clubs.	Teachers Department Heads Vice Deans of Academic Affairs Coordinator of the Music Department Alumni club	Continuous
	Organisation of visits by Academy graduates.	The number of lectures and other forms of presentation of the Academy graduates.	Teachers Department Heads Vice Deans of Academic Affairs	Continuous
	Active involvement of students in making decisions about the development strategy of the section/ department/ Academy.	The number of meetings of the Department Heads with the students.	Department Heads	Continuous
	Regular meetings of the Administration with the members of the Student Council.	The number of meetings of the Vice Deans of Academic Affairs with students and/or Student Council.	Vice Deans of Academic Affairs Student Council	Continuous

Strategic goal 2. Human potential				
TASK	ACTIVITY/ MEASURE	RESULTS/ PERFORMANCE INDICATORS	RESPONSIBLE PERSON	PERIOD OF IMPLEMENTATION
2. 1. To enable better teaching coverage with permanently employed teachers.	Continuous requests for opening of new teaching positions.	The number of requests for new positions sent to the University and/or Ministry.	Administration Vice Deans of Academic Affairs Department Heads Teachers	Continuous
	Employment of new teaching staff.	The number of newly appointed staff.	Administration	Continuous
	Specification concerning the criteria for making decisions about priority workplaces.	The established criteria for determining priority positions at the level of the Academy's departments.	Administration Vice Deans of Academic Affairs Department Heads	Continuous
2. 2. To encourage the professional development of teachers.	Strengthening of the support for teachers' participation in workshops, seminars, conferences, etc. through multi-year funding of scientific and artistic activities.	The amount of financial resources invested in scientific and artistic training of the teachers.	Administration Quality Committee Vice Deans of Academic Affairs Department Heads	Continuous, within the limits of material possibilities

	Providing permanent professional development for the teachers.	The number of the teachers who participated in some form of professional development.	Teachers	Continuous
2. 3. To encourage the education of administrative staff.	Providing administrative staff with professional training.	The number of the administrative staff who participated in additional training.	Administration Secretary's office	Continuous, with the framework of available educational opportunities and material possibilities
2. 4. To increase the number of administrative, technical and support staff.	Continuous requests for new positions for non-teaching staff.	The number of requests for new positions sent to the University and/or Ministry.	Administration Secretary's office	Continuous
	Employment of the new non-teaching staff.	The number of newly appointed members of the administrative staff.	Administration	Continuous
Strategic goal 3. Influence in the environment				
TASK	ACTIVITY/ MEASURE	RESULTS/ PERFORMANCE INDICATORS	RESPONSIBLE PERSON	PERIOD OF IMPLEMENTATION
	Encouraging and increasing the number of professional projects,	The number of the professional projects,	Teachers	Continuous

3. 1. To strengthen the social impact of the Academy.	studies and expert assessments prepared for the needs of the city and county, independently or in cooperation with other institutions.	studies and expert assessments.	Secretary's office or administration in the role of the project holders	
	Participation of teachers in the work of local, national and international professional bodies and associations.	The number of teachers active in the work of local, national and international professional bodies and associations.	Teachers	Continuous
	Participations of teachers and students in community service.	The number of community service projects.	Teachers Secretary's office or administration in the role of the project holders	Continuous
	Encouragement of Student Union activities.	The number of projects outside of the University.	Student Union Students	Continuous
	Establishment of the teaching bases of the Academy.	The number of the teaching bases of the Academy.	Teachers Supervisors	Continuous
	Promotion of the artistic, scientific and professional achievements of teachers	Regular announcements about awards, recognitions, projects, invited lectures,	Administration Teachers	Continuous

	and students through the media.	memberships in committees of scientific and professional conferences, journal editorials and academies on the websites and social media of the Academy.	Secretary's office Web-administrator	
3. 2. To actively contribute to the construction and development of the cultural identity of the local community.	The participation of employees in the work of assessment bodies, committees, culture councils, etc. at the city and state levels.	The number of employees who are members of assessment bodies, committees, culture councils, etc. at the city and state level	Administration Vice Deans of Academic Affairs Operational manager of the Department of Theatre Arts Teachers	Continuous
	Individual artistic activity of teachers and students that is not related to teaching or the work of the Academy.	Number of publicly performed or published artistic achievements (exhibitions, concerts, plays, design solutions, performances, films, book authorships)	Teachers Students	Continuous
	Organisation of concerts, exhibitions, plays, festivals, screenings, conferences and other	The number of concerts, exhibitions, plays, festivals, screenings, conferences and	Teachers project activities managers	Continuous

	events for different target groups	other events for different target groups.		
	Public presentation of final and graduation theses (concerts, films, exhibitions, etc.).	The number of public events where final and graduate theses were presented.	Teachers Students	Continuous
3. 3. To encourage and actively participate in the creation of a space for action and a favourable environment for further development and greater visibility of young artists and scientists (graduates of the Academy).	Establishment or continuation of cooperation with institutions in culture and science for the purpose of the realisation of the festivals, exhibitions, performances, professional and scientific gatherings, publications, etc.	Increased number of collaborations with institutions in culture and science	Administration Teachers Professional services	Continuous
	Establishment of a network of professional contacts with graduates, including alumni clubs.	The number of activities organised at the Academy in which graduated students have participated. The number of the alumni clubs. The number of events organised by alumni clubs.	Teachers	Continuous

3. 4. To increase the visibility of the Academy, its study programs, artistic, scientific and professional projects in which teachers and students participate.	Ensuring the visibility of the activities and events related to the Academy, its teachers and students on the Academy's website and the social networks of the Academy and its departments/ sections.	The number of active Facebook pages/ profiles of the Academy's departments/ sections/ services.	Administration Teachers Web-administrator	Continuous
	Participation of the Academy (professors and students) in programs of national and city events.	The number of events in which the Academy took part.	Teachers Students	Continuous
	Publication of short CVs of teachers (with a list of significant artistic/ scientific/ professional projects in which they have participated in or have led) on the Academy's website.	The number of the teaching staff's short CV webpages/ subpages.	Administration Web-administrator	Year 2024
	Demonstration of competitive national and international projects carried out by the Academy on its website.	The number of the webpages/ subpages with information about competitive national and	Vice Dean of Art, Science, International Relations and ECTS	Continuous

		international projects carried out by the Academy.	Teachers – project managers Web-administrator	
	Encouraging teachers to regularly update data in the Croatian Scientific Bibliography (CROSBI database).	The number of entries in the CROSBI database.	Vice Dean of Art, Science, International Relations and ECTS Academy's Library Teachers	Continuous
	Conducting activities that promote the Academy's study programs (with the aim of attracting candidates for enrolment in the Academy's studies).	The number of the activities aimed at potential candidates for admission to the Academy (Academy's open days, University's open days, presentations in high schools, consultations with candidates, etc.).	Administration Department Heads Teachers	Continuous (every year in the summer semester)
3. 5. To encourage audience development.	Organising events open to the public (plays, concerts, exhibitions, lectures, festivals, screenings, workshops, etc.) with the aim of increasing the availability of cultural content and developing a	The number of artistic and artistic-educational programs organised under the auspices of the Academy. The number of visitors to artistic and educational programs organised under	Teachers	Continuous

	positive attitude towards art.	the auspices of the Academy.		
	Organising group visits to concerts, exhibitions and theatre plays and lectures through elementary and high school curriculums.	The number of school group visits.	Teachers Program implementers in teaching bases	Continuous
	Orientation of curriculum programs towards socially sensitive groups and other target groups.	Number of projects aimed at target groups.	Teachers Contact personnel in schools and partner institutions	Continuous
3. 6. To strengthen artistic practice-based research, professional, scientific research and publishing activities.	Encouraging teachers to implement artistic, professional and scientific projects for which the Academy is the host or a partner. Ensuring financial support for publishing activity from Academy's own funds. Informing teachers about the possibility of financing	The number of the implemented artistic, professional and scientific projects. The number of the applications for artistic, professional and scientific projects submitted to the local, national and European competitions. The number of teacher and student participations in	Academic Council Vice Dean of Art, Science, International Relations and ECTS Publishing Committee Teachers	Continuous

	<p>projects and publishing activities with non-institutional funds.</p> <p>Encouraging teachers to publish their works.</p> <p>Involvement of undergraduate and graduate students in artistic / scientific / professional projects.</p>	<p>artistic/ scientific/ professional conferences.</p> <p>The number of published works by the teachers; the number of defended doctoral thesis by doctoral studies.</p> <p>The number of undergraduate and graduate students involved in artistic/ scientific/ professional projects.</p>		
<p>3. 7. To encourage and develop intra-university and inter-university cooperation in Croatia.</p>	<p>Encouraging teachers and students to design and implement intra-university and inter-university agreements and projects.</p>	<p>Number of bilateral inter-university agreements and agreements with other components of the University of Split.</p> <p>Number of intra-university projects.</p> <p>Number of inter-university projects.</p>	<p>Administration</p> <p>Teachers</p> <p>Students</p>	<p>Continuous</p>
<p>Strategic goal 4. International cooperation</p>				

TASK	ACTIVITY/ MEASURE	RESULTS/ PERFORMANCE INDICATORS	RESPONSIBLE PERSON	PERIOD OF IMPLEMENTATION
4. 1. To increase the number of inter-institutional agreements.	Informing teachers and students about the possibility of establishing cooperation with international universities through academic mobility programs Erasmus+ and CEEPUS.	The number of the Erasmus+ inter-institutional agreements with international universities. The number of the new/ active CEEPUS networks.	Vice Dean of Art, Science, International Relations and ECTS Teachers Students	Continuous
	Establishment of a system for cooperation with international universities' proposals.	Electronic form for proposals to establish cooperation with international higher education institutions.	Vice Dean of Art, Science, International Relations and ECTS	Continuous
	Acceptance of requests from foreign higher education institutions to establish cooperation (if the study programs are compatible).	The number of the signed Erasmus+ inter-institutional agreements initiated by international higher education institutions.	Vice Dean of Art, Science, International Relations and ECTS	Continuous
4. 2. To increase the number of the incoming and outgoing mobility of the students and staff	Increasing the awareness of students and staff (teaching and non-teaching) about	Consultations, e-mail correspondence and publications on the Academy's website.	Vice Dean of Art, Science, International Relations and ECTS	Continuous

(teaching and non-teaching).	competitions for outgoing mobility.	<p>Frequently asked questions list for staff.</p> <p>Frequently asked questions list for students.</p> <p>Brochure on the application process for outgoing Erasmus+ students.</p> <p>The number of outgoing and incoming exchange students and staff within the Erasmus+ i CEEPUS schemes.</p>		
	Informing incoming exchange candidates within Erasmus+ and CEEPUS schemes about the application and selection process.	<p>E-mail correspondence.</p> <p>Brochure with information about the application and selection process for the incoming Erasmus+ students (in English).</p> <p>The number of incoming exchange students and staff within Erasmus+ and CEEPUS academic mobility programs.</p>	Vice Dean of Art, Science, International Relations and ECTS	Continuous

4. 3. To inform students and teaching staff about the possibilities of professional development abroad and participation in international competitive projects.	Monitoring of national and international competitions and calls in the field of art and science and informing teachers and students about them.	The number of teachers who have participated in the professional development programs abroad. The number of submitted and successful projects applications.	Vice Dean of Art, Science, International Relations and ECTS	Continuous
	Informing students about Erasmus+ professional practice.	The number of outgoing Erasmus+ exchanges for the purpose of professional practice.	Vice Dean of Art, Science, International Relations and ECTS Students	Continuous
4. 4. To encourage and develop international cooperation.	Encouraging of formal and informal international cooperation of the teachers and students with individuals and institutions abroad.	The number of submitted and successful international projects and other forms of cooperation. The number of visits by foreign experts completed outside the Erasmus+ and CEEPUS academic mobility programs. The number of Academy teachers' visits to the international institutions completed outside the	Dean Vice Deans Department Heads Teachers Students	Continuous

		Erasmus+ and CEEPUS academic mobility programs.		
4. 5. To encourage the organisation of guest lectures/ workshops by international artists and experts.	Informing teachers about the possibility for financing visits from international artists and experts through the Erasmus+ program.	The number of lectures/ workshops held by international artists and experts whose visits were realised through the Erasmus+ program.	Vice Dean of Art, Science, International Relations and ECTS	Continuous
	Strengthening the support for teachers organising visits from international artists and experts through multi-year funding of scientific activities.	The number of lectures/ workshops held by international artists and experts whose visits were funded by the multi-year (VIF) funds.	Dean Vice Deans Department Heads Teachers	Continuous
4. 6. To increase the number of teaching staff memberships in international professional associations and bodies.	Strengthening the support for teachers' membership in international professional associations and bodies through multi-year funding of scientific activities.	The number of teachers' memberships in international professional associations and bodies.	Department Heads Teachers	Continuous
Strategic goal 5. Spatial and material resources				

TASK	ACTIVITY/ MEASURE	RESULTS/ PERFORMANCE INDICATORS	RESPONSIBLE PERSON	PERIOD OF IMPLEMENTATION
5.1. To expand spatial capacities	Provision of the new premises.	YES/ NO	University Administration Department Heads	Continuous
5.2. To continuously invest in the improvement of existing spaces and ensure that the existing spaces meet the diverse needs and peculiarities of all study programs and employees.	Emergency repairs.	YES/ NO	Administration Professional services	Continuous
	Regular maintenance and improvements of the buildings.	YES/ NO	Administration Professional services	Continuous
	Adaptation and modernisation of existing spaces.	YES/ NO	Administration Department Heads Teachers Professional services	Continuous
5.3. To continuously invest in the modernisation of the equipment needed to	Maintenance and repair of existing equipment.	YES/ NO	Administration Professional services Teachers	Continuous

carry out various study programs.	Acquisition of new equipment (computers, photo and video-equipment, musical instruments, theatre equipment, laboratory instruments, machines, tools, etc.).	The number of pieces of equipment.	Administration Professional services Teachers	Continuous
	Procurement of classroom, workshop and office furniture.	YES/ NO	Administration Professional services	Continuous
	Expansion of the Library fund.	The number of the purchased and donated books.	Administration Professional services Employees	Continuous
Strategic goal 6. Quality management system				
TASK	ACTIVITY/ MEASURE	RESULTS/ PERFORMANCE INDICATORS	RESPONSIBLE PERSON	PERIOD OF IMPLEMENTATION
6. 1. To establish a functional system of internal quality assurance in accordance with current international standards and the specific	Coordination of internal quality assurance documents with current ESG standards.	Documents defined and approved by the Academic Council: <i>Policy Regulations</i> and <i>Handbook of The System for Quality Assurance (SOK)</i> according to the new ESG	Quality committee Administration Academic Council	<i>Policy regulations:</i> by the end of 2020 <i>Handbook:</i> by the end of 2022

needs of the Arts Academy.		standards and documents of the University.		
	Regular update and publication of documents, plans, reports and proceeding records of the Committee on the Academy's website.	All the documents and reports from the SOK are updated and publicly available.	Quality committee The Academy's Website Administrator	Continuous
	Regular participation in the activities of the Centre for Quality Improvement, the Study Committee, the Network for Quality Assurance Units at Croatian Higher Education Institutions (CroQAnet) and the Agency for Science and Higher Education (AZVO)'s workshops.	Reports from the meetings, lectures and workshops of the Centre for Quality Improvement, the Study Committee (CroQAnet), and the Agency for Science and Higher Education (AZVO)'s workshops.	Quality Committee Administration	Continuous
6.2. To implement reaccreditation recommendations with the aim of achieving a	Adopting the strategy of the scientific activity. Creation of a plan for the realisation of strategic	Formulating a <i>Strategy for the scientific development of the Academy.</i>	Scientific Committee Academic Council Teachers	By the end of 2020

higher level of quality, organisation and responsibility.	plans of scientific activities.			
	Update of the existing processes, and where necessary creating new regulations, instructions, and flow charts.	Formalisation and definition of all the processes that take place at the Academy.	Administration Secretary office Academic Council	Continuous formulation, adaptation and revision
	Improving the assessment procedure for practical subjects in such a way that the criteria, procedures and rules of assessment are clearly defined and presented to students on time.	Creation and implementation of the <i>Evaluation and Grading form</i>	Quality Committee Vice Deans of Academic Affairs Department Heads Teachers	Creation of the form by the end of 2019 Implementation: Continuous
	Systematic collecting of data on work, projects and activities of departments, teachers and students.	Creation and implementation of the <i>Annual Report of the Departments' Activities</i> form. Publishing of the form on the Academy's website.	Quality Committee Vice Deans of Academic Affairs Department Heads Teachers	Creation of the form by the end of the year 2019 Implementation: Continuous

	Involving all partakers (students, external contributors) in the procedures for changes and supplementations to study programs.	Student participation in department meetings where decisions on changes and additions of more than 20% to existing study programs are made.	Department Heads Department teachers Department students	Continuous: in situations of more than 20% of changes to program procedures
		The opinion of external stakeholders concerning changes and additions to study programs exceeding 40% and concerning proposals for new study programs.	Department Heads Department teachers	Continuous: in situations of more than 40% of changes to program procedures and in proposals for new study programs
	Modernising existing study programs.	The number of the procedures for changes and additions to existing study programs.	Department Heads Vice Deans of Academic Affairs Quality Committee Academic Council	Continuous
	Publish on the Academy's website the links to the tools for the prevention and detection of plagiarism and copying, as	Inform teachers about the availability of the program for verifying the authenticity of works and encourage them to use it.	Vice Deans of Academic Affairs Department Heads	Continuous (after the software procurement)

	well as guidelines for the correct citation of printed and non-printed publications that are quoted in the written work.	Encourage teachers to create guidelines for properly citing printed and non-printed publications that are cited in written work (for courses that include the creation of seminar papers, etc.).	Supervisors Teachers	Continuous
	Monitoring and analysis the studies success.	Annual reports on the success of studies and the completed document <i>Analysis of the success of studies for the five-year period 2019/20 - 2023/24.</i>	Student Office Quality Committee Administration	By October 2024
	Analysis of the employability of students after graduation (where applicable) during a five-year period.	Completed document <i>Analysis of employability of students after graduation for the five-year period 2019/20 - 2023/24.</i>	Student Office Vice Deans of Academic Affairs Administration	By October 2024
	Monitoring the number of the dropout students for a five-year period.	Excel report about the number of students who dropped out for a five-year period.	Quality Committee Student Office Administration	By October 2022

	Monitoring the reasons for dropping out of studies.	Creation of a questionnaire on the reasons for dropping out of studies.	Quality Committee Student Office Vice Deans of Academic Affairs	By October 2022 Application from academic year 2022/2023
	Analysis of the reasons for dropping out of studies.	Preparation of the document <i>Analysis of the reasons for dropping out of studies for the two-year period 2022/23-2023/24.</i>	Quality Committee Student Office	By October 2024
6. 3. To develop a system focused on student support and care.	Involvement of the students in the work of administrative bodies and committees at the Academy.	Student members of the Academic Council, Board and Committees.	Student Council of the Academy Administration Academic Council Quality Committee Committees	Continuous
	Annual meetings of the Administration with the Student Council of the Academy.	Proceedings from the meetings.	Administration Student Council Students	Continuous, at least once every academic year
	Informing students about student rights and	Implementation of an Info Day for first-year students.	Administration	Continuous: first Monday in October

	obligations in a timely manner.	Regulations and procedures related to study and studying are publicly available on the Academy's website.	ISVU (Higher Education Institution Information System) coordinator Vice Deans of Academic Affairs Department Heads Web-administrator	
	Encouraging students to plan their own and participate in mentored artistic/ scientific projects and research at all levels of study.	Increased number of artistic/ scientific projects and researches developed or participated in by students	Teachers Vice Deans of Academic Affairs Project managers Students	Continuous
	Student evaluations of the quality of teaching and studying.	Preparation, implementation and analysis of the following documents: the semester-long: <i>Student evaluation of the quality of teaching and teaching work</i> , the annual: <i>Evaluation of the work of professional and administrative services and other aspects of student life</i> , and the document:	Student office Quality Committee Student Council Academic Council	Continuous: semesterly and annually

		<i>Evaluation of the complete level of study.</i>		
		Implement Dean's consultations with the teachers who receive lower evaluations in the student survey results.	Dean Head of the Quality Committee	Once a semester, after receiving the evaluation results
	Defining issues related to the study experience of the students from vulnerable and underrepresented groups.	Conducting of consultations with students of vulnerable and underrepresented groups with the aim of devising specific measures to improve their study experience.	Administration Vice Deans of Academic Affairs Operational manager of the Theatre Arts Department Head of the Quality Committee Quality Committee Student Council	By April 2022
		Drafting of the regulations of study for students from vulnerable and underrepresented groups.	Administration Academic Council	By September 2022

		Appointment of representative for students from vulnerable and underrepresented groups.	Administration Dean	By October 2022
		Informing students about the availability of financial and psychological support for students from vulnerable and underrepresented groups at the University of Split.	Representative for students from vulnerable and underrepresented groups	By October 2022