**THE DEVELOPMENT STRATEGY OF THE ACADEMY OF ARTS AND CULTURE IN OSIJEK**

**2018-2022**

**THE ACADEMY OF ARTS AND CULTURE IN OSIJEK** is the only artistic-teaching and scientific-teaching unit of the University of Josip Juraj Strossmayer in Osijek. On the 3rd of July 2018, the Ministry of Science and Education of the Republic of Croatia issued a licence for performing higher education activity.

The Academy of Arts and Culture consists of six departments (the Department of Music, the Department of Instrumental Studies, the Department of Theatre Arts, the Department of Visual and Media Arts, the Department of Creative Technologies, the Department of Culture, Media and Management). The Academy of Arts and Culture was founded by the status changes at the University of Josip Juraj Strossmayer as the legal successor to the Academy of Arts in Osijek and the Department of Cultural Studies.

The study programmes are organised as full-time and part-time for the citizens of the Republic of Croatia and foreign citizens. The teaching process includes lectures, mentorship, seminars, exercises, various forms of field trips, project work and professional practice, the participation in artistic and scientific projects. A part of the teaching process is also done in cooperation with cultural institutions, artists and professionals, transferring the teaching process outside the classrooms so that students could directly experience different artistic and cultural activities and acquire competence and skills related to the chosen study programme, which is necessary for their adequate and active participation in the labour market.

The students of undergraduate and graduate study programmes acquire theoretical, pedagogical and practical knowledge and skills. The study of arts involves an individual approach to students so that they could develop their own artistic expression. Students are encouraged, based on their personal sensibility, to pursue life-long learning. The interdisciplinary model of scientific study programmes attempts to promote the acquisition of theoretical knowledge in different analytical discourses which are directly connected to the professional practice.

The Academy carries out artistic study programmes of music education, voice, composition and music theory, instrumental studies, fine arts education, illustration, acting and puppetry, puppet design and technology, costume and set design as well as the scientific studies of cultural management and media culture. The Academy has launched the first postgraduate specialist study of Creative Therapies in the Republic of Croatia which implements the postgraduate specialist study programmes of Art (fine arts) Therapy, Drama Therapy, Music Therapy, Movement and Dance Therapy.

Besides the regular teaching process, the Academy organises conferences, festivals, seminars, book presentations, concerts, exhibitions, plays, film projections, workshops. Also, lectures by lecturers from Croatia and abroad are also organised. The students and professors of the Academy, as part of various programmes as well as their regular activities, participate in the international exchange and the competitions related to the artistic and scientific spheres of the Academy. As part of the international exchange, the students and professors take part in many events such as festivals, competitions, group or solo exhibitions, artistic colonies, scientific meetings and discussions. The Academy of Arts and Culture in Osijek organises national and international projects that deal with music, fine arts, performance arts and the science of the arts.

The Academy plans to organise the Centre for Interdisciplinary Research in Arts and Sciences (InterScArt) which will provide infrastructure and methodological support to all the artistic and scientific-research projects of the Academy. The function of the centre will be documentary, project oriented and innovative in order to improve the scientific position of the institution and the project assignments of its students and professors in both the artistic and scientific-teaching grades.

In order to develop the interdisciplinary approach and encourage dialogue between arts and sciences, the Academy publishes books. Ars Academica Library includes publications that deal with the theory of fine arts, the theory of space, the science of the theatre and music.

The professors of the Academy provide good teaching content which will enable the students of artistic studies to develop their creative potential and critical thinking as well as the ability to apply the acquired practical and theoretical knowledge and to develop their own artistic expression. In methodological terms, the scientific study programmes are based on changing the “research after learning” teaching paradigm into “learning by means of research” paradigm. This way, students become aware of the importance of engaged social participation in the local environment of Osijek, the region and the country. By initiating the artistic, interdisciplinary and scientific-research projects within the University of Osijek, the Academy of Arts and Culture is trying to become the centre of interdisciplinary and multidisciplinary research.

The aim of the Academy of Arts and Culture is to develop and encourage excellence in the fields of art, science and cultural production in the broadest sense. By means of different artistic and scientific content, it will continue to carry out study programmes and projects that will promote and present the interdisciplinary, cultural and artistic-scientific characteristics of its study programmes, artistic, scientific and interdisciplinary projects.

Our **MISSION** is to promote the values of higher education following in the European artistic and humanistic tradition by organising top artistic, scientific and interdisciplinary educational programmes while simultaneously keeping and preserving cultural, artistic and regional characteristics and creating a stimulating environment for the personal affirmation of students, professors and all employees.

Our **VISION** is to become the leading regional institution of higher education in the fields of artistic practice and theory, cultural studies and creative industries by developing general and professional skills and competence of students that will enable them to take part in the labour market and prepare them for an active role in the development of a creative and tolerant society.

**In order to achieve its mission and vision, the Academy of Arts and Culture in Osijek does the following:**

* is constantly trying to improve the organisation of work of the institution in general, to improve the quality of the teaching process and studying as well as the professional and technical support
* nurtures the characteristics of its immediate cultural and social environment, seeking to establish an interdisciplinary dialogue between the local and the global at the levels of the arts, culture, contemporary media and scientific discourse
* systematically encourages the artistic and scientific work of its employees and students
* continuously invests in the human resources and encourages the active as well as the artistic, scientific and professional development of its employees
* actively participates in the implementation of artistic and scientific activities and the development of socially engaged projects
* attempts to increase the visibility and recognition of the active role of the arts and sciences in the cultural, social and wider academic context
* includes students in the implementation of artistic and scientific projects
* creates, develops and adapts study programmes according to the need of the labour market and the achievement of contemporary art, science and technologies
* carries out professional projects by means of cooperation agreements
* applies for national and European funds in order to finance the artistic, scientific and teaching activities

**STRATEGIC GOALS**

**1] The organisation of a functional system of inner quality assurance**

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| Goal / Task | Indicator | Target value |
| Systematisation of the Office for Quality | The Office for Quality systematised | September 2018 |
| Nomination of the member of the management in charge of quality assurance | Vice-dean for the arts, quality and strategy | December 2018 |
| Creation of the Committee for Quality Assurance and Monitoring in Higher Education | Nomination of the Committee members | February 2019 |
| Regulations on Quality Assurance in Higher Education of the Academy of Arts and Culture in Osijek | Creation of the Regulations on Quality Assurance in Higher Education of the Academy of Arts and Culture in Osijek | May 2019 |
| Manual for Improving and Assuring Quality in Higher Education of the Academy of Arts and Culture in Osijek | Creation of the Manual for Improving and Assuring Quality in Higher Education of the Academy of Arts and Culture in Osijek | November 2019 |
| SWOT analysis | Creation of the SWOT analysis of the Academy based on the SWOT analyses of the departments | November 2022 |
| Mission and vision of the Academy of Arts and Culture in Osijek | Definition of the mission and vision of the Academy of Arts and Culture in Osijek | April 2019 |

**2] Study programmes**

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| Goal / Task | Indicator | Target value |
| Nomination of the member of the management in charge of study programmes | Vice-dean for study programmes | December 2018 |
| Defining of the learning outcomes at the level of study programmes for all the study programmes carried out at the Academy of Arts and Culture in Osijek | Definition of the learning outcomes at the level of study programmes for all the study programmes | March 2020 |
| Permanent revision and improvement of the existing study programmes | Changes and amendments of study programmes | all the programmes until the end of 2022 |
| Correspondence between ECTS and the actual (teaching and extracurricular) student workload | Correspondence between the number of working hours and ECTS at the level of courses | March 2020 |
| Development of specific study programmes for which there is a demand on the labour market  • Graduate University Study of Non-verbal Theatre  • Graduate University Study of Acting  • Graduate University Study of Puppetry Directing  • Graduate University Study of Puppet Animation  • Graduate University Study of Drama and Theatre Studies  • Graduate University Study of Performance Studies  • Undergraduate University Study of Media Art and Design  • Undergraduate University Study of Visual Art  • Undergraduate University Study of Ceramics Design  • Graduate University Study of Visual Studies, Criticism and Art Theory  • Undergraduate University Study of Culture, Media and Management  • Graduate University Study Management in Culture and Creative Industries  • Graduate University Study Media and Public Relations  • Undergraduate University Study of Music Art and Culture  • Graduate University Study of Music Art and Culture  • Graduate University Study of Composition and Music Theory  • Graduate University Study of Instrumental Studies  • Postgraduate University Study of Music Education  • potential study programmes for which there is a demand on the labour market | Number of new study programmes | launching of at least 5 new study programmes until 2022  semester analysis of the phases of the planning and development of the new study programmes at every department |
| Promotion of study programmes | Number of carried out activities | The Day of Open Gates once a year / promotion in the media: undergraduate studies by the end of November, graduate studies by the end of July |
| Introduction of study programmes in English as part of the international process | Number of study programmes in English | at least 1 until 2022 |
| Introduction of on-line learning and hybrid courses (combination of on-line and face-to-face teaching) | percentage of on-line and hybrid courses in all study programmes | at least 10% until 2022 |
| Developing cooperation with ICT sector when introducing changes and amendments to existing programmes as well as when creating new ones, as part of the market orientation of the Academy and meeting the demands of the labour market in the region | number of courses and study programmes | at least 1 study programme and at least 5 courses of other study programmes |
| Development of interdisciplinary single and double major model of studying different artistic and scientific areas/fields/disciplines at the graduate level that is unique in the Republic of Croatia | number of students who choose double major model of studying of different study programmes at the graduate level | at least 10% until 2022 |
| Cooperation with the Doctoral School | committee nomination | by the end of 2019 |

**3] Life-long Learning**

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| Goal / Task | Indicator | Target Value |
| Cooperation with associations | number of ensured instances of cooperation | 5 |
| Project implementation | number of implemented projects | 3 |
| Further improvement of the graduate students of the Academy of Arts and Culture at the postgraduate level | number of students of the study programmes of the Doctoral School | 10 (until 2022) |

**4] Teaching Process and Staff**

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| Goal / Task | Indicator | Target Value |
| Nomination of the member of the management in charge of the teaching process | Vice-dean for the teaching process and students | December 2018 |
| Adequate study groups in order to improve the quality of teaching that focuses on students | Ration of the number of teachers to the number of students for each course | up to 1:30 for theoretical courses  up to 1:15 for art courses of general competences  up to 1:5 for art and professional courses of specific competences |
| Encouraging and developing the individual artistic expression of students | Mentor work with students at art courses | number and quality of created artworks |
| Application of contemporary technologies in the teaching process | Percentage of the teaching staff capable of using new technologies in the teaching process  Percentage of courses using contemporary technologies | 50% (until 2022)  10% (until 2022) |
| Increase the number of elective courses at the Academy | Number of newly introduced elective courses | 10% by the end of 2020 |
| Guest lectures by artists and scientists held at the Academy | Number of guest lectures held at the Academy per year | at least 5 |
| Guest lectures held by the artists and scientists of the Academy | Number of guest lectures held by the artists and scientists of the Academy per year | at least 5 |
| Innovative approach and high artistic and scientific level of final and diploma works | Topics of works  Marks of works | mark average at least 3.6 / annual analysis of topics and marks |
| Increase the incoming and outgoing mobility of teachers | Number of Erasmus+ exchange Guest lecturers | 2 each year |
| Appointment into higher grades | Number of appointments | at least 5 each year |
| Teachers of the Academy awarded PhD in sciences or arts | Number of teachers of the Academy awarded PhD in sciences or arts | 5 (until 2022) |
| Increase the number of permanently employed teachers | Number of new jobs for the teaching staff | at least 5 until 2022 |

**5] Institutional capacity**

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| Goal / Task | Indicator | Target Value |
| Adequate computer equipment in the library | Acquisition of new computers | 10 computers / March 2019 |
| Expanding the library catalogue according to the needs of the teaching process | Expanding the library catalogue | Expanding the library catalogue by 5% |
| Acquisition of the latest computer equipment for the computer classroom | Acquisition of new computers | 6 computers / October 2019 |
| Equipping the audio-visual laboratory | Equipping the room and providing the adequate AV equipment | December 2020 |
| Classroom adaptation according to the type of the teaching process that takes place inside and according to the learning outcomes for each course | Classroom adaptation  Acquisition of inventory and tools | improving the spatial and technical conditions for the teaching process by 20% |

**6] Student Support**

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| Goal / Task | Indicator | Target value |
| Nomination of the member of the management in charge of students | Vice-dean for the teaching process and students | December 2018 |
| Clearly defined and publicly announced enrolment conditions for study programmes | Regulations on the application procedure for undergraduate studies  Regulations on the application procedure for graduate studies | April 2019 |
| Clearly defined and publicly announced procedures of testing specific knowledge and skills for the enrolment into study programmes | The tests in specific knowledge and skills are publicly announced and in accordance with study programmes | undergraduate: April 2019  graduate: September 2019 |
| Realisation of the professional and artistic student practice | Number of realised practice | at least 5 annually  semester analysis of the realisation of the professional and artistic practice |
| Participation of students in the professional artistic and scientific projects | Number of realised professional projects involving students | at least 5 annually  semester analysis of the participation of students in the professional artistic and scientific projects |
| Participation of students in national and international festivals | Number of national and international festivals / number of students that took part in the festivals | at least 3 annually  annual analysis of the participation of students in national and international festivals |
| Students’ career guidance | Organising the Career Office | October 2019 |
| Conducting polls in order to maintain and improve the quality of the teaching process and the realisation of study programmes | Conducting polls, analyses and systematisation of the collected data | periodically  unique university poll  graduate students poll  poll regarding the achievement of the learning incomes for different courses |
| Helping students in a poor financial situation | One-time financial aid | Number of allotted financial aids |
| Increase the outgoing student mobility | Number of Erasmus+ exchange of students | 10 per year |
| Increase the incoming student mobility | Number of Erasmus+ exchange of students | 5 per year |
| Collecting and analysing data on the employment of former students | Analysis of HZZ (Croatian Employment Service) data  Collecting data on the work of freelance artists | 2022 |

**7] Artistic and Scientific Work**

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| Goal / Task | Indicator | Target Value |
| Nomination of the member of the management in charge of the artistic work | Vice-dean for art, quality and strategy | December 2018 |
| Nomination of the member of the management in charge of the scientific work | Vice-dean for science and projects | December 2018 |
| Strategic partnerships in order to realise artistic and scientific projects | Number of active cooperation agreements | 5 per year |
| Systematisation of artistic and scientific activities and projects outside the regular teaching programmes | Centre for Interdisciplinary Research in Art and Science | April 2019 |
| Plans to encompass scientific activities and projects in terms of themes and disciplines | The Strategy of Scientific Work 2020-2024 | October 2019 |
| Encouraging scientific work and scientific excellence of teachers | Regulations on the encouragement and stimulation of teacher excellence in scientific-research work and realisation of scientific projects | October 2019 |
| Stimulation and support of artistic work and artistic excellence of teachers for the purposes of professional development | Record of realised art projects of permanently employed teachers in artistic-teaching and associate grades  Dean’s approval | at least 20 per year |
| Stimulation and support of scientific work and scientific excellence of teachers for the purposes of professional development | Participation of permanently employed teachers in scientific-teaching and associate grades in scientific meetings, conferences, etc.  Dean’s approval | at least 20 per year |
| Encouraging the public publishing of scientific works of teachers | Number of published works (books, articles, textbooks...) in national A1 and A2 journals and the corresponding international journals as well as reviewed works in general | at least 10 per year |
| Cooperation between teachers and students when carrying out art and science projects in order to improve the teaching process | Number of realised instances of cooperation between teachers and students | at least 5 per year |
| Strategic partnerships in order to carry out science projects | Number of active cooperation agreements | 2 per year |
| Guest lectures by national and international scientists | Individual arrivals from other universities as part of different cooperation initiatives | at least 7 per year, out of which 5 from Croatia and 2 from abroad |
| Holding guest lectures at institutions in Croatia and abroad | Individual departures of our teachers to other institutions | at least 10 per year, out of which 5 abroad and 5 in Croatia |
| Organisation of scientific meetings | Meetings as part of regular or special activities | at least 1 per year |
| Encouraging top students to enrol in the postgraduate study programmes that deal with the science of the arts | Number of enrolled students | at least 1 per year |

**8] Publishing activity**

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| Goal / Task | Indicator | Target Value |
| Intensify the publishing activity of the Academy of Arts and Culture in Osijek | Increased number of printed publications (books on science and art, textbooks, handbooks, collections of conference papers, journals…) | at least 5 per year |
| Founding scientific and/or student journals, the Academy newspapers, review | Founding a journal | 2 journals/reviews until 2022 |
| Encouraging the publication of scientific, artistic and teaching materials in electronic form | Increasing the number of e-books, textbooks, handbooks, etc. in electronic(and other optical) forms | 2 per year |
| Expanding the network of publishing cooperation | Signing publishing cooperation agreements | 3 (until 2022) |
| Constantly monitor and apply manuscripts for public calls for the co-funding of printed and e-books (Ministry of Science and Education, Ministry of Culture, City, County…) | Number of applied publishing projects | At least 5 per year |
| Monitoring and encouraging continuous publishing:   * Artos journal; * student journal Notan; | Published volumes | 2 per year |

**9] Community Cooperation and Project Development**

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| Goal / Task | Indicator | Target Value |
| Nomination of the member of the management in charge of the cooperation with public institutions and bodies of city and county administration according to the public policies and needs of the local development and the global trends in creative and cultural industries | Vice-dean for the development of cultural and creative industries | December 2018 |
| Nomination of the member of the management in charge of projects | Vice-dean for science and projects | December 2018 |
| Realisation of art and/or science and/or pedagogy projects which focus on the public | Number of realised art and/or science and/or pedagogy projects and programmes | at least 3 per year |
| Cooperation with cultural institutions | Realised art projects | at least 3 per year |
| Promotion of the arts and science that focus on the general public in the immediate social milieu | Number of realised activities | at least 5 per year |
| Membership of the Academy of Arts and Culture in HKKKKI (Croatian Competition Cluster of Cultural and Creative Industries) | Number of secured instances of cooperation with the real sector | 10 (until 2022) |
| Organisation of a panel discussion about the economic, scientific and artistic potential of cultural and creative industries | Number of panel discussions | 1 per year |
| Organisation of “Advent of Creativity” | Realisation of “Advent of Creativity" | 1 per year |

**10] International Cooperation**

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| Goal / Task | Indicator | Target Value |
| Realisation of international projects | Number of realised projects | 3 |
| Study trips to universities abroad in order to exchange experience | number of study trips | 5 |
| Cooperation agreements with universities abroad | Number of signed agreements | 5 |
| Realisation of projects in cooperation with universities abroad | Number of realised projects | 3 |

**11] Administrative Services**

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| Goal / Task | Indicator | Target Value |
| Professional development of administrative staff | Number of developments, workshops | at least 2 per year |

**12] Finances and Sustainability**

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| Goal / Task | Indicator | Target Value |
| Increase the number of applications for project funding | Number of projects implemented by means of applications | at least 5 until 2022 |

**SUPPLEMENT:** **SWOT ANALYSIS**

**ACADEMY OF ARTS AND CULTURE IN OSIJEK / 2018**

**INNER CHARACTERISTICS**

**Advantage/Strength**

* quality implementation of the teaching programmes of the Academy which are in accordance with the international trends in education as well as the final competences which match the needs of the labour market
* recognition of the teachers of the Academy in their respective professions and society and the participation of the teachers in many bodies and projects of the Ministry of Science and Education, Agency for Education…
* cooperation of the professors and students in numerous and various artistic, scientific, cultural and professional activities (concerts, competitions, professional seminars, conferences, music events, exhibitions, theatre plays, performance in the broader sense, film and multimedia projects...) and the possibility of cooperation between different departments of the Academy when implementing joint projects
* positive work environment, professional and competent teaching staff with international experience which accepts changes and challenges
* good organisation of the non-teaching staff and good communication between the non-teaching and teaching staff that has a positive effect on the realisation of the teaching process as well as art and science projects
* launched undergraduate and graduate studies which are the only or unique in the Republic of Croatia and the region (Puppetry, Illustration, Stage Design, Costume Design, Puppet Design and Technology, Tambura Artistry) and using the above mentioned studies to position the Academy, University and the City of Osijek as a place of innovative and unique experience of studying
* interdisciplinary approach — connecting theory and practice by means of the arts, culture, media, economy, society and other fields of human activities
* participation of teachers and students in different art, science, culture, management and media projects in order for students to acquire practical experience and become ready for independent scientific-research and artistic-research work
* socially useful learning and practice as part of the cooperation with different cultural, artistic, educational and media institutions, companies and institutions in the region
* partnership with numerous national and international educational, cultural, artistic and scientific institutions and associations
* professional guest lecturers, renowned professors and artists from national and international scientific/artistic institutions are included in the teaching process
* fine ration between the number of students and available space for the teaching process
* work in smaller groups, individual approach to students
* presence and recognition of the Academy in the cultural life of Osijek, Croatia and the region
* high artistic and scientific productivity and realisation of highly affirmed international art and science projects and event (festivals, symposiums, exhibitions, sculpture workshops, theatre plays, performance in the broader sense, film and multimedia projects, publishing activity…) some of which are unique in Croatia and the region

**Disadvantages/Weakness**

* restricted and insufficient adequate space for concerts, plays, realisation of art and science projects (lack of a concert halls, theatre hall, conference room, specific technical equipment)
* not enough space for further development of new studies related to performance art
* partially outdated or insufficient pieces of equipment needed for teaching (computers, pianos, audio equipment, cameras, reflectors, teaching inventory, renovation of classrooms…)
* lack of soundproof and double doors
* financially demanding realisation of parts of the study programmes both for the organiser and the student
* limited financing of projects
* lack of systematic methods of stimulating excellence (additional work by teachers) and development of the teaching staff, lack of a model of promoting and encouraging scientific-research work (regulations on the financing of scientific-research work)
* partial lack of interest among teachers for participating in research projects
* insufficiently equipped library of the Academy: lack of professional literature, sheet music, theoretical and pedagogical titles, books in foreign languages
* insufficient access to foreign scientific bases and journals, good licenced programmes for data analysis, data bases and professional literature
* insufficient new jobs and coefficients for employment and development of teachers in relation to the dynamics of the development of the existing ones and the planned implementation of new study programmes
* limited offer of courses in a foreign language, which would be a prerequisite for the development of internationally recognisable and internationally implemented study programmes
* lack of experience of teachers in terms of e-learning
* limited possibility of self-financing mobility (for example, in order to prepare projects, developing international contacts) and establishing cooperation with other institutions

**OUTER CHARACTERISTICS**

**Possibilities/Opportunities**

* considerable potential of permanently employed teaching staff for the development and implementation of new study programmes in specific fields and disciplines (undergraduate and graduate levels) for those spheres of sciences and arts which are demanded by the labour market, some of which are not present in the system of higher education in the Republic of Croatia (graduate university study of performance studies, visual studies and study programmes for instruments at undergraduate and graduate levels; the study of applied and electronic composition at the graduate level; the study of music theory at the graduate level; applied photography, design of public spaces, restoration/painting; launching postgraduate specialist study programmes; launching artistic postgraduate studies…)
* interdisciplinary and experience based education at the undergraduate and graduate levels by means of programmes of professional practice and the development of the creative potential of students, development and stimulation of on-line education
* improving the quality of the teaching process and implementation of study programmes by means of cooperation, supplementing the teaching content and coordination of all the departments of the Academy
* possibility of launching joint study programmes with institutions of higher education in the country and abroad
* increasing the visibility of the Academy by means of projects at national and international levels, conferences of relevant studies, workshops, international festivals and competitions as well as introducing new forms of popularisation of arts and sciences
* increasing the number of applications for EU projects and other sources of financing while improving the quality of the applied scientific and artistic research
* student exchange and development of teaching and non-teaching staff using Erasmus + programme
* continuous improvement of study conditions, learning conditions, development of specific knowledge, skills and personal development of students
* strengthening student organisations and clubs (encouraging and developing the work of Alumni)
* organisation of the Career Office in order to offer support to students who look for a job or to teachers who create and adapt the teaching content
* developing towards creative industries by creating links with the community – mainly in correlation with tourism, meeting the complex present-day needs in the context of management in culture, art and media
* possible cooperation with various scientific and cultural institutions in the Republic of Croatia and Europe
* possibility of life-long learning in the fields of cultural and creative industries and IT sector as well as the promotion of the offer of life-long learning which would enable the further financing of study programmes and the improvement of the quality of teaching
* realisation of a part of teaching and artistic programmes in the art institutions of the city and the region (theatres, concert halls, cultural institutions and associations…)

**Dangers/Threats**

* general social tendency towards lower consumption of cultural content, devaluation of art content at the local level and wider, trivialisation of artistic activities and art education in the Republic of Croatia
* significant drop in the level of knowledge and developed skills of candidates necessary for the enrolment onto study programmes (limited knowledge and the low level of specific skill of candidates)
* necessity of increasing cooperation with associates from other institutions when launching new study programmes due to a lack of new job openings
* quick changes at the labour market that demand new competences and consequently faster adaptation of study programmes related to contemporary technologies
* limited financial means and a lack of investments in infrastructure, computer and specific equipment which should follow the development expectations of study programmes
* reduced financial means for scientific-research work and culture in the Republic of Croatia
* adverse demographic and economic situation in the Republic of Croatia – lower number of students and potential users of cultural content as well as the risk that the good staff (teaching and administrative) will leaves

increased number of projects in relation to the state of the equipment, technical support and financial possibilities