

**THE STRATEGY
OF THE FACULTY OF TEACHER
EDUCATION
UNIVERSITY OF ZAGREB**

2026 - 2030



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FOREWORD

Dear colleagues, students, associates and friends of the Faculty,

it is a great honour and responsibility to present to you the Strategy of the Faculty of Teacher Education, University of Zagreb, for the period 2026 – 2030. This document is not only a formal framework but the statement of our ambitions, our collective thinking, and continuous dedication to our fundamental mission – to educate the future agents of the educational process in the Republic of Croatia. Continuing a rich tradition of development of preschool and primary school teaching profession, our Faculty assumes a role of the national centre which generates knowledge, sets standards and has an active role in education policies design. The Strategy guides us towards fulfilling our vision and making the Faculty of Teacher Education synonymous with excellence, acknowledged both in the European and global context.

Our unique values – *excellence, ethics, transparency, a culture of dialogue and cooperation, and societal contribution* – are not only declarative in nature, but are active principles permeating each aspect of our work. We firmly believe in the *student-oriented teaching approach* and *inclusive environment*, providing support for each of our students, including those in vulnerable groups.

The 2026 – 2030 Strategy has been designed as a firm response to challenges posed by the modern world, including the need for modernisation and the challenges posed by reforms in the Croatian Qualifications Framework. Thus, the Faculty has undertaken the leading role at the national level, initiating and coordinating the Qualifications Standards for Primary School Teachers. This initiative has ensured that our study programmes are relevant, competitive, and aligned with the most demanding professional requirements.

Our development is based on four key areas:

1. *Students and education*: We are focused on raising the quality level of studying and on professional development of our teaching staff in order to empower them for the student-oriented teaching process. The internationalization of study programmes and development of integrated studies enables an active initiation of the European education dimension.

2. *Scientific, artistic and professional activities*: It is our ambition to achieve a significant increase in research and artistic excellence. In order to do so, we will strengthen our project competitiveness and encourage interdisciplinary work. By implementing already initiated and approved projects within this timeframe, and by encouraging new project applications and investing in our young researchers, scientific and artistic excellence will be within our reach.

3. Business activities and infrastructure: Recognizing the importance of digital maturity, we are entering a comprehensive digital transformation of our business activities, with the aim of increasing the level of transparency and efficiency. At the same time, we are committed to the green transition, which includes capital projects such as energy renovation of the Čakovec Branch building and the gym in Zagreb. We are also committed to ensuring a complete access for all members of our community. By strengthening institutional capacities and diversifying our revenues, we are able to ensure a long-term sustainability of the Faculty.

4. Social responsibility: This area testifies to our public commitment. We will invest continuous efforts in affirming the teaching profession both in preschool institutions and primary schools by creating education policies, expanding the offer of the Lifelong Learning Centre and strengthening strategic partnerships with our alumni. It is our aim to use these initiatives to restore the reputation and professional dignity to those who will shape the future of our society.

This Strategy sets ambitious, but reachable goals. Its implementation lies in the engagement of each member of our academic community, from students and teachers to administrative staff and external partners. It is only through our commitment, dialogue and acceptance of shared responsibility that we can make progress which has a permanent and positive impact. Therefore, I am inviting you to unite in knowledge, commitment, and responsibility, to turn the vision described in the Strategy into reality which will define the Faculty of Teacher Education as a leading higher education institution in the years to come.



Professor Blaženka Filipan-Žignić, PhD, Dean

VISION

The Faculty of Teacher Education is a synonym for quality education of future teachers. As a national centre and world-renowned institution, the Faculty will conduct scientific research in the area of education with the aim of improving the teaching process. With its various activities, the Faculty will play a role in shaping the national education policies and create a community of experts who exchange scientific knowledge, examples of good practice, and establish partnerships at the national and international level. They will enrich the tradition of the teaching profession development with new knowledge and innovations, promoting excellence and paving the way for the European dimension of education as a solid base for building an open, inclusive, and sustainable future of education.



MISSION

With its university study programmes, the Faculty of Teacher Education provides education for future preschool and primary school teachers, while its postgraduate studies and lifelong learning programmes create opportunities for development of professional and scientific competencies for all educators. The Faculty implements, develops and promotes scientific research and artistic expression in the areas of social sciences and humanities, natural sciences, arts, and interdisciplinary areas, encouraging innovation and digital transformation which improve the quality of education.

Diverse activities that the Faculty performs contribute to the shaping and development of education policies and practice, affirmation and sustainable development of the preschool and primary school teacher profession, and popularisation of science and arts, taking into consideration the contemporary needs of the education system. A multidisciplinary team of nationally and internationally renowned experts and young scientists ensures the academic and scientific excellence of the Faculty, and establishes cooperation with partners at the national, European, and global level.

Student-oriented learning and teaching improves the overall well-being and holistic development of student potential. Apart from promoting internationalisation and the European dimension of education, it empowers future teachers for active and responsible professional engagement. Thereby the Faculty makes a significant contribution to the development of an open, inclusive, and sustainable education and society as a whole.

VALUES

EXCELLENCE

Permanent focus on the highest teaching, learning, research and professional standards.

ETHICS

Responsibility, fairness and transparency in all academic, scientific and social activities.

TRANSPARENCY

Providing clear and open information about the decision-making process and results, which reinforces trust of students, employees and partners.

EQUALITY

Ensuring equal opportunities for all students and employees.

DIFFERENCES AND INCLUSION

Recognizing and accepting various identities, perspectives and experiences, and creating an environment in which each individual feels accepted and valued.

CULTURE OF DIALOGUE AND COOPERATION

Encouraging open communication, mutual trust and common construction of knowledge in academic community and society.

STUDENT-ORIENTED TEACHING

Developing an educational process which promotes active student engagement, maintains their autonomy, and promotes critical thinking, creativity and professional development.

SOCIETAL CONTRIBUTION

Overall activities focused on the well-being of society.

OVERVIEW OF STRATEGIC AND SPECIFIC GOALS IN FOUR KEY AREAS

AREA: STUDENTS AND TEACHING			
STRATEGIC GOALS		SPECIFIC GOALS	
1.	Modernization of the current and development of new study programmes	1.1.	Create the qualification standards for classroom teachers
		1.2.	Align the integrated undergraduate and graduate university study Primary Teacher Education with the qualification standards
		1.3.	Align the undergraduate university study Early Childhood and Preschool Education with the qualification standards
		1.4.	Initiate a specialist university study Management and Leadership in an Educational Institution
		1.5.	Create a joint university study Early Childhood and Preschool Education with the University of Dubrovnik
		1.6.	Create a graduate university study Early Childhood and Preschool Education: English Subject Major in English language
2.	Raising the quality and efficiency levels of studying	2.1.	Ensure continuous professional development for teachers
		2.2.	Improve the student-oriented teaching process
		2.3.	Improve the system of support for students from vulnerable and underrepresented groups
AREA: SCIENTIFIC, ARTISTIC AND PROFESSIONAL ACTIVITIES			
STRATEGIC GOALS		SPECIFIC GOALS	
1.	Increasing scientific and artistic excellence and research recognizability of the Faculty	1.1.	Increase the number of competitive national and international research projects applications and their implementation
		1.2.	Increase the level of interdisciplinarity through better cooperation between departments, scientific and interdisciplinary areas, artistic areas, and partners
		1.3.	Increase the number and quality of scientific publications
		1.4.	Strengthen the scientific and research competencies of young researchers
2.	Internationalization of scientific, research, and artistic professional activities	2.1.	Increase international scientific, artistic, and professional visibility of the Faculty
		2.2.	Encourage incoming and outgoing mobilities of students, teachers and researchers
AREA: BUSINESS ACTIVITIES AND INFRASTRUCTURE			
STRATEGIC GOALS		SPECIFIC GOALS	
1.	Digitalization and transformation of administrative and business activities	1.1.	Introduce digital forms of business activities
		1.2.	Improve security and protection of IT structure and data
2.	Modernization,	2.1.	Improve the functionality and quality of the work environment for

	optimization, and allocation of space and material resources	2.2. 2.3.	teaching and for scientific, artistic and social activities of the Faculty Improve the management system of library information infrastructure Adapt infrastructure standards in Čakovec Branch to suit the needs of people with disabilities
3.	Promoting the green transition and increasing energy efficiency of the Faculty buildings	3.1.	Increase energy efficiency
4.	Strengthening the institution's capacities through optimization of financial management and human resources development	4.1. 4.2.	Promote permanent professional development of the non-teaching staff Rationalize business activities and diversify financial sources of the Faculty

AREA: SOCIAL RESPONSIBILITY

STRATEGIC GOALS		SPECIFIC GOALS	
1.	Increasing the Faculty's influence on the shaping of education policies and active advocacy for affirming the teaching profession both in preschool and primary education	1.1. 1.2.	Make continuous efforts to encourage the Faculty employees to participate in national and international organisations active in the area of education Strengthen the cooperation between the Faculty and the Association of Alumni and Friends of the Faculty of Teacher Education (AMAC-UFZG)
2.	Promoting lifelong learning and a culture of equality	2.1. 2.2.	Increase the number of active lifelong learning programmes Promote continuously academic integrity, a culture of equality, equity and acceptance of diversity within the institution
3.	Strengthening cooperation through social participation	3.1. 3.2.	Popularize science and arts Promote students' social participation

STUDENTS AND	1. Modernization of the current and
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TEACHING	- development of new study programmes 2. Raising the quality and efficiency levels of study
SCIENTIFIC, ARTISTIC AND PROFESSIONAL ACTIVITIES	1. Increasing scientific and artistic excellence and research recognizability of the Faculty 2. Internationalization of scientific, research, and artistic professional activities
BUSINESS ACTIVITIES AND INFRASTRUCTURE	1. Digitalization and transformation of administrative and business activities 2. Modernization, optimization, and allocation of space and material resources 3. Promoting the green transition and increasing energy efficiency of the Faculty buildings 4. Strengthening institutional capacities through optimization of financial management and human resources development
SOCIAL RESPONSIBILITY	1. Increasing the Faculty's influence on the shaping of education policies and active advocacy for affirming the teaching profession both in preschool and primary education 2. Promoting lifelong learning and a culture of equality 3. Strengthening cooperation through social participation

STUDENTS AND TEACHING



SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Multidisciplinary study programmes that connect theory and practice • Possibility of full-time and part-time study • Competent, student-oriented teaching staff • Efficient administrative and academic support for students • Student participation and motivation, with a strong sense of belonging to the Faculty • International recognizability of study programmes	• Insufficient modernization of the study programmes and challenges in the organization of the teaching process • Discrepancies between enrolment quotas and labour market needs • Differences in the level of incoming students' competencies and a lack of psychological assessment at enrolment • Differences in workload and competencies of employees • Challenges posed by student mobility • Insufficient financial support for students
OPPORTUNITIES	THREATS
• Development of new study programmes and lifelong learning programmes in line with the actual needs of the education system • Expanding cooperation with other faculties and institutional partners	• National education policies and legal framework which change frequently and thereby impact higher education • Reform processes initiated by CROQF • Interpolation of other professions into the area of early childhood and preschool and primary school education

• Connecting students with employers and alumni network • Organizing summer and winter schools as an additional form of education	• Increasing competition within the higher education system • Limited demographic resources at the national level
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STUDENTS AND TEACHING

Two strategic goals have been identified in the *Students and teaching* area, which steer a course of study programmes development and the quality of teaching, and increase studying experience. The first strategic goal is focused on modernization of the current and development of new study programmes which are in line with the current trends, professional needs and the national qualifications standards. The second strategic goal encompasses the activities which ensure a quality and efficient course of study by strengthening teacher competencies, developing the student-oriented approach, and strengthening institutional support and international orientation of the Faculty. Taken as a whole, these goals form the backbone for the improvement of teacher education in line with the current needs of the profession and society.

STRATEGIC GOAL 1

Modernization of the current and development of new study programmes

Modernization of the current study programmes and development of new study programmes is a basic strategic direction to ensure a high quality and relevance of the study programmes for education of teachers of various profiles. The main objective is to align all study programmes with the current qualification standards, as well as to create new study programmes which would be in line with professional needs, modern trends, and developmental priorities of early childhood, preschool, primary, and secondary education. The aim is to ensure sustainability, international recognizability and attractiveness of the study programmes for future students through thoroughly planned activities, active participation in national committees, and cooperation with other competent experts and institutions.

SPECIFIC GOAL 1.1. Create the qualification standards for classroom teachers

Creating the qualification standards is a fundamental activity which defines the classroom teacher professional profile, teacher competencies, levels of expertise, and key professional roles. The process of creating the qualification standards is implemented through a coordinated work of the expert Committee appointed at the national level. The Committee applies a multidisciplinary approach in line with the CROQF methodology and European frameworks. The Committee consists of representatives from the institutions which implement initial teacher education. The establishment of the Committee was initiated by the Faculty of Teacher Education,

University of Zagreb, whose representatives are in charge of coordinating the activities performed by the Committee. The analysis of competencies, setting the learning outcomes, and preparation of the documents necessary for entering the CROQF Register are the elements that ensure that the standards become the official basis for development and revision of study programmes and the long-term guidelines for primary school teacher education at the national level.

SPECIFIC GOAL 1.2. Align the integrated undergraduate and graduate university study of Primary Teacher Education with the qualification standards

Aligning the integrated study with the recently introduced qualification standards requires a thorough revision of the courses, the teaching content, the study programme structure, the workload and the vertical and horizontal coherence of the learning outcomes. The programme has been redefined so that it completely reflects the required competencies and professional standards. The creation of the revised study programme proposal and its evaluation ensure a formal confirmation of its quality and readiness for implementation.

SPECIFIC GOAL 1.3. Align the undergraduate university study Early Childhood and Preschool Education with the qualification standards

This process involves creating the revised study programme proposal which is aligned with the early childhood and preschool education teacher qualification standards. The alterations encompass course modernization, a precise definition of the learning outcomes, and improvement in the practical part of the study programme. Upon the proposal completion, a request is filed with the University of Zagreb to initiate the evaluation process of the alterations and amendments to the study programme.

SPECIFIC GOAL 1.4. Initiate a specialist university study Management and leadership in an educational institution

Developing a specialist university study focused on management and leadership in an educational institution responds to the need for professionalization of the headmaster's role. The programme has been developed through cooperation between in-service experts and experts from the academic community, and covers the topics in pedagogical leadership, management skills, and strategic planning. The programme study initiation procedure involves issuing a call, posting in on the Faculty web site and social media, as well as providing administrative and professional support to students.

SPECIFIC GOAL 1.5. Create a joint university study Early Childhood and Preschool Education with the University of Dubrovnik

A joint study has been developed by a close cooperation between the two universities with the aim of creating a modern study programme which will include the expertise and specific academic profiles of both institutions. A new study programme proposal is being created, reflecting interdisciplinarity and modern approaches in early childhood

education. Upon the proposal completion, a request for initial programme study accreditation will be filed.

SPECIFIC GOAL 1.6. Create a graduate university study programme Early Childhood and Preschool Education: English Subject Major in English language

Developing a graduate study in English language is an important step towards the internationalization of the Faculty and the initiation of the international dimension of early childhood and preschool teacher education. The programme combines the teaching content from the area of early childhood and preschool education and development of linguistic, methodological, and intercultural competencies, with the aim of training the participants to implement the English language programme in early childhood and preschool education institutions. For the purpose of developing this graduate study programme in English, a Committee will be appointed which will prepare the necessary documents for its initial accreditation. Upon the accreditation process completion, the initiation of the study programme will enable the Faculty of Teacher Education to receive international students, which will contribute to the international visibility of the institution.

STRATEGIC GOAL 2

Raising the quality and efficiency levels of studying

Raising the quality and efficiency levels of studying involves development of teacher competencies, modernization of the teaching methods, and stronger institutional support for students. The emphasis is placed on creating an encouraging and inclusive environment which provides students with a quality professional development and a high level of participation during the study. The goal of achieving the learning outcomes set in the study programmes will be reached through systematic investment in the teacher competencies, innovative teaching methods, and comprehensive support for students. In that way, the Faculty will strengthen professional engagement of teachers in the teaching practice.

SPECIFIC GOAL 2.1. Ensure continuous professional development for teachers

Developing teacher competencies is a pre-condition for a quality implementation of the study programmes. Training sessions are systematically organised with the aim of developing teacher, methodological, digital, communicative, mentoring, and language competencies. Teacher participation in the training sessions, the quality of the content and the scope of the implemented activities are key indicators of success. By increasing professional autonomy and reflexive practice, the overall teaching process and interaction with students are developed as well.

SPECIFIC GOAL 2.2. Improve the student-oriented teaching process

Improvement of the student-oriented teaching process implies introduction and modernization of the teaching methods which increase student engagement, promote their learning independence, and develop their critical thinking and creativity. Questionnaires designed to collect data on the application of innovative teaching methods and evaluation of these data ensure a continuous development of the pedagogical practices. In addition, students have been continuously provided with academic, administrative, financial, and counselling support. An important aspect of this goal involves activities designed to promote equality and equity, which contribute to a creation of an inclusive and supportive academic community.

SPECIFIC GOAL 2.3. Improve the system of support for students from vulnerable and underrepresented groups

This goal is based on the belief that equal access to education cannot be achieved without a systematic and multidimensional support for those who need it most. Thus, the Faculty will continuously develop and improve academic, administrative, and counselling support so that students from vulnerable groups are guaranteed a timely, available and professional assistance in monitoring their studies, meeting administrative demands, and overcoming personal and academic challenges. In addition to strengthening the professional and organizational forms of support, the Faculty will actively advocate for ensuring financial mechanisms which will facilitate access to higher education for students from vulnerable groups.

SCIENTIFIC, ARTISTIC AND PROFESSIONAL ACTIVITIES



SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Active participation in international and international scientific, artistic and professional projects • Organization of scientific conferences • Involvement of teachers and a part of the student body in research activities • Developed publishing activities, which includes a scientific journal • Accreditation and activities of the Faculty in several scientific areas	• Unequal opportunities for involvement in scientific and artistic activities due to differences in teacher workload • Limited financial and infrastructure support for research and artistic activities • Insufficient student involvement in research, artistic and professional activities • Insufficient international visibility of the overall scientific, artistic and professional activities, considering the potential of the Faculty
OPPORTUNITIES	THREATS
• Involvement in university networks to increase cooperation • Availability of national and European financial resources for scientific, artistic and professional projects	• Changes in national and international policies which affect financing and promotion opportunities • Instability and insufficient predictability of financing scientific, artistic and professional activities • Increased competitiveness within the academic and research space

SCIENTIFIC, ARTISTIC AND PROFESSIONAL ACTIVITIES

The area of scientific, artistic and professional activities is the pillar of the Faculty development, as it determines its contribution to the creation and development of scientific knowledge, social relevance and international recognizability. Two strategic goals have been defined in this area, and they are focused on strengthening research excellence, interdisciplinary cooperation, international visibility, and mobility. Taken as a whole, these goals constitute a holistic vision of the Faculty development as a dynamic and open scientific institution which increases the quality of research systematically, promotes interdisciplinarity, creates a strong international presence, and ensures sustainable development of its employees.

STRATEGIC GOAL 1

Increasing scientific and artistic excellence and research recognizability of the Faculty

This strategic goal encompasses efforts to increase the quality, scope and relevance of research activities through a targeted infrastructure and procedural and competence initiative. A special emphasis is placed on the importance of interdisciplinarity which is promoted through institutional projects, collaborative work groups, and formalised mechanisms of connecting various scientific, artistic and professional areas. The Faculty aims to increase its recognizability in the academic and professional community, contribute to the development of knowledge in line with the national needs and needs of society, and ensure a long-term sustainability and excellence of scientific, artistic and research activities.

SPECIFIC GOAL 1.1. Increase the number of competitive national and international research projects applications and implementation

This goal is focused on strengthening the research capacities of the Faculty through systematic increase in the number of quality project applications, as well as successful implementation of national and international projects. This goal can be accomplished by setting up additional research laboratories with the purpose of preparing, developing, and implementing strategic scientific and artistic projects. Parallel to these

activities, the Faculty is developing clear internal protocols and guidelines for project applications, providing its employees with structured support, transparent procedures and clear steps for preparing project documentation.

In order to achieve the goal, training sessions on writing project applications, research methodology and project cycle management have been regularly organised by the Faculty, thereby developing the competencies of all potential applicants. The Faculty also advocates rewards for successful project applications, which promotes a culture of research excellence. Furthermore, the Faculty encourages teachers' involvement in scientific, artistic and professional projects which are in line with the current social needs and national priorities, which associates the contribution of the Faculty with broader public interest and strategic national documents. The achievement of the goal is measured by an increase in the number of applied and approved projects, through the availability and application of internal protocols, the number of organised training sessions, the number of rewards for project applications, and the scope of research focusing on topics of social importance.

SPECIFIC GOAL 1.2. Increase the level of interdisciplinarity through better cooperation between departments, scientific and interdisciplinary areas, artistic area, and partners

The aim of strengthening interdisciplinarity is based on creating an environment in which researchers from different areas can develop project together, as well as exchange methodological knowledge and create innovative solutions. By introducing institutional projects involving experts in various scientific and artistic areas, the Faculty strengthens cooperation and promotes the integration of perspectives from diverse scientific areas.

Formal mechanisms of cooperation are being established, including joint work groups, interdisciplinary seminars, coordination bodies and research initiatives from multiple departments. The aim is not only to increase the number of such activities but also build solid bridges between areas which ensure a sustainable and systematic interdisciplinary practice. Progress is monitored based on the number of implemented institutional projects, while the strategic goal prescribes the implementation of at least 18 such projects within the set time frame, which is an important step in connecting scientific, artistic and interdisciplinary competencies.

SPECIFIC GOAL 1.3. Increase the number and quality of scientific publications

This aim involves creating a supportive research environment which systematically promotes quality scientific and artistic publications. The Faculty regularly organizes workshops on writing scientific papers and develops research competencies in the areas relevant for publication in highly acclaimed journals. In addition, it ensures

access to key databases, research tools and resources crucial for improving scientific work quality.

The Faculty promotes and co-finance the publication of papers in open-access journals indexed in the WoS and Scopus bases, which ensures the visibility of research results and contribution to the global scientific community. The institutional system of rewarding quality publications provides additional motivation for researchers' commitment to continuous work and increases the quality of the published papers. Efficiency in achieving this goal is measured based on the annual number of the organized workshops, the number of the purchased databases and tools available to teachers, the number of co-funded publications with open access, and the number of rewarded published papers.

SPECIFIC GOAL 1.4. Strengthen the scientific and research competencies of young researchers

Empowering young researchers is the aim based on creating a support system which ensures their professional growth and involvement in research activities at the highest level. The Faculty promotes mentorship and systematic guidance for young researchers in all phases of the research process, from publishing the results to independent research implementation.

Special attention is paid to the projects in which young researchers are leaders, while the Faculty ensures material resources and infrastructural support necessary for the project implementation. Furthermore, rewarding the papers written by young researchers as authors or co-authors has become an integral part of the Regulations on promoting scientific and artistic work, which clearly affirms the value of their contribution. The successful achievement of this goal is measured by the establishment and implementation of a structured mentorship plan, allocated resources for young researchers' projects, the number of rewarded papers, and the number of projects in which they are leaders or researchers.

STRATEGIC GOAL 2

Internationalization of scientific, research and artistic professional activities

It is the ambition of the Faculty to expand its international reputation, global visibility, and international cooperation through development and expansion of international partnerships, an increased number of student, teacher and non-teaching staff mobilities, and by supporting publication of research results and data in open repositories. This will contribute to quality improvement, an exchange of knowledge,

competencies development, and better reputation of the institution within the context of international academic community.

SPECIFIC GOAL 2.1. Increase international scientific, artistic and professional visibility of the Faculty

The goal of increasing international visibility implies a stronger presence of the Faculty at the global academic, artistic and professional level. This can be achieved by organising international scientific and artistic events, conferences, symposia and seminars, which provide opportunities for presenting research results and international exchange of knowledge and experiences.

The Faculty has been developing international partnership and cooperation with foreign institutions, thereby expanding its international reputation and academic achievements. It also promotes publication of research results and publications in open repositories, which contributes to the transparency and availability of scientific work. Visibility is also increased by participating in international projects, guest lectures, professional associations memberships, and participation in international conferences. International cooperation is clearly manifested and promoted by including guest lecturers from abroad in the teaching process conducted within doctoral studies, and by engaging scientists from universities abroad in committees for doctoral theses defence. Progress is monitored based on the number of the organised international events, the number of new partnerships and agreements, the implemented activities with open access and the scope of cooperation with international institutions.

SPECIFIC GOAL 2.2. Encourage incoming and outgoing mobilities of students, teachers and researchers

This goal focuses on the development of strong international mobility as the basic precondition for improvement of competencies, exchange of knowledge and creation of internationally oriented academic community. The Faculty stimulates teachers, students and non-teaching staff from abroad to incoming mobilities by presenting its activities to partner institutions and by increasing the number of courses in foreign languages. It also provides its employees and students with counselling and administrative support in planning and implementing mobilities.

The achievement of the goal is monitored based on the number of implemented informative activities, the number of courses in foreign languages, the number of teachers working with foreign students and the number of implemented student and teacher mobilities, both incoming and outgoing.

BUSINESS ACTIVITIES AND INFRASTRUCTURE



SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Renovated buildings and classrooms with modern equipment • Developed system of promoting scientific training of teachers and professional development of administrative staff • Efficient administrative and technical support in everyday activities	• Unequal infrastructural conditions in different branches • Limited accessibility and availability of some facilities to people with disabilities • Insufficient level of digitalization and technical equipment in some segments of business activities • Insufficient level of efficacy of a part of organisational and administrative processes, including communication and information flow
OPPORTUNITIES	THREATS
• Construction of a students' hall of residence in Petrinja and co-funding of students' transport expenses • Funding options through sponsorships, EU funds and national projects, especially in the area of business activities digitalization	• Limited hiring and promotion possibilities resulting from the national regulatory frameworks • Low salaries of employees in higher education

BUSINESS ACTIVITIES AND INFRASTRUCTURE

The area *Business processes and infrastructure* is focused on creating a modern, efficient and technologically advanced environment which enables a quality implementation of the teaching process and scientific, artistic and professional work. The goal is to build institutional capacities which rely on digital solutions, safe data management, adequate equipment of classrooms and offices, and rational and sustainable use of resources. Thereby, a long-term stability of the Faculty, a greater transparency in business activities, and enhanced experiences of students, teachers, and employees will be ensured.

STRATEGIC GOAL 1

Digitalization and transformation of administrative and business activities

Digital transformation is a way to modernize the Faculty's business activities and is a key precondition for an efficient, transparent, and integrated work of all administrative and constituent units. The introduction of digital tools and optimization of work procedures will develop the speed, accuracy and availability of information, reduce employees' workload and increase the operative flexibility of the institution. Digitalization contributes to a better integration of the Faculty in the digital systems of the University of Zagreb, especially through projects like e-University, which enables interoperability, safer work, and alignment with the national standards for higher education digital management.

SPECIFIC GOAL 1.1. Introduce digital forms of business activities

Introduction of digitalized forms of business activities involves a comprehensive modernization of administrative process through the acquisition and implementation of a range of specialized software solutions. These enable digital teaching process planning, administration of international cooperation and science, student attendance at lectures, lecture halls allocation, accounting business activities, e-scholarships management, unique registry management, human resources activities, online student enrolment, and introduction of electronic grade record. In addition, protocols relating to student and teacher requests will be digitalized, a digital signature system is being introduced, a digital repository is being developed and implemented, and the infrastructure for using alternative platforms for online learning is being developed. The success of the implementation is determined based on the gradual introduction

and active usage of all digital applications in the processes mentioned above. This goal is focused on creating technical and spatial conditions which enable a complete implementation of digital solutions and integration of the Faculty into the e-University system. The necessary activities involve the arrangement of the rooms and classrooms, an adequate network infrastructure and adjustment of the current space organisation to the needs of the project.

SPECIFIC GOAL 1.2. Improve security and protection of IT structure and data

In order to enhance the resilience of the information system, the Faculty will introduce measures and procedures which ensure a safe access to data and IT infrastructure. The systems of authorisation and authentication of users will be introduced, access rights management protocols will be standardized, and security practices involving creation of back-up copies and risk management will be regularly introduced.

STRATEGIC GOAL 2

Modernization, optimization, and allocation of space and material resources

Development of space and material resources is a key to quality implementation of the teaching, research, and artistic activities, and for ensuring a modern and stimulating working environment. Systematic modernization and optimization of space develops functionality, availability, and aesthetics of the Faculty premises, while ensuring the adequate equipment facilitates application of various forms of work in line with the needs of students, teachers, and administrative and technical services.

SPECIFIC GOAL 2.1. Improve the functionality and quality of the work environment for teaching, and for scientific, artistic and social activities of the Faculty

The Faculty will continuously plan and implement renovation of buildings, offices, lecture rooms, etc., as well as the space surrounding the Faculty buildings. It will make the necessary investments in modern ICT equipment and other resources necessary for the teaching process and research activities. A special emphasis will be placed on equipping research laboratories, which will improve the conditions for research and project collaboration.

SPECIFIC GOAL 2.2 Improve the management system of library information infrastructure

With regard to this specific goal, the Faculty will systematically catalogue library materials in the ALMA system and ensure digital availability of the materials, which will facilitate work both for students and the teaching staff.

SPECIFIC GOAL 2.3. Adapt infrastructure standards in Čakovec Branch to people with disabilities

The Faculty will continue adapting its rooms and classrooms to people with disabilities in order to provide them with complete access to educational materials and activities. In line with this goal, the Faculty plans to build the ramp in Čakovec Branch, within a broader energy renovation of the building.

STRATEGIC GOAL 3

Promoting the green transition and increasing energy efficiency of the Faculty buildings

In line with sustainability principles and national and European green transition policies, the Faculty will prioritize investments in energy efficiency of its facilities, with the aim of reducing energy costs, extending the life cycle of its buildings, contributing to environmental protection, and raising the quality of life of its employees, students and external associates. Through these investments, the Faculty proves that is a responsible, sustainable and socially aware agent that contributes to the ecological progress of the community.

SPECIFIC GOAL 3.1. Increase energy efficiency

An increase in energy efficiency of the Faculty buildings will be achieved through several key infrastructural projects. These will include preparing project documentation and applications to a public call to support improvement of energy efficiency of the public sector buildings. The Faculty is planning a project application for energy renovation of its building in Čakovec and a project for energy renovation of its sports hall in Zagreb, which would raise the quality of the sports activities associated with the study programmes and those intended for the broader community. The third important segment is repurposing and raising the energy efficiency of the attic in the Zagreb building. A renovated and energy efficient attic would create additional functional rooms and enable a more rational utilisation of the existing rooms.

STRATEGIC GOAL 4

Strengthening institutional capacities through optimization of financial management and human resources development

With this strategic goal, the Faculty strengthens its administrative, organizational, and financial capacities, in order to ensure a long-term stability, strategic sustainability and quality support for its teachers, students, researchers and external associates. The emphasis is placed on the professionalization of the internal processes, development of the professional competencies of the employees, and diversification of its revenues, which is of utmost importance for the implementation of the development plans.

SPECIFIC GOAL 4.1. Promote permanent professional development of the non-teaching staff

The non-teaching staff will be stimulated to raise the level of their competencies by participating in various forms of training in which they will be introduced to digital tools, public procurement aspects, financial reports, project administration and data protection (GDPR), and other aspects important for the quality and efficient management of business activities. A systematic involvement of employees in such forms of training will ensure the professionalization of administrative processes and a better quality of support for teaching and scientific work.

SPECIFIC GOAL 4.2. Rationalize business activities and diversify financial sources of the Faculty

Financial management improvement implies the rationalization of the business activities and increased revenues through external sources of finance. The Faculty will be actively involved in project planning and applications to tenders and public calls to (co-)finance its activities, which will increase opportunities for its further development and reduce its dependence on a single source of income. The success will be monitored based on the number of applications and revenues from external sources of finance.

SOCIAL RESPONSIBILITY



SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Active collaboration of students and teachers with the local and broader community • Participation in programmes which promote popularization of science, arts, and profession • A high level of students' social sensitivity and involvement in humanitarian activities	• Insufficient level of public visibility and promotion of various activities and programmes carried out by the Faculty • Insufficient positioning of the Faculty as a key agent in promotion and affirmation of the teaching profession • Limited participation in public discussions and shaping of education policies
OPPORTUNITIES	THREATS
• Development of intercultural programmes, such as Croatian language courses for foreign citizens • Positioning of the Faculty as a relevant partner in matters concerning educational policies	• Reduced social valorisation of the teaching profession both in preschool and primary school context • Regulatory and administrative changes which influence employability and status of future preschool and primary school teachers • Demographic and geographic limitations which affect the number of students • Pronounced gender imbalance in preschool and primary school teaching profession

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SOCIAL RESPONSIBILITY

The Faculty perceives social responsibility as a key component of its identity and public activities, which makes a large contribution to the education system, profession, and society as a whole. The strategic goals in this area are focused on strengthening the institution's role in shaping the education policies, lifelong learning development, promoting equality, and improving cooperation with the environment through various initiatives and public activities. Such dedication reflects the third mission of the university, going beyond traditional instruction and research, and encompasses public responsibility, contribution to the community, creation of values, strengthening of social cohesion, promoting culture, and participation in the public policy creation process. The Faculty perceives its academic role as a social obligation, considering a long tradition of preschool and primary school teacher education, as well as inherent association with the local community. With a long tradition of openness to society, the Faculty popularizes science, arts, and cultural and humanitarian activities. These efforts make the Faculty not only an educational institution but also a partner to the community, a promoter of professional values, and an active agent in the creation of a more humane and sustainable society.

STRATEGIC GOAL 1

Increasing the Faculty's influence on the shaping of education policies and active advocacy for affirming the teaching profession both in preschool and primary education

This strategic goal is focused on recognizing and empowering the role of the Faculty as an expert and relevant agent in creating education policies and participating public discussions on education. The Faculty will strengthen its contribution based on the professional engagement of its employees in national and international organisations, strategic alliances with key stakeholders, and active affirmation of the preschool and primary school teacher profession. Within this strategic goal, strengthening the cooperation between the Faculty and the Association of Alumni and Friends of the Faculty of Teacher Education (AMAC-UFZG) has a very important role. The Faculty will

promote involvement of its distinguished alumni and friends of the Faculty in the activities designed to support the development of the teaching profession and strengthen the identity of the institution. The Faculty will provide a systematic support for the activities performed by the Association, especially those which are aimed at improving the status of preschool and primary school teachers, and expanding professional networks.

SPECIFIC GOAL 1.1. Make continuous efforts to encourage the Faculty employees to participate in national and international organisations active in the area of education

The Faculty will encourage its employees to take an active part in national and international professional organisations which shape education policies. Within this goal, the employees will be strategically nominated for membership in work groups which create acts and regulations, as well as strategic documents and professional guidelines.

SPECIFIC GOAL 1.2. Strengthen the cooperation between the Faculty and the Association of Alumni and Friends of the Faculty of Teacher Education (AMAC-UFZG)

In cooperation with the Association of Alumni and Friends of the Faculty of Teacher Education (AMAC-UFZG), the Faculty will develop methods of involving distinguished alumni in its activities. The alumni will be encouraged to participate in public events and professional activities, to promote the teaching profession, and to mentor students. The Faculty will also provide systematic support for the Association's activities designed to promote the preschool and primary school teacher profession. This cooperation will be developed through joint programmes, event organisations, usage of the Faculty premises, and participation of the employees and the members of the Association in joint initiatives.

STRATEGIC GOAL 2

Promoting lifelong learning and a culture of equality

With this aim, the Faculty actively makes its contribution to a lifelong learning system and promotes a culture of equality, equal opportunities, and tolerance of diversity, responding to the needs of the contemporary society and the education system. The activities within this aim include a systematic development of lifelong learning programmes and training of employees and students about academic integrity, ethics, and diversity. The Faculty of Teacher Education directly implements the guidelines set in the strategic national documents, including the National Development Strategy of the Republic of Croatia until 2030, and the National Plan for Education System Development until 2027, both of which include lifelong learning and professional

development of preschool and primary school teachers, and promote equality and inclusion as key elements of education policy. This strategic goal also strengthens the responsibility of the Faculty to society, associating education policies, professional practice, and academic excellence with sustainable development of society.

SPECIFIC GOAL 2.1. Increase the number of active lifelong learning programmes

To develop the competencies of professionals in the area of education, the Faculty will develop, improve, and expand the offer of lifelong learning programmes. This includes the elaboration of the new Strategic plan of the Centre for lifelong learning for the period 2026-2030, which will define the guidelines for development, priorities, and themes. At the same time, a marketing plan will be created and implemented, which will be focused on the target groups such as educational institutions, local authorities, and alumni communities.

The extent to which this goal is achieved will be monitored based on the officially announced Strategic plan of the Centre, an increase in the number of active programmes, the annual number of participants in these programmes, and total revenues.

SPECIFIC GOAL 2.2. Promote continuously academic integrity, a culture of equality, equity and acceptance of diversity within the institution

The Faculty will continuously develop a culture of equality, equity and academic integrity through regular training sessions for its staff and students. The activities will include training on recognizing and preventing discrimination, human rights protection, and promoting ethical standards and academic integrity. A special emphasis will be placed on creating an inclusive, encouraging, and safe environment for all members of the academic community. The progress will be monitored based on the number of implemented activities for promoting equality and equity, and the number of training sessions dealing with ethics and academic integrity.

STRATEGIC GOAL 3

Strengthening cooperation through social participation

The Faculty has become more open to the community, has increased the visibility of its scientific, professional and artistic activities, and has been promoting civic, cultural and humanitarian activities of its students and employees. The Faculty will organise and support various activities designed to popularize science and arts. At the same time, it will increase the visibility and quality of programmes of the Gallery and the Music Scene of the Faculty, whose activities connect the artistic and educational dimensions of the institution. Taken together, these strategic goals create a framework in which the Faculty acts as an active, responsible, and socially engaged participant,

contributing to the development of the profession, community, and overall education system with its expertise, programmes, and partnerships.

SPECIFIC GOAL 3.1. Popularize science and arts

The Faculty will actively increase its social visibility by organising and supporting activities to popularise science and arts. This includes open days, scientific and professional events, art exhibitions, concerts, and other activities which connect scientific, artistic, and broader community. The achievement of the goal will be measured based on the number of the implemented activities organised to popularize science and arts, and on the number of the activities performed by the Gallery and the Music Scene.

SPECIFIC GOAL 3.2. Promote students' social participation

The Faculty will cooperate with student associations and the Student Council and implement humanitarian and charitable activities. This will promote development of students' civic competencies and strengthen their role as active members of the community. The achievement of the goal will be measured based on the number of humanitarian and charitable activities organised by student associations and the Student Council.

STRATEGY IMPLEMENTATION AND MONITORING

The implementation of the Strategy of the Faculty of Teacher Education in Zagreb for the period 2026 – 2030 relies on the idea that strategic planning is a live process which is constantly upgraded, analysed, and directed in line with the set goals. This document is a common framework of development and serves as a base for action plan design, which will provide a concrete definition of all strategic and specific goals, and clearly map out the steps in the implementation process.

Annual action plans will be operative tools used by the Faculty to adjust and monitor all development activities. They will provide precise lists of the activities associated with special goals, deadlines, responsible persons, and indicators necessary to measure progress. A person will be appointed for each specific goal, responsible for monitoring its achievement. This will ensure a clear overview of the process and clear division of responsibility. In that way, the Faculty will have a system which enables a timely recognition of challenges, a response to unpredicted situations, and alignment of the activities with the changes in the environment and the needs of the institution.

The monitoring of the implementation of action plans will be continuous, and period reports will be made, providing a comprehensive insight into the achievement of the set goals. Each individual, regardless of their workplace, is responsible for creating an environment in which the goals can be achieved and in which professional responsibility, collaboration and common vision of the development of the institution are nurtured. That is why we will connect the knowledge, commitment, and responsibility, because it is only as a community that we can make progress which leaves a mark.