



Načrt izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2027 in poročilo za obdobje 2022–2024

(Plan for Implementing Scientific Research Activities of Stable Funding for the Period 2022–2027 and Report for the Period 2022–2024)

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(General information)

Prejemnik stabilnega financiranja (šifra in naziv)

510 - Univerza v Ljubljani / University of Ljubljana

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Načrt izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2027

(Plan for Implementing Scientific Research Activities of Stable Funding for the Period 2022–2027)

A. Strateški in dolgoročni cilji prejemnika, ukrepi za njihovo doseg, ciljne in izhodiščne vrednosti ter kazalniki prejemnika, s katerimi spremlja doseganje ciljnih vrednosti

(Strategic and long-term objectives of the recipient of stable funding, measures for the achievement thereof, target and baseline values and indicators for monitoring whether the target values have been met)

Opis

(Description)

SLO

A. Strateški in dolgoročni cilji prejemnika stabilnega financiranja

Univerza v Ljubljani (UL) je najstarejša in največja visokošolska ter znanstveno raziskovalna ustanova v Sloveniji, ustanovljena leta 1919. Danes jo obiskuje okoli 40.000 študentov, zaposluje pa več kot 6.600 visokošolskih učiteljev in sodelavcev, raziskovalcev ter strokovnih sodelavcev na **23 fakultetah in 3 umetniških akademijah**. Uvrščena je med 501-600 najboljših svetovnih univerz po šanghajski lestvici (ARWU1) (A World Top 501 - 600 University in Shanghai ranking (ARWU)). Po podatkih baze Sicris ima UL več kot 4.400 raziskovalcev, kar pomeni več kot 30 odstotkov vseh registriranih raziskovalcev v Sloveniji. Na raziskovalnem področju UL pokriva in razvija vsa področja po FRASCATTI klasifikaciji. Na UL je 2021 delovalo 269 raziskovalnih skupin v okviru 186 raziskovalnih programov. Velikosti ustrezno na UL prispevamo tudi največji delež raziskovalnih rezultatov v Sloveniji. UL je močno vpeta tudi v mednarodni prostor in je članica ene najboljših zvez evropskih univerz EUTOPIA ter članica več drugih mednarodnih združenj univerz kot The Guild, CELSA, LERU-CE7, UNICA, Utrechtska mreža, Evropska zveza univerz (EUA), Rektorski forum JV Evrope in Zahodnega Balkana ter drugih mrež in združenj.

Zavezanost k raziskovalni univerzi izhaja iz vizije, iz katere navajamo temeljna poslanstva, povezana z znanstvenoraziskovalno dejavnostjo:

- *gostiti vrhunsko raziskovanje ter dosegati odličnost in najvišja etična merila na vseh področjih znanosti in umetnosti;*
- *skrbeti za utrjevanje nacionalne samobitnosti, posebej z razvojem slovenske znanstvene in strokovne terminologije;*
- *na osnovi lastnega raziskovanja ter domačih in tujih raziskovalnih dosežkov izobraževati ustvarjalne, kritično misleče in vrhunske znanstvenike, umetnike in strokovnjake, ki so usposobljeni za trajnostno naravnano in odgovorno vodenje ob upoštevanju izročila evropskega razsvetljenstva in humanizma ter ob upoštevanju človekovih pravic. Posebno skrb namenjati vključujočemu raziskovalnemu, izobraževalnemu in delovnemu okolju ter razvoju talentov ob upoštevanju humanističnih načel;*
- *spodbujati interdisciplinarni in multidisciplinarni študij ter izmenjevati svoje dosežke na področju znanosti in umetnosti z drugimi univerzami in znanstveno raziskovalnimi ustanovami. Tako bo UL prispevala svoj delež v slovensko in svetovno zakladnico znanja, iz nje prenašala znanje med študente in študentke ter prispevala h globalni družbi znanja;*
- *sodelovati z organizacijami iz gospodarstva in storitvenih dejavnosti v javnem in zasebnem sektorju, z državnimi organi, lokalnimi skupnostmi ter civilno družbo. S tem bo UL pospeševala uporabo svojih raziskovalnih in izobraževalnih dosežkov ter prispevala k družbenemu razvoju. Z dejavnim odzivanjem na dogajanja v svojem okolju mora UL predstavljati kritično vest družbe in sooblikovati državljane in državljanke, ki se bodo odločno in odgovorno spoprijemali z razvojnimi izzivi 21. stoletja.*

UL je v Strategiji UL za obdobje 2022-2027 opredelila posebna **razvojna področja in s tem ključne strateške cilje in dolgoročne cilje** na področju raziskovalnega dela:

- **spodbujati odličnost v znanosti in umetnosti, vpetost v mednarodno okolje, interdisciplinarnost, odprtost in družbeno relevantnost ter**
- **nadgraditi podporo prenosu znanja in umetnosti v vse sfere družbenega življenja.**

Pri tem smo posebej izpostavili, da je za doseg te ciljev potrebno okrepiti finančni položaj, nadgraditi procese in infrastrukturo ter podpirati razvoj kadrov. Univerza v Ljubljani je pri tem izpostavila svojo zavezanost trajnostnemu razvoju kot osrednjemu vsebinskemu področju raziskovalnega dela. Koncept trajnosti krepi tudi sinergije med znanstvenimi disciplinami, saj z interdisciplinarnim pristopom podpira gospodarski in družbeni razvoj Slovenije.

Zato smo si na UL v skladu s ključnimi strateškimi cilji UL v obdobju 2022-2027 v Načrtu izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022-2027 postavili naslednjih 10 strateških in dolgoročnih ciljev stabilnega financiranja znanstvenoraziskovalne dejavnosti:

Spodbujati odličnost v znanosti in umetnosti:

1. Krepi odličnost programskih skupin, še posebej na strateških področjih EU ter na (do sedaj) podhranjenih področjih
2. Povečevati število najbolj prestižnih raziskovalnih projektov in vključenost v odlične evropske raziskovalne konzorcije
3. Krepi odličnost znanstvenih objav:
4. Spremeniti vrednotenje dosežkov v znanosti in umetnosti
5. Nadgraditi podporno okolje znanstvenemu in umetniškemu delu

Krepi vpetost v mednarodno okolje in interdisciplinarnost:

6. Okrepiti mednarodno povezovanje raziskovalcev in študentov UL
7. Podpirati razvoj kadrov in internacionalizacijo

Nadgraditi podporo prenosu znanja in umetnosti v vse sfere družbenega življenja:

8. Okrepiti sodelovanje z okoljem pri prenosu znanja, inovacij in ustvarjalnosti

Spodbujati odprtost in družbeno relevantnost:

9. Okrepiti promocijo povezovanja znanosti z različnimi javnostmi
10. Krepi zavedanje in zavezanost k trajnostnemu razvoju

1.cilj : Krepi odličnost programskih skupin, še posebej na strateških področjih EU ter na (do sedaj) podhranjenih področjih

UL je do leta 2022 sodelovala v 186 raziskovalnih programih (t.j. dolgoročnih raziskovalnih aktivnosti večjih skupin raziskovalcev na določenem znanstvenem področju), ki so se do leta 2022 za vse slovenske raziskovalne organizacije odobraval in potrjevali na razpisih ARIS. Po uvedbi stabilnega financiranja se raziskovalni programi (oziroma programske skupine) prešli v financiranje v PSF steber. S stabilnim financiranjem je UL dobila možnost, da sledi svojim strateškim interesom in z razvojem svojega lastnega notranjega sistema evalvacije s poudarkom na kvalitativnih kriterijih nagraduje odličnost raziskovalnih programov (RP) ter podpre tudi raziskovalne programe z znanstvenih področij, ki so bili do sedaj zaradi omejenih finančnih možnosti premalo financirani. Zato smo si za cilj zadali krepi odličnost programskih skupin, še posebej na strateških področjih EU ter na (do sedaj) podhranjenih področjih, ki ga bomo uresničevali tako, da bomo:

- **izvajali ocenjevanje raziskovalnih programov ter z dodatnimi sredstvi nagradili najbolj odlične raziskovalne programe ter tiste raziskovalne programe na strateških področjih, kot so opredeljena na ravni EU v okvirnem programu Obzorja Evropa;**
- odprli bomo tudi možnost **vzpostavitve novih raziskovalnih programov na prebojnih interdisciplinarnih področjih** za vse članice UL, dodatno pa tudi za članice UL, ki **prejemajo na zaposlenega manj kot 70 % programskih sredstev glede na povprečje posameznega področja** (umetnost, tehnika, biotehnika in biomedicina, naravoslovje, družboslovje in humanistika);
- na UL želimo tudi **postaviti svoj sistem ocenjevanja kakovosti raziskovalnih programov**. Skozi leta bomo izvajali evalvacijo raziskovalnih programov, ki delujejo na posameznih področjih ERC (Evropskega raziskovalnega sveta).

UL namerava ta svoj cilj doseči in navedene ukrepe uresničiti preko naslednjih internih razpisov in pozivov, financiranih iz PSF in ISF sredstev stabilnega financiranja znanstveno raziskovalne dejavnosti UL:

- Interni razpis za povečanje obstoječih raziskovalnih programov (RP)
- Interni razpis za povečanje obstoječih RP na strateških področjih EU
- Interni razpis za nove RP
- Interni razpis za nove RP za članice, ki prejemajo po analizi UL manj kot 70 % sredstev PSF na zaposlenega glede na povprečje ved (Akademija za glasbo AG, Akademija za likovno umetnost in oblikovanje ALUO, Naravoslovnotehniška fakulteta NTF, Fakulteta za pomorstvo in promet FPP, ZF Zdravstvena fakulteta, Pedagoška fakulteta PEF, Pravna fakulteta PF)
- Interni poziv za ocenjevanje raziskovalnih programov

Do leta 2027 želimo povečati financiranje 39 najbolj odličnim in strateškim programskim skupinam in ustanoviti ter financirati 9 novih raziskovalnih programov na novih prebojnih interdisciplinarnih ali strateških področjih ter raziskovalnih programov na članicah UL, ki do sedaj niso imele možnosti sodelovanja v programskih skupinah.

Kakovost programskih skupin želimo okrepiti tudi z vključevanjem mladih raziskovalcev (doktorskih študentov, financiranih iz sredstev PSF), ki jih kot visokošolska ustanova tudi izobražujemo na doktorskem študiju. Namen programa mladih raziskovalcev je kadrovske pomladiti raziskovalne programe in na podlagi pogodbe o zaposlitvi za določen čas največ štirih let omogočiti doktorskim študentom sodelovanje pri raziskovalnem in pedagoškem delu, razvoj raziskovalnih kompetenc in veščin ter pridobitev doktorata znanosti. Mladi raziskovalci vplivajo na dinamiko raziskovalnega okolja, spodbujajo inovativnost in krepijo inovacijski potencial raziskovalnih programov.

Mlade raziskovalce bomo raziskovalnim programom dodeljevali na podlagi vsakoletnega odprtega razpisa za mlade raziskovalce. Načrtujemo, da bodo raziskovalni programi do leta 2027 zaposlili 600 mladih raziskovalcev.

2.cilj: Povečevati število najbolj prestižnih raziskovalnih projektov in vključenost v odlične evropske in mednarodne raziskovalne konzorcije

UL je v obdobju 2016-2021 sodelovala v mnogih evropskih in mednarodnih projektih (892), od tega v evropskem okvirnem programu Obzorje v 196 projektih. Med temi je sodelovala v 33 prestižnih evropskih in mednarodnih projektih kot koordinator oziroma nosilna organizacija (5 ERC, 2 HE ERA Chair, 8 koordinatorskih večpartnerskih EU projektov, 3 ameriški koordinatorski AFOSR projekt, itd). Po podatkih baze Evropske komisije je bila UL v programu Obzorje 2020 po številu projektov najuspešnejša univerza v EU13 novih državah članicah EU, ki so se EU pridružile po letu 2004. Evropski in mednarodni razpisi pa so vsako leto bolj in bolj konkurenčni. UL želi še naprej ohranjati uspešnost in **povečevati število najbolj prestižnih raziskovalnih projektov in vključenost v odlične evropske raziskovalne konzorcije in sicer:**

- z intenzivnim povezovanjem z odličnimi raziskovalnimi organizacijami ter univerzami, s katerimi smo strateško povezani v okviru različnih združenj ali drugimi odličnimi mednarodnimi partnerji ter z gospodarskimi organizacijami in različnimi družbenimi skupinami in končnimi uporabniki raziskav;
- z izboljševanjem kakovosti prijav raziskovalnih projektov na evropske in mednarodne razpise in
- s strokovno podporo, ki jo nudimo s pomočjo Razvojnega sklada UL, pri pisanju in izboljševanju odličnosti projektne prijave na evropske in mednarodne razpise, še posebej razpise Obzorja Evropa in v okviru tega razpise za najprestižnejše projekte ERC in EIC
- s povečevanjem uspešnost na najbolj prestižnih in konkurenčnih ERC in EIC razpisih

Uspeh na tem področju bomo merili s *številom novo pridobljenih evropskih in mednarodnih projektov*, še posebej projektov Obzorja Evropa in v okviru tega programa tudi *število ERC in EIC projektov*. Do leta 2027 načrtujemo pridobiti skupno 1000 novih evropskih in mednarodnih projektov od tega 220 projektov programa Obzorje Evrope. Pridobiti želimo tudi vsaj 10 novih prestižnih ERC in EIC projektov kot nosilna organizacija in 10 kot partnerska organizacija.

3.cilj: Krepi odličnost in odmevnost znanstvenih objav

Na uvrščanje UL na mednarodnih lestvicah univerz pomembno vplivajo prav raziskovalni dosežki. Z namenom izboljšanja uvrstitve na mednarodnih lestvicah v strateškem obdobju 2022-2027 vidimo na tem področju več možnosti predvsem pri spodbujanju odličnih objav. Pri nagrajevanju odličnosti smo pri podeljevanju nagrad in priznanj v okviru Tedna univerze pričeli prepoznavati najodličnejše raziskovalne dosežke raziskovalcev in dosežke strokovnih sodelavcev. S prejemom stabilnega financiranja znanstvenoraziskovalne dejavnosti smo zagotovili sredstva za raziskovalno, razvojno in inovacijsko dejavnost na vseh članicah s poudarkom na načelih odprte znanosti in odgovornega raziskovanja. Za najuspešnejše raziskovalce želimo vzpostaviti nagrajevanje na vseh članicah. Dopolnili smo tudi habilitacijska pravila, tako da smo povečali zahteve po raziskovalnih dosežkih in izkazanem mednarodnem sodelovanju. Vzpostavili smo tudi skupno organizacijsko enoto – Založbo Univerze v Ljubljani (do sedaj so imele nekatere članice UL svoje založbe), ki bo povezovala založniško dejavnost na celotni univerzi in tako bolj učinkovito diseminirala vrhunska znanstvena dela v domačem in mednarodnem prostoru.

Da bi izboljšali odličnost in odmevnost znanstvenih objav, bomo **krepi delovanje članic UL na področju mehanizmov za boljše mednarodno uvrščanje UL na vseh področjih znanosti in umetnosti**. Vse znanstvene objave bodo shranjene in javno dostopne preko Repozitorija UL, ki je mednarodno interoperabilen in dostopen agregatorjem, s čimer se bodo razširili podatki o publikacijah po vsem svetu. Na ta način bomo povečali vidnosti in odmevnost publikacij, kot tudi uporabo raziskovalnih rezultatov za nove raziskave, družbene inovacije in različne druge uporabe. Tako načrtujemo, da bomo do leta 2027 povečali *citiranost objav raziskovalcev UL* (merjeno vsako leto za 10-letno obdobje v bazi Web of Science (c10) na 1.300.000, hkrati pa si želimo povečati *število raziskovalcev na UL, uvrščenih med 2% najbolj citiranih raziskovalcev na svetu* na svojem področju (baza Elsevier/Scopus) na 100.

4.cilj: Spreminjati vrednotenje dosežkov v znanosti in umetnosti

UL že dolgo časa sodeluje v mednarodnih iniciativah in konzorcijih za uveljavljanje reform na področju znanosti in razvoju vseh vidikov odprte znanosti. Kot partnerska organizacija je UL sodelovala tudi v dveh OpenAIR projektih. Poleg uveljavljanja odprte znanosti si je UL za cilj zadala **spreminjati vrednotenje dosežkov v znanosti in umetnosti znotraj UL in mednarodno**. Aktivno se želi vključiti v mednarodne iniciative za spreminjanje vrednotenja raziskav, raziskovalnih dosežkov, raziskovalcev in raziskovalnih organizacij, saj deli mnenje mnogih univerz in raziskovalnih organizacij po Evropi in v svetu, da je potrebno pri vrednotenju rezultatov raziskav in raziskovalcev dati prednost kvaliteti, zanesljivosti, ponovljivosti in/ali pristnosti pred kvantiteto, priljubljenostjo avtorjev, njihove pripadnosti ter zanašanjem na metriko znanstvenih revij.

Da bi kar najbolje dosegala ta cilj, se bo *UL pridružila koaliciji CoARA* (Coalition for Advancing Research Assessment), ki je nastala na pobudo Evropske komisije z namenom spremembe vrednotenja raziskovalne dejavnosti. UL bo do leta 2027 *pripravila tudi svoj COARA akcijski načrt*, v katerem bo opredelila, kako bo na svoj način in v skladu s svojo dinamiko uveljavila načela COARA koalicije zapisana v Sporazumu o reformiranju raziskovalnega vrednotenja. Sodelovala bo tudi v COARA nacionalni koordinaciji.

V evalvacije vseh internih razpisov bomo tudi vključili poudarjeno vrednotenje programov in projektov na osnovi kvalitativnih kriterijev in odprte znanosti.

Ti koraki bodo UL pomagali uskladiti prakso vrednotenja raziskav s sodobnimi načeli odgovornega vrednotenja raziskav, kar bo zagotovilo pravičnejše in bolj smiselno priznavanje znanstvenih in umetniških prispevkov.

5.cilj: Nadgraditi podporno okolje znanstvenemu in umetniškemu delu

Odlično raziskovalno delo potrebuje odlično strokovno podporo in infrastrukturno. S stabilnim financiranjem so se odprle možnosti, da več sredstev namenimo tudi tovrstni podpori. Zato želimo na UL nadgraditi podporno okolje znanstvenemu in umetniškemu delu in tudi na ta način prispevati k odličnosti raziskovalnega in umetniškega dela. Ta cilj želimo doseči z naslednjimi ukrepi:

1. Povečanje števila zaposlenih v raziskovalnih pisarnah rektorata in članic UL: Na UL so bile do sedaj strokovne službe za podporo raziskovalnemu delu zelo vitke, na nekaterih članicah UL takšne podpore sploh ni bilo. S sredstvi stabilnega financiranja smo strokovnim službam na članicah in na rektoratu omogočili kadrovske okrepitve in sicer je naš cilj, da *skupno število vseh strokovnih delavcev v raziskovalnih pisarnah do leta 2027 povečamo vsaj za 31 oseb*.

2. Povečanje integracije in usposobljenosti strokovnih služb: UL je zelo decentralizirana univerza, vsaka članica UL ima svoje podporne strukture različno urejene. Strokovni delavci v raziskovalnih pisarnah UL so se do sedaj občasno srečevali in povezovali ob različnih strokovnih vprašanjih. Z namenom dviga kakovosti raziskovalnega dela pa želimo to povezovanje in integracijo okrepiti in vsaj *2x letno organizirati posvete strokovnih delavcev in raziskovalnih pisarn z izmenjevanjem dobrih praks in znanj*, po možnosti vsakič na drugi članici UL, kjer bodo lahko posamezne raziskovalne službe gostujoče članice tudi predstavile svojo organiziranost in delovanje. Poleg posvetov pa bomo tudi z dodatnimi usposabljanji strokovnih delavcev in udeležbo na konferenci EARMA (European Association of Research Managers and Administrators) krepili njihove kompetence, veščine in znanja.

3. Okrepitev področja etičnosti in integritete v raziskovanju in znanstvenemu publiciranju – V preteklih letih smo na UL veliko naporov posvečali krepitvi zavedanja in spodbujanju raziskovalne integritete ter spoštovanja etičnih standardov na vseh korakih in vidikih izvajanja raziskav. Na državnem noviju že obstajata Komisija za medicinsko etiko ter Komisija za etiko v veterinarstvu, na UL pa Komisija za etična vprašanja. Članice UL so ustanovljale svoje etične komisije, na nivoju UL pa smo ustanovili tudi univerzitetno Komisijo za etiko v raziskavah, ki vključuje delo z ljudmi. UL je sprejela svoj Etični kodeks za raziskovalce in Načrt seznanjanja raziskovalcev z etičnimi načeli tega kodeksa. Kljub temu pa so raziskovalci pogrešali strokovno podporo in pomoč pri etičnih vprašanjih, ki se pojavljajo pri njihovem raziskovalnem delu ali pri raziskovalnih projektih. Da bi okrepili področje etičnosti in integritete v raziskovanju in znanstvenemu publiciranju, bomo ustanovili *posebno enoto za etiko in integriteto v raziskovanju*, ki bo raziskovalcem in vodstvu nudila strokovno in strateško podporo pri vseh odprtih vprašanjih na področju raziskovalne etike in integritete ter skrbela za izobraževanja in uposabljanja raziskovalcev in študentov.

4. Zagotavljanje sistemske, strokovne in tehnološke podpore pri pridobivanju, hranjenju, upravljanju in dostopu do objav in podatkov v skladu z načeli odprte in odgovorne znanosti -

Repozitorij UL, ki deluje v okviru infrastrukturnega centra na rektoratu UL, je odprtodostopen in mednarodno interoperabilen repozitorij za hrambo publikacij, podatkov in ostalih raziskovalnih rezultatov. Da bi *izpolnjeval kriterije zaupanja vrednega repozitorija*, kot to zahtevajo financirani raziskavi (ARIS, Evropska komisija in drugi) za hrambo rezultatov raziskav, ki jih financirajo, bo UL ves čas nadgrajevala funkcionalnosti repozitorija glede na nova določila o odprtem dostopu do rezultatov raziskav in na ta način omogočala raziskovalcem sodelovanje v nacionalnih in mednarodnih raziskavah.

5. Krepitev kakovosti delovanja Mreže infrastrukturnih centrov UL (MRIC UL): Univerza v Ljubljani je leta 2018 ustanovila organizacijsko enoto Mreža raziskovalnih infrastrukturnih centrov UL (MRIC UL), znotraj katere deluje enako poimenovan infrastrukturni program, preko katerega UL nudi infrastrukturno podporo raziskovalcem UL in njihovem raziskovalnemu delu v okviru raziskovalnih programov in projektov. V okviru MRIC UL sodeluje 31 infrastrukturnih centrov na 14 članicah UL in rektoratu. Infrastrukturni centri v okviru MRIC UL razpolagajo s sodobno raziskovalno opremo in z visoko usposobljenimi kadri, ki imajo znanje za uporabo le teh. Infrastrukturni centri nudijo podporo tudi v obliki instrumentalne podpore, podpore znanstvenim zbirkam, popularizaciji znanosti in podobno. Usluge oziroma opremo infrastrukturnega programa MRIC UL poleg raziskovalcev UL uporabljajo še dodiplomski ter podiplomski študenti ter številni zunanji uporabniki. Infrastrukturna podpora je tako opora raziskovalnemu in razvojnemu delu, ki se izvaja na Univerzi v Ljubljani na nacionalnem kot tudi mednarodnem področju. Infrastrukturni program ima pomembno vlogo tudi pri podpori sodelovanju UL v mednarodnih infrastrukturnih projektih in zrelih evropskih raziskovalnih infrastrukturah ESFRI, kot so CESSDA, ESS, EATRIS, ELIXIR, SIMBION/Euro-Bioimaging, E-RIHS, CLARIN, LifeWatch, EPOS, PRACE, DARIAH in Instruct-ERIC. UL je vključena v nacionalna vozlišča in nacionalne konzorcije teh Evropskih infrastrukturnih konzorcijev (European Research Infrastructure Consortium - ERIC), nekatere nacionalne konzorcije in vozlišča UL tudi vodi kot glavni partner (kot npr. ELIXIR, EATRIS, SIMBION, CESSDA).

Ob uvedbi stabilnega financiranja znanstvenoraziskovalne dejavnosti se je financiranje MRIC UL vključilo v ISF steber v enakem letnem znesku, kot do leta 2022. Na začetku stabilnega financiranja bomo MRIC financirali po enakem ključu kot pretekla leta, do leta 2027 pa želimo *pripraviti metodologijo za vrednotenje delovanja in razdelitev sredstev namenjenih infrastrukturnim centrom v okviru MRIC*, ki nam bo omogočila zagotavljanje dvig kakovosti dela infrastrukturnih centrov.

6. Modernizacija raziskovalne opreme: Za kakovostno raziskovalno delo je nujno potrebna tudi najsodobnejša raziskovalna oprema v laboratorijih in infrastrukturnih centrih. Zato bomo del sredstev stabilnega financiranja namenili sofinanciranju nakupov nove raziskovalne opreme. V okviru Meril UL za razporejanje sredstev za stabilno financiranje znanstvenoraziskovalne dejavnosti bomo namenili *del sredstev za sofinanciranje nakupa raziskovalne opreme* na podlagi odobrenih prijav razpisa nacionalne agencije za raziskovalno opremo. Iz sredstev stabilnega financiranja bo UL prispevala največ polovico lastnega financiranja odobrene opreme in hkrati največ 30 % nabavne vrednosti prijavljene opreme. Tako želimo do leta 2027 omogočiti nakup vsaj 150 kosov potrebne nove sodobne raziskovalne opreme.

6.cilj: Okrepiti mednarodno povezovanje raziskovalcev in študentov UL

Mednarodno povezovanje UL je zelo široko in raznovrstno. Univerza intenzivno sodeluje v 33 mednarodnih mrežah in združenjih (članice UL pa še dodatno v mnogih), pri čemer je poleg sodelovanja z najodličnejšimi univerzami v združenjih in povezavah znotraj EU (EUTOPIA, The Guild, CELSA, LERU-CE7, Utrechtska mreža, UNICA EUA), UL strateško usmerjena tudi v Zahodni Balkan, sodelovanje z Afriko (ARUA-GUILD centri raziskovalne odličnosti) in povezovanje z zamejskimi Slovenci. Obenem s Svetovno mrežo Univerze v Ljubljani (SMUL) slovenskim znanstvenikom in raziskovalcem, ki delujejo v tujini, pomaga ohraniti stik in spodbuja njihovo sodelovanje. K mednarodnemu sodelovanju spodbujamo vse raziskovalce in študente, kar so do sedaj delno omogočala razna projektna sredstva (npr EUTOPIA projekti) ali sredstva programa ERASMUS+ K1, vendar so bila ta sredstva precej omejena. Z stabilnim financiranjem so se odprle **dodatne možnosti, da raziskovalcem in študentom omogočimo mednarodno povezovanje** in sicer z ukrepoma:

1. Vzpostavitev Skladov in drugih mehanizmov, ki omogočajo vključevanje in povezovanje raziskovalcev in študentov znotraj institucionalnih združenj UL ali v okviru drugih mednarodnih združenj, članarine in sodelovanje na mednarodnih konferencah, simpozijih in uredniških odborih ali omogočajo gostovanje poletnih šol in mednarodnih znanstvenih srečanj

Spremljali bomo ali članice UL zagotavljajo IRD (v podporo individualnemu raziskovalnemu delu) sredstva raziskovalcem za usposabljanja, konference in sodelovanje v združenjih in/ali vzpostavljajo tudi Sklade ISF za financiranje različnih oblik mednarodnega raziskovalnega povezovanja študentov, pedagogov in raziskovalcev, ki omogočajo mobilnosti v okviru EU in širše, povezovanje s partnerskimi organizacijami in povračila potnih stroškov za udeležbo na mednarodnih konferencah, srečanjih mednarodnih združenj in uredniških odborov ter za podporo organizaciji poletnih šol in gostovanja mednarodnih znanstvenih srečanj.

2. Financirati kratke raziskovalne projekte odličnih slovenskih raziskovalcev/profesorjev iz tujine s študenti UL 1., 2. in 3. stopnje – v okviru razpisa Razvojnega sklada želimo financirati kratke raziskovalne projekte odličnih slovenskih raziskovalcev, ki delujejo v tujini, s študenti 1. 2.

in 3. stopnje na UL. Na ta način želimo okrepiti sodelovanje slovenske raziskovalne skupnosti, ki deluje v tujini s študenti UL in povečati njihove raziskovalne kompetence.

Preko kazalnika *Število raziskovalnih projektov s študenti 1. 2. in 3. stopnje v obdobju* bomo spremljali skupno število odobrenih raziskovalnih projektov s študenti, predvidoma bomo do konca leta 2027 financirali najmanj 8 tovrstnih projektov.

7. cilj: Podpirati razvoj kadrov in internacionalizacijo

UL je kot največja in najstarejša visokošolska ustanova tudi valilnica najbolj usposobljenih in najbolj ambicioznih bodočih kadrov. Poleg vzgajanja bodočih kadrov v okviru študijskega procesa pa UL vsa leta krepí tudi svoj lasten kadrovski potencial in gradi svojo kakovost z izobraževanjem in usposabljanjem obstoječih kadrov, poleg tega pa s privabljanjem najbolj odličnih kadrov iz tujine poskuša internacionalizirati kadrovske sestave. Stabilno financiranje nam je omogočilo razviti dodatne ukrepe za **razvoj kakovosti tudi na področju razvoja kadrov in internacionalizacije**, med drugim;

1. Krepiti odličnost mentoriranja doktorskih študentov – z namenom nagraditi najboljše raziskovalce na Univerzi v Ljubljani bomo vsako leto objavili razpis za dodelitev do 10 dodatnih mentorskih mest za mlade raziskovalce izjemnim mentorjem. Izbrani izjemni mentorji bodo prejeli dodatna sredstva za usposabljanje mladih raziskovalcev. Do leta 2027 načrtujemo dodatnih 40 zaposlitev mladih raziskovalcev pri izjemnih mentorjih.

2. Pomagati pri prijavah na razpise Marie S. Curie Actions, namenjenih mobilnosti raziskovalcev – preko evropskih projektov Obzorja Evropa Marie S. Curie (MSCA) želimo privabiti na UL odlične tuje in domače doktorske in poddoktorske raziskovalce, zato prijaviteljem na MSCA razpise z UL nudimo podporo pri pisanju prijav. V obdobju od 2016 do 2021 je UL pridobila 13 MSCA projektov. V obdobju od 2022 do 2027 želimo pridobiti 20 novih MSCA projektov

3. Omogočiti sofinanciranje zaposlovanja (reintegracijo) odličnih slovenskih raziskovalcev iz tujine – to bomo omogočili tako, da bomo preko *razpisa Razvojnega sklada UL* omogočili 50% sofinanciranje plače odličnih slovenskih raziskovalcev, ki se bodo vrnili iz tujine in za nadaljnjih 5 let zaposlili na članici UL. Do leta 2027 načrtujemo zaposlitev 4 odličnih slovenskih raziskovalcev, ki bi se vrnili v Slovenijo in zaposlili na UL.

8. cilj: Okrepiti sodelovanje z okoljem pri prenosu znanja, inovacij in ustvarjalnosti

Na UL je bilo med leti 2017 in 2021 razkritih skupno 86 izumov. V istem obdobju je bilo sklenjenih 8 licenčnih pogodb oz. pogodb o prodaji intelektualne lastnine. V tem obdobju je UL v okviru Javnega razpisa za podporo prenosa tehnologij iz JRO v gospodarstvo (2017-2022) ustanovila Pisarno za prenos znanja in z njeno pomočjo zagotavljala potrebno podporo prenosu znanja v gospodarstvo. V tem času so bili vzpostavljeni vsi potrebni procesi in pridobljene zahtevane kompetence, pokazali pa so se tudi že vidni rezultati.

Število izumov in licenčnih pogodb nedvomno nakazuje na potencial UL na tem področju, zato je UL okrepitev sodelovanja z okoljem vključila v svojo strategijo v obdobju 2022-2027.

Po zaključku projektnega financiranja v letu 2022, je bila ključna ohranitev Pisarne za prenos znanja ter s tem nivoja storitev in podpore, ki ga ta nudi raziskovalcem. Iz nihanja števila razkritih izumov v preteklih letih je razvidno, kako pomembna je kvalitetna strokovna podpora raziskovalcem pri prepoznavanju, zaščiti in trženju znanstvenih rezultatov, vključno z razpoložljivimi finančnimi sredstvi za patentno zaščito in razvitostjo univerzitetnega inovacijskega ekosistema.

Zato smo si ob možnosti stabilnega financiranja v letu 2022 zadali cilj, da bomo okrepili sodelovanje z okoljem pri prenosu znanja, inovacijah in ustvarjalnosti, predvsem na način, da bomo ohranili in še nadgradili podporo prenosu znanja ter poleg izumov podprli tudi druge intelektualne stvaritve, vključno s tistimi, ki segajo na področje humanistike, umetnosti in družboslovja.

S stabilnim financiranjem je tako UL dobila možnost, da preko močne in dolgoročno delujoče pisarne za prenos znanja zagotovi vso potrebno podporo najbolj inovativnim raziskovalcem in projektom, k temu pa doda še druge ukrepe, kot npr. sistemsko zagotovljena sredstva za patentno zaščito, ki so ključni za podporo prenosu znanja. Na ta način sistemsko krepimo dejavnost prenosa znanja, le sistemski pristop pa nam lahko zagotovi resen napredek in dolgoročno uspešnost na tem področju.

Z namenom krepitve podpore prenosu znanja smo uvedli štiri ključne ukrepe, in sicer:

1. Okrepiti proces prepoznavanja v raziskavah ustvarjenega znanja s tržnim potencialom ter boljše prepoznavanje potreb gospodarstva na raziskovalno razvojnem segmentu. Uspešnost tega ukrepa bomo merili s *število razkritih izumov in druge intelektualne lastnine*. Od leta 2022 do leta 2027 načrtujemo 120 novih izumov in druge intelektualne lastnine.

2. Aktivno tržiti in podpirati razvoj inovacij na UL in njihov prehod v gospodarstvo. S tem ukrepom želimo nasloviti predvsem nizko raven uspešnega prenosa rezultatov (v primerjavi s številom izumov in patentnih prijav). Uspešnost tega ukrepa bomo merili s kazalnikom: *število novoustanovljenih odcepljenih podjetij in sklenjenih licenčnih pogodb oz. pogodb o prenosu znanja v obdobju*. Od leta 2022 do leta 2027 načrtujemo, da bo vrednost kazalnika 15.

3. Vzpostavitev patentnega sklada iz ISF sredstev. Glavna ovira pri zagotavljanju varstva intelektualne lastnine je pomanjkanje sredstev, saj so postopki patentne zaščite zelo dragi. S tem namenom smo uvedli ukrep: Patentni sklad UL, uspešnost ukrepa pa bomo spremljali s kazalnikom: *Število novih vloženi patentnih prijav*. Med leti 2022 in do leta 2027 planiramo vložiti 140 patentnih prijav.

4. Proaktivno iskanje strateških partnerstev za prenos znanja in umetnosti. Močna povezanost in stalna izmenjava informacij in kadrov, je glavno gonilo prenosa znanja, zato smo si zadali, da bomo z več podjetji stopili v strateško partnerstvo. Kazalnik za merjenje usoešnosti tega ukrepa bo: *Število sklenjenih strateških pogodb o sodelovanju na ravni UL*. Do leta 2027 načrtujemo sklenitev 6 strateških partnerstev na nivoju UL.

9. cilj: Okrepiti promocijo povezovanja znanosti z različnimi javnostmi

UL in članice vsako leto izvajajo vrsto aktivnosti za promocijo znanosti in svojega raziskovalnega dela, še posebej med mladimi preko različnih dogodkov, kot so predstavitve raziskovalnih porjketov študentov, Noč raziskovalcev, Bfestival, Igriva arhitektura, Znanstival, Vrt eksperimentov, ipd., ter sodeluje z ustanovami za popularizacijo znanosti kot npr. s Hiša eksperimentov in Znanost na cesti ter pri televizijskih in radijskih oddajah, kot so Spregovori znanost, Frekvenca X in Frekuensi della scienza. Aktivna pa je tudi na družbenih omrežjih (Facebook, LinkedIn). Že nekaj let vsako leto na posebnem dogodku v okviru Tedna univerze za medije in splošno javnost organiziramo predstavitve najodličnejših raziskovalnih dosežkov, izbranih na podlagi mednarodne odmevnosti in vpliva, celovitosti dosežka, aktualnosti za širšo strokovno in splošno javnost ter koristnosti uporabe. V letu 2022 smo skupaj z nekaterimi partnerji organizirali tudi prvo mednarodno konferenc o komuniciranju znanosti.

Poleg posameznih enkratnih ali letnih dogodkov pa želimo **okrepiti promocijo povezovanja znanosti z različnimi javnostmi** in razvijati stalno celovito seznanjanje javnosti (študentov in druge mladine, domačih in mednarodnih partnerjev in splošne javnosti) o raziskovalnih dosežkih raziskovalcev UL. Zato smo vzpostavili spletno platformo Raziskovalne novice/dosežki, ki poskuša najširši splošni javnosti na poljuden način predstaviti znanstvene raziskave, raziskovalne projekte in raziskovalce Univerze v Ljubljani. Posebno pozornost namenjamo najodličnejšim raziskovalnim dosežkom, prejemnikom ERC in MSCA projektov in interdisciplinarnim raziskavam ter povezovanju vsebine raziskav s cilji trajnostnega razvoja OZN. Članki so izpostavljeni tudi na profilih UL na družabnih omrežjih (FB, LinkedIn). V letu 2021 smo objavili 44 raziskovalnih novic. Načrtujemo, da bomo skupaj v obdobju od 2022 do 2027 v okviru Raziskovalnih novic/dosežkov predstavili vsaj 260 dosežkov raziskovalcev na področju znanosti.

10. cilj: Krepiti zavedanje in zavezanost k trajnostnemu razvoju

Na UL se zavedamo pomembnosti vloge, ki jo imajo in ki jo prevzemajo univerze pri razvoju ter širjenju znanja s področja trajnostnosti in s tem pri krepitvi poglobljenega razumevanja trajnostne preobrazbe družbe. Predstavljajo in ustvarjajo namreč prostor kritičnega razmisleka o družbenih izzivih in pri tem združujejo različne deležnike, kot so raziskovalci in raziskovalke, inovatorji in inovatorke, študenti in študentke, zaposlovalci, odločevalci in lokalne skupnosti. Kot raziskovalno intenzivna institucija UL pomembno prispeva k razvijanju novih znanj, ki podpirajo prizadevanja za trajnostno preobrazbo družbe, in k promociji ter utrjevanju pomena znanstvene ter umetniške ustvarjalnosti za doseganje slednje.

Na UL prizadevanja za trajnostno preobrazbo lastnih dejavnosti in procesov uresničujemo tudi skozi vključenost v mednarodne (raziskovalne) mreže, kot sta EUTOPIA in The Guild. Znotraj teh se z drugimi univerzami povezujemo tudi v posebnih delovnih skupinah za trajnostnost. Lastna prizadevanja za bolj trajnostno usmerjeno delovanje UL, ki bodo v zgled drugim, pa bomo v skladu s Strategijo UL 2022–2027 še nadgradili, in sicer z oblikovanjem prve celostne strategije trajnostnosti UL ter akcijskega načrta v podporo njenemu izvajanju. Z namenom spodbujanja zavedanja in prepoznavnosti prispevka UL na znanstvenoraziskovalnem področju k ciljem trajnostnega razvoja bomo pričeli tudi s spremljanjem znanstvenih objav po posameznih ciljih trajnostnega razvoja. V ta namen nameravamo uvesti vsakoletno spremljanje in analiziranje stanja števila znanstvenih objav po posameznih ciljih trajnostnega razvoja, kar nam bo dalo povratne informacije o obsegu in prispevkih raziskav na UL na posameznih znanstvenih področjih glede na cilje trajnostnega razvoja in to upoštevati pri oblikovanju Strategije trajnostnosti, ki jo načrtujemo razviti do zaključka leta 2025 za 5 letno obdobje.

Z izvajanjem *letne analize stanja znanstvenih objav UL po posameznih ciljih trajnostnega razvoja* (SDG Sustainable development Goals) bom začeli v letu 2023 in testirali različna orodja.

A. Strategic and long-term goals of the recipient of stable funding

The University of Ljubljana (UL) is the oldest and largest higher education and scientific research institution in Slovenia, established in 1919. Today, it has around 40,000 students and employs more than 6,600 higher education teachers, researchers, and professional staff across 23 faculties and 3 art academies. It is ranked among the top 501–600 universities in the world according to the Shanghai Ranking (ARWU). According to the Sicris database, UL has more than 4,400 researchers, accounting for over 30% of all registered researchers in Slovenia. In the field of research, UL covers and develops all areas according to the FRASCATI classification. In 2021, there were 269 research groups operating within 186 research programmes at UL. Corresponding to its size, UL also contributes the largest share of research results in Slovenia. UL is also strongly integrated into the international area and is a member of one of the best alliances of European universities, EUTOPIA, as well as several other international university associations, such as The Guild, CELSA, LERU-CE7, UNICA, the Utrecht Network, the European University Association (EUA), the Rector's Forum of Southeast Europe and the Western Balkans, and other networks and associations.

The commitment to a research-oriented university stems from its vision, which outlines the core missions related to scientific research activities:

- *cultivate first-rate research and achieve excellence and the highest ethical standards in all areas of science and the arts;*
- *ensure the strengthening of national identity, in particular through the development of Slovenian scientific and professional terminology;*
- *educate, based on own research and on national and international research achievements, creative, critically thinking and top scientists, artists and experts, who are qualified to conduct sustainable and responsible management, while working within the traditions of the European Enlightenment, humanism and respect for human rights. Paying special attention to an inclusive research, educational and working environment as well as development of talents while adhering to humanist principles;*
- *promote interdisciplinary and multidisciplinary studies and share achievements in science and the arts with other universities, and with science and research institutions. By doing so, the UL will contribute to the Slovenian and global treasury of knowledge, passing this onto students and contributing to the global knowledge society;*
- *collaborate with organisations from the business sphere and all other activities from the private and public sectors, and with state authorities, local communities and civil society.*

The UL will thus be able to accelerate the application of its research and education achievements, and to contribute to the development of society. By actively responding to events taking place in its wider surroundings, the UL must serve as society's critical conscience and help shape the country's citizens so that they will tackle the development challenges of the 21st century in a decisive and responsible manner.

In the **UL Strategy for the 2022–2027 period**, the University has defined specific development areas, setting out key strategic and long-term goals in research:

- **promote excellence in science and the arts, strengthen integration in the international environment, an interdisciplinary approach, encourage openness and social relevance,**
- **enhance support for the transfer of knowledge and the arts in all spheres of social life.**

To achieve these goals, we have particularly emphasized the need to strengthen financial stability, improve processes and infrastructure, and support human resource development. The University of Ljubljana has also highlighted its commitment to sustainable development as a core thematic area of its research activities. The concept of sustainability further strengthens synergies between scientific disciplines, as an interdisciplinary approach supports the economic and societal development of Slovenia.

Therefore, in line with UL's key strategic objectives for the 2022–2027 period, we have set out in **The Plan for the Implementation of the Stable Funding of Scientific Research Activities for 2022–2027** the following objectives:

Promoting Excellence in Science and Art:

1. Strengthen the excellence of research programme groups, particularly in EU strategic areas and currently underfunded fields
2. Increase the number of prestigious research projects and participation in excellent European research consortia
3. Enhance the excellence of scientific publications
4. Reform the evaluation of achievements in science and art
5. Improve the support environment for scientific and artistic work

Strengthening international integration and interdisciplinarity:

6. Expand international collaboration among UL researchers and students
7. Support talent development and internationalization

Enhancing the transfer of knowledge and art into all spheres of society:

8. Strengthen cooperation with external stakeholders in knowledge transfer, innovation, and creativity

Encouraging openness and societal relevance:

9. Promote the integration of science with various public audiences
10. Increase awareness and commitment to sustainable development

Objective 1: Strengthening the excellence of programme groups, particularly in EU strategic areas and previously underfunded fields

By 2022, the University of Ljubljana (UL) participated in 186 research programmes (long-term research activities of larger programme groups of researchers in specific scientific fields), that were approved and confirmed through the calls of national research agency for all Slovenian research

organizations. With the introduction of stable funding, research programmes (or programme groups) transitioned to financing under the PSF pillar.

Stable funding has provided UL with the opportunity to follow its strategic interests and, through the development of its internal evaluation system with a focus on qualitative criteria, to reward excellence in research programmes (RPs) while also supporting research programmes in scientific fields that have so far been underfunded due to financial constraints.

To achieve the goal of strengthening the excellence of programme groups, particularly in EU strategic areas and previously underfunded fields, we will:

- **conduct evaluations of research programmes and allocate additional funding to the most outstanding research programmes**, as well as to **those in strategic fields** defined at the EU level in the Horizon Europe framework programme;
- open opportunities for **establishing new research programmes** in breakthrough interdisciplinary fields for all UL members, **and additionally for UL members that receive less than 70% of programme funding per employee** compared to the average for their respective disciplines (arts, technology, biotechnology and biomedicine, natural sciences, social sciences, and humanities);
- **establish our own system for evaluating the quality of research programmes**. Over the years we will conduct evaluations of research programmes operating within specific ERC (European Research Council) fields.

UL plans to achieve this goal and implement the above measures through the following internal calls and invitations, funded from PSF (Programme Pillar of stable financing) and ISF (Institutional Pillar of stable financing) resources within UL's stable scientific research funding framework:

- Internal call for expanding existing research programmes (RPs)
- Internal call for expanding existing RPs in EU strategic areas
- Internal call for new research programmes
- Internal call for new RPs for UL members receiving less than 70% of PSF funding per employee (Academy of Music AG, Academy of Fine Arts and Design ALUO, Faculty of Natural Sciences and Engineering NTF, Faculty of Maritime Studies and Transport FPP, Faculty of Health Sciences ZF, Faculty of Education PEF, Faculty of Law PF)
- Internal invitation for research programme evaluation

By 2027, we aim to increase funding for 39 top-performing and strategically important programme groups and to establish and fund 9 new research programmes in breakthrough interdisciplinary or strategic fields, as well as research programmes at UL members that have not yet had the opportunity to participate in programme groups.

The quality of programme groups will also be strengthened by involving young researchers (doctoral students funded through PSF resources), whom we also train through doctoral study. The Young Researchers Programme aims to rejuvenate research programmes and provide PhD students with employment contracts for up to four years, enabling them to participate in research and teaching, develop research skills, and obtain a PhD. Young researchers improve the research environment, promote innovation and strengthen the innovation potential of research programmes. Young researchers will be assigned to research programmes through an annual open call for young researchers. By 2027, we plan for research programmes to employ 600 young researchers.

Objective 2: Increasing the number of prestigious research projects and participation in excellent European and international research consortia

Between 2016 and 2021, UL participated in numerous European and international projects (892 in total), including 196 projects under the Horizon programme. Among these, UL served as the coordinator or lead organization in 33 prestigious European and international projects, including:

- 5 ERC projects,
- 2 Horizon Europe ERA Chair projects,
- 8 multi-partner EU projects, with UL as the coordinator
- 3 U.S. Air Force (AFOSR) projects with UL as the coordinator, etc.

According to the European Commission's database, UL was the most successful university in the EU13 group (new member states that joined the EU after 2004) in the Horizon 2020 programme based on the number of projects. However, European and international calls are becoming increasingly competitive. UL aims to maintain its success and increase the number of prestigious research projects and participation in excellent European research consortia by:

- intensifying collaboration with excellent research organizations and universities with which we have strategic partnerships in various associations, as well as with other leading international partners, business organizations, societal groups, and end users of research;
- improving the quality of research project proposals for European and international calls;
- providing expert support through the UL Development Fund to assist in writing and refining project proposals, particularly for Horizon Europe calls, including the most prestigious ERC and EIC projects;
- enhancing success in the most prestigious and competitive ERC and EIC calls.

Success in this area will be measured by the *number of newly acquired European and international projects, particularly Horizon Europe projects*, and, within this programme, the *number of ERC and EIC projects*.

By 2027, we aim to secure a total of 1,000 new European and international projects, including 220 projects under the Horizon Europe programme. Additionally, we aim to get approved at least 10 new prestigious ERC and EIC projects as the lead organization and 10 as a partner organization.

Objective 3: Strengthening the excellence and impact of scientific publications

Research achievements play a crucial role in the UL's ranking on international university rankings. To improve our position in the 2022-2027 strategic period, we see multiple opportunities, particularly in encouraging high-quality publications. As part of our efforts to reward excellence, we have begun recognizing the most outstanding research achievements and contributions of professional staff during the University Week through awards and acknowledgments. With the introduction of stable funding for scientific research activities, we have secured resources for research,

development, and innovation across all UL members, emphasizing the principles of open science and responsible research. Our goal is to establish a reward system for the most successful researchers at all UL members. Additionally, we have revised habilitation criteria to increase requirements for research achievements and demonstrated international collaboration. We have also established a joint publishing unit – the University of Ljubljana Press (previously, several UL members had their own publishing houses). This centralization will enhance the dissemination of high-quality scientific work both domestically and internationally.

To improve the excellence and impact of scientific publications, we will **strengthen UL members' activities related to mechanisms for better international ranking across all fields of science and the arts**. All scientific publications will be stored and publicly accessible through the UL Repository, which is internationally interoperable and accessible to aggregators. This will increase the visibility and reach of publications worldwide, ensuring broader dissemination of research outputs. By making publications more visible and widely accessible, we aim to increase the use of research results for new studies, social innovations, and various practical applications.

Thus, we plan to increase the *citation rate of publications by UL researchers* (measured annually for a 10-year period in the Web of Science (c10) database) to 1,300,000 by 2027, and at the same time, we want to increase *the number of UL researchers ranked among the 2% of the most cited researchers in the world* in their field (Elsevier/Scopus database) to 100.

Objective 4: Reforming the evaluation of achievements in science and the arts

UL has long been actively involved in international initiatives and consortia aimed at reforming science and advancing all aspects of open science. As a partner organization, UL has participated in two OpenAIRE projects, reinforcing its commitment to open-access research. Beyond promoting open science, UL is committed to **reforming the evaluation of achievements in science and the arts**—both internally and at the international level. The University aims to play an active role in global initiatives focused on changing the assessment of research, researchers, and research organizations. UL shares the view of many European and global universities and research institutions that research evaluation should prioritize quality, reliability, reproducibility, and authenticity over quantity, author popularity, institutional affiliation, and journal-based metrics.

In order to best achieve this goal, *UL will join the CoARA (Coalition for Advancing Research Assessment)*, which was established at the initiative of the European Commission with the aim of changing the evaluation of research activities. UL will also *prepare its own CoARA action plan* by 2027, in which it will define how it will implement the CoARA coalition principles of, as set out in the Agreement on the Reform of Research Evaluation, in its own way and in accordance with its dynamics. It will also participate in the CoARA national coordination.

We will also *include an emphasized evaluation of programmes and projects based on qualitative criteria and open science in the evaluations of programmes and projects within internal calls*.

These steps will help UL align its research assessment practices with modern principles of responsible research evaluation, ensuring a fairer and more meaningful recognition of scientific and artistic contributions.

Objective 5: Enhancing the support environment for scientific and artistic work

Excellence in research and artistic work requires **strong professional and infrastructural support**. With stable funding, UL now has the opportunity to invest more resources in research support services, contributing to the overall excellence of scientific and artistic endeavours. To achieve this goal, UL will implement the following measures:

1. Increasing the number of research office staff: Until now, research support services at UL have been minimal, and some faculties had no dedicated support at all. With stable funding, UL will expand its research administration teams, aiming to increase *the number of research support staff* by at least 31 by 2027.

2. Strengthening the integration and training of research administration services: UL is a highly decentralized university, each UL member has its own support structures organized differently. Research support staff in UL research offices have so far met occasionally and communicated on various professional issues. In order to improve the quality of research, we want to strengthen this communication and integration and *organize at least twice a year Meetings of research/projects support staff and research offices with the exchange of good practices and knowledge*, preferably each time at a different UL member, where individual research departments of the hosting UL member will also be able to present their organization and operations. In addition to meetings, we will also strengthen their competencies, skills and knowledge through additional training of research support staff and their participation in the EARMA (European Association of Research Managers and Administrators) conference.

3. Strengthening research ethics and integrity: In recent years, UL has devoted a lot of effort to raising awareness and promoting research integrity and respect for ethical standards at all stages and aspects of research. The the national level there is already a National Medical Ethics Committee and a Veterinary Ethics Committee, and at UL level there is a Committee for Ethical Issues. UL members have established their own ethics committees, and at UL we have also established a university committee for ethics in research involving human participants. UL has adopted its Code of ethics for researchers and a Plan for informing researchers of the ethical principles of this Code. However, researchers have missed professional support and assistance with ethical concerns that arise in their research work or research projects. In order to strengthen the field of ethics and integrity in research and scientific publishing, we will *establish a special unit for ethics and integrity in research*, which will provide researchers and UL management with professional and strategic support on all open issues in the field of research ethics and integrity, and will ensure the education and training of researchers and students.

4. Providing systemic, professional and technological support in the acquisition, storage, management and access to publications and data in accordance with the principles of open and responsible science - The UL Repository, which operates within the framework of the Infrastructure Centre at the UL Rectorate, is an open-access and internationally interoperable repository for the storage of publications, data and other research results. In order to meet the criteria of a trustworthy repository, as required by research funders (ARIS, European Commission and others) for the storage of research results they finance, UL will *constantly upgrade the functionalities of the UL repository* in accordance with the new provisions on open access to research results and in this way enable researchers to participate in national and international research.

5. Strengthening the quality of the operations of the UL Infrastructure Centres Network (MRIC UL): The UL established the organizational unit Network of Research Infrastructure Centres UL (MRIC UL) in 2018, which provides infrastructural support for UL researchers and their research work

within research programmes and projects. The MRIC UL network includes 31 infrastructure centres across 14 UL members and the Rectorate, equipped with modern research facilities and highly trained staff who are knowledgeable in their use. These infrastructure centres provide support in the form of instrumental assistance, scientific collections, and science popularization, among others. The services and equipment provided by the MRIC UL programme are used not only by UL researchers but also by undergraduate and postgraduate students, as well as numerous external users. The infrastructural support is crucial for research and development work conducted at UL on both national and international levels. The MRIC UL programme also plays an important role in supporting UL's participation in international infrastructure projects and mature European research infrastructures within ESFRI, such as CESSDA, ESS, EATRIS, ELIXIR, SIMBION/Euro-Bioimaging, E-RIHS, CLARIN, LifeWatch, EPOS, PRACE, DARIAH, and Instruct-ERIC. UL is involved in the national nodes and consortia of these European Research Infrastructure Consortia (ERIC), and in some cases, UL leads national consortia and nodes (e.g., ELIXIR, EATRIS, SIMBION, CESSDA).

With the introduction of stable financing for research activities, MRIC UL's financing has been incorporated into the ISF pillar, maintaining the same annual amount as in previous years. Under this stable financing, we will continue to support the operation of MRIC UL, but by 2027, we aim *to develop a methodology for evaluating the operations of infrastructure centres and the allocation of funds*. This methodology will be key to ensuring the improvement of the quality of research support services.

6. Modernization of research equipment: To ensure high-quality research work, it is essential to have state-of-the-art research equipment in laboratories and infrastructure centres. Therefore, we will allocate part of the stable funding for co-financing the purchase of new research equipment. As part of the UL Criteria for allocating funds of stable research financing, *we will allocate funds for purchasing equipment* based on approved calls of national agency for research equipment. UL will contribute up to half of the co-financing for the approved equipment and will cover up to 30% of the purchase price of the requested equipment. This initiative will ensure the purchase of at least 150 pieces of essential new research equipment by 2027, enabling researchers to access cutting-edge tools that will contribute to advancing their research.

Objective 6: Strengthen international networking for UL researchers and students

The University of Ljubljana (UL) has a broad and diverse international network. The university actively participates in 33 international networks and associations (and its members in many more), collaborating with leading universities within the EU (e.g., EUTOPIA, The Guild, CELSA, LERU-CE7, Utrecht Network, UNICA EUA). UL is also strategically focused on the Western Balkans, collaboration with Africa (e.g., ARUA-GUILD research excellence centres), and fostering connections with Slovenian diaspora communities. Through the Global Network of the University of Ljubljana (SMUL), UL helps Slovenian scientists and researchers working abroad maintain connections and encourages their collaboration. UL actively encourages all researchers and students to participate in international cooperation. This has been partly facilitated through various project funds (e.g., EUTOPIA projects) or Erasmus+ K1 programme funding, though these resources were somewhat limited. With stable funding, additional opportunities have arisen **to enable researchers and students to strengthen international connections** through the following actions:

1. Establishment of Funds and other mechanisms that enable the involvement and networking of researchers and students within institutional associations of the UL or within other international associations, membership fees and participation in international conferences, symposia and editorial boards or enable hosting of summer schools and international scientific meetings: We will monitor whether UL members ensure the availability of IRD (in support to individual research development) funds to support researchers for training, conferences, and participation in international associations and/or create ISF funds (International Scientific Fund) to finance various forms of international research collaboration, mobility within the EU and beyond, connections with partner organizations, reimbursement of travel costs for attending international conferences, association meetings, editorial boards, as well as support for organizing summer schools and hosting international scientific meetings.

2. Funding short-term research projects involving excellent Slovenian researchers from abroad with UL students at all Levels (1st, 2nd, and 3rd level): Under the UL Development Fund internal call, we plan to fund short-term research projects involving excellent Slovenian researchers working abroad, in collaboration with UL students at the 1st, 2nd, and 3rd levels. This initiative aims to enhance cooperation the Slovenian research community abroad and UL students, thus improving their research competencies. Indicator: Number of research projects with 1st, 2nd and 3rd level students in the period.

Through the indicator *Number of research projects with 1st, 2nd and 3rd level students in the period*, we will monitor the total number of approved research projects with students in the period; it is expected that we will finance at least 8 such projects by the end of 2027.

Objective 7: Supporting human resource development and internationalization

As the largest and oldest higher education institution in Slovenia, the University of Ljubljana (UL) serves as a training ground for highly skilled and ambitious future professionals. In addition to educating students within its academic programmes, UL has continuously strengthened its own human resource potential, enhancing its quality through training and development of existing staff. Furthermore, by attracting top international talents, UL aims to internationalize its workforce. Stable funding has allowed us to develop additional measures **to improve quality in human resource development and internationalization**, including:

1. Enhancing excellence in doctoral mentorship – to reward top researchers at the University of Ljubljana, we will annually open a call for the allocation of up to 10 additional mentorship positions for young researchers under exceptional mentors. Selected outstanding mentors will receive additional funding for training young researchers. By 2027, we plan to hire 40 additional young researchers under exceptional mentors.

2. Supporting applications for Marie S. Curie Actions (MSCA) calls for researchers mobility – through Horizon Europe's MSCA programmes, we aim to attract outstanding international and domestic doctoral and postdoctoral researchers to UL. To support MSCA applicants, UL provides assistance with proposal writing. Between 2016 and 2021, UL successfully secured 13 MSCA projects. By 2027, our goal is to secure 20 new MSCA projects.

3. Co-financing the employment (reintegration) of outstanding Slovenian researchers from abroad – through the UL Development Fund internal call, we will provide 50% co-financing for the salaries of top Slovenian researchers returning from abroad, ensuring their employment at a UL member institution for at least five years. By 2027, we aim to hire four excellent Slovenian researchers returning to Slovenia and joining UL.

Objective 8: Strengthening collaboration with society in knowledge transfer, innovation, and creativity

Between 2017 and 2021, the University of Ljubljana recorded a total of 86 disclosed inventions. During the same period, 8 licensing agreements or intellectual property sales contracts were signed. As part of the Public call for technology transfer support from public research organizations to industry (2017–2022), UL established the Knowledge Transfer Office, which provided essential support for transferring knowledge to the economy. During this period, all necessary processes were established, key competencies were acquired, and visible results were achieved.

The number of disclosed inventions and licensing agreements clearly indicates UL's potential in this field. Recognizing this, UL has included strengthening collaboration with society as a strategic priority to the UL Strategy for the period 2022–2027.

Following the end of project-based funding in 2022, a key priority was to maintain the Knowledge Transfer Office and preserve the level of services and support it provides to researchers. Fluctuations in the number of disclosed inventions in recent years have highlighted the importance of high-quality professional support for researchers in identifying, protecting, and commercializing scientific results, including financial resources for patent protection and the development of a university innovation ecosystem.

With the opportunity for stable funding in 2022, UL set a clear goal: to enhance collaboration with society in knowledge transfer, innovation, and creativity. This will be achieved primarily by maintaining and further significant progress and long-term success in this field. developing knowledge transfer support, expanding support beyond patents to include other intellectual creations, particularly in the fields of humanities, arts, and social sciences.

With stable funding, the University of Ljubljana (UL) has gained the opportunity to establish a strong and long-term functioning Knowledge Transfer Office, ensuring comprehensive support for the most innovative researchers and projects. This has been further complemented by additional systemic measures, such as dedicated funding for patent protection, which is essential for successful knowledge transfer. By taking a systematic approach, we are strengthening knowledge transfer activities, as only a structured and strategic framework can ensure serious progress and long-term success in this area.

To enhance knowledge transfer support, we have introduced four key measures:

- 1. Strengthening the identification of marketable knowledge in research and improving the identification of research findings with commercial potential and better recognizing industry needs in the research and development sector.** The success of this measure will be measured by *the number of newly disclosed inventions and other intellectual property in the period*. From 2022 to 2027, we plan to disclose 120 new inventions and other intellectual property.
- 2. Actively marketing and supporting innovation development at UL and its transfer to industry** – This measure aims to address the low rate of successful commercialization of research results compared to the number of inventions and patent applications. The success of this measure will be measured by the indicator: *the number of newly established spin-off companies and concluded licensing agreements or knowledge transfer agreements in the period*. From 2022 to 2027, we plan for the value of the indicator to be 15.
- 3. Establishing a Patent Fund from pillar ISF resources** – The main barrier to ensuring intellectual property protection is the lack of funding, as patenting processes are expensive. Therefore, we have introduced the UL Patent Fund. The success of the measure will be monitored with the indicator: *number of new patent applications filed in the period*. Between 2022 and 2027, we plan to file 140 patent applications.
- 4. Proactively seeking strategic partnerships for knowledge and art transfer** – Strong collaborations and continuous exchange of knowledge and personnel are the driving forces of knowledge transfer. Our goal is to establish new strategic partnerships with companies. The indicator for measuring the success of this measure will be: *the number of strategic cooperation agreements concluded at the UL level in the period*. By 2027, we plan to conclude 6 strategic partnerships at the UL level.

Objective 9: Strengthening the promotion of science communication and public engagement

UL and its member faculties organize numerous activities each year to promote science and research, particularly among young audiences. These include student research project presentations, Researchers' Night, Bfestival, Playful Architecture, Znanstival, Experiment Garden, and others. UL also collaborates with science popularization institutions, such as House of Experiments and Science on the Street, and participates in science-themed TV and radio programmes, such as Spregovori znanost (Speak Science), Frekvenca X, and Frequenza della scienza. UL is also active on social media (Facebook, LinkedIn) and, for several years, has organized an annual event during University Week to showcase outstanding research achievements to the media and the general public. The selection of achievements is based on international impact, comprehensiveness, relevance to broader professional and public audiences, and potential application benefits. In 2022, in collaboration with partner institutions, UL also organized the first international conference on science communication.

Beyond one-time or annual events, we aim **to strengthen the continuous and structured communication of research achievements to various audiences**, including students, young people, domestic and international partners, and the general public. To achieve this, we have launched the Research News/Achievements online platform, designed to present scientific research, research projects, and researchers at the University of Ljubljana in an engaging and accessible manner. Special attention is given to top research achievements, ERC and MSCA grant recipients, interdisciplinary research, linking research topics to the UN Sustainable Development Goals (SDGs). *Articles* from Research News/Achievements are also featured on UL's social media profiles (Facebook, LinkedIn). In 2021, we published 44 research news articles. During the 2022–2027 period we plan to present at least 260 research achievements in the field of science within the Research News/Achievements platform.

Objective 10: Strengthening awareness and commitment to sustainable development

At UL, we recognize the crucial role that universities play in developing and disseminating knowledge on sustainability, thereby enhancing a deeper understanding of the sustainable transformation of society. Universities serve as spaces for critical reflection on societal challenges, bringing together diverse stakeholders, including researchers, innovators, students, employers, policymakers, and local communities. As a research-intensive institution, UL makes a significant contribution to the development of new knowledge that supports sustainable societal transformation.

Additionally, it promotes and reinforces the importance of scientific and artistic creativity in achieving sustainability goals. UL also implements sustainability efforts within its own activities and processes through its engagement in international (research) networks, such as EUTOPIA and The Guild. Within these networks, UL collaborates with other universities in specialized sustainability working groups. Building upon these efforts and in alignment with the UL Strategy 2022–2027, we plan to further enhance our commitment to sustainability by developing UL's first comprehensive sustainability strategy and an action plan to support its implementation. To promote awareness and visibility of UL's contributions to sustainable development goals (SDGs) through scientific research, we will also begin **tracking scientific publications based on specific SDGs**. For this purpose, we intend to conduct an annual review and analysis of scientific publications categorized by SDGs. This will provide valuable insights into UL's research contributions across different scientific fields in relation to sustainable development goals. The findings will contribute to the development of UL's Sustainability Strategy, which we plan to finalize by the end of 2025 for a five-year period.

To will start to conduct *Annual analysis of UL's scientific publications categorized by specific sustainable development goals (SDGs)* in 2023 testing different tools.

Preglednica 1

(Table 1)

SLO:

 [Prilogo 0510_Preglednica 1_SLO.xlsx natisnete posebej in priložite k dokumentaciji.](#)

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 [Prilogo 0510_Preglednica 1_ANG.xlsx natisnete posebej in priložite k dokumentaciji.](#)

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B. Razvojni cilji prejemnika, ukrepi za njihovo doseganje, ciljne in izhodiščne vrednosti ter kazalniki, s katerimi spremlja doseganje ciljnih vrednosti

(Development objectives of the recipient, measures for the achievement thereof, target and baseline values and indicators for monitoring whether the target values have been met)

Opis

(Description)

SLO

B. Razvojni cilji prejemnika stabilnega financiranja

1. Krepiti interdisciplinarno povezovanje in raziskovanje

Kljub temu, da UL s svojimi 23 fakultetami in 3 umetniškimi akademijami pokriva vsa znanstvena in umetniška področja, je raziskovalnega sodelovanja med raziskovalci z različnih članic UL zelo malo. V letu 2021 so od 606 evropskih in mednarodnih raziskovalnih projektov le pri 54 projektih sodelovali raziskovalci z več kot ene članice UL. Sodobni znanstveni in družbeni izzivi pa terjajo interdisciplinarne pristope in večje interdisciplinarne raziskovalne skupine. UL želi z internim interdisciplinarnim povezovanjem raziskovalcev UL doseči preboje na mednarodnem področju raziskovalne dejavnosti ter boljše povezovanje med članicami UL z namenom okrepitve raziskovalne odličnosti celotne Univerze v Ljubljani in povečanega vpliva njenih raziskav in inovacij na tehnološki in družbeni razvoj.

UL načrtuje **interni razpis za velike interdisciplinarne projekte**, preko katerega bomo v pripravljalni fazi financirali 10 velikih interdisciplinarnih projektov, pri katerih bodo v vsakem projektu sodelovale vsaj 3 članice UL, ki s svojim delom predstavljajo vsaj dve od štirih raziskovalnih področij po razdelitvi področij ERC (LS, PE-N, PE-T in SSH) in ki bodo izvajali interdisciplinarne raziskovalne aktivnosti na enem od strateških razvojnih področij Slovenije ali EU. Pripravljalna faza projektov bo potekala eno leto, potem pa bomo izbrali največ 3-4 projekte, ki se bodo financirali nadaljnjih 5 let, višina financiranja za vsak projekt bo do 500.000 EUR letno. Projektu bo lahko odobreno do 100.000 EUR dodatnih sredstev, če bodo v projektu finančno sodelovali tudi zunanji deležniki (gospodarstvo, raziskovalni inštituti, idr.), pri čemer naj bi ti zunanji deležniki vložili vsaj toliko sredstev, kot bi bilo dodatno odobrenih sredstev projektu.

Kazalnik, ki ga bomo spremljali, je *število odobrenih velikih interdisciplinarnih projektov*. Načrtujemo, da bomo odobrili 10 velikih interdisciplinarnih projektov za financiranje v pripravljalni fazi in od teh 3 ali 4 projekte za obdobje 5 let.

2. Spodbujati nova prebojna raziskovalna področja

Kljub obstoječim in novim raziskovalnim programom, ki jih bomo financirali v okviru programskega stebra financiranja (PSF) stabilnega financiranja znanstvenoraziskovalne dejavnosti, želi UL razvijati tudi nova prebojna raziskovalna področja. V okviru prejetih sredstev razvojnega stebra financiranja (RSF) znanstvenoraziskovalne dejavnosti načrtujemo nov mehanizem, t.j. **zagonke raziskovalne programe**. Mehanizem bo spodbujal mlajše raziskovalce, ki so sicer že lahko vključeni v obstoječe programske skupine, da s svojimi inovativnimi idejami na novih področjih znanosti razvijejo svoj raziskovalni program, ki bi se lahko v primeru dobre evalvacije čez 4 leta vključil v seznam raziskovalnih programov UL.

Sredstva za zagonke programe bo lahko članica UL pridobila v okviru **Internega razpisa UL za zagonke programe UL**. Zagonki programi bodo interni projekti, zato ne bodo imeli šifre raziskovalnega programa in ne bodo vpisani v uradne evidence ARIS. Trajanje zagonskih programov bo omejeno na obdobje štirih let brez možnosti podaljšanja.

Preko kazalnika *Število odobrenih zagonskih raziskovalnih programov v obdobju* bomo spremljali skupno število odobrenih zagonskih programov, predvidoma bomo do konca leta 2027 financirali najmanj 18 zagonskih programov.

3. Omogočati razvoj novih kariernih poti raziskovalcev na začetku kariere in vzgojiti nove generacije odličnih raziskovalcev

Z vzgajanjem doktorskih in podoktorskih raziskovalcev si bo UL prizadevala razvijati karierne poti raziskovalcev na začetku kariere in vzgojiti nove generacije odličnih raziskovalcev, ki bodo krepili raziskovalne programe in v raziskave vnašali inovativne ideje ter sodobne vsebine in pristope. Poleg razpisa za mlade raziskovalce, ki se financira iz PSF stebra, bomo iz sredstev razvojnega stebra financiranja (RSF) znanstvenoraziskovalne dejavnosti preko posebnega **internega razpisa financirali dvoletne projekte podoktorskim raziskovalcem**, ki bodo delovali v okviru raziskovalnih programov.

Preko kazalnika *Število financiranih podoktorskih raziskovalcev v obdobju* bomo spremljali skupno število odobrenih podoktorskih projektov, predvidoma bomo do konca leta 2027 financirali najmanj 10 projektov.

4. Razvijati kompetence raziskovalcev za evropsko in mednarodno raziskovalno vpetost

Leta 2014 je UL ustanovila Razvojni sklad UL (RSUL) z namenom spodbujati sodelovanje raziskovalcev UL v evropskih raziskovalnih projektih in krepiti kompetence raziskovalcev za evropsko in mednarodno raziskovalno vpetost, vendar so bila v začetnih letih sredstva RSUL skromna. Od

uvedbe stabilnega financiranja se sredstva za mehanizme in razpise Razvojnega sklada financirajo iz RSF sredstev z namenom podpreti raziskovalce pri mednarodnem in interdisciplinarnem povezovanju in sodelovanju v prijavah na EU in mednarodne razpise. V okviru RSUL bomo skozi različne razpise financirali pripravljeno-raziskovalne projekte s končnim ciljem priprave prijave raziskovalnega projekta na razpis evropskega centraliziranega programa in druge mednarodne razpise:

- **Interni razpis za pripravljeno-raziskovalne projekte priprave na ERC razpise:** na ta razpise se lahko prijavijo raziskovalci, ki so skupaj z UL že pridobili MSCA Podoktorsko, MSCA4Ukraine, HE ERA štipendijo ali MSCA Seal of Excellence projekt, ki ga financira nacionalna agencija. Po zaključku izvajanja takega projekta lahko raziskovalec ostane zaposlen na UL in v okviru pripravljeno-raziskovalnega projekta razvija svojo prijavo raziskovalnega projekta na ustrezen ERC razpis;
- **Interni razpis za pripravljeno-raziskovalne projekte za namen vzpostavitve interdisciplinarnih raziskovalnih skupin** – cilj razpisa je spodbuditi interdisciplinarno povezovanje med različnimi članicami UL in raziskovalci za namen iskanja odgovorov na zahtevne svetovne družbene izzive in za pripravo prijav projektov na razpise evropskega programa za raziskave in inovacije Obzorje Evropa;
- **Pripravljeno-raziskovalni projekti CELSA razpisa,** ki povezujejo raziskovalno sodelovanje univerze KU Leuven (Belgija) ter 10 najboljših centralno-evropskih univerz in katerih končni cilj je vzpostavitev konzorcija in priprava prijave raziskovalnega projekta na evropske in mednarodne razpise.

Preko kazalnika *Število odobrenih raziskovalno - pripravljanih projektov Razvojnega sklada UL v obdobju* bomo spremljali skupno število odobrenih pripravljeno-raziskovalnih projektov, predvidoma bomo do konca leta 2027 financirali najmanj 36 projektov.

5. Razvijati področje prenosa znanja in voditi prizadevanja za trajnostni razvoj družbe in medgeneracijski dialog

V okviru projekta »Konzorcij za prenos tehnologij iz JRO v gospodarstvo«, ki se je izvajal v obdobju 2017-2022, smo vzpostavili pisarno za prenos znanja in zagotovili zadostna sredstva za patentno zaščito. Kljub temu pa smo ugotovili, da je treba k dobri podpori dodati še druge ukrepe, ki bodo omogočili uspešno komercializacijo univerzitetnega znanja.

Splošno znano je, da je največja ovira pri komercializaciji tehnologij nizka stopnja tehnološke razvitosti idej (TRL - technology readiness level). Večina tehnologij je na ravni laboratorijskega prototipa (TRL 3), za prehod v podjetništvo oz. pridobitev licencomalca/kupca pa se običajno zahteva delujoč prototip v resničnem okolju (TRL 6). Omenjeni razkorak imenujemo kar »dolina smrti«, saj se večina inovacij ustavi nekje na tej točki. Da bi to premostili, smo po vzoru tujih univerz v letih 2020 in 2021 pilotno izvedli razpis Inovacijskega sklada, ki je raziskovalcem omogočil nadaljnji tehnološki razvoj svojih idej in posledično dvig TRL stopnje.

Inovacijski sklad je tako namenjen **podpori razvoja inovacij** in sicer za projekte članic Univerze v Ljubljani na področju prenosa znanja, ki jim do sklenitve licenčne/prodajne pogodbe, sklenitve pogodbe o skupnem razvoju ali prijave na večji razpis za preverbo koncepta, manjka kateri od naslednjih korakov: študija izvedljivosti, raziskava trga, delujoči prototip, potrditev delovanja tehnologije v industrijskem/kliničnem okolju, vzpostavitev odnosov z relevantnimi podjetji. Posamezni projekt lahko prejme do 25.000 EUR. Kar dve ekipi, od skupno 9 prejemnikov sredstev Inovacijskega sklada v prvih dveh letih, sta že ustanovili odcepljeno podjetje, dodatne 3 ekipe pa so še vedno v procesu razvoja na poti proti odcepljenemu podjetju. Od uvedbe stabilnega financiranja se Inovacijski sklad financira iz RSF sredstev, kar nam omogoča povečanje sredstev in dolgoročno finančno vzdržnost sklada.

Spremljali bomo kazalnik *Število odobrenih projektov Inovacijskega sklada v obdobju*. Načrtujemo, da bomo do konca leta 2027 odobrili financiranje 20 projektov Inovacijskega sklada.

Na oba pilotna razpisa Inovacijskega sklada v letih 2020 in 2021 so se prijavili tudi nekateri projekti s področja družboslovja, vendar smo ugotovili, da razpis za te projekte ni primeren, saj je preveč tehnološko in komercialno usmerjen. Zato smo se odločili, da za področje humanistike, umetnosti in družboslovja ustanovimo ločen sklad – HUD sklad.

Cilj HUD sklada bo **podpirati aktivnosti za povečanje vpliva, učinka in družbenega pomena raziskav**, in delovanja članic UL na področju humanizma, umetnosti in družboslovja z namenom izboljšanja družbe kot celote. HUD sklad prijavitelje spodbuja k razmisleku, kako omogočiti širjenje učinka raziskave in reševati izzive družbe za in skupaj z neakadetskimi deležniki. Posamezen projekt lahko prejme do 5.000 EUR. Rezultati HUD sklada bodo objavljeni in promovirani na spletni strani in družbenih omrežjih UL. S tem bo Univerza v Ljubljani poudarila pomen humanistike, umetnosti in družboslovja in svojo globoko vpetost v družbo.

Spremljali bomo kazalnik *Število odobrenih projektov HUD sklada v obdobju*. Načrtujemo, da bomo do konca leta 2027 odobrili financiranje 22 projektov Inovacijskega sklada.

B. Development goals of the recipient of stable funding

1. Strengthening interdisciplinary collaboration and research

Even though the UL, with its 23 faculties and 3 art academies, covers all scientific and artistic fields, research collaboration among researchers from different UL members remains limited. In 2021, out of 606 European and international research projects, only 54 projects involved researchers from more than one UL member. However, modern scientific and societal challenges require interdisciplinary approaches and larger interdisciplinary research teams. UL aims to achieve breakthroughs in international research activities through internal interdisciplinary collaboration among its researchers and to enhance connections among UL members to strengthen the university's research excellence and increase the impact of its research and innovations on technological and societal development.

UL plans to launch an **internal call for large interdisciplinary projects**, through which it will finance the preparatory phase of 10 large interdisciplinary projects. Each project will involve at least three UL members, representing at least two of the four research domains defined by the European Research Council (ERC) (LS, PE-N, PE-T, and SSH), and will need to conduct interdisciplinary research activities in one of Slovenia's or the EU's strategic development areas. The preparatory phase will last one year, after which a maximum of three to four projects will be selected for further funding over a five-year period, with an annual budget of up to EUR 500,000 per project. Each project may receive up to an additional EUR 100,000 if external stakeholders (industry, research institutes, etc.) contribute at least the same amount of funding.

We will monitor the indicator *Number of approved large interdisciplinary projects*. We plan to approve 10 large interdisciplinary projects for financing in the preparatory phase and out of them 3 or 4 projects for a 5-year period.

2. Encouraging new breakthrough research areas

In addition to existing and new research programmes funded under the Programme Funding Pillar (PSF) of stable scientific research funding, UL aims to develop new breakthrough research areas. Within the received funds of the Development Funding Pillar (RSF) for scientific research activities, UL plans to introduce a new mechanism—start-up research programmes. This mechanism will encourage young researchers, who may already be part of existing programme groups/research programmes, to develop their own research programme in new scientific areas based on their innovative ideas. If positively evaluated after four years, these programmes could be included in UL's list of research programmes.

UL members can obtain funding for start-up programmes through **UL's internal call for start-up research programmes**. These programmes will be internal projects, meaning they will not have a research programme code and will not be listed in the official records of national research agency. The duration of the start-up programmes will be limited to four years without the possibility of extension.

We will monitor the indicator *Number of approved start-up research programmes in the period*. We plan to approve 18 start-up research programmes by the end of 2027.

3. Supporting the development of new career paths for early-career researchers and training new generations of excellent researchers

By supporting doctoral and postdoctoral researchers, UL aims to develop career paths for early-career researchers and train new generations of excellent researchers who will strengthen research programmes and contribute innovative ideas, modern content, and approaches to research. In addition to the call for young researchers funded through the PSF pillar, UL will allocate RSF funds to **finance two-year postdoctoral projects through a dedicated internal call**, allowing postdoctoral researchers to work within research programmes. By 2027, UL plans to fund at least 10 two-year postdoctoral projects.

We will monitor the indicator *Number of funded postdoctoral researchers in the period*. We plan to approve 10 postdoctoral projects by the end of 2027.

4. Developing researchers' competencies for European and international research engagement

In 2014, UL established the UL Development Fund (RSUL) to promote UL researchers' participation in European research projects and to enhance their competencies for European and international research engagement. However, in its early years, RSUL had limited financial resources. Since the introduction of stable funding, RSUL mechanisms and calls are financed through RSF pillar funds to support researchers in international and interdisciplinary networking and in submitting proposals for EU and international calls.

Within RSUL internal calls we will finance preparatory-research projects with the ultimate goal of preparing applications for research projects to the open calls of European centralized programmes and other international calls, including:

- **Internal call for preparatory-research projects for ERC grant applications:** Eligible applicants are researchers who, together with UL, have already received an MSCA Postdoctoral, MSCA4Ukraine, HE ERA Fellowship, or MSCA Seal of Excellence project funded by national research agency. After completing such a project, the researcher may remain employed at UL and develop their ERC grant application through a preparatory-research project;
- **Internal call for preparatory-research projects for the establishment of interdisciplinary research groups:** The aim is to encourage interdisciplinary collaboration among UL members and researchers to address global societal challenges and prepare project applications for the EU research and innovation programme Horizon Europe;
- **Preparatory-research projects under the CELSA call:** These projects facilitate research collaboration between KU Leuven (Belgium) and 10 leading Central European universities, aiming to establish consortia and prepare research project proposals for European and international calls.

Through the indicator *Number of approved preparatory-research projects funded by the UL Development Fund* we will monitor the cumulative number of approved preparatory-research projects. We plan to finance at least 36 projects by the end of 2027.

5. Advancing knowledge transfer and leading efforts for sustainable societal development and intergenerational dialogue

Between 2017 and 2022, UL implemented the "Consortium for technology transfer from public research organizations to industry" project, establishing the Knowledge Transfer Office and securing sufficient funds for patent protection. However, further measures are needed to ensure successful commercialization of university knowledge.

One major obstacle in commercialization is the low technology readiness level (TRL) of ideas. Most technologies remain at the laboratory prototype stage (TRL 3), whereas industry typically requires a working prototype in a real-world environment (TRL 6). We call this gap the "valley of death," because most innovations stop somewhere at this point. To bridge this "valley of death," UL piloted an Innovation Fund in 2020 and 2021 to support researchers in advancing the technological development of their ideas and increasing their TRL level.

The Innovation Fund **supports innovation development projects** by UL members, providing financial assistance for projects of members of the University of Ljubljana in the field of knowledge transfer that are missing any of the following steps before concluding a license/sales agreement, concluding a joint development agreement or applying for a larger call for proof of concept: feasibility studies, market research, working prototypes, technology validation in an industrial/clinical setting, and establishing partnerships with relevant companies. Each project can receive up to EUR 25,000. Two teams out of the nine initial recipients of the Innovation Fund have already established spin-off companies, while three more teams are in the process of doing so. Since the introduction of stable funding, the Innovation Fund is financed through pillar RSF funds, ensuring increased financial resources and long-term sustainability.

We will monitor the indicator *Number of approved Innovation Fund projects in the period*. We plan to approve financing for 20 Innovation Fund projects by the end of 2027.

During the initial calls for the Innovation Fund in 2020 and 2021, some projects in the social sciences also applied. However, the call proved unsuitable for such projects due to its strong technological and commercial focus. Therefore, UL decided to establish a separate fund for the humanities, arts, and social sciences—the HUD Fund.

The HUD Fund aims to **support activities that increase the impact, influence, and societal significance of research** in the humanities, arts, and social sciences, with the goal of improving society as a whole. It encourages applicants to consider how their research can expand its societal impact and address societal challenges in collaboration with non-academic stakeholders. Each project can receive up to EUR 5,000. The results of the HUD Fund will be published and promoted on UL's website and social media channels, emphasizing the importance of the humanities, arts, and social sciences and UL's deep engagement with society.

We will monitor the indicator *Number of approved HUD Fund projects in the period*. We plan to approve financing for 22 Innovation Fund projects by the end of 2027.

Preglednica 2

(Table 2)

SLO:

 [Prilogo 0510_Preglednica 2_SLO.xlsx natisnete posebej in priložite k dokumentaciji.](#)

OPEN FILE/ODPRI DATOTEKO

EN:

 [Prilogo 0510_Preglednica 2_ANG.xlsx natisnete posebej in priložite k dokumentaciji.](#)

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C. Načrt izvajanja znanstvenoraziskovalne dejavnosti

(Implementation plan for scientific research activities)

Načrt

(Plan)

SLO

C. Načrt izvajanja znanstvenoraziskovalne dejavnosti

Lastnosti strategije in koraki

Načrt izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022-2027 dopolnjuje Strategijo Univerze v Ljubljani 2022-2027, ki ima pet razvojnih področij in tri podporna področja.

Razvojna področja Strategije UL 2022-2027 so:

1. razvijati v domače in mednarodno okolje vpeto izobraževanje za ustvarjalnost, inovativnost, kritičnost in družbeno odgovornost,
2. spodbujati odličnost v znanosti in umetnosti, vpetost v mednarodno okolje, interdisciplinarnost, odprtost in družbeno relevantnost,
3. nadgraditi podporo prenosu znanja in umetnosti v vse sfere družbenega življenja,
4. uveljavljati dostopno, vključujoče in enakopravno akademsko okolje ter
5. okrepiti družbeno vlogo in mesto UL v nacionalnem in svetovnem družbenem dialogu.

Podporna področja v Strategiji UL 2022-2027 so:

1. krepiti avtonomijo in finance,
2. nadgraditi procese in infrastrukturo ter
3. podpirati razvoj kadrov.

Načrt izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti 2022-2027 z vsemi strateškimi in dolgoročnimi cilji ter razvojnimi cilji, ki so usklajeni z razvojnimi in podpornimi področji Strategije UL, vključuje naslednje lastnosti:

- **Dolgotrajnost:** vsi strateški in razvojni cilji so dolgoročni in predvidevajo dolgoročne vplive tako na razvoj kakovosti in stabilnosti znanstvenoraziskovalnega področja na UL;
- **Določanje prednosti:** Načrt nam je pomagal opredeliti, katere naloge in ukrepi so najpomembnejši za doseg strateških in dolgoročnih ter razvojnih ciljev;
- **Evaluacija in prilagoditev:** v Načrt so vključeni mehanizmi za spremljanje napredka in prilagajanje Načrta glede na rezultate in spremenjene okoliščine;
- **Koherentnost:** vsi ukrepi Načrta so usklajeni med seboj in podpirajo skupne razvojne ter strateške in dolgoročne cilje stabilnega financiranja kot tudi cilje Strategije UL za obdobje 2022-2027;
- **Optimizacija virov:** Načrt predvideva učinkovito uporabo razpoložljivih sredstev stabilnega financiranja in drugih virov, kot sta čas in delovna sila. Načrt predvideva sofinanciranje določenih aktivnosti tudi iz drugih finančnih virov;
- **Osredotočenost:** Načrt opredeljuje jasne cilje in ukrepe za doseg teh ciljev;
- **Prilagodljivost:** Načrt je prilagodljiv in sposoben prilagajanju spremembam v okolju;
- **Usmerjenost v konkurenčnost:** Načrt z večino ciljev in ukrepov spodbuja dvigovanje evropske in mednarodne konkurenčnosti UL na znanstveno raziskovalnem in inovacijskem področju.

Osrednji steber Načrta izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti so raziskovalni programi oziroma programske skupine, v katere je vključena večina zaposlenih pedagogov in raziskovalcev na UL in ki »predstavljajo javno službo na področju raziskovalne dejavnosti, in sicer kot zaokroženo področje raziskovanja, za katerega je pričakovati, da bo aktualno in uporabno v daljšem časovnem obdobju, in je takega pomena za Slovenijo, da obstaja državni interes, opredeljen v nacionalnem raziskovalnem in razvojnem programu, za dolgoročno raziskovanje programske skupine na tem področju.« (vir: ARIS). Širše pa so cilji in ukrepi namenjeni vsem raziskovalcem in strokovnim delavcem na UL ter dolgoročnemu dvigovanju kakovosti, stabilnosti in konkurenčnosti na vseh ravneh in v vseh vidikih znanstvenoraziskovalnega in inovacijskega delovanja UL.

Načrt izvajanja stabilnega financiranja za krepitev znanstvene odličnosti, mednarodne vpetosti ter družbenega in gospodarskega vpliva UL vključuje naslednje korake:

1. SISTEMSKI KORAKI

1.1. Razvoj in sprejem Pravilnika o stabilnem financiranju znanstvenoraziskovalne dejavnosti Univerze v Ljubljani,

ki ureja stabilno financiranje in določa postopke za izvedbo aktivnosti v okviru stabilnega financiranja znanstvenoraziskovalne dejavnosti in vsebuje določila o:

- opredelitvah stabilnega financiranja,
- postopkih vrednotenja obstoječih raziskovalnih in infrastrukturnih programov ter kreiranja, ukinjanja in preoblikovanja infrastrukturnih in raziskovalnih programov,
- načinu spremljanja sestave raziskovalnih programov in določitve vodje raziskovalnega programa,
- finančnih elementih delovanja raziskovalnega programa,
- zagotovitvi financiranja neprekinjenosti dela med posameznimi projekti,
- izvedbi institucionalne samoevalvacije,
- izboru in financiranju mladih raziskovalcev in mladih raziskovalcev,
- spodbujanju starostne in spolne uravnoteženosti vodij raziskovalnih programov in nosilcev ključnih vodstvenih funkcij,
- izvajanju drugih strateških nalog UL,
- pristojnih organih in delovnih telesih ter njihovih pristojnostih in odgovornostih.

ROK: junij 2022

PREDVIDENA TVEGANJA: Zaradi zamudnih postopkov potrjevanja na različnih telesih UL (članice UL, komisije UL, Senat, Upravni odbor) bi se lahko čas sprejema pravilnika zamaknil;

BLAŽILNI UKREPI:

- v pravilnik bomo na začetku vključili samo nujne zakonsko določene vsebine, ki bodo usklajene s članicami UL in senatnimi komisijami, za morebitne neusklajene vsebine bomo pravilnik dopolnjevali;
- z namenom pospešitve postopka sprejema Pravilnika bomo po potrebi razpisali tudi izredne seje komisij, Senata ali Upravnega odbora (UO);
- Pravilnik bomo glede na potrebe in realizacijo v praksi v naslednjih letih lahko dopolnjevali ali spreminjali in na ta način omogočili prilagajanje.

1.2. Priprava in sprejem Pravilnika o izboru in financiranju mladih raziskovalcev (MR),

ki ureja izbor in financiranje mladih raziskovalcev in raziskovalcev in opredeljuje:

- kriterije, način ocenjevanja, razpis ter pogoje, merila in postopek za izbor kandidatov in kandidatov za mlade raziskovalke in raziskovalce,
- pogoje za mentorja mlademu raziskovalcu in dodelitev mentorskih mest,
- imenovanje in naloge strokovne komisije za vodenje postopkov za financiranje mladih raziskovalcev,
- program usposabljanja,
- financiranje mladega raziskovalca,
- predčasen zaključek študija,
- vodenje evidenc o mladih raziskovalcih,
- zamenjavo mentorja,
- poročanje in prehodne določbe, ki vključujejo določila o določitvi mentorskih mest, objavi razpisa za kandidate za mlade raziskovalce v letu 2022, postopek financiranja že zaposlenih mladih raziskovalcev, vračilo sredstev ter neposredno uporabo podzakonskih aktov nacionalne agencije za raziskovalno dejavnost.

ROK: marec 2022

PREDVIDENA TVEGANJA: V primeru, da Pravilnik ne bi bil pravočasno sprejet na organih UL (Vodstvo UL, Komisija za izbor mentorjev in mentorice ter spremljanje mladih raziskovalcev in raziskovalcev, Statutarna komisija, Senat UL, Upravni odbor UL), ne bi v zakonskem roku objavili razpisa.

BLAŽILNI UKREPI:

- Predlog pravilnika bomo pred sprejemom na Senatu in UO UL predstavili vsem deležnikom in ga po uskladitvi poslali v obravnavo na kolegij dekanov, pristojne senatne komisije, prodekane za znanstvenoraziskovalno delo in skrbnike doktorskih študijskih programov, Statutarno komisijo UL in Komisijo UO UL za sistem financiranja;
- Po sprejetju podzakonskih aktov nacionalne agencije za raziskovalno dejavnost bomo določila pravilnika uskladili in ga glede na razvoj stabilnega financiranja na UL in predlogov članic ustrezno spreminjali in dopolnjevali.

1.3. Priprava in sprejem metodologije izračuna števila mladih raziskovalcev za posamezni raziskovalni program na UL za leto 2022

Sprejeli bomo metodologijo izračuna števila MRjev za posamezni raziskovalni program na UL za leto 2022, ob smiselni uporabi metodologije, ki jo je do leta 2022 za ta namen uporabljala nacionalna agencija za raziskovalno dejavnost.

ROK: marec/april 2022

PREDVIDENA TVEGANJA: Premalo sredstev za načrtovano število zaposlitev novih mladih raziskovalcev na UL glede na razvoj in potrebe raziskovalnih programov.

BLAŽILNI UKREPI:

- v prvem letu izvajanja stabilnega financiranja ne bomo sprejemali večjih sprememb pri dodeljevanju mentorskih mest raziskovalnim programom;
- upoštevali bomo dosedanje metodologijo nacionalne agencije, prilagojeno za UL;
- z namenom raziskovalnim programom omogočiti čim bolj stabilno načrtovanje zaposlitev MRjev bomo metodologijo v prihodnje glede na prejeta sredstva in uspešnosti raziskovalnih programov po potrebi dopolnili.

1.4. Priprava Načrta in meril delitve sredstev stabilnega financiranja po članicah UL

Merila za delitev po stebrih Institucionalni steber financiranja (ISF) in Programski steber financiranja (PSF) ter po vsebinskih sklopih PSF stebra Raziskovalni programi (RP) in Mladi raziskovalci (MR) pripravi vodstvo UL, ki upošteva dosedanje financiranje raziskovalnih programov in mladih raziskovalcev glede na izhodiščno stanje 1. 1. 2022. Za delitev sredstev ISF, ki jih UL do sedaj ni prejela, se pripravijo novi kriteriji za dodeljevanje teh sredstev po članicah.

ISF sredstva na UL, ki se namenijo članicam UL ter rektoratu, vključujejo sredstva za delovanje infrastrukturnega programa Mreža raziskovalnih infrastrukturnih centrov Univerze v Ljubljani (MRIC UL) in sredstva za financiranje upravljalvske in podporne dejavnosti članic in rektorata, in sicer:

- sredstva za kritje stroškov izobraževanja, konferenc, stroški sejmov in promocije, gostovanja poletnih šol ali znanstvenih srečanj, zunanjih evalvacij, izobraževanj, pisarniškega materiala in storitev, povezanih z administracijo ter podobno;
- sredstva za kritje stroškov presežka kadrovskih zmogljivosti zaradi projektnega načina dela za zagotavljanje zaposlitev raziskovalcev med projekti;
- sredstva za delno kritje fiksnih stroškov delovanja UL;

- sredstva za kritje stroškov dela raziskovalnih in projektnih pisarn na članicah UL in rektoratu ter pisarne za prenos znanja, ki deluje na rektoratu. Za članice se predvidi vsaj ena dodatna zaposlitev v raziskovalni pisarni;
- sredstva za stroške vzdrževanja in obnavljanja opreme in nepremičnin v zvezi z opravljanje znanstvenoraziskovalne dejavnosti UL.

Sredstva za delovanje infrastrukturnega programa Mreža raziskovalnih infrastrukturnih centrov Univerze v Ljubljani (MRIC UL) se delijo po infrastrukturnih centrih članic UL v skladu z do sedaj sprejetimi delitvami sredstev strokovnega sveta MRIC UL, dokler ne bo UL pripravila novo metodologijo in merila za vrednotenje delovanja infrastrukturnih centrov (IC) in razdelitve sredstev. UL bo iz sredstev PSF odobrenim prijavam članic UL na Javni razpis za sofinanciranje raziskovalne opreme (Paket 21 in 22) prispevala financiranje, in sicer največ polovico lastnega financiranja na prijavi in hkrati največ 30 % nabavne vrednosti prijavljene opreme. V prihodnjih letih bo delitev upoštevala tudi povečanja sredstev izbranim RP, financiranje novih RP, delitev mest mladih raziskovalcev po RP in dodatno financiranje iz RSF stebra.

ROK: september 2022 (in vsako naslednje leto po obvestilu nacionalne agencije o višini dodeljenih sredstev)
 PREDVIDENA TVEGANJA: Zamujanje nacionalne agencije z obvestilom ali nakazili ali zamude zaradi postopkov UL, zaradi tega lahko pride do težav pri porabi sredstev na članicah UL.
 BLAŽILNI UKREPI: Po potrebi bomo sklicali izredne seje komisij, Senata ali UO UL. Na nacionalno agencijo za raziskovalno dejavnost bomo naslovili prošnje in pobude za prilagoditve ali za večji prenos sredstev v naslednje leto.

1.5. Razvoj in sprejem metodologije za vrednotenje raziskovalnih programov Univerze

Za namen krepitve kakovosti in konkurenčnosti raziskovalnih programov želi UL vzpostaviti svoj sistem ocenjevanja kakovosti RP, ki se bo dopolnjeval z evalvacijami raziskovalnih programov, ki jih bo izvajala nacionalna agencija. Predmet metodologije je določitev meril in vstopnih pogojev za ocenjevanje, vrste programov, ki se ocenjujejo, podrobnejša opredelitev postopkov ocenjevanja in način ocenjevanja z večjim poudarkom na kvalitativnih kriterijih. Ocenjevanje po tej metodologiji pomeni postopek vrednotenja RP, na podlagi katerega bo UL usklajevala obseg in trajanje financiranja RP in po potrebi prerazporejanje sredstev med RP glede na kakovost RP in strateške cilje UL. Metodologijo za vrednotenje raziskovalnih programov UL sprejmeta Senat in UO najkasneje v 18 mesecih po sprejemu pravilnika o stabilnem financiranju to je v letu 2023. Do sprejetja metodologije se ne posega v finančno in vsebinsko strukturo raziskovalnih in infrastrukturnih programov. Na osnovi metodologije se realizira interni poziv za financiranje raziskovalnih programov 2023. V naslednjih letih bomo po potrebi dopolnili in nadgradili to metodologijo. Metodologija se bo dopolnjevala in usklajevala z metodologijo nacionalne agencije in z rezultati izvedbe ocenjevanja v poskusnem obdobju.

Ustanovili bomo tudi dve novi komisiji, in sicer:

- Komisijo za metodologijo, ki bo sodelovala pri oblikovanju metodologije za vrednotenje raziskovalnih programov ter pri vseh razpisih in pozivih za raziskovalne programe in projekte;
- Komisijo za izvajanje postopkov spremljanja, vrednotenja in nadzora raziskovalnih programov (v nadaljevanju KRP), ki bo vodila vse postopke v zvezi z vrednotenjem in odobravanjem raziskovalnih programov.

ROK: april 2023

PREDVIDENA TVEGANJA: zaradi zamudnih postopkov usklajevanja metodologije, javne razprave po članicah UL in potrjevanja na različnih telesih UL (članice UL, komisije UL, Senat, UO) bi se lahko čas sprejema metodologije zamaknil. Tekom izvajanja prvih vrednotenj v poskusnem obdobju se bo lahko ugotovilo nekatere pomanjkljivosti metodologije.

BLAŽILNI UKREPI: Po potrebi bomo sklicali izredne seje komisij, Senata ali UO; Metodologijo bomo v naslednjih letih po potrebi dopolnjevali ali spreminjali in tako zagotovili prilagajanje spremembam v okolju; Metodologija se bo dopolnjevala in usklajevala z metodologijo nacionalne agencije in z rezultati izvedbe ocenjevanja v poskusnem obdobju.

1.6. Razvoj in sprejem metodologije in meril delitev sredstev razvojnega stebra stabilnega financiranja (RSF)

V okviru razvojnega stebra financiranja (v nadaljevanju RSF) UL zagotavlja financiranje razvoja raziskovalne in infrastrukturne dejavnosti z vidika znanstvene in umetniške odličnosti, ustvarjalnosti, inovativnosti, internacionalizacije, odprtosti, prenosa znanja in sodelovanja z okoljem, ki pripomorejo k doseganju ciljev in rezultatov ter izvajanju ukrepov in nalog s področja raziskovalne dejavnosti, opredeljenih v strateških dokumentih UL, Slovenije in Evropske unije. V naslednjih letih bomo po potrebi dopolnili in nadgradili to metodologijo in merila.

UL bo glede na razpoložljiva sredstva objavila interne pozive, s katerimi bo RSF financirala in zagotavljala izvajanje naslednjih raziskovalno-razvojnih aktivnosti:

- veliki interdisciplinarni projekti, s katerimi želimo krepiti interdisciplinarno raziskovanje in vzpostaviti večje interdisciplinarne skupine raziskovalcev, ki bodo lahko reševali sodobne družbene izzive;
- zagonski raziskovalni programi, s katerimi želimo omogočiti razvoj novih raziskovalnih programov na prebojnih raziskovalnih področjih;
- zaposlitve podoktorskih raziskovalcev, s čimer želimo odpirati nove karijerne poti mladih in vzgojiti nove generacije odličnih raziskovalcev;
- Razvojni sklad UL, s katerim želimo krepiti kompetence raziskovalcev za mednarodno vpetost, mednarodno povezovanje in sodelovanje v prijavah na evropske razpise, interdisciplinarnost ter krepiti področje kariernega razvoja;
- Inovacijski sklad UL, s katerim želimo omogočiti tehničnim inovacijam prihod na trg;
- HUD sklad, s katerim želimo podpirati razvoj inovacij na področju humanistike in družboslovja.

ROK: merila delitev – junij 2023, metodologija RSF – 2024

PREDVIDENA TVEGANJA: Zaradi zamude nacionalne agencije ter zamudnih postopkov usklajevanja s članicami UL in potrjevanja na različnih telesih UL (članice UL, komisije UL, Senat, Upravni odbor) se lahko sprejetje meril in metodologije zamakne.

BLAŽILNI UKREPI: Po potrebi bomo sklicali izredne seje komisij, Senata ali UO; Merila za delitev RSF sredstev in metodologijo bomo vsako leto dopolnjevali glede na strateške cilje in stanje v okolju in tako omogočali prilagajanje spremembam.

1.7. Razvoj in sprejem metodologije za vrednotenje delovanja in delitev sredstev, namenjenih infrastrukturnim centrom v okviru infrastrukturnega programa MRIC UL

V okviru Javnega poziva nacionalne agencije za raziskovalno in razvojno dejavnost za predložitev infrastrukturnih programov leta 2021 za obdobje 2022 – 2027 je prijava infrastrukturnega programa MRIC UL dosegla 91,51% vseh možnih točk, kar je celotni infrastrukturni program MRIC UL uvrstil v najvišji kakovostni razred A. Agencija je odobrila 10% povečanje financiranja programa glede na predhodno obdobje in UL dodelila povečanje v

višini 1,75 FTE. Letni obseg financiranja MRIC UL v programskem obdobju 2022-2027 znaša 19,21 FTE, kar se je v finančni obliki preneslo tudi v ISF sredstva stabilnega financiranja znanstvenoraziskovalne dejavnosti, ki jih prejema UL. Delovanje in vpliv MRIC UL bosta vključena tudi v samoevalvacijo ter institucionalno vrednotenje UL, ki bo potekalo v letu 2026 in 2027. Da bomo lahko kar najboljše strateško upravljali in urejali financiranje MRIC UL v novem šestletnem obdobju (2028-2033) ter ponovno ovrednotili njegovo vsebino in obliko (zaradi novih tehnologij se bodo pojavile potrebe tudi po financiranju novih raziskovalnih infrastruktur), ter izvajali interno evalvacijo posameznih infrastrukturnih centrov na članicah UL in rektoratu z namenom dviga kakovosti, bo UL v letu 2027 pripravila svojo interno Metodologijo za vrednotenje delovanja in delitev sredstev, namenjenih infrastrukturnim centrom v okviru MRIC UL.

ROK: junij 2027

PREDVIDENA TVEGANJA: Zaradi zamudnih postopkov usklajevanja s članicami UL in potrjevanja na različnih telesih UL (članice UL, svet MRIC UL, komisije UL, Senat, Upravni odbor) se lahko sprejem metodologije zamakne.

BLAŽILNI UKREPI: Po potrebi bomo sklicali izredne seje komisij, Senata ali UO; Pripravili bomo takšno metodologijo, da jo bomo lahko po potrebi dopolnjevali ali spreminjali glede na strateške cilje in stanje v okolju in tako omogočali prilagajanje spremembam.

2. ZNANSTVENA ODLIČNOST

2.1. Objava in izvedba razpisa za mlade raziskovalce

Z namenom povečanja raziskovalnih zmogljivosti programskih skupin bomo v skladu s sprejetim Pravilnikom o izboru in financiranju mladih raziskovalcev objavili razpis za mlade raziskovalce. Načrtujemo objavo 100 delovnih mest za mlade raziskovalce vsako leto, s katerimi bo UL sklenila pogodbo o zaposlitvi za določen čas in ki bodo začeli usposabljanje za pridobitev doktorata znanosti na Univerzi v Ljubljani predvidoma s 1. 10. 2022.

ROK: junij 2022 in vsako naslednje leto

PREDVIDENA TVEGANJA: Premajhno zanimanje odličnih kandidatov za zaposlitev na delovnem mestu Mladi raziskovalec zaradi nekonkurenčnosti plač v primerjavi s tistimi v zasebnem sektorju.

BLAŽILNI UKREPI: Z namenom privabiti odlične kandidate bomo izvajali večjo promocijo razpisov za mlade raziskovalce v RS in v tujini. V primeru, da vsem mentorjem na prvem razpisu ne bo uspelo pridobiti kandidatov za mlade raziskovalce, bomo razpis ponovili.

2.2. Objava in izvedba Internega razpisa za financiranje raziskovalnih programov

Na osnovi sprejete metodologije za ocenjevanje RP se bo objavil razpis, katerega predmet je povečanje financiranja obstoječih raziskovalnih programov, financiranje novih raziskovalnih programov in zagonskih programov. Ocenjevanje bo temeljilo prednostno na kvalitativnih ocenah. Predvidoma bo metodologija UL določala, da lahko raziskovalni programi dobijo pri kvalitativnem ocenjevanju največ 70 točk, pri kvantitativnem ocenjevanju pa največ 30 točk. Prijave bodo ocenjevali mednarodno uveljavljeni raziskovalci (panelisti in ocenjevalci).

ROK: junij 2023

PREDVIDENA TVEGANJA: Zaradi zamudnih postopkov potrjevanja razpisa na različnih telesih UL (članice UL, komisije UL, Senat, Upravni odbor) in težav s pridobitvijo ustreznih zunanjih panelistov in ocenjevalcev, ki bodo ocenjevali prijave na razpis, se lahko izvedba razpisa zamakne; Pri imenovanju panelistov in ocenjevalcev bi lahko prišlo do nasprotja interesov; Pride lahko tudi do napak pri prijavah ali postopku ocenjevanja prijav; Pri prvih implementacijah nove metodologije se lahko pokažejo določene pomanjkljivosti.

BLAŽILNI UKREPI: Po potrebi bomo sklicali izredne seje komisij, Senata ali UO; Vnaprej upoštevamo možnost daljšega obdobja za izpeljavo evalvacije prijav; Imena potencialnih panelistov iščemo tudi preko naših strateških partnerjev in mrež in združenj, v katere je vključena UL (KU Leuven, EUTOPIA, The GUILD, ...); Vsak panelist in ocenjevalec podpiše izjavo, da ni v nasprotju interesov z raziskovalci, ki bodo sodelovali v prijavah na ta razpis; Za blaženje tveganj možnih napak pri prijavah ali postopku ocenjevanja bomo imenovali Komisijo za pritožbe v postopku vrednotenja raziskovanih programov, ki bo obravnavala vse pritožbe prijaviteljev v postopku prijav in postopka ocenjevanja in po preverbi vseh dejstev ugodila pritožniku ali zavrnila pritožbo; Ustrezna korekcija pilotne metodologije.

2.3. Objava in izvedba Internega razpisa za zagonske programe

Z razpisom za zagonske programe bomo spodbudili mlajše raziskovalce, da na prebojnih ali novih področjih znanosti razvijejo svoj raziskovalni program. Izbor in ocenjevanje zagonskih raziskovalnih programov bo potekal letno skladno s (pilotno) metodologijo za vrednotenje raziskovalnih programov in glede na razpoložljiva sredstva v okviru razvojnega stebra financiranja RSF.

ROK: junij 2023 (in v naslednjih letih, kolikor bodo sredstva to dopuščala)

PREDVIDENA TVEGANJA: Tveganja so ista kot pri objavi in izvedbi razpisa za financiranje raziskovalnih programov (točka 2.2.)

BLAŽILNI UKREPI: Blažilni ukrepi za omilitev ali odpravo tveganj bodo isti kot pri objavi in izvedbi razpisa za financiranje raziskovalnih programov (točka 2.2.)

2.4. Objava in izvedba internega razpisa za dodelitev mentorskih mest izjemnim mentorjem

Z namenom nagrajevanja raziskovalne odličnosti na doktorskem raziskovanju bomo izvedli interni razpis za izjemne mentorje mladim raziskovalcem. Razpis bo namenjen najboljšim raziskovalcem na UL, ki vodijo vsaj en mednarodni projekt oziroma slovenski del mednarodnega projekta v vrednosti vsaj 100.000 evrov in ki so bili mentorji vsaj dvema doktorandoma, ki sta študij uspešno zaključila v zadnjih šestih letih.

ROK: januar 2023

PREDVIDENA TVEGANJA: Neenakomerna dodelitev dodatnih mest po posameznih področjih zaradi zahtevnih vstopnih pogojev za izjemnega mentorja.

BLAŽILNI UKREPI: Imenovali bomo mednarodno komisije za ocenjevanje in k sodelovanju povabili člane SMUL (mreža slovenskih znanstvenikov, profesorjev in drugih uglednih osebnosti, ki delujejo v akademskem, raziskovalnem in razvojnem okolju v tujini); Po zaključenem ocenjevanju bomo opravili analizo razpisa in pripravili predloge izboljšav.

2.5. Objava in izvedba Internega poziva za ocenjevanje raziskovalnih programov

Predmet internega pilotnega poziva je ocenjevanje obstoječih raziskovalnih programov na področju panela Evropskega raziskovalnega sveta (v nadaljevanju ERC) za področje družboslovja in humanistike (v nadaljevanju SSH) v prvem letu in za področje ved o življenju (v nadaljevanju LS) v enem od naslednjih let.

Ocenjevanje bo potekalo v skladu s pilotno metodologijo za vrednotenje raziskovalnih programov, vendar se v tem obdobju ne bo izvedlo preračunavanje sredstev.

ROK: september 2024

PREDVIDENA TVEGANJA: Tveganja bodo ista kot pri objavi in izvedbi razpisa za financiranje raziskovalnih programov (točka 2.2.)

BLAŽILNI UKREPI: Blažilni ukrepi za omilitev ali odpravo tveganj bodo isti kot pri objavi in izvedbi razpisa za financiranje raziskovalnih programov (točka 2.2.)

2.6. Objava in izvedba Internega poziva za financiranje velikih interdisciplinarnih projektov UL

Cilj razpisa je ustanovitev velikih interdisciplinarnih projektov in s tem preboj UL na mednarodnem področju raziskovalne dejavnosti. Dodaten namen je boljše povezovanje med članicami UL na raziskovalnem področju z namenom okrepitve raziskovalne odličnosti in mednarodnega vpliva UL in prenos rezultatov v širšo družbo.

Predmet internega poziva (v nadaljevanju: poziva) je financiranje 3-4 velikih interdisciplinarnih projektov UL v vrednosti do 500.000 EUR na leto za obdobje 5 let. V projektu morajo sodelovati najmanj 3 članice UL, ki s svojim delom predstavljajo vsaj 2 od štirih raziskovalnih področij po razdelitvi področij ERC (LS, PE-N, PE-T in SSH). V pripravljalni fazi, ki bo trajala 1 leto, bo UL financirala 10 prijavljenih projektov, naprej pa tri do štiri (3-4) najboljše od njih za obdobje 5 let.

Veliki interdisciplinarni projekti morajo biti na enem od strateških razvojnih področij oziroma družbenih izzivov:

- Staranje in duševno zdravje
- Podnebne spremembe
- Energetski prehod
- Demografske in družbene spremembe
- Digitalizacija in nove tehnologije ter materiali
- Biotska raznovrstnost
- Krožno gospodarstvo

Interdisciplinarni projekti bodo morali zasledovati ambiciozne cilje na svojem raziskovalnem projektu vključno z naslednjimi:

- Objave v najboljših revijah
- Objave monografij
- Vrhunski umetniški dosežki
- Število doktorandov, vključenih v projekt
- Število prijav novih mednarodnih projektov
- Prenos znanja v študijski proces
- Vključevanje notranjih in zunanjih raziskovalcev
- Patenti, pogodbe z gospodarstvom, odcepljena podjetja
- Družbeni vpliv – prenos rezultatov projekta v širšo družbo
- Vključevanje uglednih tujih raziskovalcev/uveljavljenih slovenskih raziskovalcev iz tujine

Dodatno bo možno odobriti komplementarno shemo financiranja za največ 4 projekte v višini 75.000 EUR na leto za dve leti za projekte, ki so izkazali odličnost v prvi fazi izvajanja, a niso bili izbrani za velike projekte.

Prijave bodo ocenjevali tuji panelisti in ocenjevalci (odlični tuji raziskovalci na posameznih ERC področjih). Na osnovi njihovih ocen se bo pripravil seznam za financiranje glede na razpoložljiva sredstva, ki ga bo potrdil Senat UL.

ROK: junij 2024

PREDVIDENA TVEGANJA: Tveganja bodo ista kot pri objavi in izvedbi razpisa za financiranje raziskovalnih programov (točka 2.2.)

BLAŽILNI UKREPI: Blažilni ukrepi za omilitev ali odpravo tveganj bodo isti kot pri objavi in izvedbi razpisa za financiranje raziskovalnih programov (točka 2.2.) obravnavala vse pritožbe prijaviteljev.

2.7. Spremljanje odličnosti in odmevnosti znanstvenih objav

Z različnimi mehanizmi (vrednotenje raziskovalnih programov, interni razpisi za programe in projekte, podpora raziskovalcem mobilnosti in mednarodnemu povezovanju, nagrajevanje najodličnejših raziskovalnih dosežkov, dopolnjevanje habilitacijskih meril, založniška dejavnost, itd.) bomo krepili odličnost in odmevnost znanstvenih objav. Načrtujemo rast citiranosti objav raziskovalcev UL. Uspeh bomo spremljali z letnimi poročili o citiranosti objav raziskovalcev UL in uvrstitvi raziskovalcev UL na seznam najbolj citiranih raziskovalcev.

ROK: 2023, Vsako leto (2023-2027) bomo pripravili poročilo o citiranosti za preteklo 10-letno obdobje

PREDVIDENA TVEGANJA: Dostopnost podatkov o citiranosti v bazi WoS.

BLAŽILNI UKREPI: Uporabimo lahko tudi druge baze.

2.8. Pristop h CoARA koaliciji in priprava CoARA akcijskega plana za UL

UL bo do leta 2023 pristopila k podpisu CoARA Sporazuma o reformiranju raziskovalnega vrednotenja ter pripravila tudi svoj lasten akcijski načrt za implementiranje CoARA načel v svojih internih procesih. Sodelovala bo tudi v nacionalni CoARA koordinaciji.

ROK: pristop h CoARA sporazumu 2023,

pristop k nacionalni koordinaciji CoARA 2024

priprava akcijskega načrta do konca leta 2024

PREDVIDENA TVEGANJA: Sprejem akcijskega načrta se lahko zaradi zamudnih postopkov potrjevanja akcijskega načrta na različnih telesih UL zamakne; Nacionalna koordinacija se lahko vzpostavi kasneje kot predvideno.

BLAŽILNI UKREPI: Akcijski načrt bomo, če bo treba, potrjevali po hitrem postopku; v nacionalno CoARA koordinacijo se bomo vključili, ko bo vzpostavljena, to ne bo vplivalo na implementacijo našega internega akcijskega načrta.

2.9. Ustanovitev strokovne enote za raziskovalno etiko in integriteto

Odlična znanost je etična in odgovorna znanost. Zato bomo ustanovili posebno Enoto za raziskovalno etiko in integriteto v okviru, ki bo nudila strokovno podporo raziskovalcem in vodstvu pri vprašanjih etike in integritete v raziskavah, organizirala izobraževanja in usposabljanja ter pomagala pri presojah odprtih etičnih vprašanj sodobne raziskovalne skupnosti.

ROK: 2024

PREDVIDENA TVEGANJA: Težave s pridobitvijo ustreznega kadra.

BLAŽILNI UKREP: Ustrezen kader bomo iskali tudi med raziskovalci.

3. DRUŽBENI IN GOSPODARSKI VPLIV

3.1. Aktivni »scouting« in Ambasadorji prenosa znanja

Poleg splošnega ozaveščanja in promocije prenosa znanja, bomo povečevali število izumov na dva načina:

- Pisarna za prenos znanja bo prevzela aktivnejšo vlogo pri prepoznavanju novih idej/tehnologij, na način, da bo redno obiskovala laboratorije;
- preko ambasadorjev prenosa znanja – to so osebe na članicah, ki imajo izkušnje s prenosom znanja in so na voljo sodelavcem za vprašanja in motivacijo na tem področju.

ROK: celotno obdobje 2022-2027

PREDVIDENA TVEGANJA: Preobremenjenost raziskovalcev, tako da kljub prepoznanemu potencialu, ne bodo imeli časa za prijavo novih izumov.

BLAŽILNI UKREPI: Pisarna čim bolj razbremeniti raziskovalce v postopku prijave izuma in vseh nadaljnjih postopkih.

3.2. Aktivno trženje in spodbujanje ustanavljanja odcepljenih podjetij

Aktivno trženje bo potekalo v sodelovanju z raziskovalci, s katerimi skupaj identificiramo možnosti za povezovanja in razvoj. Pri tem uporabljamo različna orodja in mednarodna partnerstva. Vsako tehnologijo pa bomo tržili tudi preko digitalnih platform, ki so se v preteklosti izkazale za uspešne.

Prav tako bomo spodbujali podjetnost in podjetništvo zaposlenih in študentov z namenom povečati število odcepljenih podjetij, in sicer na način:

- sprejem pravnih podlag za ustanavljanje odcepljenih podjetij,
- dostop do investorjev,
- razvoj stalnih usposabljanj raziskovalcev na področju podjetništva, ustvarjalnosti in prenosa znanja,
- razvoj znamke: Odcepljeno podjetje Univerze v Ljubljani,
- vpeljava sistemskih spodbud.

ROK: celotno obdobje 2022-2027.

PREDVIDENA TVEGANJA: Preobremenjenost raziskovalcev; Dolgotrajni postopki pri sprejemanju pravnih aktov.

BLAŽILNI UKREPI: Razbremenitev raziskovalcev s podporo pisarne za prenos znanja; Pravočasno začeti postopki sprejemanja novih aktov.

3.3. Vzpostavitev patentnega sklada iz sredstev ISF

Vzpostavili bomo sklad, iz katerega bomo lahko (so)financirali stroške patentnih prijav.

ROK: marec 2022 (in celotno obdobje do 2027).

PREDVIDENA TVEGANJA: Vedno večje število patentnih prijav; Možnost, da sredstev ne bo dovolj.

BLAŽILNI UKREPI: Večja selektivnost pri prevzemanju službenih izumov; Iskanje drugih finančnih virov.

3.4. Sklepanje strateških partnerstev s podjetji na ravni UL

S podjetji, s katerimi že dobro sodelujemo, bomo k partnerstvu pristopili bolj strateško in na nivoju UL. Dolgoročni cilj pa je, da k partnerjem dodamo tudi čisto nova podjetja, tako slovenska kot tuja.

ROK: celotno obdobje 2022-2027.

PREDVIDENA TVEGANJA: Zahtevno upravljanje partnerstev.

BLAŽILNI UKREPI: Tesno sodelovanje med Pisarno za prenos znanja in članicami.

3.5. Financiranje inovacij in interni razpis Inovacijskega sklada UL

UL vlaga v pravno varstvo intelektualne lastnine (predvsem patentiranje) precejšnja sredstva. Ker pa so te tehnologije na nižjih stopnjah tehnološke pripravljenosti, so lahko manj zanimive za industrijske partnerje. Z namenom lajšanja komercializacije tehnologij je UL vzpostavila Inovacijski sklad.

Sklad je namenjen projektom na področju prenosa znanja, ki jim do sklenitve licenčne/prodajne pogodbe/pogodbe o skupnem razvoju ali prijave na večji razpis za preverbo koncepta manjka:

- študija izvedljivosti ali
- raziskava trga ali
- delujoči prototip ali
- potrditev delovanja tehnologije v industrijskem/kliničnem okolju ali
- vzpostavitev odnosov z relevantnimi podjetji.

Odobrenim projektom se bodo financirali stroški kadrovske okrepitve, izdelave študij izvedljivosti, izdelave prototipa, analize oz. raziskave potenciala trga, udeležbe oz. nastopa na industrijskih sejmih ipd.

ROK: maj 2022 (in celotno obdobje do 2027).

PREDVIDENA TVEGANJA: Majhno število prijav.

BLAŽILNI UKREPI: Promocija razpisa po članicah, izvedba informativnega dne.

3.6. Vzpostavitev in interni razpis HUD sklada

Ustanovili bomo HUD sklad, katerega cilj ne bo podpiranje nadaljnjih raziskav, temveč povečevanje družbenega učinka raziskav in izboljšanja družbe kot celote.

Financirali se bodo projekti, ki:

- rešujejo pereče družbene izzive, kot jih definirajo cilji trajnostnega razvoja,
- vključujejo in naslavlajo različne družbene skupine,
- krepijo moči različnih skupin,
- povečujejo aktivacijo in participacijo državljanov ali
- imajo potencial zmanjšati družbene neenakosti med posamezniki, skupinami ali skupnostmi.

Odobrenim projektom bomo financirali stroške izdelave študije izvedljivosti, izdelave prototipa, analize oz. raziskave potreb in povratnih informacij uporabnikov, udeležbe na dogodkih z namenom mreženja z neakadskimi sodelavci ali uporabniki raziskave, organizacije dogodkov (delavnic, fokusnih skupin, študijskih obiskov ipd.), katerih cilj je izgradnja odnosov z uporabniki, pridobivanje njihovih mnenj in identifikacija potreb, težav, izzivov ipd., stroške potovanj na dogodke, konference s strokovnim prispevkom ali z namenom organizacije dogodka, stroške izobraževanj, vezanih na vpliv (impact), stroške študijskih obiskov potencialnih partnerjev, stroške komuniciranja in medijskih dejavnosti (vključno s pripravo vsebin za družbena omrežja), če je javno sodelovanje ključna pot do doseganja družbenega vpliva ali druge stroške, skladne z namenom projekta.

ROK: marec 2024 (in celotno obdobje do 2027).

PREDVIDENA TVEGANJA: Majhno število prijav.

BLAŽILNI UKREPI: Promocija razpisa po članicah; izvedba delavnic na temo družbenega vpliva raziskav.

3.7. Redno komuniciranje s splošno javnostjo o projektih in dosežkih raziskovalcev UL

Na spletni strani UL imamo vzpostavljeno platformo Raziskovalne novice/dosežki, kjer na poljuden način predstavljamo novice o raziskavah, raziskovalnih dosežkih in raziskovalnih projektih, ki jih izvajajo raziskovalci UL v povezavi s cilji trajnostnega razvoja, h katerim prispevajo.

ROK: celotno obdobje 2022-2027.

PREDVIDENA TVEGANJA: Težave s pridobitvijo besedil od raziskovalcev.

BLAŽILNI UKREPI: Proaktivno nagovarjanje nosilcev novih projektov ali raziskovalnih dosežkov, objava smernic za pripravo raziskovalnih novic, pomoč službe za raziskovalno dejavnost pri pripravi poljudnega besedila in prevodih.

3.8. Uveljavitev rednega letnega spremljanja znanstvenih objav raziskovalcev in raziskovalk UL po posameznih ciljih trajnostnega razvoja

V namen spremljanja, h katerim ciljem trajnostnega razvoja prispevajo znanstvene objave raziskovalcev UL, bomo v 2023 in 2024 testirali več bibliografskih orodij, nato pa to redno spremljali. Izsledke vsakoletne analize oziroma nabora podatkov bomo predstavili v letnem poročilu UL in na spletnih straneh UL, s čimer želimo doseči večjo vidnost družbenega vpliva UL v Sloveniji in v svetu, vezanega na njen prispevek k novim dognanjem na področjih, ki prispevajo k ciljem trajnostnega razvoja oziroma podpirajo njihovo vizijo bolj trajnostne in pravične prihodnosti.

ROK: Od leta 2023 dalje (izvedba vsako leto).

PREDVIDENA TVEGANJA: Potencialno zamujanje ali nedosegljivost razpoložljivosti podatkov na testnih straneh.

BLAŽILNI UKREPI: Po potrebi bomo preučili tudi razna druga orodja, ki podpirajo dostop do zgoraj opisanih podatkov.

4. MEDNARODNA VPETOST

4.1. Priprava programa in razpisov Razvojnega sklada UL

Na osnovi metodologije in meril delitev sredstev razvojnega stebra stabilnega financiranja (RSF) bo na začetku vsakega leta odbor Razvojnega sklada UL (RSUL), ki ga sestavljajo nekateri dekani članic UL s posameznih znanstvenih področij, predsednik Upravnega odbora in prorektor za znanstvenoraziskovalno dejavnost, odobril proračun in program RSUL. Program bomo v večji meri financirali iz sredstev razvojnega stebra financiranja (RSF) znanstvenoraziskovalne dejavnosti, delno pa tudi iz drugih lastnih virov. Sredstva Sklada predstavljajo sredstva za raziskovalno - razvojne namene UL, in sicer na naslednjih strateških področjih:

I. Za spodbujanje internacionalizacije raziskovalnega področja, ki zajema:

- Povračilo stroškov spodbujanja sodelovanja v evropskih in drugih mednarodnih raziskovalnih projektih;
- Financiranje pripravljanih raziskovalnih projektov v okviru CELSA Sklada, ki so namenjeni razvoju kompetitivnih prijav na okvirne raziskovalne programe EU skupaj z univerzo KU Leuven in nekaterimi najboljšimi centralno-evropskimi univerzami;
- Kritje stroškov članarin v izbranih interesnih mrežah in informacijskih platformah, kot so Research Professional, Crowdhelix, Evropsko združenje raziskovalnih managerjev in administratorjev EARMA; Združenje ameriških raziskovalnih administratorjev NCURA,...
- Kritje stroškov članarin v mednarodnih združenjih, ki omogočajo prijavljanje projektov na mednarodne razpise, kot so EIT KICi in podobno;
- Povračila članicam UL za različne stroške internacionalizacije raziskovalnih aktivnosti;
- Sofinanciranje sodelovanja v ARUA-GUILD centrih raziskovalne odličnosti, kjer UL kot članica združenja The GUILD sodeluje z afriškimi univerzami, članicami združenja ARUA.

II. Razvijanje kakovosti raziskovalnega področja, ki zajema:

- Povračilo stroškov zunanjih in notranjih strokovnjakov pri pripravi in pisanju projektnih prijav na razpise okvirnega raziskovalnega programa EU (poudarek na podpori priprave koordinatorskih več-partnerskih projektov ter MSCA in ERC/EIC projektov);
- Spodbude mentorjem uspešnih prejemnikov MSCA PF projektov, ERA projektov ali Pečata odličnosti (Seal of Excellence);

- Zagotovitev sredstev interdisciplinarnim raziskovalnim skupinam z udeležbo več članic z namenom skupne prijave na okvirne raziskovalne programe EU;
- Kritje stroškov usposabljanj, delavnic in drugih izobraževanj za spodbujanje in pripravo projektnih prijav na razpise okvirnega raziskovalnega programa EU ter dvig raziskovalne odličnosti;
- Financiranje krajših raziskovalnih projektov slovenskih raziskovalcev v tujini s študenti 1. 2. ali 3. stopnje na Univerzi v Ljubljani. Vsako leto bo objavljen nov razpis, prijava pa bo morala vsebovati opis načrtovanega dela, projektno skupino (slovenski raziskovalec v tujini in študenti UL) ter načrtovane stroške za izvedbo takšnega projekta.

III. Podpora kadrovskemu razvoju ter reintegraciji slovenskih raziskovalcev, ki zajema:

- Sofinanciranje stroškov plač in drugih stroškov pripravljajo-raziskovalnih projektov za pripravo kompetitivnih projektnih prijav na ERC razpise;
- Stroške usposabljanj oz. udeležbe strokovnih delavcev na izbranih delavnicah/konferencah s področja strokovne podpore evropskim in mednarodnim projektom (vključno s področjem intelektualne lastnine ter pravnim področjem);
- Povračila stroškov pomoči med članicami pri prijavljanju in administrativnem vodenju EU projektov;
- Sofinanciranje podoktorskih štipendij v okviru MSCA COFUND projekta EUTOPIA SIF;
- Sofinanciranje zaposlovanja uglednih slovenskih strokovnjakov iz tujine (reintegracija odličnih slovenskih raziskovalcev, ki delujejo v tujini) - sofinanciranje polovice plače uglednega slovenskega raziskovalca, ki deluje v tujini in je na ugledni tuji ustanovi zaposlen na mestu izrednega ali rednega profesorja oziroma na ustreznem enakovrednem raziskovalnem delovnem mestu na ugledni ustanovi v tujini.

Sredstva Razvojnega sklada UL se delijo in upravljajo v skladu Pravilnikom o upravljanju Razvojnega sklada UL.

ROK: april 2022 (in vsako naslednje leto).

PREDVIDENA TVEGANJA: Zaradi zamudnih postopkov usklajevanja sredstev RSUL se lahko zamakne vsako letni sprejem programa in proračuna; Za posamezne sheme in razpise je premalo ali preveč interesa.

BLAŽILNI UKREPI: Vsak konec preteklega leta bo odbor RSUL sprejel osnutek programa in proračuna za naslednje leto, na osnovi katerega bo možno izvajati razpise še pred končnim sprejemom proračuna RSUL za posamezno leto; Omogočen je prenos sredstev med posameznimi shemami in razpisi RSUL.

4.2. Vzpostavitev ISF skladov na članicah UL in zagotavljanje IRD sredstev raziskovalcem

Na podlagi meril za delitev prejetega stabilnega financiranja bodo članice del ISF sredstev namenile tudi za t.i. IRD sredstva raziskovalcem - sredstva za individualno raziskovalno delo, s katerim si raziskovalci krijejo udeležbo na mednarodnih konferencah ter sestankih mednarodnih združenj in uredniških odborov, in/ali za vzpostavitev ISF skladov, s podporo katerega bodo članice raziskovalcem in študentom omogočile znanstveno mobilnost, mednarodne udeležbe ali gostovanja znanstvenih sestankov ali poletnih šol.

ROK: celotno obdobje 2022-2027.

PREDVIDENA TVEGANJA: Nekatere članice UL ne bodo vzpostavile formalnih skladov.

BLAŽILNI UKREPI: Članice UL bodo lahko tudi na drugačen način financirale iste aktivnosti, nekatere tudi iz drugih virov.

C. Implementation plan for scientific research activities

Strategy Characteristics and Implementation Steps

The implementation plan for stable funding of scientific research activities for the period 2022–2027 complements the University of Ljubljana Strategy 2022–2027, which encompasses five development areas and three supporting areas.

The development areas of the UL Strategy 2022-2027 are:

1. Developing education integrated into the national and international environment that fosters creativity, innovation, critical thinking, and social responsibility.
2. Promoting excellence in science and the arts, international engagement, interdisciplinarity, openness, and societal relevance.
3. Enhancing support for the transfer of knowledge and the arts into all spheres of social life.
4. Establishing an accessible, inclusive, and equitable academic environment.
5. Strengthening the social role and position of UL in national and global social dialogue.

The supporting areas in the UL Strategy 2022-2027 are:

1. Strengthening autonomy and financial resources.
2. Upgrading processes and infrastructure.
3. Supporting human resource development.

The implementation plan for stable funding of scientific research activities 2022–2027, with all its strategic and long-term goals aligned with the development and supporting areas of the UL Strategy, includes the following characteristics:

- **Long-term Orientation:** All strategic and developmental goals are long-term and foresee lasting impacts on the development of quality and stability in the field of scientific research at UL.
- **Priority Setting:** The Plan has helped us to identify which tasks and measures are most important for achieving strategic, long-term, and developmental goals.
- **Evaluation and Adaptation:** The Plan includes mechanisms for monitoring progress and for adapting the Plan based on results and changed circumstances.
- **Coherence:** All measures in the Plan are aligned with each other and support the common developmental, strategic, and long-term goals of stable funding, as well as the objectives of the UL Strategy for the period 2022–2027.
- **Resource Optimization:** The plan ensures the efficient use of available stable funding resources and other means, such as time and workforce. It also anticipates co-funding of certain activities from other financial sources.
- **Focus:** The plan defines clear objectives and measures to achieve them.
- **Flexibility:** The plan is adaptable and capable of adjusting to environmental changes.
- **Orientation towards competitiveness:** The plan, through most of its goals and measures, stimulates the enhancement of UL's European and international competitiveness in scientific research and innovation.

The core pillar of the Implementation plan for stable funding of scientific research activities consists of research programmes and programme groups that include the majority of employed teaching staff and researchers at UL and which "represent a public service in the field of research, namely as a comprehensive field of research expected to remain relevant and applicable over an extended period of time and which is of such significance for Slovenia that there is a recognized national interest, as defined in the national research and development programme, in ensuring long-term research within the programme group in this field." (source: ARIS). More broadly, however, the objectives and measures are aimed at all researchers and professional staff at UL as well as at the long-term improvement in quality, stability, and competitiveness across all levels and aspects of UL's scientific research and innovation activities.

The implementation plan for stable funding to enhance scientific excellence, international engagement, and the social and economic impact of UL includes the following steps:

1. SYSTEMIC STEPS

1.1. Development and adoption of the Regulation on stable funding of scientific research activities at the University of Ljubljana, which governs stable funding and defines procedures for implementing activities within the framework of stable funding for scientific research activities. It includes provisions on:

- Definitions of stable funding,
- Evaluation procedures for existing research and infrastructure programmes, as well as the creation, termination, and restructuring of infrastructure and research programmes,
- Manner of monitoring the composition of research programmes and of appointing research programme leaders,
- Financial aspects of research programme operation,
- Ensuring funding continuity between individual projects,
- Implementation of institutional self-evaluation,
- Selection and funding of young researchers,
- Encouraging age and gender balance among research programme leaders and key management positions,
- Implementation of other strategic tasks of UL,
- Competent authorities and working bodies, along with their responsibilities and obligations.

DEADLINE: June 2022

POTENTIAL RISKS: Due to the lengthy approval procedures at various UL bodies (UL members, UL committees, Senate, Management Board), the adoption of the regulation may be delayed.

MITIGATION MEASURES:

- Initially, only legally required content that has been harmonized with UL members and Senate committees will be included in the regulation. Any unresolved content will be added later.

- To accelerate the adoption process, extraordinary sessions of committees, the Senate, or the Management Board (UO) will be scheduled if necessary.
- The regulation will be updated or amended in the following years based on the needs and implementation in practice, thus allowing for flexibility and adaptation.

1.2. Development and adoption of the Regulation on the selection and funding of young researchers (MR),

which defines the selection and funding process for young researchers and specifies:

- Criteria, evaluation methods, calls for applications, conditions, selection criteria, and procedures for selecting candidates for young researchers,
- Conditions for mentors of young researchers and the allocation of mentorship positions,
- Appointment and responsibilities of the expert committee for managing funding procedures for young researchers,
- Training programme,
- Funding of young researchers,
- Early termination of studies,
- Record-keeping on young researchers,
- Mentor replacement,
- Reporting and transitional provisions, including provisions on mentorship allocation, on launching the 2022 call for young researchers, funding procedures for already employed young researchers, fund reimbursements, and on direct application of national research agency by laws.

DEADLINE: March 2022

POTENTIAL RISKS: If the Regulation is not approved on time by UL governing bodies (UL Management, Committee for Mentor Selection and Monitoring of Young Researchers, Statutory Commission, UL Senate, UL Management Board), the call for applications may not be published within the statutory deadline.

MITIGATION MEASURES:

- Before adoption by the Senate and the UL Management Board, the draft regulation will be presented to all stakeholders and, once harmonised, submitted for review to the Deans' Council, relevant Senate committees, Vice-Deans for Research, Doctoral Programme Coordinators, the UL Statutory Commission, and the UL Management Board's Financial System Committee.
- After the adoption of the national research agency's by laws, the provisions of the regulation will be adjusted accordingly as well as appropriately amended and updated based on the development of stable funding at UL and feedback from UL members.

1.3. Development and adoption of the methodology for calculating the number of young researchers for each research programme at UL for 2022

A methodology for calculating the number of young researchers per research programme at UL for 2022 will be adopted, based on the methodology previously used by the national research agency until 2022.

DEADLINE: March/April 2022

POTENTIAL RISKS: Insufficient funds for hiring the planned number of new young researchers at UL according to research programme development and needs.

MITIGATION MEASURES:

- In the first year of stable funding, no major changes will be made in the allocation of mentorship positions to research programmes.
- The existing national research agency methodology will be applied, adapted to UL.
- To enable stable MR workforce planning for research programmes, the methodology will be updated as needed in the future based on received funds and research programme performance.

1.4. development of the Plan and criteria for allocating stable funding among UL members

The criteria for allocation across funding pillars Institutional Funding Pillar (ISF) and Programme Funding Pillar (PSF) as well as within the PSF subcategories Research Programmes (RP) and Young Researchers (MR) is prepared by UL management, which considers previous funding levels for research programmes and young researchers as of 1 January 2022. For ISF funds that have not been previously allocated to UL, new criteria for their distribution among UL members will be established. ISF funds allocated to UL members and the Rectorate include funding for the operation of the Network of the Research Infrastructure Centres of the University of Ljubljana (MRIC UL) and funding for administrative and support activities at UL members and the Rectorate, covering:

- Expenses related to covering costs of education, conferences, fairs, promotional activities, summer schools or scientific meetings, external evaluations, training sessions, office materials and administration-related services, and similar.
- Coverage of surplus staff costs due to project-based work, ensuring researcher employment between projects.
- Partial coverage of fixed operating costs at UL.
- Funding for research and project offices at UL members and the Rectorate, as well as the Knowledge Transfer Office at the Rectorate. At least one additional position in research offices at UL members is planned.
- Maintenance and renewal costs of equipment and infrastructure associated with scientific research activities at UL.

Funding for the operations of MRIC UL infrastructure programme will be distributed among UL members' infrastructure centres based on the existing funding model that has been approved by MRIC UL Expert Council until a new methodology and criteria for infrastructure centre evaluation and fund allocation are developed by UL.

UL will co-finance approved applications of its UL members to the Call for Tender for Co-financing Research Equipment (Packages 21 and 22) from its PSF funding pillar, covering up to 50% of the required co-financing per application and a maximum of 30% of the total purchase value of the requested equipment.

In future years, the allocation of funds will also consider increased funding for selected research programmes (RP), funding for new research programmes (RP), distribution of young researcher positions among research programmes, and additional funding from the Development Funding Pillar (RSF).

DEADLINE: September 2022 (and annually thereafter, following notification from the national agency on the amount of allocated funds).

POTENTIAL RISKS: Delays in national agency notifications or fund disbursement, or delays in UL's internal procedures, which could cause difficulties in utilizing funds at UL members.

MITIGATION MEASURES: Extraordinary sessions of committees, the Senate, or the Management Board (MB) will be scheduled if necessary. UL will submit requests and proposals to the national research agency for adjustments or increased carry-over of funds into the following year.

1.5. Development and adoption of the methodology for evaluating research programmes at the University

To enhance the quality and competitiveness of research programmes, UL aims to establish its own research programme evaluation system, which will complement the evaluations conducted by the national agency. The evaluation methodology will define criteria and entry conditions for evaluation, types of programmes subject to evaluation, detailed assessment procedures, and for evaluation methods with a stronger emphasis on qualitative criteria. Evaluation under this methodology represents the procedure for valorisation of research on the basis of which the UL will adjust the scope and duration of funding for research programmes at UL and, if needed, the reallocation of funds between research programmes based on programme quality and UL's strategic goals. The methodology will be adopted by the Senate and the Management Board (UO) within 18 months after the adoption of the regulation on stable funding, i.e., by 2023. Until then, no changes will be made to the financial and structural aspects of research and infrastructure programmes. Based on this methodology, an internal call for research programme funding for 2023 will be issued. In the following years, the methodology will be updated and refined as needed. It will also be harmonized with the national agency's methodology and adjusted based on findings from the pilot evaluation phase.

Additionally, two new committees will be established:

- The Methodology Committee, which will assist in the development of the evaluation methodology and oversee all calls and invitations for research programmes and projects.
- The Research Programme Monitoring, Evaluation, and Oversight Committee (KRP), which will manage all procedures related to the evaluation and approval of research programmes.

DEADLINE: April 2023

POTENTIAL RISKS: Delays due to the lengthy methodology coordination process, public discussions among UL members and approval procedures at various UL bodies (UL members, committees, Senate, Management Board). During the first pilot evaluations, shortcomings in the methodology may be identified.

MITIGATION MEASURES: Extraordinary sessions of committees, the Senate, or the Management Board (UO) will be convened if necessary. The methodology will be updated and amended in the coming years to adapt to the changes in the environment. It will be amended and aligned with the national agency's methodology and according to the results of the pilot evaluation phase.

1.6. Development and adoption of the methodology and criteria for the allocation of funds in the development funding pillar (RSF)

As part of the Development Funding Pillar (RSF), UL provides funding for the development of research and infrastructure activities from the viewpoint of scientific and artistic excellence, creativity, innovation, internationalization, openness, knowledge transfer, and collaboration with society, which contribute to achieving the objectives, results, and implementation of research-related measures and tasks defined in the strategic documents of UL, Slovenia, and the European Union. In the following years, this methodology and allocation criteria will be updated and refined as needed.

UL will, based on available funds, issue internal calls for proposals, through which RSF will finance and support the following research and development activities:

- Large interdisciplinary projects, aimed at strengthening interdisciplinary research and forming larger interdisciplinary research teams capable of addressing modern societal challenges.
- Start-up research programmes, supporting the development of new research programmes in breakthrough scientific fields.
- Employment of postdoctoral researchers, creating new career opportunities for young researchers and fostering new generations of excellent researchers.
- UL Development Fund, strengthening researchers' competencies for international engagement, international collaboration and participation in European funding applications, interdisciplinarity, and career development.
- UL Innovation Fund, supporting market entry for technical innovations.
- HUD Fund, promoting innovation in the fields of humanities and social sciences.

DEADLINES: Allocation criteria – June 2023, RSF methodology – 2024

POTENTIAL RISKS: Due to delays from the national agency, lengthy coordination processes with UL members and approval procedures at various UL governing bodies (UL members, committees, Senate, Management Board) the adoption of criteria and methodology may be postponed.

MITIGATION MEASURES: Extraordinary sessions of committees, the Senate, or the Management Board (MB) will be convened as needed. The criteria for RSF fund allocation and the RSF methodology will be updated annually based on strategic goals and environmental factors, ensuring flexibility and adaptation to changes.

1.7. Development and adoption of the methodology for evaluating the operations and allocation of funds for infrastructure centres within the MRIC UL infrastructure programme

As part of the public Call for Tenders issued by the National Research and Development Agency for the 2021 submission of infrastructure programmes for the 2022–2027 period, the application for the MRIC UL infrastructure programme achieved 91.51% of the total possible points, ranking it in the highest quality category - category A. The agency approved a 10% increase in programme funding compared to the previous period, granting UL an increase of 1.75 FTE. The annual funding amount for MRIC UL in the 2022–2027 programme period amounts to 19.21 FTE, which has also been incorporated into the ISF resources for stable funding of scientific research activities at UL. The operation and impact of MRIC UL will also be included in the self-evaluation and institutional assessment of UL, scheduled for 2026 and 2027. To ensure strategic management and effective allocation of funding for MRIC UL in the next six-year period (2028–2033), the reassessment of the content and structure of MRIC UL (owing to the emergence of new technologies and the need to finance new research infrastructures) and conduct an internal evaluation of individual infrastructure centres at UL members and the Rectorate, aimed at enhancing quality, the UL will, in 2027, develop an internal Methodology for evaluating operations and distributing funds for infrastructure centres within MRIC UL.

DEADLINE: June 2027

POTENTIAL RISKS: Delays in adoption due to the delays in coordination with UL members and approval procedures at various UL governing bodies (UL members, MRIC UL Council, UL committees, Senate, Management Board).

MITIGATION MEASURES:

- If necessary, extraordinary sessions of committees, the Senate, or the Management Board will be convened.
- The methodology designed will be sufficiently flexible to allow for amendments and adaptations based on strategic goals and evolving conditions to ensure long-term responsiveness to change.

2. SCIENTIFIC EXCELLENCE

2.1. Announcement and implementation of the call for young researchers

To enhance the research capacity of programme groups, the University of Ljubljana (UL) will publish a call for young researchers in accordance with the adopted Regulation on the Selection and Funding of Young Researchers. We plan to announce 100 positions each year for young researchers who will sign a fixed-term employment contract with the University of Ljubljana and commence their PhD training at the University of Ljubljana, expected to start on October 1, 2022.

DEADLINE: June 2022 and annually thereafter

POTENTIAL RISKS:

- Low interest from outstanding candidates to be employed in a post of Young Researcher due to the non-competitive salaries compared to those offered in the private sector.

MITIGATION MEASURES:

- Enhanced promotion of young researcher calls domestically and internationally to attract top candidates.
- In the case that some mentors (supervisors) are unable to secure candidates in the initial call, the call will be reissued to ensure all positions are filled.

2.2. Announcement and implementation of the Internal call for funding research programmes

Based on the adopted methodology for evaluating research programmes (RP), a call will be published to increase funding for existing research programmes, finance new research programmes, and support start-up programmes. The evaluation process will primarily be qualitative, with the UL methodology expected to allocate a maximum of 70 points in the qualitative assessment and a maximum of 30 points in the quantitative assessment. Applications will be evaluated by internationally recognized researchers (panellists and reviewers).

DEADLINE: June 2023

POTENTIAL RISKS:

- Delays in the implementation of the call may occur due to delays in the approval process at various UL governing bodies (UL members, UL committees, Senate, Management Board) and due to difficulties in securing suitable external panellists and reviewers for evaluating the applications.
- Conflicts of interest may arise in the appointment of panellists and reviewers.
- Errors in application submissions or in the evaluation process may occur.
- Shortcomings in the newly implemented methodology may become evident during the initial implementation of the new methodology.

MITIGATION MEASURES:

- Extraordinary sessions of committees, the Senate, or the Management Board will be convened if necessary.
- Extended evaluation period will be anticipated to allow sufficient time for the review process.
- Potential panellists will be sought through UL's strategic partners, networks, and associations, including KU Leuven, EUTOPIA, and The Guild.
- All panellists and reviewers will sign a declaration of no conflict of interest with researchers submitting applications.
- To mitigate the risks of possible errors in the application or evaluation process, we will appoint a Complaints Committee for the evaluation of research programmes, which will consider all complaints from applicants during the application and evaluation process and, after verifying all the facts, either uphold the complainant's complaint or reject the complaint.
- Appropriate corrections will be made to the pilot methodology if needed.

2.3. Announcement and implementation of the Internal call for start-up research programmes

The start-up research programme call aims to encourage early-career researchers to develop their own research programmes in breakthrough or emerging scientific fields. The selection and evaluation of start-up research programmes will take place annually, in accordance with the (pilot) methodology for evaluating research programmes and depending on the available funds within the Development Funding Pillar (RSF).

DEADLINE: June 2023 (and in subsequent years, subject to available funding)

POTENTIAL RISKS: The risks associated with this call are the same as those identified for the internal call for research programme funding (Section 2.2).

MITIGATION MEASURES: The mitigation measures to reduce or eliminate risks will be the same as those applied to the internal call for research programme funding (Section 2.2).

2.4. Announcement and implementation of the Internal call for the allocation of mentorship positions to outstanding mentors

To reward excellence in doctoral research supervision, an internal call will be launched for outstanding mentors of young researchers. The call will be open to top researchers at UL who meet the criteria of leading at least one international project or the Slovenian part of an international project with a minimum value of €100,000 and of having successfully mentored at least two doctoral students who completed their studies in the past six years.

DEADLINE: January 2023

POTENTIAL RISKS: Uneven distribution of additional mentorship positions across different disciplines due to the strict eligibility criteria for outstanding mentors.

MITIGATION MEASURES:

- An international evaluation committee will be appointed and members of SMUL (a network of Slovenian scientists, professors, and distinguished professionals working in academia, research, and development abroad) will be invited to apply.

- After the evaluation process, an analysis of the call will be conducted, and proposals for improvements will be prepared.

2.5. Announcement and implementation of the Internal call for the evaluation of research programmes

The internal pilot call aims to evaluate existing research programmes in accordance with the European Research Council (ERC) panel classification. In the first year, the evaluation will be conducted for research programmes in social sciences and humanities (SSH) and, in one of the following years, for research programmes in the life sciences (LS).

The evaluation will follow the pilot methodology for research programme assessment, but no reallocation of funds will be implemented during this period.

DEADLINE: September 2024

POTENTIAL RISKS: The risks associated with this call are the same as those identified for the internal call for research programme funding (Section 2.2).

MITIGATION MEASURES: The mitigation measures to reduce or eliminate risks will be the same as those applied to the internal call for research programme funding (Section 2.2).

2.6. Announcement and implementation of the internal call for funding large interdisciplinary projects at UL

The goal of the call is to set up large interdisciplinary projects and thus provide UL a breakthrough in international research. Additionally, the initiative aims to enhance collaboration among UL members in research, reinforcing scientific excellence, international impact, and knowledge transfer to society.

The subject of the internal call (hereinafter: the call) is the funding of 3–4 large interdisciplinary projects at UL, with a maximum budget of €500,000 per year for a period of five years. Each project must involve at least three UL members, representing at least two of the four ERC research domains (LS, PE-N, PE-T, SSH). In the preparatory phase (1 year), UL will fund 10 submitted projects, while, later on, the 3–4 best projects will receive funding for five years.

Large interdisciplinary projects must focus on one of the following strategic research areas or societal challenges:

- Ageing and mental health
- Climate change
- Energy transition
- Demographic and social changes
- Digitalization, new technologies, and materials
- Biodiversity
- Circular economy

Interdisciplinary projects must demonstrate ambitious research objectives, including:

- Publications in top scientific journals
- Monograph publications
- Outstanding artistic achievements
- Number of doctoral students involved in the project
- Number of new international project applications
- Knowledge transfer into the study process
- Engagement of internal and external researchers
- Patents, industry contracts, spin-off companies
- Societal impact – transfer of project results to broader society
- Involvement of distinguished foreign researchers/established Slovenian researchers from abroad

An additional complementary funding scheme will be available for up to four projects in the amount of €75,000 per year for two years for projects that demonstrated excellence in the first phase but were not selected for large projects.

Applications will be evaluated by international panellists and reviewers (leading foreign researchers in relevant ERC fields). Based on their assessments, a funding shortlist will be prepared and submitted for approval by the UL Senate.

DEADLINE: June 2024

POTENTIAL RISKS: The risks associated with this call are the same as those identified for the internal call for research programme funding (Section 2.2).

MITIGATION MEASURES: The mitigation measures to reduce or eliminate risks will be the same as those applied to the internal call for research programme funding (Section 2.2).

2.7. Monitoring the excellence and impact of scientific publications

Through various mechanisms (evaluation of research programmes, internal calls for programmes and projects, support for researcher mobility and international collaboration, recognition of outstanding research achievements, revision of habilitation criteria, publishing activities, etc.), we will enhance the excellence and impact of scientific publications. We aim to increase the citation rate of UL researchers' publications. Success will be monitored through annual reports on citation rates of UL researchers and their placement on the list of the most highly cited researchers.

DEADLINE: 2023. Annually (2023–2027), a report will be prepared on citation rates for the previous 10-year period.

POTENTIAL RISKS: Availability of citation data in the Web of Science (WoS) database.

MITIGATION MEASURES: Other databases can be used as alternative sources.

2.8. Joining the CoARA coalition and preparing the CoARA Action Plan for UL

By 2023, UL will sign the CoARA Agreement on the Reform of Research Assessment and prepare its own action plan to implement CoARA principles in its internal processes. UL will also participate in the national CoARA coordination efforts.

DEADLINE:

Signing of the CoARA Agreement – 2023.
Participation in national CoARA coordination – 2024.
Preparation of UL's CoARA Action Plan – end of 2024.

POTENTIAL RISKS:

- Delays in the adoption of the Action Plan due to delays in approval processes for the Action Plan at various UL governing bodies.
- Late establishment of national CoARA coordination.

MITIGATION MEASURES:

- The action plan will be approved through an expedited procedure if necessary.
- UL will join the national CoARA coordination once it is established, but this will not affect the implementation of UL's internal action plan.

2.9. Establishment of a professional unit for research ethics and integrity

Excellent science is ethical and responsible science. To uphold high ethical standards, UL will establish a dedicated Unit for Research Ethics and Integrity, which will provide expert support to researchers and university leadership on ethics and integrity in research, organize education and training programmes, and assist in the assessment of complex ethical issues in the contemporary research community.

DEADLINE: 2024

POTENTIAL RISKS: Challenges in recruiting qualified personnel.

MITIGATION MEASURES: Qualified personnel will also be recruited from among UL researchers.

3. SOCIETAL AND ECONOMIC IMPACT

3.1. Active "scouting" and Knowledge Transfer Ambassadors

In addition to general awareness-raising and promotion of knowledge transfer, we will increase the number of inventions in two ways:

- The Knowledge Transfer Office will take on a more active role in identifying new ideas/technologies by conducting regular visits to laboratories.
- Through Knowledge Transfer Ambassadors – individuals within UL members who have experience in knowledge transfer and are available to assist colleagues with questions and motivation in this field.

DEADLINE: Throughout the 2022–2027 period.

POTENTIAL RISKS: Overburdened researchers who, despite recognizing potential, may lack the time to submit applications for new inventions.

MITIGATION MEASURES: The Knowledge Transfer Office will aim to minimize administrative burdens for researchers throughout the invention application process and all subsequent procedures.

3.2. Active commercialization and promotion of spin-off companies

Active commercialization will be conducted in collaboration with researchers, identifying opportunities for partnerships and development using various tools and international networks. Each technology will also be promoted through digital platforms, which have proven successful in the past.

To promote entrepreneurship among staff and students and increase the number of spin-off companies, we will implement the following measures:

- Adoption of legal frameworks for the establishment of spin-off companies,
- Access to investors,
- Development of continuous training programmes for researchers in entrepreneurship, creativity and knowledge transfer,
- Establishing a brand: University of Ljubljana Spin-off Company,
- Introduction of systemic incentives.

DEADLINE: Throughout the 2022–2027 period.

POTENTIAL RISKS:

- Overburdened researchers.
- Lengthy procedures for adopting new legal frameworks.

MITIGATION MEASURES:

- Support from the Knowledge Transfer Office to reduce the administrative burden on researchers.
- Timely initiation of legal framework adoption procedures.

3.3. Establishment of a patent fund from ISF resources

We will establish a fund to (co)finance the costs of patent applications.

DEADLINE: March 2022 (and throughout the period until 2027).

POTENTIAL RISKS:

- Increasing number of patent applications.
- Insufficient funds to support all applications.

MITIGATION MEASURES:

- Greater selectivity in adopting service inventions.
- Exploration of additional financial sources.

3.4. Establishing strategic partnerships with companies at the UL level

For companies with which we already collaborate, we will establish more strategic partnerships at the institutional – UL level. The long-term goal is to expand partnerships to include new companies, both Slovenian and international.

DEADLINE: Throughout the 2022–2027 period.

POTENTIAL RISKS: Complexity in managing partnerships.

MITIGATION MEASURES: Close collaboration between the Knowledge Transfer Office and UL members.

3.5. Funding of innovations and internal call of UL Innovation Fund

The University of Ljubljana invests significant resources into the legal protection of intellectual property, primarily patenting. However, since these technologies are often at lower technology readiness levels (TRLs), they may be less attractive to industrial partners. To facilitate the commercialization of technologies, UL has established the Innovation Fund.

The fund supports knowledge transfer projects that require additional steps before achieving a licensing/sales agreement/joint development contract or a proof-of-concept grant application, namely:

- A feasibility study, or
- A market analysis, or
- A working prototype, or
- Validation of technology performance in an industrial/clinical setting, or
- Establishing connections with relevant companies.

Funding will be provided for costs related to hiring additional staff, feasibility studies, prototype development, market potential analysis/research, participation in industry trade fairs, and similar.

DEADLINE: May 2022 (and throughout the period until 2027).

POTENTIAL RISKS: Low number of applications.

MITIGATION MEASURES: Promotion of the call across UL members, organization of an Information Day.

3.6. Establishment and internal call of the HUD Fund

We will establish the HUD Fund, which will not support further research but will instead focus on enhancing the societal impact of research and improving society as a whole.

Funding will be provided for projects that:

- Address pressing societal challenges, as defined by the sustainable development Goals,
- Engage and address diverse social groups,
- Empower different communities,
- Increase citizen activation and participation, or
- Have the potential to reduce social inequalities between individuals, groups, or communities.

Funding will be allocated for costs related to feasibility studies, prototype development, needs analysis and user feedback research, participation in events for networking with non-academic collaborators or research users, organizing events (workshops, focus groups, study visits, etc.) aimed at building relationships with users, gathering their input, and identifying needs, challenges etc., travel expenses for attending events, conferences with professional contributions or with purpose of event organization, training costs related to impact, costs of study visits to potential partners, costs of communication and media activities (including the preparation of content for social media) if public engagement is a key pathway to achieving societal impact, or other costs aligned with the project's objectives.

DEADLINE: March 2024 (and throughout the period until 2027).

POTENTIAL RISKS: Low number of applications.

MITIGATION MEASURES: Promotion of the call across UL members. Workshops on the societal impact of research to encourage participation.

3.7. Regular communication with the general public on UL projects and UL researchers' achievements

The UL has established an online platform, Research News/Achievements, where research findings, scientific breakthroughs and ongoing projects of UL researchers, contributing to the Sustainable Development Goals, are presented in an accessible manner.

DEADLINE: Throughout the 2022–2027 period.

POTENTIAL RISKS: Difficulties in obtaining content from researchers.

MITIGATION MEASURES: Proactive outreach to principal investigators of new projects or notable research achievements, publication of guidelines for writing research news, support from the Office for Research in preparing popular science summaries and translations.

3.8. Implementation of regular annual monitoring of UL researchers' scientific publications per individual sustainable development goals

To track which Sustainable Development Goals (SDGs) are addressed in UL researchers' scientific publications, we will test multiple bibliographic tools in 2023 and 2024. After testing, regular monitoring will be established. Findings from the annual analysis will be included in the UL Annual Report and published on UL's website, increasing the visibility of UL's societal impact in Slovenia and globally, linked to its contributions to new knowledge in fields that support SDG objectives or their vision of a more sustainable and just future.

DEADLINE: From 2023 onward (conducted annually).

POTENTIAL RISKS: Potential delays or limited availability of data from the tested platforms.

MITIGATION MEASURES: If necessary, we will explore alternative tools that support access to the required data.

4. INTERNATIONAL ENGAGEMENT

4.1. Development of the programme and calls of the UL Development Fund

Based on the methodology and allocation criteria for the development pillar of stable research funding (RSF), at the beginning of each year, the UL Development Fund Committee (RSUL) – comprising selected deans from UL faculties across various scientific fields, the Chair of the Management Board, and the Vice-Rector for Research – will approve the budget and programme for the RSUL. The programme will be primarily financed from RSF

research funding and partially from other internal sources. The Development Fund's resources will be dedicated to research and development initiatives in the following strategic areas:

I. Promoting the internationalization of research, which comprises:

- Reimbursement of costs for supporting participation in European and other international research projects.
- Funding preparatory research projects under the CELSA Fund, aimed at developing competitive proposals for EU framework research programmes in collaboration with KU Leuven and leading Central European universities.
- Covering membership fees in selected networks and information platforms, such as Research Professional, CrowdHelix, EARMA (European Association of Research Managers and Administrators), and American NCURA (National Council of University Research Administrators).
- Covering membership fees in international associations that enable participation in international project calls, such as EIT KICs and similar initiatives.
- Reimbursing UL members for various costs related to the internationalization of research activities.
- Co-financing participation in ARUA-GUILD Centres of Research Excellence, where UL, as a member of The GUILD network, collaborates with African universities under the ARUA alliance.

II. Enhancing Research Quality, which includes:

- Reimbursement of costs for external and internal experts involved in preparing and writing project proposals for EU framework research programme calls (with an emphasis on supporting the preparation of coordinated multi-partner projects, MSCA, and ERC/EIC projects).
- Incentives for mentors of successful applicants in MSCA Postdoctoral Fellowships, ERA projects, or recipients of the Seal of Excellence.
- Funding for interdisciplinary research groups from multiple UL members to support joint applications for EU framework research programmes.
- Covering training, workshops, and other educational costs to support project proposal preparation for EU framework research programme calls and enhance research excellence.
- Funding short-term research projects led by Slovenian researchers abroad, in collaboration with students (bachelor's, master's, or doctoral) at the University of Ljubljana. An annual call will be published, requiring applicants to submit a project plan, a research team (Slovenian researcher abroad and UL students), and a budget proposal.

III. Supporting human resource development and the reintegration of Slovenian researchers, which includes:

- Co-financing salaries and other costs for preparatory research projects aimed at competitive ERC grant applications.
- Costs covering training and workshop participation for research administration professionals, including European and international project management, intellectual property, and legal aspects.
- Reimbursing costs for inter-faculty collaboration in project applications and administrative management of EU projects.
- Co-financing postdoctoral fellowships under the MSCA COFUND project EUTOPIA SIF.
- Co-financing the employment of distinguished Slovenian researchers from abroad (reintegration of top Slovenian scientists working internationally). This includes funding 50% of the salary for renowned Slovenian researchers currently employed at distinguished foreign institutions at the level of an associate or full professor or an equivalent senior research position.

The UL Development Fund's resources will be allocated and managed in accordance with the Regulation on the Management of the UL Development Fund.

DEADLINE: April 2022 (and annually thereafter).

POTENTIAL RISKS:

- Delays in budget approvals due to lengthy coordination processes within RSUL.
- Insufficient or excessive interest in specific funding schemes and calls.

MITIGATION MEASURES:

- At the end of each year, the RSUL committee will approve a draft budget and programme for the following year, allowing calls to be launched before final budget approval.
- Funds can be reallocated between different RSUL funding schemes and calls if needed.

4.2. Establishment of ISF Funds at UL Members and provision of IRD resources for researchers

Based on the criteria for the allocation of stable funding, UL members will dedicate part of their ISF resources to IRD (Individual Research Work) funds for researchers. These IRD funds cover participation in international conferences and meetings of international associations and editorial boards or the establishing of ISF funds, which will support researchers and students in their scientific mobility, international participation or the hosting of scientific meetings or summer schools.

DEADLINE: Throughout the 2022–2027 period.

POTENTIAL RISKS: Some UL members may not establish formal ISF funds.

MITIGATION MEASURES: UL members may finance the same activities through alternative means, including other funding sources.

Znanstvena odličnost

(Scientific excellence)

SLO

Med glavnimi strateškimi cilji UL je spodbujati odličnost v znanosti in umetnosti. Odlična znanost je koncept, ki se pogosto uporablja v raziskovalnih politikah in strategijah na nacionalni in mednarodni ravni. Nanaša se na vrhunske znanstvene raziskave, ki so na najvišji ravni kakovosti, inovativnosti in vpliva. UL želi vzpostaviti interni sistem vrednotenja, ki bo nagrajeval takšno znanost, ki bo temeljila na strogih metodoloških pristopih, transparentnosti in ponovljivosti rezultatov, prinašala nove koncepte, metode in tehnologije, ki premikajo meje znanja ter bo interdisciplinarna, mednarodno konkurenčna in odprto-dostopna in bo reševala aktualne družbene izzive in spodbujala tehnološki in gospodarski razvoj. UL bo vzpostavila takšne interne metodologije vrednotenja raziskovalnih programov in projektov, ki bodo preko internih razpisov omogočale financiranje programskih in raziskovalnih skupin in projektov z najboljšimi rezultati in ambicioznimi raziskovalnimi načrti. Kakovost programskih skupin bomo krepili z vključevanjem mladih raziskovalcev - doktorskih študentov, ki bodo dodatno dvigovali inovacijski potencial raziskovalnih programov in krepili njihov kadrovske podmladek. Za dvig kakovosti raziskovanja na doktorski ravni bomo spodbujali odličnost v mentoriranju in nagrajevali izjemne mentorje, nagrajevali pa bomo tudi mentorje tujih podoktorskih raziskovalcev.

Čeprav UL krovno pokriva vsa znanstvena področja po FRASCATTI klasifikaciji, bomo razvoj novih odličnih zagonskih raziskovalnih programov omogočili tudi mlajšim raziskovalcem, ki bodo s prebojnimi idejami odpirali nova področja raziskovanja na UL. S financiranjem podoktorskih projektov pa bomo krepili karierne poti raziskovalcev in njihove inovativne ideje. Vse prijave na večje interne razpise in pozive (za povečanje RP, za nove RP, za ocenjevanje RP, za velike interdisciplinarne projekte, za zagonske programe, za podoktorske projekte) bodo ocenjevali odlični neodvisni tuji raziskovalci s prednostnim kvalitativnim pred kvantitativnim ocenjevanjem (razmerje 70:30). Zavezanost načelom Koalicije za spremembo vrednotenja raziskav (CoARA) na podlagi kakovosti, zanesljivosti, ponovljivosti in/ali pristnosti raziskav bomo potrdili tudi z vključitvijo v CoARA koalicijo (tudi na nacionalni ravni) ter razvojem svojega CoARA akcijskega načrta.

Še posebej bomo spodbujali interdisciplinarnost kot pomembno komponento znanstvene odličnosti in podprli velike interdisciplinarne projekte, ki bodo vključevali dovolj veliko število raziskovalcev z različnih članic UL in v katerih bodo sodelovali tudi tuji raziskovalci in gospodarske družbe, da bodo lahko ti projekti sposobni s kakovostnim interdisciplinarnim raziskovanjem in inoviranjem doseči pomembne preboje na raziskovalnem, tehnološkem in družbenem področju.

Odličnost in odmevnost znanstvenih objav in podatkov, rezultatov raziskovalnih programov in projektov, bomo krepili tudi z objavami člankov in podatkov v uglednih mednarodnih znanstvenih revijah in v odprtem dostopu, kar nam bo omogočal tudi odprto-dostopni Repozitorij UL, ki se upravlja v okviru infrastrukturnega centra v okviru mreže infrastrukturnih centrov MRIC-UL in zagotavlja sistemsko, strokovno in tehnološko podporo pri pridobivanju, hranjenju, upravljanju in dostopu do podatkov ter objav. Tudi sicer bomo v vseh raziskavah spodbujali vsa načela odprte znanosti in z namenom izboljšanja kakovosti v izvajanje in komuniciranje raziskav vključevali različne družbene skupine in končne uporabnike.

V procesu krepitve znanstvene odličnosti bodo imeli pomembno vlogo tudi infrastrukturni centri v okviru MRIC UL in njihovo močno povezovanje v evropske raziskovalne infrastrukture. Z razvojem novih tehnologij bomo lahko po potrebi vzpostavljali tudi nove infrastrukturne centre, kar nam bo omogočila nova metodologija MRIC UL, ki jo načrtujemo. Tudi sicer bomo na področjih, na katerih je za kakovostne raziskave potrebna najsodobnejša raziskovalna oprema na osnovi novih tehnologij, modernizirali opremo, ki bo dostopna raziskovalcem znotraj UL in tudi ostalim raziskovalnim organizacijam v Sloveniji in v svetu.

Znanstveno odličnost bomo kalili tudi v mednarodnih konzorcijih in preizkušali svojo mednarodno konkurenčnost na evropskih in mednarodnih kompetitivnih razpisih. S pomočjo sredstev Razvojnega sklada in okrepljeno notranjo in zunanjo strokovno podporo bomo izboljševali kakovost prijav raziskovalnih projektov in dvigovali uspešnost UL tudi na najbolj prestižnih evropskih razpisih, kot so Obzorje Evropa ERC in EIC.

Ker je internacionalizacija znanstvenih skupin zelo pomembna za kakovost raziskovalnega področja, bomo preko evropskih projektov MSCA (Marie Skłodowska-Curie Actions) in z dodatnimi sredstvi Razvojnega sklada UL privabljali in zaposlovali tuje raziskovalce in odlične slovenske raziskovalce, ki delujejo v tujini.

Odlična znanost je lahko le etična in odgovorna znanost, zato bomo z vzpostavitvijo nove enote za raziskovalno etiko in integriteto in njenimi aktivnostmi raziskovalcem nudili podporo pri njihovih vprašanjih in potrebah v vseh delih raziskovalnega procesa, vodstvu UL pa pomagali pri strateških usmeritvah pri aktualnih vprašanjih raziskovalne etike, integritete in varnosti raziskav.

Močna raziskovalna podpora pomembno prispeva h kakovosti in uspešnosti raziskovalnih projektov in programov. Kakovostno upravljanje znanstvenih projektov je nujen del znanstvene odličnosti. UL bo povečala število strokovnih delavcev v raziskovalnih in projektnih pisarnah in skozi povezovanja, izobraževanja in izmenjavo dobrih praks krepila njihove kompetence.

Ključna značilnost odlične znanosti pa je tudi njen vpliv na družbo ter tehnološki in gospodarski razvoj, ki ga bomo še posebej krepili.

EN

Scientific excellence is one of the main strategic goals of the University of Ljubljana (UL). Excellent science is a concept widely used in national and international research policies and strategies, referring to top-tier scientific research that meets the highest standards of quality, innovation, and impact. UL aims to establish an internal evaluation system that rewards research excellence based on rigorous methodological approaches, transparency, and reproducibility of results, fosters the development of new concepts, methods, and technologies that push the boundaries of knowledge, while being interdisciplinary, internationally competitive, open-access, and geared towards solving contemporary societal challenges and promoting technological and economic development. To achieve this, UL will implement such internal methodologies for evaluating research programmes and projects that ensure that funding allocated through internal calls supports the most successful research groups and projects with ambitious research plans. The quality of programme groups will be strengthened through the inclusion of young researchers – doctoral students, who will contribute to increasing the innovation potential of research programmes and strengthening their future sustainability. Excellence in mentoring will also be promoted, with awards and incentives for outstanding mentors of both doctoral students and international postdoctoral researchers.

Although UL comprehensively covers all scientific fields under the FRASCATTI classification, it will also provide opportunities for young researchers to develop new research areas within start-up research programmes based on groundbreaking ideas. To further strengthen research careers and innovative projects, funding will be provided for postdoctoral projects. All applications for major internal research calls (for increasing research programmes, new research programmes, for the evaluation of research programmes, large interdisciplinary projects, start-up programmes, and for postdoctoral projects) will be evaluated by outstanding independent international researchers. The evaluation will prioritize qualitative assessment over quantitative metrics, using a 70:30 ratio. The UL's commitment to the principles of the Coalition for Advancing Research Assessment (CoARA) on the basis of quality, reliability, reproducibility and/or authenticity of research will be confirmed by joining the CoARA coalition (including at the national level) and developing its own CoARA action plan.

Special emphasis will be placed on interdisciplinarity as a key component of scientific excellence and the support of large interdisciplinary projects that will bring together a significant number of researchers from different UL faculties and include international researchers and industry partners thereby enabling these projects to achieve important breakthroughs in scientific, technological, and societal arena with quality international research and innovation.

To further enhance the excellence and visibility of scientific publications, research data and results of research programmes and projects, UL will encourage publications in high-impact international journals and in the open-access mode, which will be supported through the UL Open-Access

Repository that is managed within the MRIC UL network of infrastructure centres and provides systematic, professional and technological support for data collection, storage, management, and access to data and publications. More broadly, UL will actively promote open science principles across all research activities with the aim of improving the quality include diverse societal groups and end-users in research processes and science communication.

In the process of strengthening scientific excellence, the infrastructure centres within MRIC UL will play a crucial role, particularly through their strong integration into European research infrastructures. With the development of new technologies, we will have the capacity to establish new infrastructure centres as needed, supported by the new MRIC UL methodology we plan to implement. Additionally, in research fields where cutting-edge scientific equipment is essential for high-quality research, we will modernize our equipment, making it available to researchers at UL as well as to other research institutions in Slovenia and worldwide.

Scientific excellence will also be cultivated through participation in international consortia, where we will test our global competitiveness by applying for European and international competitive funding programmes. By utilizing resources from the Development Fund and strengthening both internal and external professional support, we aim to improve the quality of research project proposals and enhance UL's success rate in securing funding from the most prestigious European programmes, such as Horizon Europe ERC and EIC grants.

Since the internationalization of research teams is vital for enhancing research quality, we will use European MSCA (Marie Skłodowska-Curie Actions) projects and additional resources from the Development Fund to attract and employ foreign researchers as well as outstanding Slovenian researchers currently working abroad.

Excellent science must also be ethical and responsible science. Therefore, by establishing a new Unit for Research Ethics and Integrity, we will provide researchers with support for their ethical and integrity-related questions and needs throughout the research process. Additionally, this unit will assist UL's leadership in making strategic decisions on current issues concerning research ethics, integrity, and research security.

Strong research support significantly contributes to the quality and success of research projects and programmes. Efficient scientific project management is an essential part of research excellence. To this end, UL will increase the number of professional staff in research and project offices and enhance their competencies through collaboration, training programmes, and the exchange of best practices.

A key characteristic of excellent science is its impact on society, as well as on technological and economic development. Strengthening this impact will remain one of our primary focuses.

Družbeni in gospodarski vpliv

(Social and economic impact)

SLO

Sodelovanje z okoljem in s tem krepitev družbenega in gospodarskega vpliva kot tretja misija Univerze predstavlja zelo pomemben segment razvoja Univerze in se neločljivo povezuje z ostalima misijama. Bistvo znanstvenoraziskovalnega dela je napredek ne samo v znanosti prek znanstveno raziskovalnih objav, ampak tudi neposredno v družbi prek prenosa znanja. Tesna povezanost UL z gospodarstvom in družbo omogoča raziskovalcem prepoznavanje potreb in s tem snovanje družbeno-relevantnih raziskav. Zaradi širine UL, ki s kar 26 članicami pokriva tako rekoč vsa področja družbenega in ekonomskega razvoja, se UL ne specializira na posamezna področja, pač pa jo krepi predvsem interdisciplinarnost.

Prenos znanja v prakso potrebuje primerno okolje, hkrati pa je to kompleksen in dolgotrajen proces, ki potrebuje specialistična znanja. Na UL od leta 2018 deluje organizacijska enota Pisarna za prenos znanja. Pisarna poleg formalnih postopkov prevzema in zaščite službenih izumov ponuja tudi vsebinsko podporo pri prepoznavanju in pravnem varstvu intelektualne lastnine, aktivno trži univerzitetno znanje, povezuje raziskovalce z gospodarstvom, pomaga pri pogajanjih in sklepanju razvojno raziskovalnih pogodb ter spodbuja visokotehnoško podjetništvo študentov in zaposlenih na UL. Od leta 2022 se glavnina zaposlenih in aktivnosti pisarne financira s pomočjo stabilnega financiranja nacionalne raziskovalne agencije, pri tem pa smo si kot cilj zadali, da bomo v prihodnjih letih še dodatno nadgradili podporo prenosu znanja in umetnosti v vse sfere družbenega življenja.

Na UL bomo nadgradili ključne pogoje za krepitev prenosa znanja na naslednje načine:

- 1) krepitev zavedanja o pomenu intelektualne lastnine in motivacija za zaposlene v procesu prenosa znanja, vključno s krepitvijo sposobnosti prepoznavanja potencialnih inovacij (s pomočjo obiskov laboratorijev in ambasadorev prenosa znanja na članicah),
- 2) aktivno trženje in jasna pravila za ustanavljanje odcepljenih podjetij in sodelovanje z gospodarstvom,
- 3) zagotovitev sredstev za financiranje patentnih stroškov s pomočjo patentnega sklada,
- 4) proaktivno iskanje strateških partnerstev s pomočjo sklepanja pogodb s strateškimi partnerji na ravni UL,
- 5) implementacija sistemskih ukrepov za spodbujanje prenosa znanja. Na področju sistemskih ukrepov za spodbujanje prenosa znanja v gospodarstvo bomo povečali »Inovacijski sklad UL«, s pomočjo katerega finančno podpiramo preverbo koncepta obetavnih projektov (t.i. »Proof of concept« sklad).

Dodatno bomo ustanovili še HUD sklad za povečanje vpliva, učinka in družbenega pomena humanističnih, umetniških in družboslovnih (HUD) raziskav na družbo.

Z obema skladoma in podpornim sistemom na UL podpiramo torej tako tehnološke kot tudi družbene učinke znanstvenoraziskovalnega dela. Prebojne tehnologije odpirajo gospodarske priložnosti: po eni strani možnost ustanavljanja novih tehnoloških podjetij, po drugi pa krepitev inovativnost in prebojnost že obstoječih. S tem se ustvarjajo nova delovna mesta in novi produkti, kar dolgoročno vpliva na konkurenčnost Slovenije, njen trajnostni razvoj, rast gospodarstva in večjo blaginjo.

Po drugi strani podpiramo projekte, ki naslavljajo sodobne družbene izzive, kot so socialna pravičnost, vključenost, trajnost, enakost, demokratičnost in vladavina prava. Slednje predstavljajo osnovne vrednote za oblikovanje odporne družbe, katere smoter je skrb za dobrobit posameznika. Ob vse večji digitalizaciji družbe postaja vse pomembnejša osredotočenost na človeka, zagotavljanje socialne zaščite, spoštovanje raznolikosti ter omogočanje enakih možnosti za uspeh vseh ljudi. Spodbujamo interdisciplinarno odzivanje na sodobne družbene izzive, predvsem pa poudarjamo vključevanje raznolikih deležnikov z namenom povečanja družbenega učinka izvedenih raziskav. Končni cilj teh projektov običajno ni novo podjetje ali nov produkt, pač pa gre največkrat za ozaveščanje, spremembo kulture ali navad, politik in zakonodaje.

Družbeni in gospodarski vpliv raziskav in inovacij UL se bo krepi s povečanim komuniciranjem znanstvenih aktivnosti in rezultatov, vključujoč različne ciljne skupine in splošno javnostjo ter z zavedanjem o prispevanju raziskav k ciljem trajnostnega razvoja družbe. Obe komponenti nam bosta služili tudi kot samorefleksija o pomenu in namenu našega raziskovalnega dela.

EN

Engaging with the environment and thereby strengthening societal and economic impact as the third mission of the University of Ljubljana represents a key component of its development and is inextricably linked to the other two missions of the university. The essence of scientific research is not only to advance science through research publications but also to directly impact society through knowledge transfer. UL's strong ties with industry and society allow researchers to identify real-world needs and develop research projects that are socially relevant. Given UL's broad scope, with 26 faculties covering nearly all fields of social and economic development, the University does not specialize in a single area but rather focuses on interdisciplinary collaboration as its main strength.

The transfer of knowledge into practice requires a supportive environment and is a complex, long-term process that demands specialized expertise. Since 2018, UL has operated the Knowledge Transfer Office, an organizational unit that, in addition to handling formal procedures for managing and protecting intellectual property, provides substantive support in recognizing and legally protecting intellectual property. The Office also actively markets university-generated knowledge, connects researchers with industry, assists in negotiations and the establishment of research and development agreements, and promotes high-tech entrepreneurship among students and UL employees. Since 2022, most of the staff and activities of the Office have been funded through stable financing from the national research agency, and our goal is to further strengthen support for knowledge and arts transfer into all areas of society in the coming years.

UL will enhance the key conditions for knowledge transfer in the following ways:

- (1) by raising awareness of the importance of intellectual property and motivating employees in the knowledge transfer process, including improving the ability to identify potential innovations (through laboratory visits and Knowledge Transfer Ambassadors within UL faculties);
- (2) by actively marketing research results and establishment of clear guidelines for spin-off companies and collaboration with industry;
- (3) by securing the funding for patent costs through the UL Patent Fund;
- (4) by proactively seeking strategic partnerships through university-wide agreements with key partners, and
- (5) through the implementation of systemic measures to promote knowledge transfer. Regarding systemic measures, UL will increase the funding for the UL Innovation Fund, which provides proof-of-concept support for promising projects.

Additionally, we will establish the HUD Fund, dedicated to increasing the impact and societal significance of humanities, arts, and social sciences (HUD) research.

With these two funds and the UL support system, we will encourage both technological and societal impacts of scientific research. Breakthrough technologies create economic opportunities, including the formation of new tech startups and the enhancement of innovation and competitiveness in existing companies. This, in turn, generates new jobs, new products, and contributes to Slovenia's long-term competitiveness, sustainable development, economic growth, and overall well-being.

On the other hand, we also support projects addressing modern societal challenges such as social justice, inclusion, sustainability, equality, democracy, and the rule of law. These fundamental values are essential for building a resilient society that prioritizes individual well-being. As digitalization increasingly transforms society, it is crucial to focus on human-centred approaches, ensuring social protection, respect for diversity, and equal opportunities for success for all people. We emphasize interdisciplinary responses to contemporary social challenges, particularly by engaging diverse stakeholders to increase the societal impact of research. The final objective of these projects is frequently not the creation of a new company or product, but rather raising awareness, changing of culture or habits, influencing policies, and shaping legislation.

UL will enhance the societal and economic impact of its research and innovation through increased communication of scientific activities and results involving various target audiences and the general public as well as with raising awareness of how research contributes to the Sustainable Development Goals (SDGs). Both components will also serve as a means of self-reflection on the significance and purpose of our own research endeavours.

Mednarodna vpetost

(International involvement)

SLO

Mednarodno sodelovanje je pomembna komponenta vseh naših ciljev in ukrepov za dvig raziskovalne odličnosti ter družbenega in gospodarskega vpliva.

V interne evalvacije raziskovalnih programov, v evalvacije prijav za povečanje ali za nove raziskovalne programe, za zagonske programe in interdisciplinarnе projekte je vključena tudi presoja preteklih in predvidenih mednarodnih povezovanj, projektov in sodelovanj v novih evropskih in mednarodnih raziskovalnih iniciativah. Tudi sam proces internih evalvacij bo imel komponente mednarodne vpetosti, saj bodo prijave ocenjevali uveljavljeni raziskovalci iz tujine (panelisti in ocenjevalci). Od vseh interno sofinanciranih projektov, tudi od pripravljajalno-raziskovalnih projektov, ki jih bomo financirali iz Razvojnega sklada UL, se zahtevajo prijave na razpise evropskih raziskovalnih programov in drugih mednarodnih programov. Spodbujali bomo vzpostavljane raziskovalnih konzorcijev s strateškimi partnerji, kot so KU Leuven, univerze združenj EUTOPIA, The Guild, UNICA ter iniciativ LERU-CE7, Regionalna Platforma za Balkan ter dodatno tudi s t.i. TOP 15 najodličnejšimi raziskovalnimi organizacijami in univerzami v EU, ki iz programa Obzorje počrpajo 50% vseh sredstev kot npr. CNRS, Max Planck, Fraunhofer, INSERM, CNR, ETH Zürich, itd. Podpirali bomo povezovanje tudi z raziskovalci z drugih kontinentov, kot npr. sodelovanje z afriškimi univerzami v ARUA – GUILD centrih raziskovalne odličnosti.

Prav aktivnosti in sheme Razvojnega sklada UL, financiranega iz razvojnega stebra financiranja (RSF) znanstvenoraziskovalne dejavnosti, so še posebej namenjene krepitvi mednarodnega povezovanja in mednarodne vpetosti. S pomočjo notranjih in zunanjih ekspertov bomo pomagali raziskovalcem pri pripravi odličnih prijav raziskovalnih projektov na razpise evropskih in mednarodnih razpisov. Raziskovalcem in strokovnim delavcem bomo krili stroške udeležb na evropskih srečanjih in konferencah. Spodbujali bomo članstva v evropskih in mednarodnih združenjih raziskovalnih managerjev (EARMA, NCURA), ter članstva raziskovalcev v različnih mrežah (CrowdHelix, EIT KICi,...) za evropsko in mednarodno povezovanje z namenom skupnih raziskovalnih in inovacijskih projektov. S pomočjo članstva v SBRA (Slovensko gospodarsko in raziskovalno združenje) v Bruslju bomo krepili prisotnost univerze v Bruslju in tesno povezovanje z drugimi mrežami in EU predstavniki ter Evropsko komisijo. Organizirali bomo različna usposabljanja raziskovalcev in strokovnih delavcev za prijavljanje in upravljanje evropske in mednarodnih raziskovalnih projektov. S financiranjem pripravljajalno-raziskovalnih projektov bomo krepili kompetence raziskovalcev za evropske in mednarodne prijave.

Članice UL (fakultete in akademije) bodo svojim raziskovalcem omogočale IRD sredstva za podporo individualnemu raziskovalnemu delu, da se bodo lahko udeleževali mednarodnih konferenc in simpozijev, vzpostavljale pa bodo tudi ISF sklade za financiranje mednarodnega znanstvenega udejstvovanja, sodelovanja v odborih združenj ali uredniških odborih znanstvenih revij ali pa gostovanja mednarodnih znanstvenih sestankov ali poletnih šol.

V procesu zunanje internacionalizacije univerze bomo skozi mednarodne povezave in sodelovanja v znanosti in tehnologijah dosegali multiplikativne učinke na družbeni in gospodarski vpliv in povečali svoje prispevke k doseganju ciljev trajnostnega razvoja v EU in v svetu. Rezultate raziskav bomo objavljali v mednarodnih znanstvenih revijah in odprtodostopnem repozitoriju UL, da bomo dobili dodatne odzive in vpoglede od raziskovalcem po vsem svetu. Tehnološke rezultate in inovacije (izume, patente) bomo tudi mednarodno zaščitili in iskali strateška partnerstva za prenos znanja tudi na mednarodnih trgih. Družboslovne in humanistične inovacije bomo delili zunaj meja svoje države in krepili mednarodno družbeno vpetost.

Z intenzivnim mednarodnim povezovanjem z raziskovalnimi organizacijami, podjetji in različnimi družbenimi skupinami bomo gradili zunanjo internacionalizacijo, krepili pa bomo tudi notranjo internacionalizacijo kot proces medkulturne preobrazbe univerze. Prek razpisov Obzorje Marie Skłodowska-Curie Actions (PF, DN in Cofund) bomo privabljali odlične tuje raziskovalce na začetku kariere ter jim tudi po zaključku MSCA projektov nudili nadaljevanje zaposlitve na UL s financiranjem pripravljajalno-raziskovalnih projektov za namen prijave na ERC razpise. Tudi na drugih evropskih in mednarodnih projektih (ERC, EIC, ERA Chair, itd.) bomo zaposlovali mnoge odlične tuje raziskovalce. Izkušene slovenske raziskovalce, ki raziskovalno delujejo na tujih znanstvenih inštitutih in univerzah, bomo povabili, da bodo na UL izvajali krajše raziskovalne projekte s študenti 1., 2. in 3. stopnje. Sofinancirali pa bomo tudi zaposlitve izkušenih slovenskih raziskovalcev, ki se bodo vrnili iz tujine in svojo kariero nadaljevali na UL in na ta način okrepili kakovost v znanstvenoraziskovalnem delovanju UL.

Namen celovite internacionalizacije UL ni samo izpolnjevanje od zunaj določenih zahtev, ampak je internacionalizacija sredstvo za napredek UL in krepitev posebnega poslanstva UL v Sloveniji v poučevanju, raziskovanju in javni službi.

International collaboration is a key component of all our objectives and measures aimed at enhancing research excellence, as well as societal and economic impact.

Internal evaluations of research programmes, evaluations of applications for research programme expansions or new research programmes, startup programmes and interdisciplinary projects will include an assessment of past and envisaged international collaborations, projects, and participation in new European and international research initiatives. The internal evaluation process itself will incorporate elements of international engagement, as applications will be assessed by established foreign researchers (panellists and reviewers). All internally co-funded projects, including preparatory research projects financed through the UL Development Fund, will be required to submit applications to European research programmes and other international funding schemes. We will encourage the formation of research consortia with strategic partners such as KU Leuven, universities within the EUTOPIA alliance, The Guild, UNICA, and initiatives like LERU-CE7, the Regional Platform for the Balkans, as well as the so-called TOP 15 leading research institutions and universities in the EU that secure 50% of all Horizon Europe funding, such as CNRS, Max Planck, Fraunhofer, INSERM, CNR, ETH Zürich, among others. Additionally, we will support collaboration with researchers from other continents, including partnerships with African universities through the ARUA-GUILD Centres of Excellence.

The activities and funding schemes of the Development Fund, financed through the Research Development Funding (RSF) pillar, are specifically designed to strengthen international collaboration and engagement. By leveraging internal and external expertise, we will assist researchers in preparing high-quality project proposals for European and international calls. We will cover the costs of researchers and professional staff attending European meetings and conferences. Furthermore, we will promote membership in European and international research management associations such as EARMA and NCURA, as well as researcher memberships in various networking platforms (CrowdHelix, EIT KICs) to foster European and international collaboration on joint research and innovation projects. Through our membership in SBRA (Slovenian Business and Research Association) in Brussels, we will enhance the university's presence in Brussels and establish closer connections with other networks, EU representations, and the European Commission. Additionally, we will organize various training programmes for researchers and professional staff to support the preparation and management of European and international research projects. By funding preparatory research projects, we aim to strengthen researchers' competencies for European and international funding applications.

UL members (faculties and academies) will provide researchers with IRD funds to support individual research activities, enabling participation in international conferences and symposia. UL members will also establish ISF funds to finance international scientific engagement, participation in association boards and editorial committees of scientific journals, or hosting international scientific meetings or summer schools.

Through the process of external internationalization, the university will leverage global collaborations in science and technology to achieve multiplier effects on societal and economic impact, thereby increasing our contributions to the achievement of the EU and global sustainable development goals. Research findings will be published in international scientific journals and the UL open-access repository, allowing researchers worldwide to access and discuss them. Technological results and innovations (inventions, patents) will be internationally protected, and we will seek strategic partnerships to facilitate knowledge transfer to global markets. Additionally, we will share social science and humanities innovations beyond national borders, further strengthening our international societal impact.

Through intensive international collaboration with research organizations, businesses, and various societal groups, we will build external internationalization, while also reinforcing internal internationalization as a process of cultural transformation within the university. Using Horizon Europe's Marie Skłodowska-Curie Actions (PF, DN, and Cofund), we will attract outstanding early-career foreign researchers, ensuring that after the completion of their MSCA projects, they can continue their careers at UL by receiving funding for preparatory research projects aimed at applying for ERC grants. Furthermore, through other European and international programmes (ERC, EIC, ERA Chair, etc.), we will employ many excellent foreign researchers. Experienced Slovenian researchers working at international institutes and universities will be invited to conduct short-term research projects at UL in collaboration with undergraduate, master's, and doctoral students. We will also co-finance the employment of distinguished Slovenian researchers returning from abroad to continue their careers at UL, thereby further strengthening the quality of research and innovation at the university.

The goal of UL's comprehensive internationalization strategy is not merely to meet externally imposed requirements, but rather to use internationalization as a means for advancing UL's progress and reinforcing its unique mission in Slovenia in the areas of education, research, and public service.

Poročilo o doseganju ciljev stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022-2024

(Report on Achieving the Stable Funding Goals for Scientific Research Activities for the Period 2022-2024)

Preglednica 3

(Table 3)

SLO:

 [Prilogo 0510_Preglednica 3_SLO.xlsx natisnete posebej in priložite k dokumentaciji.](#)

OPEN FILE/ODPRI DATOTEKO

EN:

 [Prilogo 0510_Preglednica 3_ANG.xlsx natisnete posebej in priložite k dokumentaciji.](#)

OPEN FILE/ODPRI DATOTEKO

Pojasnilo v primeru odstopanj pri doseganju cilja

(Description)

SLO

Komentar 1: UL je podpisala CoARA Agreement on Reforming Research Assessment (ARRA) in pripravila akcijski plan, ki pa ga je potrebno še potrditi na kolegiju rektorja in naložiti na ZENODO repozitorij.

Komentar 2: V vse interne razpise za delitev sredstev stabilnega financiranja smo vključili kvalitativno ocenjevanje in zahteve o upoštevanju zahtev odprte znanosti.

Komentar 3: V letu 2023 smo začeli organizirati posvete raziskovalnih pisarn 2x letno, večinoma na različnih članicah. V letu 2023 smo imeli posveta na FMF in FF, v letu 2024 pa na EF in na rektoratu (zaradi posebnih vsebin).

Komentar 4: Enota za raziskovalno etiko in integriteto v okviru Univerzitetne službe za raziskovalno dejavnost je bila ustanovljena oktobra 2024.

Komentar 5 : Različne članice UL (23 fakultet in 3 umetniške akademije) so razvile različne pristope, nekatere vsem raziskovalcem zagotavljajo IRD sredstva za te namene (9), nekatere so ustanovile ISF sklade (12), nekatere pa oboje (2). Nekaj članic še vedno nima formalnih mehanizmov, lahko pa raziskovalci zaprosijo vodstvo, da za te namene odobri IRD sredstva. Nekatere od teh aktivnosti se lahko financirajo tudi iz Razvojnega sklada UL.

Komentar 6 : Analizo stanja števila znanstvenih objav po posameznih ciljih trajnostnega razvoja smo opravili v letu 2023 in 2024. Analizo za leto 2024 smo izvedli s pomočjo testiranja bibliografskega orodja Dimensions, za leto 2023 pa s pomočjo testiranja orodja SciVal. V letu 2023 smo poleg tega opravili še testiranje bibliografskega orodja Insights, prav tako z namenom preverbe možnosti pregleda znanstvenih objav po ciljih trajnostnega razvoja.

Komentar 7 : UL je izvedla pripravljalno fazo internega razpisa. V letu 2025 bo potekala evalvacija in izbor 3 ali 4 projektov, ki se bodo financirali nadaljnjih 5 let.

EN

Comment 1 : UL has signed the CoARA Agreement on Reforming Research Assessment (ARRA) and has prepared an action plan, which still needs to be approved by the rector's collegium and uploaded to the ZENODO repository.

Comment 2 : We have included qualitative evaluation and requirements for adhering to open science principles in all internal calls for the allocation of stable funding.

Comment 3 : In 2023, we started organizing research offices meetings twice a year, mostly at different faculty members. In 2023, the meetings were held at FMF and FF, while in 2024, they took place at EF and the rectorate (due to specific topics).

Comment 4 : The Unit for Research Ethics and Integrity within the University Research Office was established in October 2024.

Comment 5 : Different UL members (23 Faculties and 3 Art Academies) have developed different approaches: some UL members provide IRD funds for these purposes to all researchers (9), some have established ISF funds (12), and some have established both mechanisms (2). A few UL members still do not have formal mechanisms, but researchers can make a request to the UL member management to allocate IRD funds for these purposes. UL also provide some grants for this purpose from the UL Development Fund.

Comment 6 : We conducted an analysis of the number of scientific publications by individual sustainable development goals in 2023 and 2024. The analysis for 2024 was carried out using the Dimensions bibliographic tool, and for 2023 using the SciVal tool. In 2023, we also conducted a test of the Insights bibliographic tool, also with the aim of checking the possibility of reviewing scientific publications by sustainable development goals.

Comment 7 : UL has carried out the preparatory phase of the internal call. In 2025, the evaluation and selection of 3 or 4 projects will be carried out, the selected projects will be funded for the next five years.

Izjave

(Statements)



Z oddajo obrazca z oznako SF-NIZRD-2022-2027 »Načrt izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2027 in poročilo za obdobje 2022–2024« izjavljam/o oziroma soglašam/o, da:

- so vsi podatki prejemnika, navedeni v obrazcu in prilogah točni in resnični;
- smo seznanjeni s pozivom agencije, št. 6312-1/2025-5;
- smo seznanjeni z Navodilom za izpolnjevanje spletnega obrazca z oznako SF-NIZRD-2022–2027, št. 6312-1/2025-4, vključno s priporočenim številom ciljev in kazalnikov ter obsegom besedila v točkah A., B in C Načrt izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2027 ter rubriki »Pojasnilo« v Poročilu o doseganju ciljev stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2024;
- Načrt izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2027 v slovenskem jeziku iz točk A, B in C, vključno s priponkami k točki A in B v slovenskem jeziku, predstavlja dokumentacijo iz 1., 2. in 3. točke drugega odstavka 28. člena ZZrID;
- dokumentacija prejemnika iz prejšnjega odstavka predstavlja novo Prilogo 2 k Pogodbi o stabilnem financiranju znanstvenoraziskovalne dejavnosti znanstvenoraziskovalne dejavnosti za obdobje 2022–2027 – novelirano (v nadaljevanju: pogodba), ki bo po sklenitvi aneksa k navedeni pogodbi v skladu s šestim odstavkom 28. člena ZZrID objavljena na spletni strani agencije;
- smo pri točkah A, B in C priložili vse zahtevane priponke (pri vsaki točki je izpolnjena in priložena Preglednica 1 in Preglednica 2 v slovenskem in angleškem jeziku);
- smo k Poročilu o doseganju ciljev stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2024 kot priponko priložili izpolnjeno Preglednico 3 (v slovenskem in angleškem jeziku);
- Poročilo o doseganju ciljev stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2024 v slovenskem jeziku predstavlja dokument prejemnika, ki bo v skladu s šestim odstavkom 28. člena ZZrID in 11. členom pogodbe objavljen na spletni strani agencije;
- Načrt izvajanja stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2027 (iz točk A, B in C, vključno s priponkami k točki A in B) v angleškem jeziku in Poročilo o doseganju ciljev stabilnega financiranja znanstvenoraziskovalne dejavnosti za obdobje 2022–2024 v angleškem jeziku v skladu s tretjim odstavkom 23.a člena Splošnega akta o spremembah in dopolnitvah Splošnega akta o stabilnem financiranju znanstvenoraziskovalne dejavnosti (Ur. l. RS, št. 87/22, 103/22 – popr. in 3/25) predstavljata gradivo za ocenjevalno skupino.

☒ Potrjujemo zgoraj navedene izjave.

Podpis (11. 03. 2025 14:52:57):

Podpis zakonitega zastopnika RO

Gregor Majdič

Digitalno podpisano

Datum: 11. 03. 2025

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