



SELF-EVALUATION OF THE INSTITUTION

Quality UL

**ANNUAL REPORT
2017: Business
Report and Quality
Assurance Report**

Univerza v Ljubljani



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INTRODUCTION

This document represents the Annual Report of the University of Ljubljana and comprises the Business Report together with the Quality Assurance Report and the Financial Report of the University of Ljubljana for 2017. The purpose of this document is to provide a comprehensive and transparent presentation of achievements in 2017 and activities carried out to achieve the strategic goals of the University of Ljubljana.

The fundamental documents that serve as the basis for drawing up annual plans and reports are the Strategy of the University of Ljubljana 2012-2020 and the Internationalisation Strategy of the University of Ljubljana. The structure of the report therefore follows the goals of the Strategy of the UL 2012-2020 and the programme of work and activities carried out in 2017 along with the targets attained in that year.

The Business Report of the University of Ljubljana includes a Quality Assurance Report, which is integrated into the overview of each area and presented in the form of tables for each area covered. Based on activities carried out we evaluated the progress in individual areas, while we also present proposed measures to address identified internal deficiencies and external threats. The system of quality assurance and its development are presented in the chapter entitled Management and development of the quality system.

The preparation of this report involved the participation of the entire University of Ljubljana, the leadership, professional departments, students of the member institutions and the Rector's Office. Based on previously prepared analytical statements drawn up for this purpose by the departments of the Rector's Office, the member institutions produced their own business and quality assurance reports. Self-evaluations performed at the member institution level, which are an integral part of the business and quality assurance reports, serve as the basis for preparing the content of the quality assurance reports. These presentations offer a comprehensive overview of key shifts in the area of quality across the entire university and are contained in this report. All the reports have been scrutinised by the quality committee and the senates of member institutions. The report was also scrutinised before the UL Governing Board and UL Senate by the UL Quality Committee.

In 2017 we recorded the following important events:

- ✓ The UL Senate and the UL Governing Board adopted new UL Statutes, which were published in the Official Gazette No. 4/2017.
- ✓ We elected a new UL Governing Board, which held its constitutive meeting on 26 April 2017, at which Prof. Dr Borut Božič was elected chairman.
- ✓ For the first time we carried out elections for Rector based on general, direct voting, which was enshrined in the new UL Statutes. Professor Dr Igor Papič was elected Rector.

MISSION AND VISION

Mission of the University of Ljubljana

The University of Ljubljana fosters basic, applied and developmental research, and strives to achieve excellence and the highest quality, and to meet the highest ethical standards in all areas of the arts, sciences and technical disciplines. In these fields it provides for the enhancement of the national identity, especially through the development of Slovenian technical terminology.

Based on our own research and national and international research achievements, the University educates critically thinking top scientists, artists and experts, who are empowered to conduct sustainable development, taking into account the tradition of European enlightenment and humanism, as well as human rights. It devotes particular attention to the development of talent.

It promotes interdisciplinary and multidisciplinary studies. It shares its top achievements in science and the arts with other universities, science and research institutions. By doing so, it contributes to the Slovenian and global treasury of knowledge, which it passes on to students and other users. It collaborates with business and service activity organisations from the private and public sectors, with state authorities, local communities and civil society. In this way it promotes the use of its research and education achievements and contributes to the development of society. By actively responding to the events taking place in its surroundings, it serves as society's critical conscience.

Vision of the University of Ljubljana

In 2020 the University of Ljubljana will be recognised at home and around the world, internationally open and an excellent research university that creatively contributes to the quality of life.

Values of the University of Ljubljana

The University of Ljubljana consolidates an academic community of professors, researchers, students and other associates, and strives for recognition at home and around the world. It bases its research, educational, expert and public work and the relations among members on the following values:

- academic excellence and ensuring the highest quality,
- academic freedom of staff and students, especially freedom of creativity,
- autonomy in relations with the state, political parties, corporations and religious groups,
- humanism and human rights, including equal opportunities and solidarity,
- an ethical and responsible attitude to the world.

ACHIEVEMENT OF GOALS IN 2017 BY ACTIVITY THROUGH SELF-EVALUATION

1. EDUCATION

PREPARATION AND EXTENSION OF ACCREDITATION OF STUDY PROGRAMMES

Through the amendment of the Higher Education Act, all previously accredited study programmes became accredited indefinitely. Concern for the quality and development of study programmes is thereby in the hands of the higher education institutions, so the University decided to set up electronic records of study programmes (EŠP) which will meet the legal requirements regarding study programme records. At the same time this IT system will serve as support in procedures for improving study programmes and will ensure the traceability of changes and the reasons for them.

Owing precisely to the legislative amendments, in 2017 the Slovenian Quality Assurance Agency for Higher Education (NAKVIS) also changed the criteria for accreditation and external evaluation of higher education institutions and study programmes and for higher education transnational cooperation. The University of Ljubljana has actively monitored the proposed amendments to these acts and offered its own suggestions.

Establishing a study programme database: conclusion of data entry

In 2017 together with our member institutions we began filling in data on study programmes in the electronic records (EŠP). By the end of the year 18 member institutions were included in production and four entries of doctoral study programmes. Before starting the manual entry of data in EŠP we tried to obtain from NAKVIS data in electronic form for the purpose of direct transfer from one electronic programme to another, but unfortunately this was not possible up to the spring of 2017. For this reason we then began manual data entry, which will take more time than we anticipated. Despite the lengthy procedure, data entry is progressing intensively and at a satisfactory pace.

Accreditation of new study programmes that ensure interdisciplinary and international dimensions

In 2017 we did not have the chance to submit applications for the first accreditation of study programmes, since based on the amendments of the Higher Education Act (ZVIS) of 2017 NAKVIS had drawn up new criteria, but owing to external objective difficulties in their information system the Agency was unable to publish the new forms as envisaged in the criteria. For this reason in 2017 we did not submit to NAKVIS the following proposed

new programmes: FSD – personal development programme, FDV – notification of joint master’s programme with foreign partners, FGG – accreditation of joint programme BIM A+ European Master in Building Information Modelling and MSs Natural Resource Management, FRI – Smart Interactive System and Networks (SISNET) in the second cycle, FDV – Political Science – Integration and Governance in the second cycle.

In that year the Agency concluded the procedures for extending accreditation of study programmes in the first two cycles which we submitted for the procedure in 2016. Based on these completed procedures we received a decision from the NAKVIS Council in favour of accrediting the joint doctoral programme Administration and Economics of the Public Sector, which was first offered in the 2017/18 academic year.

We received a decision extending accreditation indefinitely for the doctoral programmes Mathematics and Physics and Kinesiology. We are still awaiting a decision on the interdisciplinary doctoral programme Humanities and Social Science, despite the fact that the UL Senate confirmed the extended accreditation for this programme back in 2015. A proposal was also drawn up for the curriculum and syllabuses, along with a draft presentational collection for the interdisciplinary doctoral programme Art. Within the framework of the Regional Platform of the Western Balkans, procedures began for the design of a common doctoral programme on Energy.

Accreditation was extended for the joint second-cycle international programmes EMA and Code, in which the Faculty of Social Sciences is participating as a partner.

Accreditation was given to 11 first-cycle programmes and 12 second-cycle programmes at the Faculty of Social Sciences. In 2017 the Librarianship specialisation programme was modified to allow greater interdisciplinary scope.

Merging study programmes

In merging study programmes, together with the UL Faculty of Arts in the second half of 2017 we determined the method of merging programmes, which would significantly (by around 50) reduce the number of programmes in both cycles, while at the same time this practice represents a possibility of merging pedagogical and non-pedagogical programmes of the same discipline in other member institutions where pedagogical or non-pedagogical programmes of the same discipline or profession are offered. The plan and proposal for merging were submitted to the Education Ministry, from which we anticipate a response and consent, since this involves the training of educational workers in secondary and primary education.

PROMOTION OF STUDY PROGRAMMES AND ATTRACTING STUDENTS

Attracting the best domestic and foreign students, and students enrolling for the first time at the University of Ljubljana

We presented the University of Ljubljana at international fairs in Seville (EAIE), Zagreb and Rijeka, in Sarajevo, Skopje and Belgrade, and conducted two online presentations of study options for foreign candidates at the University of Ljubljana. In 2017 the teaching

staff providing Slovenian language courses at universities abroad presented the study courses at the University of Ljubljana at nine foreign universities: in Belgrade, Novi Sad, Bratislava, Gdansk, Kyiv, Padova, Beijing (BISU), Brno and Zagreb. Individual presentations were attended by 15 to 30 participants. The international presentations contributed to enhancing the profile of the University of Ljubljana, to increased applications and enrolment by foreign students and to a higher number of guest teachers. The increase in teachers was also in part due to the project Guest Foreign experts of the University of Ljubljana 2016-2018, financed from the European Social Fund, as part of which we offered 52 short and five long guest positions.

As in every year we participated in the Informativa event, which serves to present the study programmes of all member institutions and other support services that the University of Ljubljana offers to all students.

Since 2007 we have also held the traditional event BRUC (freshman). New students were introduced to the leadership of the university and all the deans, and were also welcomed by the Mayor of the City of Ljubljana.

Numerous promotional events were held at the member institutions, such as information days, open days, visits to secondary schools and similar.

One way to attract the best students is to hold international summer schools. In 2017 UL member institutions carried out a total of 48 such events, which we presented on the common website, and they produced a print publication. Summer schools are intended for school pupils, students, researchers and also teaching staff.

Improving work with gifted students

In 2017 we devised a single platform for an overview of scholarships at the University of Ljubljana provided by certain institutions and funds. In addition to the existing scholarships from the Pahernik Institution, the Knafelj Institution and the Likar Fund, in 2017 scholarships from the Milan Lenarčič Institution were awarded for the first time.

IMPLEMENTING STUDY PROGRAMMES

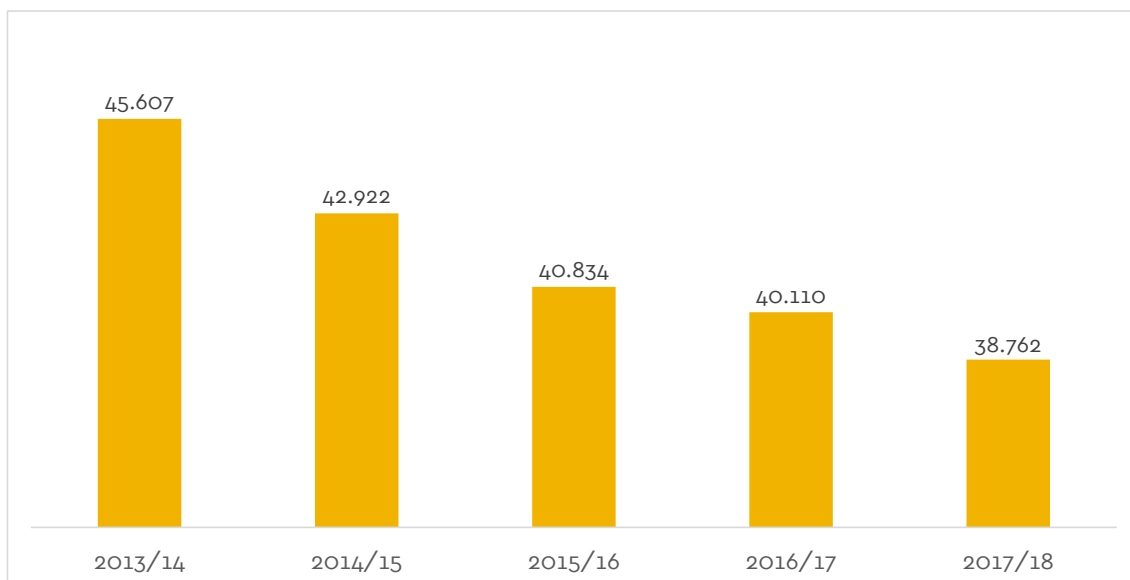
Implementing timely and correct application and enrolment procedures

For the procedures of enrolment in first-cycle and integrated master's programmes, back in 2015/2016 we merged the applications for recognition of education abroad (to demonstrate meeting the enrolment conditions) with applications for courses. Recognition of foreign secondary school education thereby became part of the procedural work of the applications and admissions procedure, and in this way more candidate-friendly.

In 2017 we started conducting procedures for recognising higher education qualifications (diplomas) in line with the provisions of the new UL Statutes, which has markedly shortened our administrative work and waiting time for candidates.

In the 2017/18 academic year we offered 135 first-cycle study programmes (of which 105 academic and 30 higher professional) and seven integrated, 192 second-cycle study programmes and 21 third-cycle programmes.

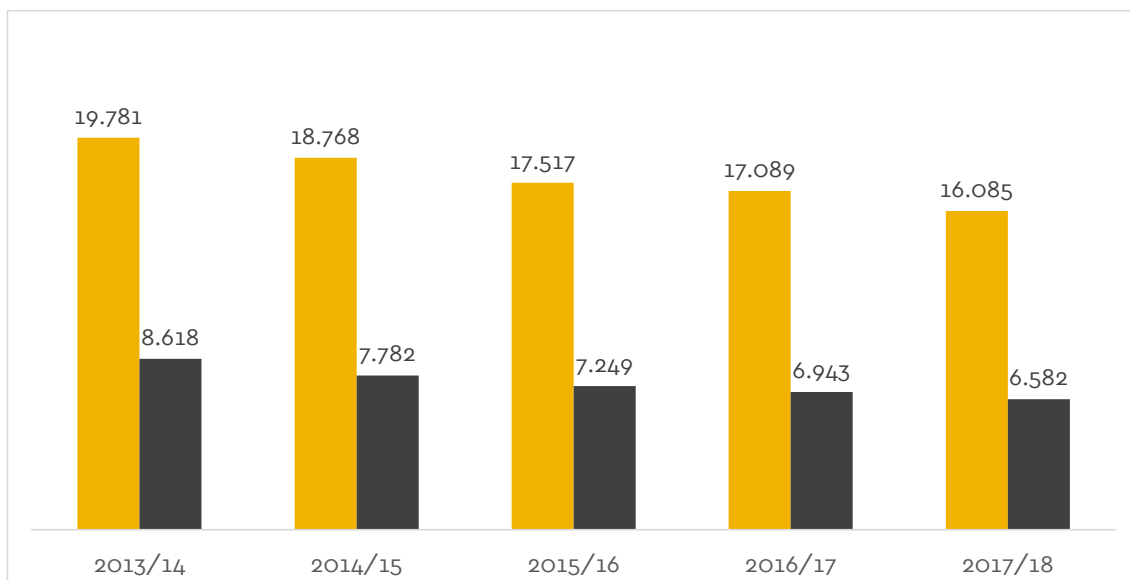
Figure 1: Number of students enrolled in study programmes at all three levels at the University of Ljubljana from 2013/14 to 2017/18



The number of students enrolled at the University of Ljubljana is falling, which is a consequence mainly of the demographic decline and openness of international higher education, and in part of what other higher education institutions are offering.

We have not yet evaluated the effects of the amended Higher Education Act, which limits the duration of free full-time study. Equally, we cannot precisely affirm whether the limitation on free studies for persons with already acquired equal education is contributing to the decline in the number of students, particularly in the second cycle.

Figure 2: Number of students enrolled in first-cycle programmes



In the specific period there were around 2.3 to 2.4 times more students enrolled in academic courses than in higher professional courses. The proportion of academic to higher professional courses remains comparable in the same time range: at the University of Ljubljana there have consistently been around four times more academic courses than higher professional courses (in 2017/2018: 135 academic and 30 higher professional courses advertised).

Figure 3: Number of students enrolled in second-cycle programmes

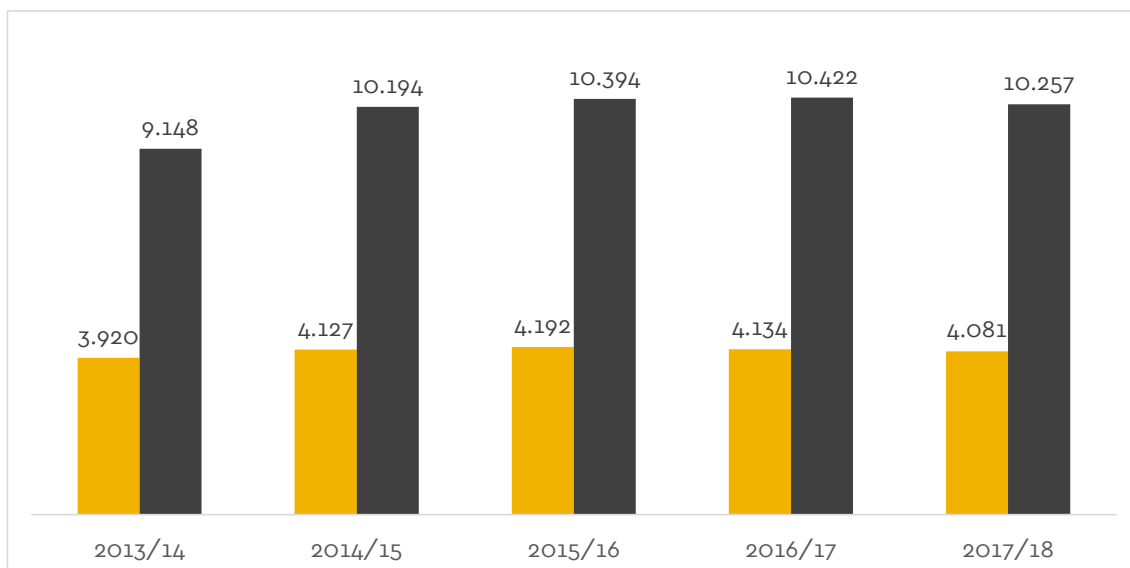
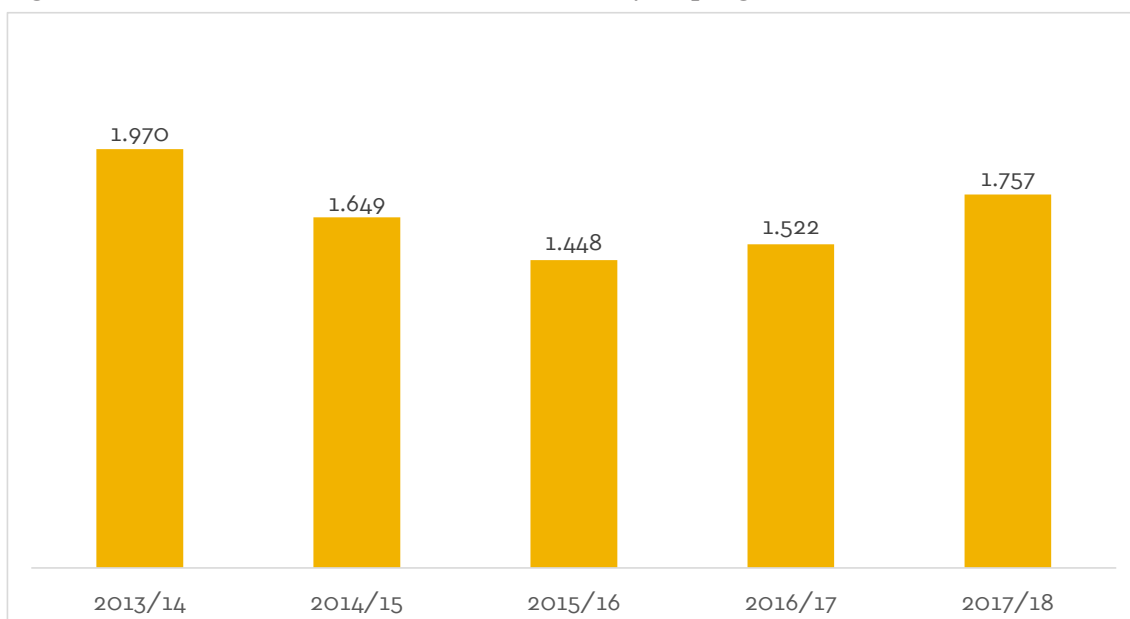


Figure 4: Number of students enrolled in third-cycle programmes



In third-cycle study programmes there were more students enrolled than planned. The reasons for the slightly higher enrolment can be ascribed to the possibility of co-financing for doctoral studies.

Pursuant to the amended Decree on cofinancing doctoral studies, which was adopted at the beginning of 2017, the University of Ljubljana obtained EUR 2,621,256 for cofinancing doctoral studies. In accordance with the Criteria for selection of candidates for cofinancing tuition in doctoral studies, which were adopted by the UL Senate, the conditions for cofinancing in the 2017/2018 academic year were fulfilled once again by 530 students. These students had their tuition fees financed in full, while students who received cofinancing in 2016 and who also qualified for cofinancing in 2017 received financing for their tuition up to a maximum of EUR 4,000.

In the 2017/2018 academic year a total of 799 students received cofinancing in the doctoral programme, of which 269 were second and third-year students (matriculated in 2016) and 530 were first, second and third-year students (matriculated in 2017).

Updating of the learning environment

The University of Ljubljana has received cofinancing through the Ministry of Education, Science and Sport from the European Social Fund for two projects, “Digital UL – through innovative use of ICT to excellence”, which will be implemented up until 2020, and “ICT in pedagogical study programmes”, which will be concluded in September 2018.

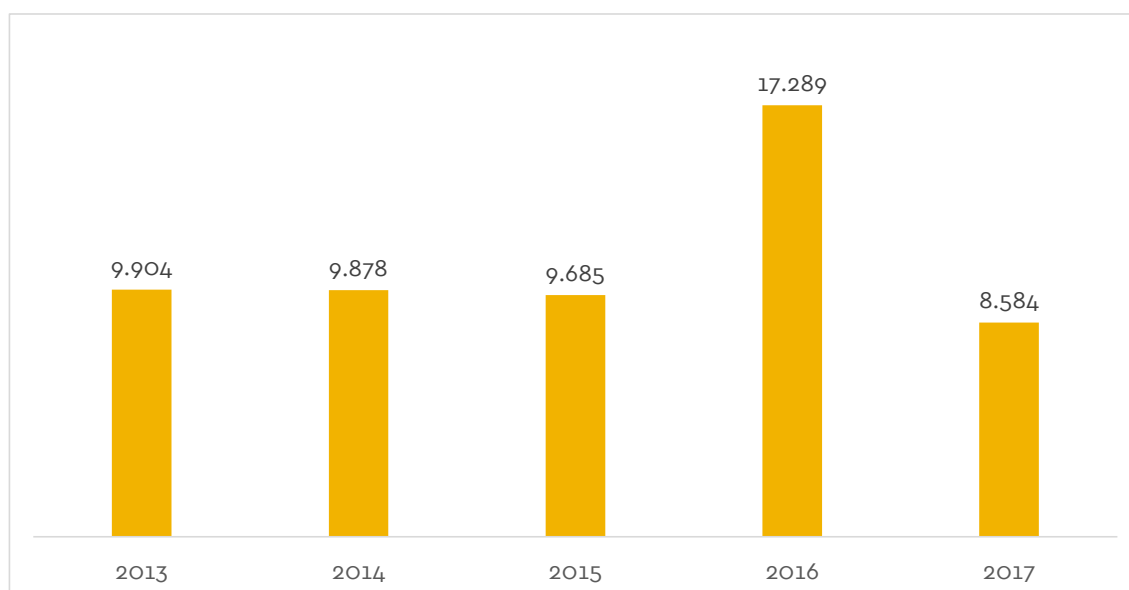
The aim of the project “Digital UL – through innovative use of ICT to excellence” is to develop innovative learning environments and the introduction of methods and pedagogical practices with the inclusion of new technologies, and the establishing of a University centre for innovative didactic approaches through the use of ICT in the pedagogical process, which will ensure adequate support for teachers in this area. In order to analyse the situation at the University and member institutions, in October 2017 an online survey was conducted among higher education teachers and staff and students on the use of ICT in the educational process, and interviews were also conducted at member institutions.

The project “ICT in pedagogical study programmes” aims to update the learning environments of educational study programmes and to train students who are future primary and secondary school teachers in the didactic use of ICT for work with school pupils in the teaching process. As part of this project the University of Ljubljana organised two consultations with international participation, along with five workshops aimed at educating and training higher education teachers and staff, at learning about practices abroad and at the mutual sharing of knowledge, experience and best practices. With the support of experts in the didactic use of ICT from the University of Ljubljana, higher education teachers and staff have implemented activities in preparation for 60 pilot teaching sessions; half of them have already been implemented in the winter semester, and the rest will be provided in the summer semester.

Ensuring the effectiveness of study and improving the quality of the study process

The indicators of effectiveness of study which we have monitored for a number of years are the rate of transition, external selectivity and the number of graduates. In line with the new UL Statutes, at the competent University bodies we adopted new Study Regulations and Rules on Doctoral Studies at UL, whereby we are establishing common minimum standards in implementing studies. An important part of ensuring the quality and effectiveness of study is the decision to shift doctoral studies to a four-year programme, which is based on the amended Higher Education Act.

Figure 5: Number of graduates from the University of Ljubljana in study programmes at all levels from 2013 to 2017



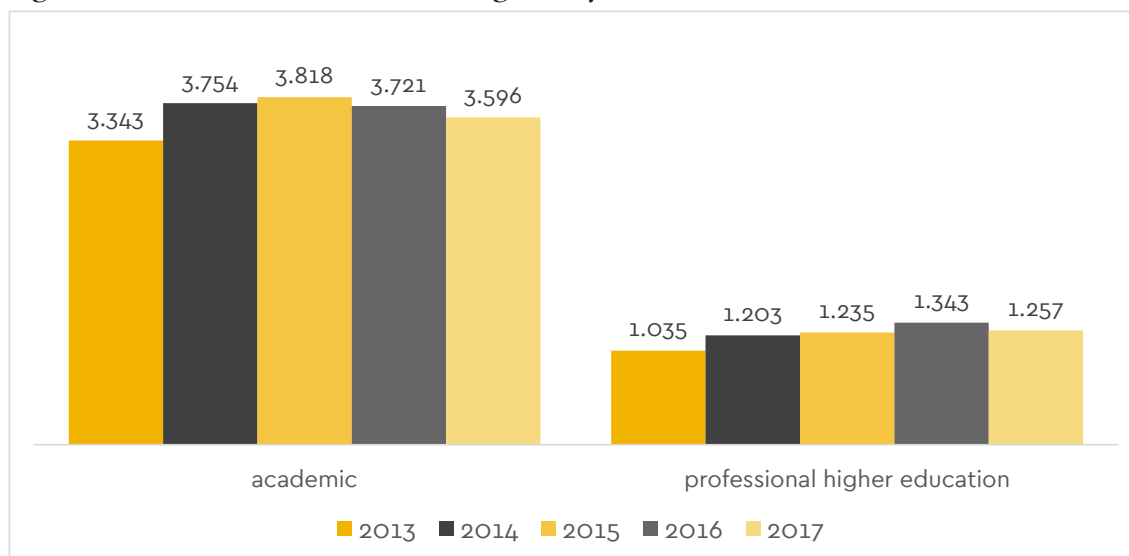
A total of 8,584 students graduated from the University of Ljubljana in 2017, which was 8,705 graduates fewer than in the previous year. The reason for this was the conclusion of pre-Bologna study programmes (the final legal deadline was 30 September 2016), which generated a one-time extraordinary growth in the number of graduates in 2016.

Progress from the first to the second year has been gradually improving over the years. One reason for the drop-out rate has been the enrolment procedure without additional selection of candidates in enrolment for the majority of study programmes.

Table 1: Progress from the first to the second year in the first cycle

First cycle	2014/15	2015/16	2016/17	2017/18
Academic	56.81%	56.88%	57.68%	59.75%
Professional higher education	47.25%	49.55%	50.67%	53.99%

Fig. 6: Number of students concluding first-cycle studies



The majority of students continue their studies in the second cycle immediately after completing the first cycle. A significant new feature – and a major improvement for students – was introduced in the revised Higher Education Act, which ensures that students retain their status up until the end of the academic year, regardless of the date of graduation, and this allows them to transition more easily to second-cycle studies.

Progress within second-cycle study programmes is similar to that in the first cycle, but is much better in integrated master’s programmes.

Table 2: Progress from the first to the second year in the second cycle

Second cycle	2014/15	2015/16	2016/17	2017/18
Integrated master’s	78.09%	76.48%	76.61%	79.39%
Master’s	60.50%	57.92%	57.16%	57.00%

The number of graduates in the second cycle has been growing from year to year, which may be ascribed to the broad range of subjects offered in a variety of disciplines and courses (interdisciplinary approach, joint programmes with foreign institutions and so forth).

Figure 7: Number of students concluding second-cycle studies

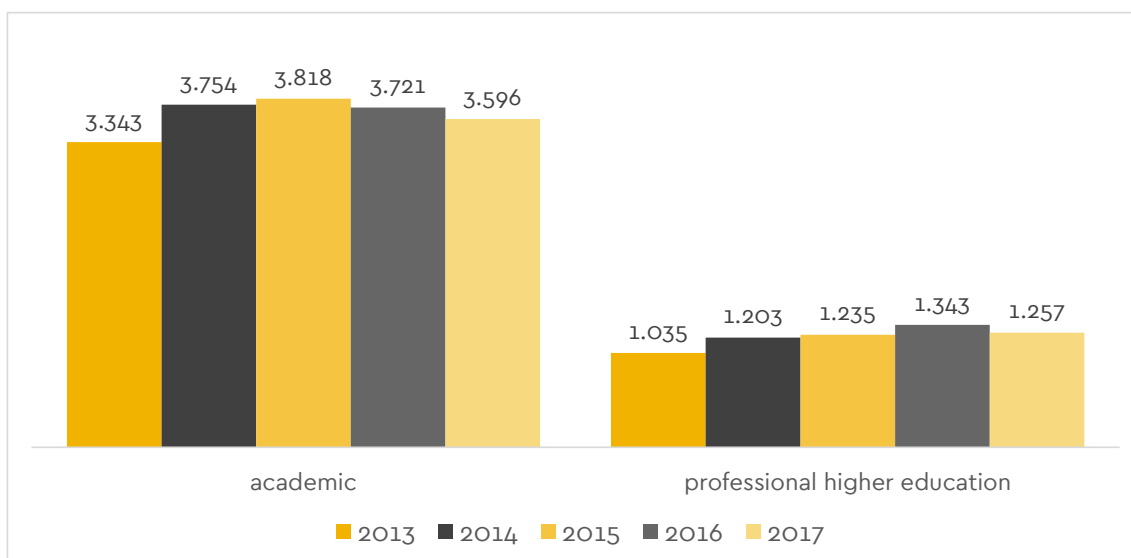
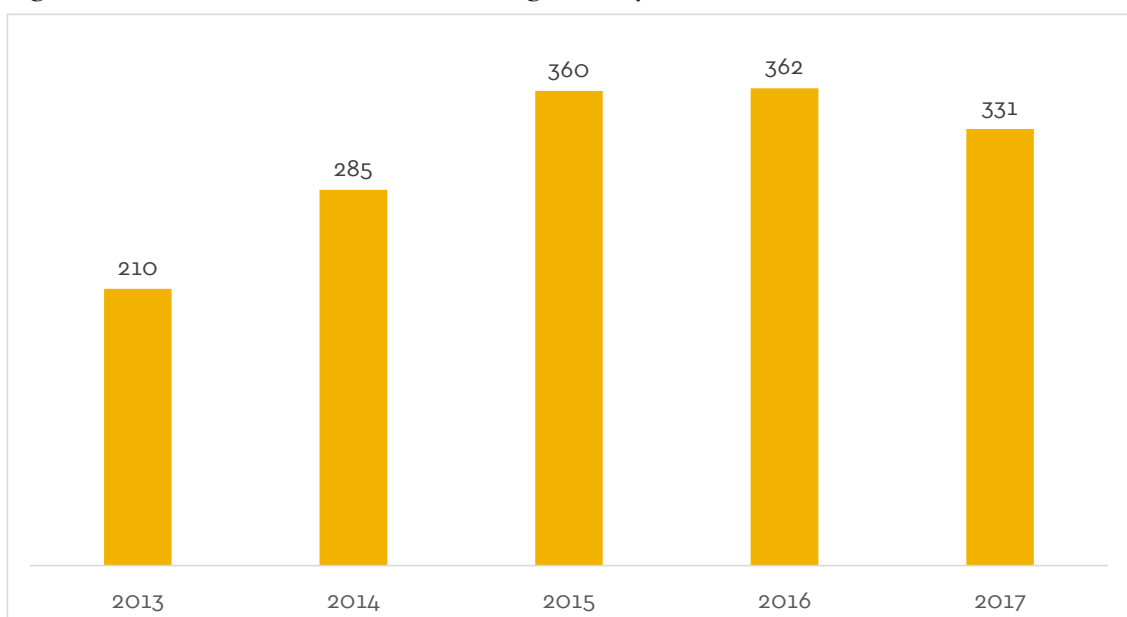


Table 3: Progress from the first to the second year in the third cycle

Third cycle	2014/15	2015/16	2016/17	2017/18
Doctoral	84.65%	87.10%	97.53%	89.17%

Figure 8: Number of students concluding third-cycle studies



In 2017 the Rector promoted 462 doctors of science. As expected, the number of promoted doctors of science stabilised with the expiry of the old study programmes.

The online brochure for the list of external elective courses and the promotion of these courses at member institutions bore fruit, since the pursuit of electives increased. A total of 1 percent of students in the first and second cycles chose at least one course at another member institution in 2016, and that percentage grew to 1.3 percent of students in 2017. In the future we are seeking further improvements in this area, so among the development goals we have set out greater openness in the selection of courses, although we are aware of the limitations owing to the dispersed locations and the problems in organising timetables.

The selection of interinstitutional electives also increased over the previous academic year, with 58 students from other higher education institutions taking at least one course at the University of Ljubljana (as opposed to just 13 in 2015/16 for example). A total of 30 UL students took at least one course at another higher education institution (25 students in 2015/2016).

SELF-EVALUATION OF STUDY PROGRAMMES

The introduction of a system of self-evaluation for study programmes is important especially since under the revised ZViS, NAKVIS no longer extends the accreditation of study programmes. The University prepared for the new system by adopting Rules for managing programmes for obtaining education at UL, as part of which we set out the Guidelines for self-evaluation of study programmes.

Through regular self-evaluation of programmes at all three levels we monitor implementation and we plan the development and improvement both of study programmes and other factors that affect the quality of programmes and studies. An analysis of the key shifts and measures in the self-evaluation of study programmes on the level of the University of Ljubljana is presented in the chapter Management and development of the quality system.

INTERNATIONALISATION

Strengthening work with foreign students and preparing Slovenian students for exchanges

In 2017 we ran the pilot project Leto plus (Year Plus), which offers foreign students free classes in Slovenian and special content such as the culture and social system of Slovenia and information technology for study purposes. Foreign students included in Leto plus can extend their student status at the member institution for justified reasons, provided that in their first year of study at the University of Ljubljana they accumulate a total of 30 ECTS, of which at least 6 ECTS are in Slovenian (2 language courses). Students can also apply the credits obtained in Leto plus in higher years if they allow for external electives (in view of the recommendation of the UL Senate this is at least 5 percent of each programme).

We concluded agreements with foreign partners with which we have accredited third-cycle study programmes, and this offers us a more systemic arrangement of student mobility. We concluded several “cotutelle” agreements, through which we promote common mentorship of dissertations in doctoral studies and broader scope for mobility for students both during studies and during research or practical training.

In 2017/18 we enrolled a total of 2,476 students who do not hold Slovenian citizenship (foreign students) and who account for 6.4 percent of all enrolled students. Our goal for the 2017/18 academic year was 5.5 percent foreign student enrolment, which we exceeded.

In the third cycle two agreements were signed in 2017 by member institutions with partner institutions concerning joint implementation of research and co-mentorship in writing the doctoral dissertation, with the possibility of obtaining two diplomas (Science Po, Institut d'études politiques de Paris in France and the University of Florence in Italy), while several agreements are being drawn up.

At the beginning of 2017 the University of Ljubljana in cooperation with the University of Graz organised a two-day interdisciplinary workshop on the topic of the migration, which was attended by 16 doctoral students from the two universities.

Figure 9: Share of foreign students as a proportion of all students enrolled at the University of Ljubljana

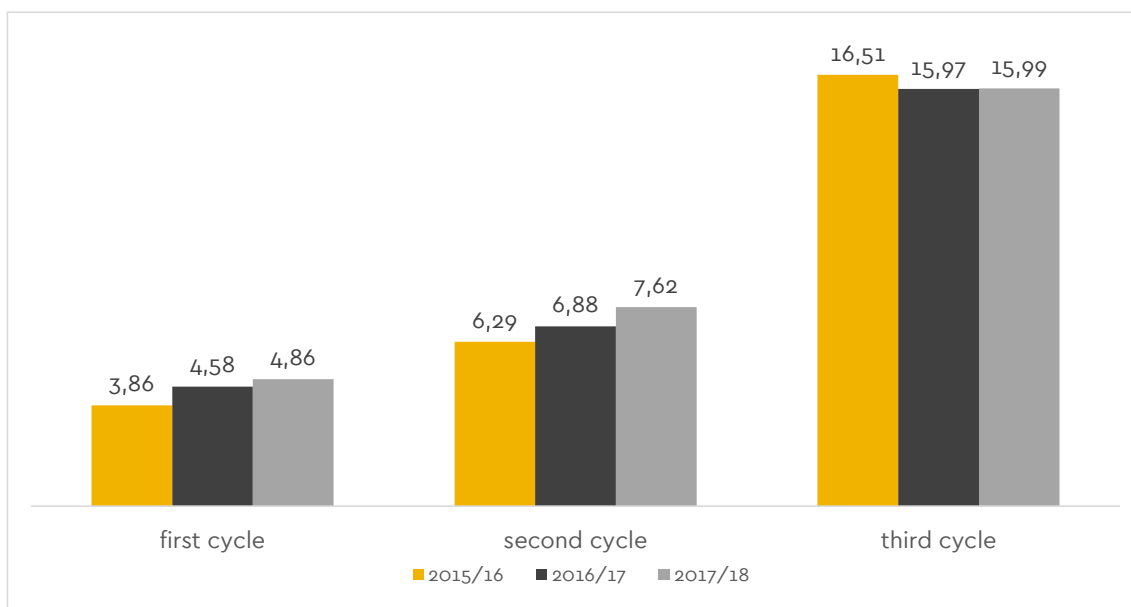
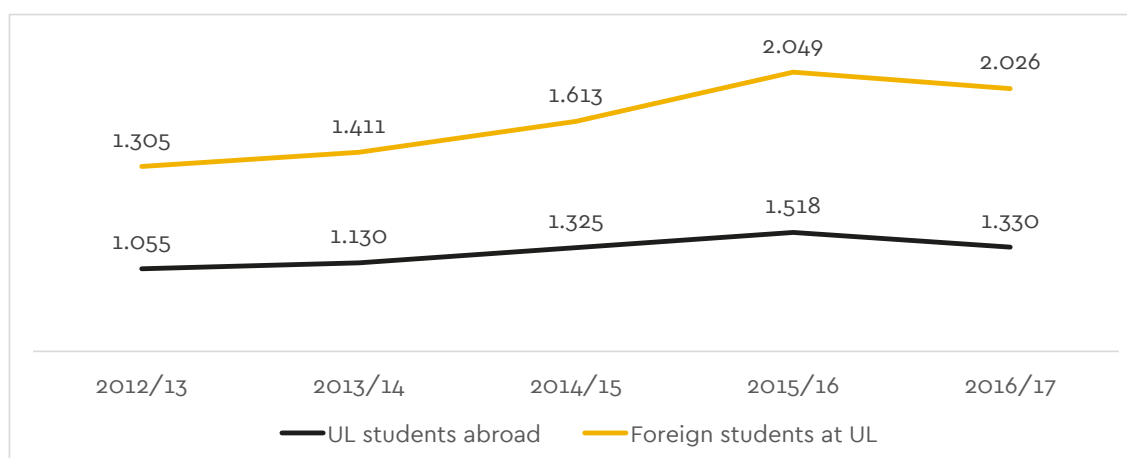


Figure 10: Number of all students on exchange at all three levels by year



The growth trend in the number of students on exchanges has halted, with fewer students going on exchanges in 2017. In the exchange of foreign students in Ljubljana we achieved the plan, while we did not achieve the planned number of UL students going abroad, with a shortfall of 670 students between the planned and actual number.

Table 4: Number of foreign students on exchanges at the University of Ljubljana by duration of exchange in the 2016/17 academic year

	Up to 1 month	From 1 to 3 months	From 3 to 6 months	Over 6 months	Total
Erasmus+ for study	1	37	1022	381	1441
Other	73	24	35	9	141
Erasmus Mundus		21	1	10	32
Inter-university agreement	29	19	64	42	154
Inter-government agreement	4	6	12	3	25
CEEPUS programme	51	35	44	13	143
Erasmus+ for practical work during studies	1	56	27	6	90
Total	159	198	1205	464	2026

Table 5: Number of University of Ljubljana students on exchange abroad by duration of study in the 2016/17 academic year

	Up to 1 month	From 1 to 3 months	From 3 to 6 months	Over 6 months	Total
First cycle	6	30	66	392	494
Academic	5	20	59	373	457
Professional higher education	1	10	7	19	37
Second cycle	32	112	114	570	828
Integrated master's	22	43	33	146	244
Master's	10	69	81	424	584
Third cycle	1	3	2	2	8
Total amount	39	145	182	964	1330

In the 2016/17 academic year practical training was completed abroad by 634 students, of whom 63 in the first cycle, 566 in the second cycle and five in the third cycle. In that year 47 more students went abroad than in the previous year.

We continued the preparation and implementation of joint activities with the following strategic partners abroad: KU Leuven, University of Graz, ELTE University in Budapest, Kyungpook National University, Nanjing and Sichuan University in China, the University of Rijeka and University of Trieste.

We participated actively in working groups and activities within the international associations UNICA, Utrecht, Alps-Adriatic, EUA, CELSA and The Guild.

Increasing number of foreign guest teachers

In the past year the number of foreign guest higher education teachers, associates and scientific workers who participated in the educational process for at least one course increased from 64 to 78. The number of those who participated in at least part of a course increased from 302 to 430 persons.

Increasing number of programmes in a foreign language and drafting of language strategy

In accordance with the legal provisions we are providing study programmes and individual subjects, except for foreign language courses, in parallel in a foreign language. This provision is linked to additional financial resources. In the first cycle we are provi-

ding one study programme entirely in a foreign language, in the second cycle nine programmes and in the third cycle four programmes.

In total we conducted 580 study units in a foreign language, of which 149 were in parallel. In doctoral studies lectures and seminars in the event of a small number of enrolled students are provided in the form of consultations, and for foreign students in English.

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	EXPLANATION OF EFFECT ON QUALITY
Introduction of electronic record of study programmes.	The record provides an easy view of the components of study programmes and the development of study programmes through the recording of their changes.
Increasing numbers of member institutions are performing self-evaluations of study programmes in line with the University of Ljubljana guidelines.	The development and modification of study programmes are based to an increasing degree on the findings of self-evaluations.
A linking of applications for the recognition of foreign education and applications for enrolment and partial computerisation of the procedure.	The procedures of recognising foreign education are more user-friendly for candidates, and are more accessible for those authorised to conduct the procedure owing to the introduction of GC.
Adoption of the common Rules on Doctoral Studies at the University of Ljubljana.	Uniform standards and the standardisation of procedures for obtaining a doctorate of science at the University of Ljubljana.
Implementation of procedures of cofinancing doctoral studies from the Slovenian budget based on the Higher Education Act and the new Decree on cofinancing doctoral studies.	Financially more accessible third-cycle studies.
Participation of the University of Ljubljana in the Council for Doctoral Education at the European University Association (EUA - CDE).	Involvement and influence in preparing key documents and recommendations on implementing doctoral studies on the European level. Successful candidacy of UL for the 11th annual meeting of EUA - CDE, which will be held in June 2018 in Ljubljana, with the title Excellence through diversity in doctoral education (doctoral education in a global world).
Continuation of strategic partnerships and participation at fairs in line with the plan.	Promotion of the University of Ljubljana and consequent increase in foreign student enrolment and guest teachers.

Increased number of courses and programmes with parallel high-quality provision in a foreign language and further implementation of Leto plus.	Greater number of parallel high-quality courses provided in a foreign language and implementation of Leto plus enables more foreign students to enrol in programmes at the University of Ljubljana.
Intensive collaboration with the R&D Centre and Education Ministry in developing the VIP higher education selection module.	Implementation of the new VIP module will eliminate the risk caused by the existing outmoded IT module and simplify procedures.
Cooperation with the Education Ministry in drafting the Rules on inclusion from the education programme of European schools in the Slovenian education system.	Simplification of the procedure for candidates with a European school-leaving certificate (certificate recognised without recognition procedure, set conversion of grades).
Better internal harmonisation in the preparation of materials for the enrolment of foreign citizens (diagrams, brochures, website, timetable).	Better provision of information to enrolment candidates who are foreign citizens.

KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
Insufficiently long three-year study in the third cycle for in-depth scientific and research work (for research, successful conclusion of research and for publication of articles in respected scientific journals).	Review, harmonisation and confirmation of changes to doctoral study programmes at University of Ljubljana bodies and NAKVIS for transition to four-year doctoral studies.
Inadequate overview of international activities of member institutions.	Establishing a system for monitoring international activities of member institutions.
Insufficient number of open call positions for foreign students and additional requirement of knowledge of Slovenian language upon application for enrolment.	Discussion held at college of deans and Senate on guidelines regarding enrolment of foreigners.
Insufficient share of students choosing elective subjects at other member institutions.	Timely information for students on possible elective subjects and publication of timetables, simplification of procedures for applying for electives, in the context of spatial, HR and other capacities harmonise as much as possible the time frame within the University when the majority of member institutions provide elective subjects.

KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
<p>The Recognition of Foreign Education Act should be updated, since the overly complex procedures for recognising education obtained abroad are limiting the enrolment of foreigners at UL.</p>	<p>We will send a proposed improvement of the Recognition of Foreign Education Act to the Education Ministry.</p>
<p>Links between EŠP, eNAKVIS and eVŠ are not yet working.</p>	<p>We will organise coordination meetings.</p>
<p>The excessively open conditions for enrolment in doctoral studies pursuant to the ZViS and the varying previous knowledge of students make the quality of the study process and research work poorer. The ZViS does not provide for the requirement of appropriate expert fields for enrolment.</p>	<p>Drafting of proposed amendment to Article 38.a of the ZViS to implement more flexible conditions for enrolment.</p>
<p>Involvement of an insufficient number of foreign teachers in the educational process at the University of Ljubljana.</p> <p>establishing a support service at the University,</p> <p>setting up a research fund for foreigners.</p>	<p>Proposal to the relevant authorities to formulate appropriate guidelines for amending the law regarding the employment of foreign teachers, posting of University of Ljubljana job vacancies at relevant foreign institutions,</p>
<p>Excessively strict Education Ministry regulation in procedures for recognising foreign secondary school education, since many applications for recognition are out of time but we must still process them, which takes up time in the period of the most intensive procedures.</p>	<p>Education Ministry proposal that late applications not be processed in the procedures of application and selection of candidates for enrolment in first-cycle and integrated master's study programmes.</p>

<p>Outmoded VPIS (enrolment) application: amendment of new rules for converting scores of candidates holding a vocational matura who have applied for academic and integrated master's study programmes has caused problems (increased number of checks and manual work) in the 23 year-old VPIS application.</p>	<p>Bolster the operation of the group for overhauling VPIS at Slovenian universities, cooperation of the Higher Education Application and Information Service with those developing the new module for the VIP higher education selection process (RRC, Ed. Min.).</p>
<p>We are conducting the application and selection procedure according to the Education Ministry rules, which envisage procedures according to the ZUP. Such a method is not comparable with universities in other countries, and consequently causes:</p> <ul style="list-style-type: none"> - a greater workload, - complexity of the procedure, - a lot of student applications (especially foreigners) have to be rejected. 	<p>We have already sent the proposed new application and selection process to the Education Ministry, and we will continue to cooperate actively in attempts to establish this procedure.</p>

2. RESEARCH

IMPROVING THE QUALITY OF RESEARCH

Increasing the number of research projects with emphasis on interdisciplinary projects

Although we have not yet come close to the target under the strategy regarding the formation of large interdisciplinary research groups, and despite the critical state of research funding, we have determined that we are successful in the field of research. We have 4,105 registered researchers, operating in 274 research groups, making the University of Ljubljana the largest Slovenian research organisation.

We have been especially successful in obtaining the most prestigious ERC (European Research Council) projects, having secured the ERC Advanced Grant project EIRENE headed by Prof. Dr Marta Verginella (UL FF) and the ERC Consolidated Grant project CABUM headed by Prof. Dr Matevž Dular (UL FS).

The Development Fund of the University of Ljubljana is continuing with its financial incentives for the most outstanding researchers who obtain new European research projects. In 2017 it awarded four incentives for researchers up to 15 years after obtaining their doctorates, who succeeded in obtaining a new project under the Horizon 2020 programme, two incentives for obtaining MSCA IF and ERC projects and two incentives for participation in an interdisciplinary project involving several member institutions (participation incentives were received by UL FS and UL EF for the OBELICS project and by UL FE and UL FRI for the CROSSBOW project). We have found that the financial support for research projects that researchers can obtain from the University of Ljubljana Development Fund, along with more intensive work with researchers in the form of workshops and other forms of information provision, is being reflected in the growth of projects obtained.

Slovenian organisations can also participate in the calls “Spreading excellence and widening participation” as part of the Horizon 2020 programme (TEAMING, TWINNING, ERA CHAIRS) to raise research excellence in eligible countries. The UL FGG application with the acronym SLICE3D for the call TEAMING on the first level was successful, and in one year a business plan needs to be drawn up for a centre of excellence and an application for the call on the second level. If successful, Slovenia will acquire a new centre of excellence in the scientific field of geodesy and geoinformatics.

In 2016 and 2017, with the aim of linking up in European research and lobbying for new content in the Horizon 2020 programme, the University of Ljubljana linked up with the associations GUILD, CELSA and LERU-CE7. Within the CELSA network, the first call for research projects was published in January 2017. For the purpose of applying in this call, the University’s European Projects department organised an event at which we presented the call. The CELSA fund call garnered a total of 55 applications, with the University of Ljubljana participating in 37 project applications, of which two were approved (“Discovery of new leads modulating voltage gated potassium ion channels as emerging cancer targets”, headed by Prof. Dr Lucija Peterlin Mašič, and “Firm-level hubs

and impact of granularity on the propagation of shocks and aggregate output fluctuations in a small open economy”, headed by Prof. Dr Jože P. Damijan).

We started forging connections with universities in the Western Balkans in the area of doctoral research, which involves taking an inventory of research equipment by means of which doctoral graduates in Western Balkan countries will have the prospect of conducting high-quality research.

IMPLEMENTATION OF RESEARCH

Quality assurance in the implementation of research

As part of the support for researchers in applications for calls under the Horizon 2020 programme we are devoting greater attention to the most prestigious calls from the European Research Council (ERC) and Marie Skłodowska Curie Individual Fellowships (MSCA IF). Throughout the year we organised three ERC information days (StG, CoG and AdvG), five workshops on writing ERC projects and two test panels for potential candidates for ERC schemes. The workshops were led by Slovenian and foreign experts, and successful leaders of ERC projects also shared their experiences. As part of our support for applications in MSCA IF calls, in 2017 the University of Ljubljana held a MSCA IF Masterclass workshop. The event included a visit by foreign researchers to the University of Ljubljana and their training to write project proposals. Within the framework of the Internal EU Project Academy of the University of Ljubljana, in collaboration with experienced educators and researchers from member institutions a workshop was held on “Good Experiences with Applications for Calls under the Marie S. Curie Innovative Training Network”.

On the publication of Marie S. Curie European calls, in cooperation with the CMEPIUS agency and the Slovenian Human Resources Development and Scholarship Fund, we conducted an event with a presentation of the opportunities for researcher mobility. We also invited foreign researchers and educators employed at the University of Ljubljana to the “Welcome information event for foreign researchers and teachers”.

Based on internal analysis and internal evaluation of fulfilment of the UL Strategy for the development of researcher careers 2012–2016, a new UL Strategy was drawn up for human resources for the period 2017–2020, along with an action plan adopted by the UL Senate in its second session of 21 November 2017.

Maintaining the scope of obtained projects

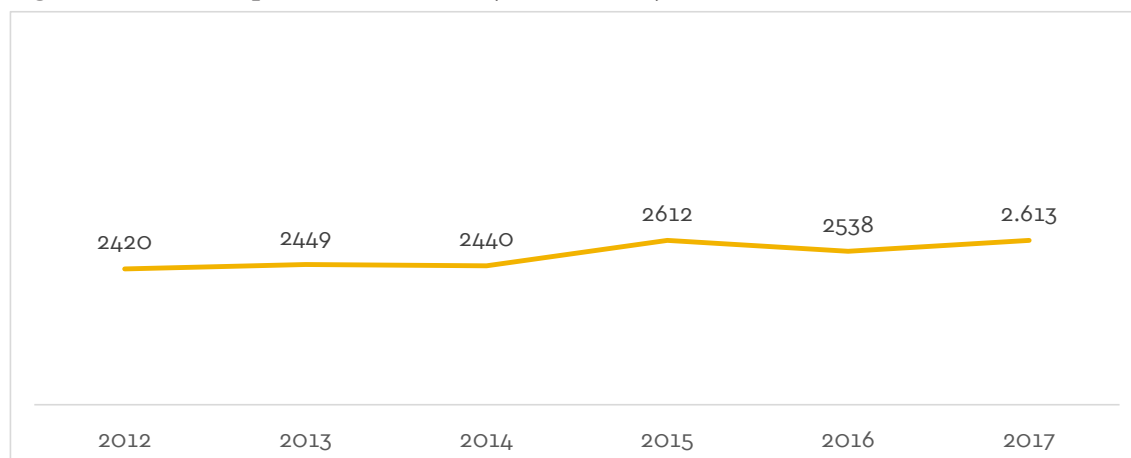
The University of Ljubljana is preparing for calls from the Slovenian Research Agency, European Community programmes (HORIZON 2020 (RIA, ERC, MSCA), IMI, Health programme, ERASMUS+, JUSTICE, LIFE+, CULTURE, IMI, etc.), European territorial cooperation programmes (DANUBE, INTERREG, cross-border cooperation, etc.) and other international programmes (ESA, NIH, NATO and so on).

Table 6: Number of research programmes and projects financed by ARRS, and postdoctoral projects not financed by ARRS (source: SICRIS)

	2015	2016	2017
Research programmes	196	174	132
Applied projects	50	42	33
Basic projects	147	168	153
European (ERC complementary scheme, ERA projects)	9	12	20
Postdoctoral projects	16	7	12
Targeted research	38	84	39
Postdoctoral projects not financed by ARRS	14	3	9

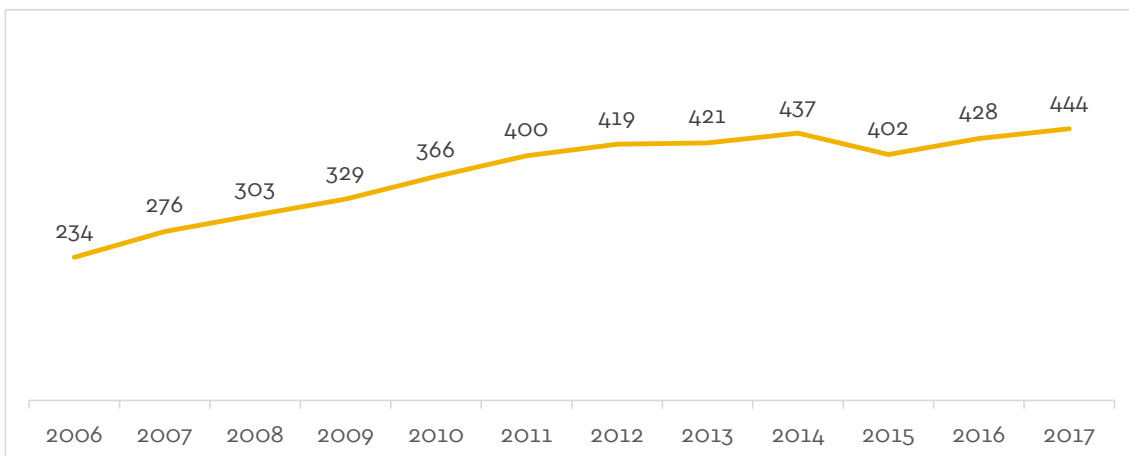
In 2017 we published 2,613 articles in WoS, which is a fine achievement given the number of registered researchers, while also being an increase over the previous year.

Figure 11: Articles published in WoS (source: WoS)



UL member institutions are actively and successfully involved in programmes financed by the European Commission budget in the area of research. The total number of current European projects in which we are involved has been increasing from year to year. In 2017 the University was involved in 444 projects, of which it was the lead organisation (coordinator) in 42 projects. Figure 12 shows that each year we are more successful in applying in EU calls.

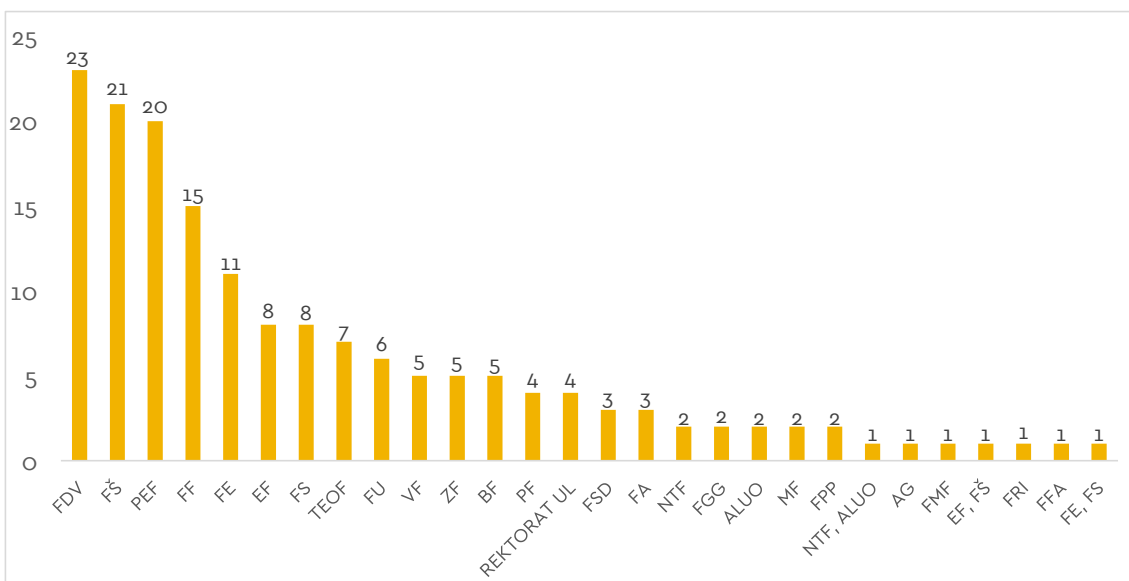
Figure 12: Number of current European projects by year



For the European research sector, Horizon 2020 is the most important research and innovation programme in the European Union. In 2017 we participated in 70 projects with approved funds in a framework amount of around EUR 22 million, of which in five projects we served as the lead organisation. Under Horizon 2020 we also obtained the first MSCA Individual Fellowship (MSCA IF) project with the acronym PlasmaSolution (UL BF).

We participated in 85 different types of ERASMUS+ KA2 projects – Strategic Partnerships, Knowledge Alliances, Capacity Building, Jean Monnet and Sport, of which we were coordinator or lead organisation in 18 projects. In autumn 2017 the European Commission presented the information¹ that in the 2014–2016 period, in terms of the number of ERASMUS+ Strategic Partnerships projects, the University of Ljubljana was the most successful university in the European Union.

Figure 13: Number of current Erasmus+ projects in 2017 by UL member institution



¹ EAIE conference, September 2017, Seville, Spain, the paper How to make Strategic partnerships really strategic.

We also implemented 134 other international projects that are not included in the above categories. We have not taken sufficient advantage of the possibility of applying in American research calls. In order for member institutions to become familiar with the various possibilities of applying in these calls, in November we held a workshop conducted by the renowned lecturer Robert Porter, Ph.D., director and founder of the company Grant-Winners Seminars of the USA.

Promoting publication of research results on relevant European and international websites

As part of the University of Ljubljana Week there was a presentation of the most significant research achievements by the University of Ljubljana in 2017. The aim of the event was to underline the orientation of the University towards research, and to highlight those researchers who had achieved especially prominent results. We also published a booklet on the most significant research achievements and participated in various events such as the “Night of Researchers”.

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	OBRAZLOŽITEV VPLIVA NA KAKOVOST
Extraordinary success of the University of Ljubljana in the programme ERASMUS+ Strategic Partnerships – according to EC data we are participating in the highest number of these projects in the entire EU.	The E+ Strategic Partnerships projects are aimed at innovation and improvement of the educational process, and at the cohesion of EU universities in this field, something that enables us to modernise the educational process and increase integration in the European academic arena.
Establishing regular trainings and workshops for project writing (more than ten regular workshops a year).	A greater number of higher quality applications and greater success rate.
Connection of the area of national research projects to the University’s European Projects department – reorganisation into a new research department.	More intensive linking and effectiveness of national, European and international funding of research work.
Invitation to participate in the EUA group to simplify the financial rules of the European framework programme for research.	By participating in this expert EUA group we will be able to contribute to the adoption of the kind of financial rules of the framework programme that will facilitate for us an optimal drawdown of European funds.

KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PREDLOGI UKREPOV
Lack of activities to spread the results of research projects and cooperation with society at large.	Prepare a plan of promotional activities for research achievements depending on the target audience, and depending on the anticipated scope ensure appropriate support for implementation (employment or external help).
Non-achievement of the strategic goal of placement on existing rankings (ARWU ranking).	Establishing periodic reviews of placement of the University of Ljubljana on rankings and identification of key advantages, deficiencies and proposed measures. Preparation of the UL interim evaluation strategy 2012–2020, with the preparation of principles for the new UL strategy, which includes upgrading of the mechanisms for monitoring strategy implementation.
KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
Risk of loss of right to use the “Excellence in research” logo, which could threaten cooperation in the Horizon 2020 programme.	Implementation of the internal evaluation Action Plan of the Strategy for developing careers of researchers and internal analysis of the situation, preparation of the new Action Plan of the UL Strategy in the HR field and implementation of external evaluation.
Inadequate project linking between universities in The Guild association.	Develop practices and incentives for greater cohesion of these universities for joint applications in Horizon 2020 calls.
Insufficient number of postdoctoral projects.	Proposal to ARRS for a greater share of funds to be allocated to postdoctoral projects.

3. ARTISTIC ACTIVITY

STRENGTHENING ARTISTIC ACTIVITY

Popularisation of artistic achievements and artistic appearances in the local environment

Artistic activity is bound up in the operation of the Arts Council and presentational activities for the results of study programmes provided at the three academies of the University of Ljubljana. The mission of the Council is to present cultural events and achievements in the area of creativity. We wish to enrich the wider academic community and promote new forms of presenting artistic works, to strengthen the environment for the multidisciplinary cooperation of providers of arts and non-arts study programmes and to encourage cooperation with domestic and foreign artists.

Throughout the year there were exhibitions showcasing the specific courses of graphic design, sculpture and graphics at UL ALUO in the University's Balcony Hall, a concert by the AG UL symphony orchestra in the hall of the Slovenian Philharmonic, we staged the opera *The Turn of the Screw* by UL AG in Cankarjev dom, and in a production of UL AGRFT we showed documentary films and staged a performance of *Macbeth* in response to the Year of Shakespeare.

At the beginning of 2017 all the academies were hosted at a joint event at UL FDV with an exhibition, music and theatrical performance and a common round table on the role and influence of the arts in modern society.

A special chapter in the scope of activities co-organised by the Arts Council is the organisation of creativity summer schools: for the third year running, in cooperation with UL EF we held a Cultural Management Summer School, and in cooperation with UL AG an Old Music Summer School, and for the first time we held a Visual Creativity 4x4 Summer School in collaboration with UL ALUO.

At the end of the year the Rector's Office began intensive preparations to design the marking of the centenary of the University of Ljubljana, which will take place from the spring of 2019 to the summer of 2020, with the participation of all member institutions and prominent placement in the wider social context. The establishing of programme and organisation committees and the framing of key criteria for selection of the programme for marking the jubilee were crowned by the signing of a letter of intent between the University and the Bank of Slovenia on preparing and managing the programme of Mala galerija (Little Gallery) on Ljubljana's main street, Slovenska cesta.

Development of third-cycle study programme in art

In 2017 the UL Senate committee for designing the doctorate in art drafted a proposal for the curriculum and syllabuses, along with a draft presentational collection for the doctoral programme Art. The Programme Council was appointed for the Art study programme. The coordination of drawing up the application for accreditation of this doctoral programme was taken on by UL ALUO.

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	OBRAZLOŽITEV VPLIVA NA KAKOVOST
Connection with the local environment and multidisciplinary nature of content.	An awareness in the public about the success of artistic practices in society.
KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
Focusing on presentational activities within the Rector's Office.	Greater connection with UL member institutions and city institutions in culture and art
Small membership in the Arts Council.	Expand membership to all faculties and academies that have student programmes in the arts (KLASIUS 21), and improve the organisational work of the Council.
KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
Lack of response from ministries in dealing with the spatial needs of academies.	Intensiveness of direct contacts and the search for political paths to obtain from the Government and ministries already promised and agreed solutions.
Relatively small share of full-time employees in arts activities relative to contractual and supplementary employment.	Consistent HR policy for key positions (heads of subjects) and attention in concluding contracts regarding the teaching workload and chaining of identical contracts.

4. TRANSFER AND USE OF KNOWLEDGE

OBTAINING DEVELOPMENTAL AND CONSULTATIVE APPLIED PROJECTS

Enhancing knowledge transfer

The University of Ljubljana is boosting cooperation with the commercial and social environments through active involvement in the schemes Creative Path to Knowledge and Student Innovative Projects for Social Good. In 2017 we successfully carried out 99 projects in the Creative Path to Knowledge, involving 104 companies and 68 other organisations, 790 students and 296 educational mentors. Numerous projects addressed both salient entrepreneurial challenges (e.g. the development and setting up of a charging station for electric aircraft – implemented by UL FS in collaboration with the company Pipistrel d.o.o., which involved development of the first charging station for electric aircraft in the world) and social challenges (e.g. Uncovering dementia through artistic means of expression – implemented by UL FSD together with the company Deos d.d., and Dark secrets of fast fashion – implemented by UL ZF with the company Javno podjetje Snaga d.o.o., which earned special recognition for social benefit in the selection for the Best Project PKP 2017).

For the first time we applied with projects in the call Student Innovative Projects for Social Good, and carried out 31 such projects involving the participation of 36 organisations, 282 students and 47 educational mentors.

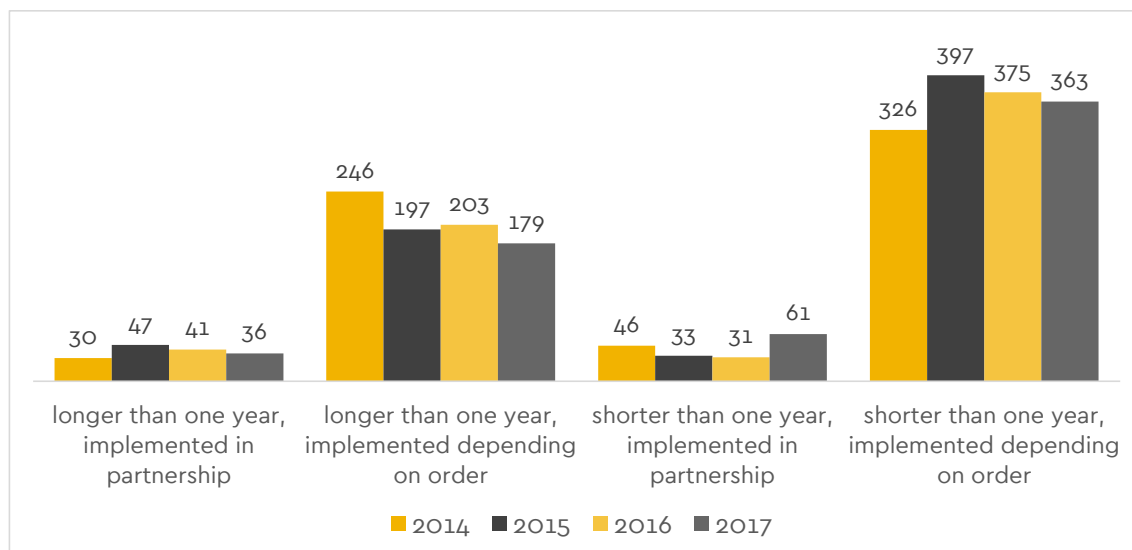
We continued the implementation of nine research and development programmes financed by the ERDF, for the 2016–2020 period, specifically EkoSMART – Smart City Eco System (UL FE, UL FRI, UL FŠ; UL MF), IQ DOM – Intelligent home for a new generation, based on smart appliances and wood (UL BF, UL FGG, UL FS), TIGR4smart – Sustainable and innovative construction for smart buildings (UL BF, UL FE, UL FGG, UL FS), NMP – Exploiting the potential of biomass for the development of advanced materials and bio-based products (UL BF, UL FS, UL NTF), F4F – Functional foods of the future (BF), GOSTOP – Building blocks, tools and systems for factories of the future (UL FE, UL FRI, UL FS), BioPharm.Si – New generation of biomedicines (UL FRI, UL FE, UL FKKT), EVA4green – Ecologically safe car for green mobility (UL FE, UL FS) and MARTINA – Development of materials as end products (UL FS, UL NTF).

IMPLEMENTING DEVELOPMENTAL AND CONSULTATIVE APPLIED PROJECTS

Increase the number of projects with the local environment

In 2017 a total of 639 projects were implemented with an annual value exceeding EUR 8 million. Around a third (240 projects) were of a duration longer than one year, 97 projects were implemented in partnership with companies or other organisations, and 542 projects were ordered directly from member institutions.

Figure 14: Number of projects implemented with the commercial sector or other users of knowledge



PROVISION OF LIFELONG EDUCATION AND TRAINING

Linking with users of knowledge using high-quality provision of lifelong learning programmes

In 2017 we had accreditation for 16 study programmes for personal enhancement in the first cycle and 15 such programmes in the second cycle. A total of 460 persons took part in personal enhancement in 2017, an increase on the previous year. Member institutions also offer 172 different forms of lifelong learning, involving 4,731 participants.

MANAGING INTELLECTUAL PROPERTY

Successful and prudent management of intellectual property

We conducted the procedures of taking over registered inventions created within the University and their patent protection. Since the procedure for patent protection of inventions is lengthy, in taking over new inventions we continued the procedures of patent protection for inventions from previous years. In 2017 we received nine registrations of new inventions, and submitted 18 patent applications, which also relate to inventions from previous years. Of the patent applications submitted, five were international applications (Patent Cooperation Treaty – PCT), four were European EP applications, four were Slovenian SI applications and three were other foreign applications (two US patents and one German DE patent). Two validations were also lodged abroad after obtaining a European EP patent, one in Germany and one in France.

In the area of marketing knowledge we harmonised three licence agreements with the companies Multiloc and Inovine of Slovenia and ABM of Canada, which are still in the signing procedure. In 2017 licence fees for 2016 in the amount of EUR 13,347 were charged for companies that have licence agreements with the University of Ljubljana. We offered some member institutions assistance in the contractual arrangements for

intellectual property as part of individual development projects of cooperation with the commercial sector.

Since the area of managing intellectual property is not very familiar to researchers at the University, we also devoted some effort to raising awareness and educating researchers. At UL BF, UL FFA and UL FGG we organised lectures on managing intellectual property and the activities of the University in this area. In addition, in April we held an educational event for researchers at the University entitled Workshop on the use of patent databases, with a speaker from the Slovenian Intellectual Property Office, in May we held a consultation for the knowledge circulation group, at which experiences were presented by Paul Van Dun, director of TTO from KU Leuven in Belgium, and in the beginning of November in cooperation with the Slovenian Intellectual Property Office and EPO we held a two-day seminar “From idea to market” with foreign speakers provided by EPO.

Reviving the Consortium for Technology Transfer (KTT) and strengthening the Knowledge Transfer Office

With the aim of strengthening and expanding the management of intellectual property and knowledge transfer, together with partners from other public research organisations we participated successfully in the public call “Promoting knowledge transfer through the operation of technology transfer offices” published by the Education Ministry. We gained approval for the Consortium for technology transfer from public research organisations to the commercial sector – KTT, which involves our cooperation with eight public research organisations and is coordinated by IJS. Under the KTT project, where the major portion of funding is intended for labour costs, it will be possible to boost HR at the Knowledge Transfer Office, which will enable better links and cooperation with member institutions of the University of Ljubljana and consequently better results in the area of transferring knowledge to the commercial sector.

ENGAGEMENT WITH THE WIDER SOCIAL ENVIRONMENT

Strengthening cooperation with the wider environment

The engagement of member institutions with the wider social environment is pursued in several areas:

- in the area of technology: industry day – presentation of diploma and research assignments to industrial partners, cooperation with experts in the field;
- in the area of the humanities: cooperation with publishing houses and participation in nationwide events related to literature, such as the Slovenian Book Fair, Slovenian Book Days, Book Night and Bookshop Night;
- in the area of teacher training: emphasis on cooperation with educational institutions in neighbouring countries;
- in the arts: cooperation with artistic institutions.

The collaboration of experts from the field in the teaching process is especially important. In 2017 we hosted 694 (589 in 2016) guest experts from the business and non-business sectors and 549 (516 in 2016) guest higher education teachers, associates and researchers from research institutes in Slovenia. Collaboration also flows in the other direction, with 226 (289 in 2016) of our higher education teachers, associates and researchers collaborating with other research institutes in Slovenia.

UL ALUMNI

The operation of alumni clubs represents a link between graduates working in the social environment, and can contribute to the promotion of the University and also to cooperation between the institutions in which they work and the University.

In 2017 we analysed the situation and needs of UL member institutions in the area of developing alumni clubs. The aim was to jointly identify the situation and needs for connection with graduates, the opportunities for the development of alumni clubs and enhancing mentorship. The information gathered at these meetings was put into a report and presented at the second consultation for the development of University of Ljubljana alumni clubs, which we held on 31 May 2017. We formulated a strategy for developing alumni clubs at the University of Ljubljana which was supported by the college of the Rector and was discussed and adopted at the session of the UL Senate in February 2018.

Through regular communication and the organisation of events for staff at member institutions responsible for developing alumni clubs, in 2017 we formed an internal community within the University of Ljubljana. In the area of alumni this community will link together UL member institutions, ensure their participation and knowledge transfer from those with greater experience to those with less, and actively implement best practices in our environment.

We selected a provider to set up a platform that will enhance communication, ease linking together and information for alumni, students, employers and the general public. All UL member institutions are ready to use the online platform. Parallel to the implementation of the online environment, we started setting up a website intended for entry to the online platform, linking to the above-mentioned stakeholders, information and promotion of the online platform. We organised two consultations for the development of University of Ljubljana alumni clubs (presentation of the results of analysis of the situation and needs for the development of alumni clubs and presentation of the selected online platform for relations with alumni and practical tips for its use) and a 16-hour workshop on effective approaches to developing alumni clubs, which familiarised participants with the 'design thinking' method. We organised the event University for the Future – Linking generations for common growth, at which we connected University of Ljubljana alumni with kindergartens children and primary school pupils along the entire vertical education scale.

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	EXPLANATION OF EFFECT ON QUALITY
Start of implementing the project Consortium for technology transfer from public research organisations to the commercial sector (KTT).	The Knowledge Transfer Office will use its strengthened HR to offer member institutions greater support as part of cooperation with the commercial sector and in the area of raising awareness and providing information for researchers about the possibilities of protecting and marketing intellectual property.
Employment of an adviser for alumni club development.	This staff member was able to accelerate the start of support and development of alumni clubs at member institutions, which is evident from the above described implemented activities. The member institutions received the support extremely positively, and were favourable regarding joint cooperation and linking.
KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
The results of scientific and research work are not sufficiently shared to the level that can be marketed.	<p>Incentivising employees at member institutions to transfer knowledge to end users by means of the member institution development funds.</p> <p>Incentivising employees at member institutions to transfer knowledge by means of cooperating with the media in the form of expert commentary and explanation of current social issues, events and the presentation of results of scientific and research work to the wider lay public</p>
Inadequate promotion of outstanding achievements of UL researchers.	Planned promotion of outstanding achievements of UL researchers in the media and public, which will enable greater recognition of the University and its member institutions and consequently greater interest in collaboration from the business sector.
Insufficient connection of units within the University of Ljubljana (especially the Knowledge Transfer Office, Career Centres and Project Office) with entities founded or cofounded by the University (LUI, IRI, SIS EGIZ).	Design of an innovative ecosystem with the linking and cooperation of relevant entities (including through concluding agreements).

KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
Late start to the KTT consortium project.	A reorganisation being conducted of the University service that will implement the KTT consortium project.
Restriction on work outside the University of Ljubljana owing to legal barriers in setting up spin-off companies.	Initiative and lobbying by the University at the Education Ministry for adoption of legislation that will enable the founding of spin-off companies in a way that will be entrepreneurially attractive and at the same time beneficial for the University or member institution.

5. CREATIVE CONDITIONS FOR WORK AND STUDY

LIBRARY SYSTEM, PUBLISHING AND STORE

Ensuring a unified and modern library infrastructure

The University is actively involved in the systemic arrangement of the status of higher education libraries both on the national and international levels:

- In 2017, during the process of drafting the revised Higher Education Act we proposed the cofinancing of university libraries that do not have the status of member institution of the University, as laid down by the valid act. Our proposal was not adopted, so there is still an unresolved issue around the systemic financing of libraries that operate as part of member institutions of the University of Ljubljana.
- Representatives of the University participated in Education Ministry working groups to draw up a strategy for developing higher education libraries, which should be adopted in 2018, and in the Education Ministry working group for open access, which drafted the national strategy of open access to scientific publications and research data. Following confirmation of the national strategy at the session of the Slovenian Government on 3 September 2015, the working group drew up a proposed action plan for implementing the national strategy of open access, which was confirmed by the Government in its session of 24 May 2017.
- We participated in managing and supplementing the content of the national information website for open access, openaccess.si, which offers information researchers need to meet the provisions of finance providers regarding open access to reviewed publications and research data.
- Under the project Open Access Infrastructure for Research in Europe 2020 (OpenAIRE2020, O2020, 2015–2018) we performed activities as the national contact point for open access (National Open Access Desk, NOAD). The basic activities of the national open access desks are to support Horizon 2020 projects, researchers, organisations, journal publishers, repositories, funding providers and policy designers regarding open access and open science.
- Based on information from the meetings at the European University Association, the University of Ljubljana proposed to the Rectors Conference of Slovenia, which in turn adopted, the guidelines for negotiating with the publishers of scientific journals, specifically for the payment of open access for articles by employees at consortium members and the request for free reading of all the publisher's journals. The University of Ljubljana cooperated with the Education Ministry and Slovenian Rectors Conference in the initiative for international organisations to negotiate with publishers on behalf of EU Member States and other interested countries (OpenAIRE blog entitled "[Free reading and paying open access articles - scholarly communication model for the better use of public funding](#)").

A joint public procurement order was implemented for 14 member institutions for the supply of foreign scientific and professional journals, for the period from 1 January 2018 to 31 December 2020. The University of Ljubljana participated in negotiations with several publishers and in coordinating activities to ensure access to payable electronic information sources (Elsevier Science Direct, SpringerLink, Wiley Online Library, ACS Online Package, IEEE/IEL, JSTOR, RSC Gold, EBSCOhost Research Databases, Emerald Management 1785 & Emerald Engineering eJournals, Sage Premier).

We are coordinating activities related to the Digital Library of the University of Ljubljana (DiKUL) website, which facilitates viewing and access to all information sources. It is managed by the Central Technical Library (CTK) in accordance with an annex to the agreement on associate membership. In January 2017 we concluded the public procurement order for the lease of equipment to detect information of the latest generation for the DiKUL website for the period from 2017 to 2020. The University of Ljubljana communicates to the administrator of the CTK changes regarding accessible information sources.

We provided support for the obligatory submission of final dissertations from study courses and published material by staff to the UL Repository. The planned analysis of creating research data at the University of Ljubljana, its storage and open access on the internet was not carried out. The University of Ljubljana will harmonise support for researchers regarding open research data with the national activities, and in this will use existing information systems.

Regardless of where they are enrolled, University students can use all the libraries of UL member institutions, NUK (National and University Library) and CTK. The use of library services and remote access to information sources is simplified through the establishing of reference bases in COBISS/Loans, which the libraries use to simplify student enrolment. In 2017 the UL libraries migrated to COBISS3/Loans (competitions, reference database, agreement on personal data processing). The resources and services of the library network were presented to students at Informativa 2017 and at the Information Market 2017.

Among the deficiencies in their libraries, UL member institutions cite in particular the issue of financing the procurement of book materials, library space and equipment and the inclusion of library information technology skills in the study process.

Establishing the University publishing house, online library and store

In 2017 we did not attain the expected objective related to the University publishing house and online library. This turned out to be a more complex project than was initially foreseen, so work will continue in the coming years.

We arranged premises for the University store at the Rector's Office and initiated the formulation of the design concept, in which we involved students from UL EF and UL ALUO.

CAREER AND PERSONAL DEVELOPMENT OF STUDENTS

Strengthening work with students

The operation of the University of Ljubljana Career Centre represents an important link between students and employers. With the aim of reducing mistakes in deciding on courses, and consequently dropping out and exclusion owing to personal circumstances, we intensified cooperation with secondary schools.

The activities of the Career Centre saw the involvement of more than 13,000 users in 2017, including more than 1,300 school pupils. The development and enhancement of career services continued in the direction of supporting Slovenian students in making decisions to continue studying, transition to employment, the entrepreneurial path, and gaining international experience. We also helped students make international connections and organised workshops in English. We started providing workshops for doctoral students and boosted the development of tutoring at member institutions through a series of different additional trainings and other meetings.

We link up with company representatives in various ways, ranging from classic advertising, which we send out via existing and proven channels of communication, to personal meetings with students and graduates on career days, presentations at UL member institutions and visits to real working environments.

At the member institutions we organised 31 events at which 54 employers presented themselves individually. We facilitated 63 visits for students to working environments, both in Slovenia and abroad. The presentations by employers and visits to working environments were attended by 3,141 students. In 2017 we also organised 13 major linking events at UL FGG, UL BF, UL FS, UL FDV, UL NTF, UL FFA, UL FKKT, UL FPP and UL FF.

Based on feedback from employers, predictions of the skills needed in the future and identified needs on the part of students and employees, we designed the project Skills for the 21st century, within which we are seeking to encourage students to pursue additional development of knowledge and skills that will help them in their personal and professional development, while on the other hand employers will in this way obtain graduates who in addition to specific professional knowledge will have “soft” competences, such as skills for people management, teamwork, public speaking, constructive conflict resolution and so forth. We condensed the workshops into a catalogue that we are supplementing and upgrading in line with new proposals and experiences.

Last year we conducted 31 workshops at secondary schools on the topic of course selection. In August 2017 we successfully concluded the first Summer School of the University of Ljubljana Career Centre for school pupils thinking about their choice of course and not knowing where and how to continue their education. As part of the summer school, pupils were familiarised with individual UL member institutions and their study programmes, and the competences they can acquire and develop during their time of study. In December 2017 there was the traditional consultation with school guidance counsellors entitled Challenges of career guidance and selection of studies in the context of the transformation of society in the 21st century, which served to highlight

numerous issues that we are encountering due to changes in the labour market and due to changes in occupations that require additional knowledge and flexibility of the individual.

We continued providing workshops for students to acquire additional competences and skills. We formulated activities into the project Skills for the 21st century, since they enable students to acquire key knowledge and skills that will contribute to their personal and professional development. We conducted 172 workshops provided in-house (labour market, preparation of written and personal presentation (including in English), LinkedIn as a tool for job seeking, preparation for practical work, preparation for job interview and so forth). In collaboration with the representatives of member institutions and students, and using feedback from employers about the skills needed for the future, together with external providers we organised 334 different workshops that presented both in-depth generic knowledge (public speaking, computer skills – Excel, Photoshop, Adobe Illustrator, short language courses, business etiquette etc.) and specific knowledge for the individual profession. In all the workshops were attended by more than 8,900 students.

Provision and development of extracurricular activities

The Extracurricular Activities Centre operates in the areas of sports and recreation, health protection and cultural extracurricular activities.

- In the 2017/18 academic year we advertised:
- 26 sports subjects with credits (gaining 3 ECTS points);
- 33 sports and recreation programmes for the first semester;
- 35 sports and recreation programmes for the second semester;
- 14 daily recreation programmes;
- 19 sports programmes during the exam periods.

A total of 660 students are enrolled in subjects with credits, and they generally attend these subjects for two semesters (the exceptions are Diving, Sports Climbing, Nordic Walking and Running). Sports and recreation programmes are attended by around 1,050 students per semester. In all there are therefore 2,760 University of Ljubljana students enrolled in our regular programmes.

In 2017 at the University Sports Hall in Rožna dolina we recorded 12,292 attendances in daily recreation programmes and 6,244 attendances during the exam periods (January–February, June, September).

We organised various free activities that promote a healthy lifestyle and maintain the individual's psycho-physical condition: measuring body composition and blood pressure, lectures on healthy food and eating disorders, nutrition for recreational sports people, autogenic training, stretching exercises for a healthy spine, a presentation of the services

of the student Health Centre, a course on the use of defibrillators and a refresher course on the basic revival procedures. In the area of culture we continued the very successful organisation and implementation of dance courses and student dances, which preserve the tradition of standard dances and connecting students. In 2017 we held four such dances, which were met with a distinctly good response from students. We also organised one-day events that especially encouraged students towards active leisure pursuits: sunset on Šmarna gora, and presentations of various modern sports such as slackline and quidditch.

In 2017 there was also the traditional football match between the University of Maribor and University of Ljubljana, with the UL players being cheered on in Maribor by a full coach load of fans, for whom we also organised an additional cultural programme.

On the proposal of the Extracurricular Activities Committee, in 2017 the UL Senate deliberated over and confirmed the following syllabuses for extracurricular activities with credits:

- Use of IT for studies (proposed by UL FRI),
- Legal clinic on Law in Sport (proposed by UL PF),
- Legal advice office for protection from discrimination (proposed by UL PF),
- Competition in legal argumentation and simulation of legal procedures (proposed by UL PF),
- International legal environmental clinic (proposed by UL PF),
- Legal clinic on Legal protection of the environment and sustainable development (proposed by UL PF),
- Labour law clinic (proposed by UL PF),
- Research in the area of employability of graduates (proposed by UL FDV),
- Managing social media (proposed by UL FDV),
- Management and leadership (proposed by UL FDV).

Strengthening work with special status students

We ensure equal inclusion of students with special needs or special status in our activities. We strengthened cooperation with the Disabled Society of Slovenia and the University Committee for Students with Special Needs, tutor coordinators and tutors for students with special needs.

In May 2017 we organised a consultation on Challenges for students with special needs entering the labour market, which was aimed at presenting the current conditions in the transition of students with special needs to the labour market, the possibility of building

a career path while a student, exchange of knowledge and opinions and a presentation of best practices.

Table 8: Number of students with special status

	Number of students with special status			Number of graduates with special status		
	2014/15	2015/16	2016/17	2015	2016	2017
Partial or total loss of hearing	12	7	15	3	2	1
Partial or total loss of sight	16	16	23	1	1	4
Long-term or chronic illness	118	147	185	7	4	21
Motor impairment	51	66	81	3	5	10
Speech impediments	21	22	25	1	2	2
Developmental disorders	31	43	46	7	3	2
Specific learning difficulties	59	82	93	7	9	19
Uncategorised		9			2	
Total students with special needs	308	392	468	29	28	59
Status of recognised artist	16	18	20		2	3
Status of top athlete	298	273	309	62	32	45
Total students with special status	622	683	797	91	62	107

Upgrading of the tutor system

In 2017 we held workshops for coordinators of tutors and tutors, in May a consultation on providing tutors at the University of Ljubljana and in the autumn a general education and training session.

Given the decline in the number of tutorial hours, in the future we will need to devote special attention to this area.

Table 9: Tutoring at the University of Ljubljana in academic years 2014/15, 2015/16 and 2016/17

	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17	2014/15	2015/16	2016/17
	Number of coordinators			Number of tutors			Number of tutorial hours		
STUDENTS	325	136	88	1131	1051	955	22060	20949	19274
Course	111	11	8	238	141	139	4902	3847	3607
Foreign students	69	22	15	236	206	97	3617	3531	1927
Special needs	14	10	7	42	31	19	1022	950	423
Introductory	104	77	43	492	567	575	11434	11691	11724
Other	27	16	15	123	106	125	1085	930	1593
TEACHERS	160	143	142	1249	1234	1167	19388	17529	14976
Course	20	4	9	93	84	92	811	672	770
Foreign students	31	33	33	67	85	80	1136	1525	1196
Special needs	33	34	36	38	39	41	540	661	659
Introductory	67	65	57	863	855	806	10507	10162	9029
Other	9	7	7	188	171	148	6394	4509	3322
TOTAL	485	279	230	2380	2285	2122	41448	38478	34250

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	Explanation of effect on quality
Founding of the Library of the University of Ljubljana at the 39th session of the UL Senate on 27 June 2017.	The founding of the Library of the University of Ljubljana will enable the gradual establishing of unified, modern provision of library work and services, which will contribute to the quality of library activity at the University of Ljubljana.
Guidelines for negotiating with publishers of scientific journals adopted by the Rectors Conference of Slovenia (payment of open access for articles by employees at consortium members and request for free reading of all publisher's journals)	Large amounts with annual increases have for nearly two decades been used exclusively to ensure the possibility of readings scientific journals. After putting into practice the guidelines from the Rectors Conference, it will be possible to openly publish scientific articles by higher education teachers and researchers of the University of Ljubljana and also to read journals. This will serve to ensure the efficient use of public funds and the openness of publications from researchers at the University, which will be reflected in their greater visibility and prominence. We may also expect fierce resistance from publishers to such changes in the business model.

Cooperation in European and national activities concerning open access.	Participation in European and national activities concerning open access serves to enable the acquisition of the latest knowledge of European and national policies of open access and the necessary infrastructures and support, thereby enabling higher quality organisation of support for open access at the University of Ljubljana.
Migration of 21 libraries at UL member institutions to COBISS ³ /Loans.	More modern and user-friendly services of lending and reserving material.
Upgrading the services of the Career Centre for doctoral students and promoting internationalisation.	For doctoral students we organised multi-day workshops with a variety of content: Planning and managing projects, "Researcher". Connect and Effective Visual Communication for Scientists. Registration for the workshops was full in just a few hours, indicating the need doctoral students have for such knowledge. We began providing some workshop content in English, and thereby enabled Slovenian students to prepare for the international environment, while offering foreign students additional services.
Strengthening competences of students and graduates through implementation of the project Skills for the 21st century.	The project Skills for the 21st century has been well received among students and staff, with enthusiasm for it coming also from employers, since we are taking into account their identified need for our students/graduates also possessing several soft competences.
Meetings with the representatives of large companies at member institutions, where cooperation with the commercial sector is well developed.	Meetings with the representatives of large companies at member institutions, where cooperation with the commercial sector is well developed, facilitates an intensification and expansion of this cooperation, which becomes systemic cooperation.
Strengthening cooperation with secondary schools with the aim of supporting young people in deciding to study.	In cooperation with school counsellors and pupils we are seeking responses to their challenges relating to guidance in selecting courses and information on the differences between individual study programmes and employment opportunities. In this way we are contributing to a reduction in the number of decisions to study made in error and to raising the reputation of the University of Ljubljana in terms of social responsibility, and we are offering support to future students.

KEY WEAKNESSES

(weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)

PROPOSED MEASURES

Establishing services of the UL Repository has been slow due to the inadequate support for its administration.

Arrange support for administration of the UL Repository, support for member institutions in sending dissertations and concluding work from studies to the UL Repository and in fulfilling the provisions of European and national fund providers regarding open access.

<p>Spatial constraints or non-functional spaces for UL member institute libraries.</p>	<p>Establishing a deposit library for storing and lending less frequently borrowed material, then rearrangement of library premises and changing their purpose.</p>
<p>Overhaul of the employability survey was announced in 2017, but has not been implemented. At the member institutions, as part of visits the situation and needs were analysed, and this showed that the UL member institutions want to modernise and revise the existing system of monitoring graduate employability. That system does not now ensure relevant information that would allow them to process data in a quality way and take related steps.</p>	<p>After adoption of the Education Ministry methodology, a plan to be drawn up for monitoring employability and where necessary upgrading of the methodology for the needs of the University.</p>
<p>Development of the Career Centre Infoportal is progressing very slowly, and consequently there remains a huge amount of administrative work to do and a poor user experience. The identified upgrades could provide a range of development opportunities and upgrades in the actual work process. Equally, we can see that development of the Infoportal will be a major challenge also owing to the public procurement and selection of provider.</p>	<p>Ensure better support for the rapid and high-quality overhaul of the Career Centre Infoportal.</p>
<p>The number of students using the Career Centre services is growing, but this share could be greater. The students who know us come back to us, while the challenge is to attract those who have perhaps heard about us but have not decided to join.</p>	<p>More cooperation:</p> <ul style="list-style-type: none"> ■ with staff at member institutions: information during lectures, support in preparation for practice at home and abroad, instructions to prepare a CV/portfolio, creation of new joint activities for students, cooperation with employers; ■ with student representatives: organisation of joint events, information on Career Centre activities according to their mailing list for communication; ■ upgrade the existing website to make it more user friendly and to receive only information relevant to them. ■ Development of new and adapted content of services for specific target groups of students (how to choose and employer: workshop, fire pitches).

KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
<p>The financial risk of insufficient funds for purchase and ensuring access to library material in UL member institution libraries.</p>	<p>Establishing guidelines for negotiating with publishers of scientific journals adopted by the Rectors Conference of Slovenia (payment of open access for articles by employees at consortium members and request for free reading of all publisher's journals).</p>
<p>In accordance with the ZViS, the financing of university libraries is only possible if they have the status of another member institution of the university.</p>	<p>In the future the University of Ljubljana will continue to strive for financing of other forms of university libraries to be possible in line with the ZViS, for instance university libraries as common organisational units of the University.</p>
<p>Resistance of publishers regarding payment for open access or raising costs in the publication stage. (In classical access, costs are for the most part covered by readers through subscriptions, while in open access these costs are transferred to the authors of research work who wish and need to publish.)</p>	<p>Change of the model for evaluating research results, which will not automatically raise the profits of publishers at the expense of research supported by public funds.</p>

6. MANAGEMENT AND DEVELOPMENT OF QUALITY SYSTEM

Strengthening the overall quality loop and quality system

In the area of managing and developing the system of quality assurance, in 2017 we conducted a range of activities focused on strengthening mechanisms of quality, which create the overall system of quality assurance at the University of Ljubljana.

Production of Business Report and Quality Assurance Report

The Business Report of the University of Ljubljana, with its integrated Quality Assurance Report, is one of the key instruments for quality assurance. It contains a self-evaluation of the institution in all areas of operation, with the identification of key changes, assessed weaknesses and threats and proposed measures for improvement. As part of the preparations for the 2017 business report, in November we held a workshop for the preparation of member institution business reports. It was organised based on the evaluation of workshops from previous years. Based on the results of the evaluation we organised an additional workshop for Designing and improving measures, at which UL member institutions gained feedback on examples of measures from their own practices and learned about ways to improve the measures.

Operation of the committee, offices and other bodies for quality

In its 2013–2017 mandate the UL Quality Committee discussed and proposed the adoption of numerous documents and the upgrading of the quality system. At the end of the mandate in 2017 the members reflected on the work of the committee, and identified further challenges for the University of Ljubljana, especially in the areas of the quality of learning and teaching, evaluation of study programmes, further development of the culture of quality, the questionnaire on graduate employability and monitoring employee satisfaction. UL member institutions report an increased awareness of the importance of quality and better linking of monitoring and developing quality, where generally they mention better support and regulation of the field (professional staff and offices, revision of rules), better connection with management (Vice Dean for Quality), better linking within member institutions (inclusion of study programme administrators or departments in the committee) and the implementation of development activities (enhancement-led visits, strategic conferences, study days). They also highlight the more frequent addressing of the topic at senate sessions (discussion of the point of quality, report on surveys, self-evaluation of study programmes), the greater scope of ongoing monitoring of measures implemented and regular annual self-evaluation of study activities, shifts towards greater information provision about quality (flow of information, more information about quality on the website, discussions of quality) and the inclusion of students in the operation of the quality system. Member institutions also identified a series of challenges they are addressing through measures for better support for the area of quality, greater connection with management and measures of increasing the importance of quality.

Student surveys

In the past year we strongly promoted the use of student surveys, both on the level of Rector's Office departments and at the member institution level. We called on member institutions to take them into account in preparing self-evaluations of study programmes and to draw up measures based on the results of surveys. In 2017 all the envisaged reports were prepared with the results of surveys, including the common reports for the University of Ljubljana. We published the first regular [common overview report for 2015/2016](#), which analyses the results of student surveys from all member institutions. The report was discussed at the last regular meeting of its mandate by the UL Quality Committee (2013–2017). The report discusses both the analysis of courses and providers and the analysis of general factors of study. A draft was produced of the [Common report for the third cycle for all member institutions of the University of Ljubljana 2015/16](#), which was subject to close scrutiny by the sectoral departments and will undergo further improvements.

The surveys indicate that the average scores of subjects and providers are high, while the assessed general factors of study are a little worse. Based on the conducted surveys, in their reports the UL member institutions address certain common challenges (mainly familiarity with external institutions and electives) and factors where they scored lower in the evaluations. In line with this they are also planning to hold talks with lower scoring educators and they are looking for the reasons behind the lower scores of individual subjects, programmes or factors of study. Here they highlight the better accessibility of the results of surveys and better cooperation of students, where a frequent factor of such cooperation appears to be the good cooperation with the student council. Nevertheless there is still a lack of monitoring the competences of students and graduates and an absence of feedback to educators about the mentoring of graduate and master's dissertations. In the process of computerisation a need was identified for adaptation of the Rules on Student Surveys, something pointed out by certain member institutions as sectoral services. Taking into account the initiatives and proposals, a proposed amendment of the Rules and a protocol for conducting UL student surveys were drawn up. In the context of computerising the surveys, member institutions also pointed out the difficulties associated with communicating the results of surveys to users at member institutions, which is being addressed through additional functionalities of the VIS system.

The University of Ljubljana also conducted a survey for foreign students on exchanges and a survey for foreign students who are enrolled full-time in study programmes provided by University member institutions. In addition to student surveys, some member institutions are also conducting surveys to gain feedback (e.g. on mentors of bachelor dissertations, on concluding studies, mid-semester surveys and closer monitoring of study workloads).

Self-evaluation of study programmes

In the first half of 2017 we concluded the process of upgrading the Guidelines for self-evaluation of study programmes. We drew up the Guidelines based on new NAKVIS criteria and proposals from member institutions. The UL Senate adopted the upgraded

Guidelines in July 2017. Based on this we created a Form for self-evaluation of study programmes, which enables the standardised production of self-evaluation reports. In order to assist the self-evaluation of programmes, on the University level we formulated the values of indicators for each individual study programme.

An analysis of key shifts that member institutions highlighted based on the reports of self-evaluation of study programmes showed that the greatest progress is recognised in monitoring and assuring the quality of the pedagogical process. In this context member institutions devoted greatest attention to changes in subjects. Shifts can also be traced in the area of offering support and encouraging students in their studies. In planning measures, member institutions focused most on improving the quality of the pedagogical process, especially on changing subjects. Numerous measures relate to progressing in studies, since member institutions want to improve the low rate of concluding studies by encouraging contacts between students and mentors of final dissertations, by introducing incentives for regular conclusion of studies, analysing the academic performance of school pupils, development of new methodologies for monitoring progress and establishing the tutor system. Some member institutions are planning measures in the area of offering support in the internationalisation of studies, practical training of students, changes to the HR structure and optimisation of the process of self-evaluation of study programmes.

Enhancement-led visits

In 2017 we conducted enhancement-led visits to four member institutions: UL ZF, UL FE, UL NTF and UL FFA. In November 2017 four new member institutions began preparations for enhancement-led visits: UL FU, UL FRI, UL FS and UL FSD. In line with the experiences in conducting enhancement-led visits, we upgraded the guidelines for preparing materials for enhancement-led visits and the Rules for Enhancement-led Visits. In autumn 2017 we evaluated the long-term effects of enhancement-led visits at member institutions with the aim of appropriately upgrading this mechanism in the future. The findings indicated that the majority of member institutions assess the enhancement-led visits as welcome support for the development of the institution, since they additionally activate internal resources towards seeking their own solutions, they promote a common search for solutions and facilitate an invaluable exchange of experience among member institutions. The evaluation was discussed at its meeting by the UL Quality Committee, which supported the proposed changes. Monitoring the implementation of measures stemming from the enhancement-led visits has been shown to be one of the key elements of this quality mechanism. With the aim of monitoring the implementation of set measures and mutual support in meeting the objectives, in 2017 we held two meetings where we identified initiatives for upgrading this mechanism.

Development of learning and teaching and training to strengthen the competences of pedagogical, research and professional staff

In 2017 an international conference was held under the auspices of the Rectors Conference of Slovenia on “Student-focused approaches to learning and teaching”, for which the University of Ljubljana co-designed the programme and conducted a workshop on

practical examples of active learning in natural sciences and technology. In December 2017 the University of Ljubljana, along with nine other prestigious European universities, was accepted in a pilot project of the EUA (European Universities Association) focused on evaluating high-quality learning and teaching. We also prepared for an ESS project that will enable intensive training for learning and teaching. The Education Ministry presented the framework proposal for a call and implementation of the project, for which we responded with suggested improvements.

Surveys on employee satisfaction and graduate employability

In 2017 a survey was conducted on the satisfaction of member institutions with the departments at the Rector's Office. An integral report and sectoral reports were drawn up for individual departments. The report points to a high level of satisfaction both with the Rector's Office as a whole and also with individual departments. Scope for improvement can be seen mainly in the accessibility of information and materials on internet and intranet sites. Based on discussion of the report within sectoral departments, a set of measures will be formulated with a focus on higher quality of services. The employee satisfaction survey, on the other hand, is conducted in a limited and non-systematic way within the University of Ljubljana. The experiences with member institutions conducting the survey have shown positive shifts towards adapting to the needs of employees and reducing factors of risk.

In 2017 we continued conducting the annual surveys on the employability of graduates of University of Ljubljana programmes. The survey covered graduates who concluded studies in 2016. The survey on graduate employability suffers mainly because of the problems of a low response level from graduates, which more than the lack of response from former students is linked to the fact that for each respondent we need to get written agreement in advance for participation in the survey. In the past this has proven to be a major challenge at a large number of member institutions. In addition to the insufficient number of graduates included, member institutions also cite the problem of a lack of adequate monitoring of the competences of graduates in the employability survey. A comprehensive evaluation of the graduate employability survey with guidelines for overhauling it, including the proposal of an overhauled approach to surveying graduates, will be conducted in 2018.

Accreditation and legal regulation of the systems of quality

In 2017 the University of Ljubljana continued its intensive communication with the Slovenian Quality Assurance Agency for Higher Education. We drew up a proposed orientation for the Slovenian Rectors Conference, while at the same time we formulated ongoing responses to the proposals of the Agency which addressed both the conceptual design and the specific provisions of the quality rules. Equally, in light of the migration to the system of institutional accreditation we devoted considerable attention to the renewed accreditation of the University of Ljubljana. To this end we formulated an action plan for accreditation of the institution and a plan of measures and activities for successfully securing renewed accreditation for the University. The plan presents a multi-year roadmap of activities that serve to enhance the quality system, and they can be divided

into regulatory and executive parts.

Member institutions are also developing the quality of their studies and operations in general through international evaluations and accreditations. They have the highest number of accreditations (19) from the agency ASSIN, with ten for study programmes at UL FGG, five at UL FRI, and two each at UL FE and UL FS. UL FGG and UL FS also have EUR – ACE accreditation, while UL FRI and UL FKKT also have FEANI. UL VF has EAEVE accreditation, UL FU (for three study programmes) has EAPAA, UL MF has AHGPS, UL FPP has EMSA and UL FKKT has ECTN. UL EF extended its TEQUAL accreditation, and also has accreditation from EQUIS, AACSB and AMBA.

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	EXPLANATION OF EFFECT ON QUALITY
Upgrading guidelines for self-evaluation of study programmes.	The updated guidelines now enable self-evaluation, which better reflects the needs of member institutions and the NAKVIS criteria. In the updating we took into account previous experience in self-evaluation of study programmes and the new NAKVIS criteria.
Long-term impact of enhancement-led visits to UL member institutions.	The evaluation showed that the visits additionally activate internal resources towards seeking their own solutions, they promote a common search for solutions and facilitate an invaluable exchange of experience among member institutions.
Preparation of a plan of measures and activities for successfully securing renewed accreditation for the University.	This document serves to complete the overall preparation for the demanding process of renewed accreditation of the institution, which includes transition to the system of institutional accreditation. The document represents a roadmap for developing the quality system for the next three years.
Computerisation of the student survey, production of various reports for use at member institutions and commonly at UL. Accessibility of the joint reports with results of student surveys for the entire University of Ljubljana.	Better insight into study and support activities at the University of Ljubljana, possibility of addressing common challenges and major differences among member institutions.
KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES

Low response of graduates to employability survey.	Carry out comprehensive evaluation of the graduate employability survey with guidelines for overhauling it, including the proposal of an overhauled approach to surveying graduates.
The absence of principles of pedagogical excellence for appropriate evaluation of educational work.	Prepare a selection of principles of pedagogical excellence and place them logically in the rules of the University and member institutions.
Implementation of the student surveys is not sufficiently compliant with the rules, especially in terms of verifying competences. Gaps in implementation appear principally in the part that is specific to individual member institutions (e.g. distributing results, use of results). In the process of computerisation a need was identified for adaptation of the Rules on Student Surveys, something pointed out by certain member institutions as sectoral services.	Draw up a protocol for conducting the student survey, which will be underpinned with a comprehensive definition and visualisation of the feedback loop of student surveys. Carry out a comprehensive evaluation of student surveys that will serve as a basis for amendments to the Rules on Student Surveys.
Differing understanding and implementation of self-evaluation of study programmes among member institutions, and inadequate support for self-evaluation of study programmes.	Define specifically the quality loop for self-evaluation of study programmes, strengthen support for member institutions in carrying out self-evaluation of study programmes, strengthen monitoring of self-evaluation at member institutions. Upgrade support for simpler use of tools and data to carry out self-evaluation of study programmes.
The meetings aimed at monitoring fulfilment of the measures following enhancement-led visits and at mutual support in fulfilling the goals, do not adequately reflect the needs of meeting participants.	Strengthen mechanisms for monitoring fulfilment of measures and forums for exchanging knowledge and experiences.

KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES

Tender conditions NIO7 for implementing the project of training for learning and teaching for educational staff do not enable the provision of appropriate training.

In agreement with the other biggest higher education institutions, achieve agreement with the Education Ministry on designing a project that will allow the involvement of the best domestic and foreign lecturers in the field of learning and teaching.

7. BUSINESS OPERATIONS

7.1 Management and administration of the University of Ljubljana

We elected a new UL Governing Board, which held its constitutive meeting on 24 April 2017, at which Prof. Dr Borut Božič was elected chairman.

Newly elected Rector Prof. Dr Igor Papič assumed the leadership of the University of Ljubljana on 1 October 2017. The Rector assigned new and broader powers to the newly elected deans in relation to supplementary work at member institutions and regular promotion to pay scales. In this way we optimised procedures at the Rector's Office and at member institutions.

Ensuring compliance of legal acts

In January 2017 the UL Senate and Governing Board adopted the UL Statutes, and on that basis the majority of member institutions harmonised their organisational rules. The professional services of the Rector's Office reviewed all the internal bylaws and began alignment with the new provisions of the Statutes.

In accordance with the new Statutes, in a founding decision the UL Senate formally confirmed the Doctoral School and the University of Ljubljana Library as a joint organisational unit of the University.

Strengthening international cooperation of the University of Ljubljana

We participated actively in the CELSA association (Central Europe Leuven Strategic Partners), in The Guild, the Western Balkans Platform and in working groups and activities within the international associations UNICA, Utrecht, Alps-Adriatic and EUA. Within the CELSA association the University of Ljubljana participated together with KU Leuven in the project "Discovery of new leads modulating voltage gated potassium ion channels as emerging cancer targets", and the project "Firm-level hubs and impact of granularity on the propagation of shocks and aggregate output fluctuations in a small open economy". Within the Guild network various expert and other groups were formed, and they drew up opinions, documents and proposals (policy papers) related to current topics, and we organised common meetings, summer schools, conferences and other events with partner institutions.

We continued forging strategic partnerships. Our partnerships with KU Leuven, the University of Graz, ELTE University in Budapest, Kyungpook National University, Nanjing and Sichuan Universities in China, and the University of Rijeka were boosted by the addition of a partnership with the University of Trieste.

Increasing prudence and the efficiency of operations

In 2017 we held the first consultation of deans on the financing of the University. At this consultation we presented to deans the entire system of financing since 2004, and formulated principles for a new system of dividing up funds, which as regards the

Development Pillar of financing will be changed due to the amendments to the Higher Education Act. In 2017 we held the first consultation of deans on the financing of the University. At this consultation we presented to deans the entire system of financing since 2004, and formulated principles for a new system of dividing up funds, which as regards the Development Pillar of financing will be changed due to the amendments to the Higher Education Act. The common conclusions of the deans were:

- In the proportion of budget funds for studies the University of Ljubljana had fallen relative to other higher education institutions, mainly because of the founding of new institutions for which budget funds had not kept pace.
- Owing to our later transition to Bologna programmes we had started implementing the fifth year of new programmes at the same time as the public finance crisis arose. For this reason the University never received additional funding in the full amount.
- The situation at individual member institutions, which at the same time faced a decline in part-time study and in market activity, had deteriorated markedly since 2012. At some member institutions the rescue measures threatened the provision of high-quality studies.
- Particular problems were seen in outmoded equipment and the maintenance of real estate, since for some years we had not received budget funds for this purpose.
- The revised Higher Education Act envisages the target value of funds for studies in the amount of one percent of GDP, but we have determined that we are actually lagging behind that target.

In 2018 we will continue these consultations.

We produced a draft of development goals as a basis for negotiating with the Ministry for funds under the development pillar of financing.

Improving the financial system

In the finance and accounting area in 2017 the University of Ljubljana continued its efforts to standardise the professional standards for monitoring business events and content, as well as the procedures for reporting at all University member institutions, and we organised a well attended workshop on planning and reporting for member institutions.

A working group put intensive efforts into drawing up a methodology for establishing a unified system of cost accounting.

With the aim of managing tax risk we held a tax seminar for member institutions covering the main tax questions that arise at the University.

With the change in regulations on e-business, on the University level we established and standardised the procedures for sending and receiving e-requests, the rights and access within the University and procedures in doing business with external funding providers,

and thereby improved the transparency of financial operations in providing a public service.

As part of the preparations for implementing the new IT system, an expert finance and accounting group visited Rodboud University in Nijmegen (Netherlands) and WW University in Münster (Germany), where they were familiarised with procedures of planning and oversight, internal and external reporting and with procedures of implementation and user experiences of the business information systems at the two universities.

Arranging documentary and archive museum material

In the process of valuing the documentary material of the professional services at the Rector's Office, we destroyed by committee around 65 linear metres of documentary material whose storage period had expired. The archive repository received 1.8 linear metres of archive material, which was arranged and inventoried. We communicated written and verbal information to external and internal users about the archival material and the University's history. In the archive reading room, public archive material was used by 31 external users who visited the reading room a total of 91 times.

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	EXPLANATION OF EFFECT ON QUALITY
Setting up thematic consultations of deans.	Greater transparency and information provision, strengthening cooperation.
Changes in the organisation of the Rector's Office departments.	Linking processes, optimising work.
Start of process of procuring a single business information system.	Standardised and better connected processes, greater precision and accessibility of data.
KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
Poor quality and unreliability of the operation of the majority of existing accounting IT systems at UL member institutions and the Rector's Office.	Business information system tender on the University level, with the process involving experts in various fields of operation at the University, preparation of standardisation.

Owing to the size and diversity of the fields, coordination of the processes within the University is lengthy.	Define the most important and priority areas that need to be addressed in terms of risk assessment, and focus on these areas, we will continue to conduct certain processes for all member institutions at the Rector's Office (e.g. common public procurement, guidelines for member institutions).
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KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
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Complex and opaque legislation that does not facilitate straightforward procedures and decisions.	Active involvement in public debate on laws and by pointing out issues to the legislators and proposing measures.
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7.2 Human resources development and HR plan

Improving human resources management

In the area of human resources we have focused efforts on achieving the following objectives:

- Arranging employment positions that are specific to the University owing to the habilitation process;
- Strengthening competences;
- Ensuring European standards of development for researchers and teachers;
- Preparation for the new information system.

We established regular monthly meetings of HR staff at the University.

In 2017 an internal evaluation was conducted on implementation of the Career Development Strategy for researchers for the period 2012–2016, along with an analysis of the situation and collection of proposals for drawing up a new UL HR Strategy 2017–2020, which was confirmed on 21 November by the Senate. Both a report on implementation of the old strategy and the targets and measures of the new strategy were submitted to the European Commission, which will organise an external evaluation in 2018.

Young researchers represent the possibility of rejuvenating human resources. The University of Ljubljana had 308 young researchers in employment as at 31 December 2017. In 2017, based on three calls, employment contracts for the position of young researcher were newly signed with 75 doctoral students.

Greater inclusion of foreigners in research and education work

We are fulfilling the strategic goal of internationalising the University in part through the employment of foreign teachers. Through the required international advertisement of teaching positions we are seeking to recruit the best human resources. In 2017 the University of Ljubljana employed full-time a total of 107 foreign citizens (81 in 2016), of whom 38 were teachers (30 in 2016).

Moreover in the 2016/2017 academic year, in one or at least part of a course a total of 508 foreign higher education teachers and staff participated in the study process, which was 11 fewer than the previous year, but it should be noted that this is to a large extent tied to the possibility of paying for foreign teachers.

A total of 473 higher education teachers and staff and scientific associates and staff went on exchanges abroad, which is more than the previous year. Detailed figures are given in the table below.

Table 10: Exchange of teachers and staff in the study process by period of time in the 2016/2017 academic year

	Number of foreign higher education teachers, associates and scientific workers who participated in the educational process for at least one course	Number of foreign higher education teachers, associates and scientific workers who participated in the educational process for at least part of a course	Number of foreign scientific workers and research associates who were on exchange and participated in the education process	Number of higher education teachers and staff who were on exchange, pursued education or research process or in artistic work abroad at foreign higher education institutions	Number of scientific workers and research associates who were on exchange or participated in the education or research process or in artistic work abroad at foreign higher education institutions
Up to 1 month	16	327	137	320	46
1 to 3 months	5	8	4	63	12
3 to 6 months	14	3	1	9	1
Over 6 months	7			4	1

Undefined	36	92	19		7
Total	78	430	161	396	67

A total of 240 foreign researchers and research associates participated in research projects for varying time intervals, which is 15 more than the previous year. A total of 67 UL scientific workers and research associates went on exchanges abroad, participating in the educational and research process, which is 40 more than the previous year.

Exchanges of professional staff (salary group J – ancillary positions) are promoted and financially supported under Erasmus+ and other forms of exchange. We facilitated exchanges abroad for 77 professional staff, and hosted 114 professional workers who came on exchanges from abroad.

Last year at the University of Ljubljana level we held a Staff Training Week for librarians: Academic libraries' support for open science in the European Research Area 2017. We also organised the international week Erasums+ Staff Week. The programme was conducted in the form of presentations and workshops with emphasis on the Erasmus+ programme, internationalisation, international accreditation and summer schools.

Providing training for all employees at the University of Ljubljana

In 2017 on the University of Ljubljana level we completed the planned Training Programme covering 11 different topics. The main substance of the Training Programme was aimed at the area of learning and teaching: Group work for more active studying, Rhetoric in Slovenian, Public speaking in English, Basic higher education didactics, Assessment for high-quality studies, Preparation of video lectures suitable for posting online, Active methods of teaching in heterogeneous multicultural groups of students and Interculturality in the higher education process. Part of the Training Programme addressed competences for high-quality strategic work: Setting goals and formulating and implementing plans and Managing resistance to change. Some of the trainings were repeated several times. This meant that a total of 25 trainings were carried out, with the attendance of 337 University of Ljubljana employees. In addition to these trainings, some member institutions held their own trainings and events (pedagogical conferences and market places, study and preparatory days), covering improvements of individual elements of the study process and introducing modern methods of learning and teaching, including the integration of sustainable concepts into the process of learning and teaching.

In 2017 a total of 533 employees were enrolled in formal education (517 in 2016), and 1,793 pursued non-formal education (1,588 in 2016). Forms of non-formal education involve mainly conferences, summer schools, professional courses, seminars and symposiums. A total of 28 teachers were on sabbatical year (23 in 2016, 22 in 2015 and 11 in 2014).

Ensuring stable employment

We continued procedures for settling the status of higher education teachers in the position of assistant who have performed principally teaching work. In his programme the newly elected Rector highlighted the uncertain status of researchers who have a number of years of employment tied to projects and therefore have fixed-term employment contracts. In 2017 we identified possible solutions which we will adopt in 2018.

Strengthening the responsibility of employees to ensure integrity

In 2017 for the first time we started implementing the new Rules on avoiding conflicts of interest and work outside UL. We cannot yet assess the effect of the Rules, but an analysis will be performed in 2018 on the basis of which we will try to determine whether the system needs to be upgraded or changed to some extent.

Improving habilitation procedures

A working group was appointed with the task of formulating updated habilitation criteria, whereby we will simplify the habilitation procedures.

IMPLEMENTATION OF THE HR PLAN

In the 2017 Work Programme the University of Ljubljana planned for 6,513 employees as at 31 December 2017. The actual number of employees on that date was 20 percent smaller, with a total of 5,898 employees, or 5,705.25 expressed in FTE.

Table 11: Number of all employees at the University of Ljubljana from 2014 to 2017 by salary group

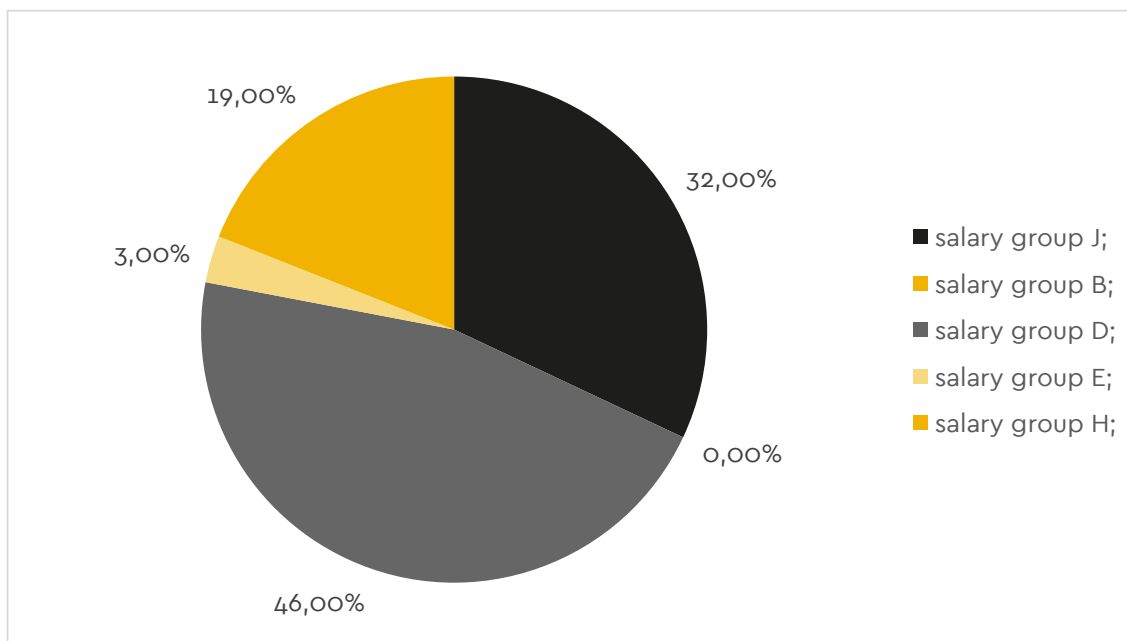
SALARY GROUP	No. of employees as at 31 December 2014	No. of employees as at 31 December 2015	No. of employees as at 31 December 2016	No. of employees as at 31 December 2017	Index 2015/14	Index 2015/16	Index 2016/17
B	9	9	8	7	100	89	88
D	2.681	2.683	2.681	2.693	100	100	100
E	159	168	173	180	106	103	104
H	912	999	995	1.097	110	100	110
J	1.883	1.888	1.873	1.921	100	99	103
Total	5.644	5.747	5.730	5.898	102	100	103

Table 12: Implementation of HR Plan in FTE by source of reporting under the regulation for 2017

Resources	1 January 2017	1 January 2018 plan	1 January 2018
1 State budget	4.065,38	4.192,95	4.051,43
2 Municipal budgets	0	1,25	0
3 ZZSZ (Health Insurance Institute) and ZPIZ (Pension and Disability Insurance Institute)	2,5	0	0,50
4 Other public funds for public service provision (e.g. taxes, fees, concession fees, RTV licence fee)	1,50	17,42	22,03
5 Funds from the sale of goods and services on the market	303,45	420,03	279,98
6 Non-public funds for public service provision	169,14	180,84	161,35
7 EU funds, including co-financing funds from the state budget	221,66	403,04	289,54
8 ZZSZ funds for intern and specialising physicians, intern health workers, intern health associates and funds of research projects and programmes, and funds for projects and programmes intended for internationalisation and quality in education and science (allocated funds)	704,89	1.052,45	793,53
9 Funds from the public works system	1		
Total number of all employees from Jan. to Dec.	5.469,52	6.267,98	5.598,37
Total number of employees under points 1 to 4	4.069,38	4.211,62	4.073,96
Total number of employees under points 5 to 9	1.400,13	2.056,36	1.524,40

In view of the Decree on the method of drafting human resource plans of indirect budget users and the methodology for monitoring the implementation thereof for 2017 and 2018, and in line with the Education Ministry instructions, based on the source state budget and other public funds for performing public service in 2017 we planned the employment of 4,211.62 persons, which was 137.66 persons more than what we actually implemented in 2017. The table is set out in proportions of employees by source of financing, since often employee salaries at the University of Ljubljana are covered from different sources.

Figure 15: No. of employees as at 31 December 2017, by salary group



SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	EXPLANATION OF EFFECT ON QUALITY
Settling the status of teachers in assistant positions.	Harmonisation with legislation and better motivation of these employees.
Provision of training for educational workers.	Strengthening competences.
Regular meetings with HR departments at member institutions.	Exchange of best practices, coordinated operation in HR.
KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
Status of researchers – fixed-term contracts owing to projects.	Draw up uniform guidelines for member institutions and establish a period for arranging this, as was the case for teachers in teaching assistant positions.
The issue of contractual workers.	More precisely plan the implementation of study programmes and in line with this the HR plans.

Non-standardised and unreliable information system.	Procurement of a new system is already in progress, and with a new assistant to the chief secretary for HR we will ensure that implementation at UL will progress with the greatest rapidity and quality.
The call for the selection of young researchers has no IT support.	Development of an IT module to support the call for the selection of young researchers, with the aim of simplifying procedures (from e-applications to the selection of candidates and records of young researchers) among member institutions and the Rector's Office, more rapid exchange of application documents and better communication and exchange of information between the Rector's Office and member institutions.
Lack of key competences among staff in professional services.	Education of professional staff at home and abroad.

KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
Owing to restrictions in the salary system, it is hard for us to employ good researchers and foreign teachers, while at the same time professional staff needed in the business sector are departing for better paid jobs.	Together with the unions propose a special collective agreement for higher education and consideration of including IRI in dealing with the issue.

7.3 Information system

Stable and secure operation of the IT infrastructure that enables the reliable provision of services to students and employees

The University of Ljubljana works to ensure the development and maintenance of common information systems used in the operations of the Rector's Office and member institutions. Inherent in this is the provision of secure and reliable operation of the METULJ communication network and appropriate applied support for efficient data processing.

Vital successful shifts continued in the direction of reducing the unnecessary differences between member institution IT systems. Six member institutions use their own mail servers, while 20 are already using the common server infrastructure Exchange.

An upgrade was implemented on the IRC financial and accounting system to the use of more secure passwords and an updated version of the software. We supported the management of eRequests, so that we can perform the process of reimbursement in a

transparent and secure way right across the University.

Several adjustments were made to speed up the HR system software QT, and a higher level of security was obtained with the simpler management of access passwords.

Use of the PRTG system for monitoring the operation of information and communication systems was expanded further, such that the system already includes more than 2,500 sensors that we monitor daily, and in the event of warnings or difficulties we can respond appropriately.

New training was provided in the area of information security and the method of using applications and processing of data. The trainings were recorded and are available for later viewing.

Development and maintenance of support for prudent and efficient operation of the University of Ljubljana

As part of the preparations for new infrastructure projects and introduction of IT systems to support business processes, attention has been focused on support for a joint public procurement order for the PIS business information system. We have already begun preparing data, and as the basis for standardising and clearing data we made a common HR database in which member institutions entered data in autumn 2017.

The Rector's Office and 23 member institutions increasingly use the document system GovernmentConnect GC, and its use is being spread across members and processes, so that the usability of the system is increasing with the number of users. The development of common internal rules for operations with documents will open up further possibilities for its use.

The PAUL application for data aggregation was upgraded, so that uniform business rules are applied for verifying student enrolment, as is the case on the national level at the Education Ministry. The database model was transformed so that data are available in the form of a data store for business processing. This served to significantly improve the quality of data on enrolment, which provides added value both for member institutions and the entire University.

The 1KA system for surveying, which is a component part of the study process, was more closely integrated with other systems, and improvements to the processing of data and reports were formulated.

Member institutions could make use of the programme for checking the similarity of content and labelling text, Turnitin, while the common storage of dissertations and final assignments, RUL, was upgraded with support for large files.

We increased the number of joint public procurement orders, especially for the purchase of licensed software, which contributed to cost efficiency.

Given the needs of the services, the OTRS (Open-Source Ticket Request System) supporting the operation of the user support service was expanded to new processes, especially in the area of study IT.

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	EXPLANATION OF EFFECT ON QUALITY
<p>There was a reduction in the number of needless differences in the information systems at member institutions, especially where these differences hampered communication or the level of automation. There was a reduction in the diversity of programmes for e-mail, technological settings for exchange of mail and the number of stand-alone system set-ups.</p>	<p>Successful and secure communication through the exchange of e-mail is possible only if the minimum requirements for cooperation are implemented and fulfilled and the peculiarities of one member institution do not negatively impact the operation of other members. Reducing unnecessary differences has increased both the level of reliability and the security of communications.</p>
<p>There was an increase in the level of integration and automation in the exchange of data among systems, especially in the area of processes where this was rational and necessary.</p>	<p>Accessibility and exchange of information were eased with the greater level of integration of the systems.</p>
<p>By expanding the multiplicity of using the GC document system and through its support for document processes at the Rector's Office and member institutions we have increased its usefulness. Through regular monthly coordination we achieved a coordinated and controlled method of developing and exchanging key information among users.</p>	<p>Properly managed development and expansion of the use of the common information system eases the implementation of processes, the automation of manual activities reduces the number of errors and there is an increasing efficiency and success in the operation of member institutions and the Rector's Office.</p>
KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES

Its existing diffuse nature, non-optimal operation and operational exposure to a mass of providers of business information systems for the University of Ljubljana are not appropriate, so there is still the multi-year project in progress for public procurement of a common and single business system. Selection procedures have not yet been concluded.

Continuation of the public contract process, where the expertise of the commission is ensured in terms of information systems, the content of business systems and knowledge of public procurement procedures, for the selection of an appropriate system in the shortest possible time. We underline the importance of the business information system and raise awareness among key stakeholders.

KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
<p>The new Personal Data Protection Act (ZVOP-2) is being drafted, and this will lay down in detail the requirements of the GDPR and affect the technical and organisational details of personal data protection.</p>	<p>Further cooperation through comments on the draft ZVOP-2 and active involvement in its drafting, regarding technical aspects as well as legal and organisational dimensions. Monitoring the development of regulations and practices in this area and cooperation with the suppliers of our IT systems.</p>

7.4 Communication with the public

Strengthening the reputation and profile of the University of Ljubljana in Slovenia and abroad

In the area of communication with the public, in 2017 we focused primarily on:

- further strengthening of internal communication through:
 - formal meetings with employees (Rector's college, college of deans and vice-deans, college of chief secretary and college of secretaries, PR college, meetings with representatives of the UL Student Council and representative unions);
 - informal get-togethers with employees (reception of Rector teams, New Year's meeting of Senate members, New Year's get-together with employees, spring picnic);
 - formal events for employees (presentation of the most outstanding achievements of the University of Ljubljana in research, awarding title of professor emeritus, awards to professional staff; these were introduced in 2017);

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- issuing internal e-newsletters: in addition to the already established e-Univerzitetnik, which includes important information from the Rector's Office and is aimed at all employees, in 2017 the University of Ljubljana started issuing two new publications, also aimed at all UL employees: 3+23, which provides important information from UL member institutions, and Študentskih 365, which contains important information from the UL Student Council;
 - support for internationalisation of the University of Ljubljana through:
 - issuing the UL e-newsletter Echo (important information from the Rector's Office for foreign academic circles and partner organisations);
 - compiling a booklet in English on the University of Ljubljana's most outstanding research achievements;
 - cooperation with foreign media and media support for the representation of the University of Ljubljana at fairs in Serbia, Macedonia, Bosnia and Herzegovina and Croatia;
 - recording of video statements by foreign students on studying at the University of Ljubljana for the University YouTube channel;
 - strengthening active communication on social networks (creating a profile on Instagram, increased scope of active communication on Facebook in Slovenian and English);
 - overhauling the provision of content on the University of Ljubljana website (arranging menus, home page and content subpages);
 - further development of visual communication through:
 - designing a new line of promotional products and protocol gifts, involving the work of distinguished researchers from individual UL member institutions;
 - a standardised ppt model for the Rector's Office and all member institutions;
 - drafting and design of the Rector's annual report, with the aim of it being vital promotional material for the University of Ljubljana;
 - reactive and proactive communication with the media on the national and international levels, where we perform and apply regular analyses of media references to the University of Ljubljana and its member institutions.

In 2017 we held numerous events aimed at target audiences through which we contribute to the development of creative conditions for work and study and the positive image of the University of Ljubljana. We should highlight the following:

- inauguration of the new Rector of the University of Ljubljana;

- presentation of studies at the University of Ljubljana for foreign students;
- Welcome Freshmen 2017;
- presenting arts awards;
- awarding title of full professor;
- University Week 2017 (presentation of the most outstanding research achievements of the University of Ljubljana, celebratory session of the UL Senate, Prešeren Prizes for University of Ljubljana students, awarding special certificates for the best study achievements, awarding the title of professor emeritus, presenting awards to students for special achievements and actions in extracurricular activities, presenting awards for professional staff);
- awarding of Milan Lenarčič scholarships;
- presentation of the University of Ljubljana at Informativa 2017;
- The Rector's Award for the Best Innovation at UL 2017.

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	EXPLANATION OF EFFECT ON QUALITY
Targeted communication with foreign media (Croatia, Bosnia-Herzegovina, Macedonia).	Support for internationalisation, strengthening the reputation and profile of the University of Ljubljana among foreign students.
Start of publishing e-newsletters 3+23 and Študentskih 365.	Strengthening communication between member institutions and UL students.
Presenting awards for professional staff.	Strengthening internal communication and recognising the achievements of professional staff.
Active communication on the University of Ljubljana website and social networks Facebook, Instagram and Youtube.	Strengthening the reputation and profile of the University of Ljubljana among target groups (mainly students).
KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES

Inappropriate corporate image of the University of Ljubljana, since the existing one no longer meets the needs of the environment in which the University operates.	Redesign of the corporate image in 2018 before marking the centenary of the University of Ljubljana. We are starting to use the new corporate image in 2019.
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A sense of belonging to the University of Ljubljana as an institution is still weak.	Preparation of a range of measures leading to an improvement. In the light of celebrating the centenary of the University through various events and activities, additional attention will be paid to developing a sense of belonging to the University of Ljubljana.
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KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
The University of Ljubljana and its member institutions are often faced with improper and sensationalist reporting in the media. Negative publicity impacts the reputation of the University, and also prevents the public from hearing about success stories and the actual contribution of the University to the development of Slovenian society.	Preparation of a communication plan for the University that will include measures to promote UL achievements and ways of responding to negative publicity.

7.5 Plan of managing material assets

EFFICIENT AND PRUDENT MANAGEMENT OF ASSETS

Single record of UL real estate

In 2017 we continued entering new and changed data into the single database of real estate of UL and continued updating data in the land register, land cadastre, buildings cadastre and REN (GURS).

According to the existing records, at the end of 2017 the University was the owner of around 740 parcels in a total surface area of 1,692,600 m² and 390 buildings with approx. 910 parts of buildings in a total surface area of approx. 283,000 m².

Energy management of buildings

Based on the procedure carried out we signed an agreement on the energy management of University of Ljubljana buildings **for three years**.

In 2017 we continued the activities for energy management of University of Ljubljana buildings (management through the UL Energy Information System). To this end we continued our reviews of the state of energy consumption for UL member institutions, the establishing of expert guidelines for expanded energy reviews, the formulation of energy reviews and obtaining energy IDs for University of Ljubljana buildings. We monitored and analysed the effectiveness of measures, continued implementing the system of energy accounting, organising and conducting seminars, conferences, trainings and information events for efficient energy use and renewables, training of key people at member institutions and the introduction of soft measures to reduce energy consumption.

We continued searching for possibilities of funding for the gradual overhaul of the least energy efficient University of Ljubljana buildings. A major obstacle in planning the energy overhaul of buildings is the structural state of some buildings, regarding which we have already notified the Ministry.

Construction, reconstruction or purchase of real estate

The fulfilment of investment projects that were planned in the Annual Work Programme for 2017 was influenced mainly by the provision of funds and other factors on which we had no influence (implementing public procurement contracts and so forth). In 2017, we therefore carried out the following activities by projects:

- **ACADEMIES** – in view of the spatial constraints of the academies and in line with the agreement signed between the Minister of Education, Minister of Culture and the Rector, the project “Solving the spatial issues of University of Ljubljana arts academies” remained a top priority for UL in 2017. We performed the following for the needs of individual academies:
 - For UL AG we obtained project design documentation for the demolition of structures for the Kazina building and project design documentation for obtaining a construction permit for reconstruction of the Kazina building, and submitted an application for a construction permit. We concluded the replacement of fixtures and fittings and implemented activities tied to the move of the Institute of Contemporary History and the Slovenian Archives from the Kazina building, as well as performing activities tied to obtaining OPPN 95 Južni trg, specifically procuring the expert basis for variant study of the area, with a study of sun exposure, and embarked on dealing with the issue of local floor owners.
 - For reconstruction of the UL AGRFT building at Aškerčeva cesta 5 we obtained investment and project design documentation for modifying the construction permit, we began construction, craft and fittings work (first phase),

conducted a public contract for technological equipment and issued a public procurement order for construction, craft and fittings works (second phase);

- For UL ALUO we actively dealt with the issue of moving the Theatre Studios.
- UL NTF – the project “Investment maintenance and purchase of equipment at the UL NTF building at Aškerčeva 12” is being carried out due to the envisaged move of the Geology Department from its address at Privoz 11 to the main building of UL NTF, which is urgently needed, since the building at Privoz 11 is intended entirely for INZ, which will move from the Kazina building, thereby freeing up space in those premises for renovation. In 2017 we obtained investment and project design documentation and began urgent construction, craft and fittings works, we conducted a public procurement order for the supply of equipment, moving, project design documentation, technical consulting, investment documentation and expert and construction supervision.
- UL FSD – the project “Reconstruction and renovation of the basement and ground floor of the building” was concluded in 2017. We implemented construction, craft and fittings works, obtained all equipment, secured a final use permit and handed over the building for use.
- UL FF – for the needs of UL FF we sought appropriate solutions for the requirements of storage or archiving book materials as part of the Logistics Centre project. Given that there is still no appropriate solution or funding, the search for a solution will continue in the coming year.
- UL FPP – the project “Equipment for training in techniques for personal survival and operating lifeboats and rescue boats” continued in 2017 with the creation of investment and project design documentation and implementation of a public contract order for performing additional archaeological research, while a public contract for construction, craft and fittings works and equipment was postponed to 2018 due to archaeological research.
- UL VF – the project “New construction of UL VF” for the demolition and replacement of the existing structurally questionable building of UL VF at Gerbičeva ulica 60, was continued after formulation of the design concept with the securing of project conditions and consent, which the faculty funded itself.
- UL FS – we began the project “New construction of UL FS” with activities related to an urban planning and architectural competition and production of the Detailed municipal spatial plan 65.
- UL FFA – we began the project “New construction of UL FFA” with activities related to an urban planning and architectural competition and production of the Detailed municipal spatial plan 65.
- UL FŠ – for the project “New premises of UL FŠ – University Sports Centre” activities were pursued in connection with confirmation of the investment in the building

right and renovation of the Kodeljevo manor house.

- UL MF – the project “Building a Centre of Excellence for Translational Medicine” envisages investment in new construction at Vrazov trg 2. In 2017 we carried out activities for securing European funds. These funds have not yet been provided, so the search for funding will continue in 2018.
- University Sports Hall – for the project “Energy and fire refurbishing of the University Sports Hall in Rožna dolina” we obtained project design and investment documentation.
- For the investment projects FKKT-FRI (New construction of FKKT-FRI building), MF (Vrazov trg), EF and FF (Energy refurbishing), BF (Laboratory) and BF (Annex), which were concluded in 2014, 2015 and 2016, we participated in 2017 in eliminating possible faults in the warranty period and in producing annual reports on the achievement of objectives.

Financial data are given in the annex “Plan of managing material assets – realisation for 2017» in table 3.

Disposal and purchase of real estate

In 2017 we carried out all the necessary procedures for signing a contract of sale with the Motorways Company of the Republic of Slovenia, which is needed in place of expropriation on behalf of the State for land on parcels 1413/10, 1413/6, 1413/7, 1418/10, 1418/11, 1418/13, 1418/14, 1418/15, 1418/17, 1418/18, 1418/8, 1418/9, 733/58, 733/60, 733/61, 733/63, 733/65, all cadastral municipality 1958 Brezovica, which were being managed by UL BF.

Disposal of the following real estate for the purpose of various harmonisations and procedures have not yet been completed entirely, so activities for disposal will continue in 2018.

- Real estate at Gorazdova ulica 15, Ljubljana (1. E – business unit 1 on the ground floor, measuring 80 m², and 2. E – ancillary space 1 in the basement, measuring 31.5 m², all registered under No. 4253/2, cadastral municipality of Zgornja Šiška), which is being used by UL FKKT.
- Real estate on parcel 1249, cadastral municipality 2679 Gradišče II, which in actuality is an apartment at the address Lepi pot 24, with a floor area of 40 m².
- Disposal of a cultural monument of national importance – the Roman Wall at Mirje (parcel 78/4) and adjoining park (parcel 71/36, cadastral municipality 1720 – Krakovsko predmestje) will continue with activities to transfer ownership from the University of Ljubljana to the City of Ljubljana, since real estate that represents a public good, cultural heritage of national importance and so forth, as such are not of any use to the University of Ljubljana and its member institutions. The contract will be signed in the beginning of 2018.

We withdrew from the sale of real estate on parcel 144/48, cadastral municipality Gradišče II, which in actuality represents the street Langusova cesta, ground area of 279 m², since the new municipal spatial plan will declare it a public way and ownership will have to be transferred gratis to the City of Ljubljana.

Detailed data are given in the annex "Plan of managing material assets – realisation for 2017" in tables 1 and 2.

Real estate encumbrance

In 2017 we signed an agreement with energy utility Javno podjetje Energetika Ljubljana d.o.o. on establishing an easement and the payment of compensation, whereby we allowed the entry in the register of easement rights for construction, operation, maintenance, refurbishing and monitoring of the gas pipeline network on land parcels 1424/1, 1402/3, 1404/1 and 1406/4, all cadastral municipality Brdo, which are managed by UL BF.

For the purpose of coordination in the procedure for obtaining consent of the founder, in 2018 activities will continue towards concluding agreements for arranging the following easements:

- material easements whereby the University of Ljubljana would recognise for the Republic of Slovenia and floor owners at Prešernova 13 easement rights of way and foot as well as all vehicle access to the dominant estate along the existing access way on the servient real estate, parcels 192/3 and 192/4, both cadastral municipality 1721 – Gradišče I, which are managed by UL ALUO (owing to the start of the procedure for determining pertaining land under the ZVetL for Prešernova 15, we are holding off on procedures for establishment),
- establishing material easement for construction, maintenance, repair and reconstruction of an electricity infrastructure facility, including appropriate access and exit ways and unimpeded use and control of the facility of the 0321 Snežniška 5 transformer station for the period of operation of the electricity infrastructure on real estate parcels: 71/28, 71/35, 71/19, 71/10 and *167/0, all cadastral municipality 1720 – Krakovsko predmestje, for the benefit of the owner at the time of 0321 Snežniška 5 transformer station.

Procedures for arranging easement for access to the transformer station and maintenance of the existing electricity infrastructure on parcels 1852/1 and 1852/2, both cadastral municipality Vič, managed by UL VF, are no longer current.

Detailed data are given in the annex "Plan of managing material assets – realisation for 2017« in table 1.

Leasing of land, buildings and parts of buildings (premises)

For those faculties and academies that lack sufficient space for providing study activities, and where investment in new premises is in progress or in preparation, in 2017 the Education Ministry provided budget funds in the amount of EUR 800,307.12 for cofinancing of leases for the following member institutions:

- UL AG for leasing premises in the Stiški dvorec mansion and in the Glasbena matica Cultural Society;
- AGRFT for leasing premises at Nazorjeva ulica 3 and Trubarjeva cesta 3;
- UL FF for the lease of premises in the building at Tobačna ulica 5.

Detailed data are given in the annex "Plan of managing material assets – realisation for 2017« in table 5.

Plan of investment maintenance of real estate and investment in purchase of equipment

For 2017 the most urgently needed investment maintenance works on University of Ljubljana buildings were recorded in a total value of around EUR 13 million. There was no cofinancing of these works from the Ministry in 2017, although the funds are urgently needed for the buildings to be kept in good condition and for their use to be enabled. Earthquake proofing of the majority of University of Ljubljana buildings is also urgently required.

Detailed data on investment maintenance work carried out are given in the annex "Plan of managing material assets – realisation for 2017« in table 4.

Detailed data on the purchase of equipment are given in the annex "Plan of managing material assets – realisation for 2017« in table 6.

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	EXPLANATION OF EFFECT ON QUALITY
By means of budget funds, in 2017 we successfully concluded the long awaited reconstruction of part of the UL FSD building. The faculty started using the new premises at the beginning of the 2017/18 academic year.	Through the acquisition of newly furnished modern premises we are improving the working conditions both for students and staff.
In 2017 the UL Governing Board appointed a Commission for Spatial Development, to provide expert assistance to the Board in decisions in terms of prudent and efficient management of University property, the prioritising of investment projects and so forth.	The Commission for Spatial Development includes experts from various fields who will assist the UL Board and investment department in providing higher quality planning and decision-making tied to the real estate of the University of Ljubljana.

KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
Lack of e-support for managing, coordinating and tracking investment projects, which consequently leads to a duplication of records (e.g. financial tracking of project implementation).	Ensuring adequate IT and professional support.
KEY THREATS (threats are factors outside the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
The competent ministries have still not re-established the financing of investment maintenance, which means a deterioration in the state of buildings, and thereby a deterioration in the conditions for work and reduced safety of students and employees.	Systemic arrangement of financing for the University that will ensure implementation of the programme and investment in infrastructure.

7.6 Internal controls

In 2017, we carried out the following audits:

- We reviewed measures from the recommendations given in four sequential audits conducted in 2012-2014, specifically three audits of member institutions that had received funds from the reserve fund and one member that itself requested an extraordinary audit due to identified risks. Upon the subsequent audit in 2017 we issued additional recommendations in two cases, since the measures did not serve to reduce the risks to a satisfactory extent, while modest progress was observed, so the monitoring of member institutions in 2018 and 2019 is planned. In the other two cases we found marked progress and we no longer envisage subsequent monitoring, since the risks are being adequately controlled.
- We conducted a second subsequent audit of implementation of measures from the audit of pursuing market (other) activities at the University of Ljubljana. The Internal Audit department highlighted additional risks and gave recommendations for their management. Implementation of the recommendations of the second audit conducted in 2017 is being monitored in 2018.

- We audited the operations of the University of Ljubljana Development Fund and issued recommendations based on the findings. A subsequent audit of implementation of measures is planned for 2019, when the UL Development Fund will operate with additional funds from contributions under the rules of work outside the University of Ljubljana, and when the recommendations of the audit performed in 2017 are already implemented.
- We conducted a cross-check audit of the management of data on students at UL member institutions, which will be concluded in 2018.
- We conducted a cross-check audit of the effects of absence of teachers and staff at UL member institutions, which will be concluded in 2018.
- We participated in the working group for drawing up an integrity plan, the working group for creating a methodology for recording business events and indirect costs by cost points and those in charge of STM and SN.
- We provided coordination in the annual self-assessment of the Rector's Office and member institutions for preparation of the statement by the head of the University of Ljubljana and individual member institutions on internal controls of public finances for 2017.
- We held several consultations with member institutions over specific matters concerning staff possibilities and skills (information on the operation of the University of Ljubljana Sports Association, checking the appropriateness of criteria under the ZPOROLERD and other opinions).

SELF-EVALUATION OF FIELD – KEY SHIFTS, WEAKNESSES, THREATS AND PROPOSED MEASURES

KEY IMPROVEMENTS AND BEST PRACTICES	EXPLANATION OF EFFECT ON QUALITY
More frequent communication by the Internal Audit department with member institutions.	Greater awareness among member institutions of the Internal Audit department as a common service that contributes to improvements in operations, and to the transfer of best practices among UL member institutions. The relationship between the department as the third pillar of internal control and member institutions is growing into constructive cooperation and the transfer of best practices.
Regular post-audit inspections, which are announced in the report on the audit or post-audit.	Consistent monitoring of progress and new recommendations for introducing measures to control risk (member institutions or the Rector's Office and thereby the entire University of Ljubljana) signify a greater positive incentive for heads of institutions to implement measures completely and manage risk on the University of Ljubljana level.

KEY WEAKNESSES (weaknesses are factors within the organisation* that negatively impact the performance of tasks or achievement of our objectives)	PROPOSED MEASURES
<p>Owing to the limited HR structure of the department, internal audit activities are not performed as a joint service at UL member institutions and the Rector's Office. Coverage of the audit environment, in view of Article 10 of the Rules on Guidelines for the Coordinated Functioning of the System of Internal Controls of the Public Finance System, is not adequate.</p>	<p>The Internal Audit department plans the implementation of cross-check audits, which partly ensure annual internal audits at all member institutions.</p> <p>A management decision will need to be made on whether the activities for which member institutions have legal subjectivity will be carried out through new recruitment to the joint service or whether member institutions themselves will need to cover this area with audits.</p>

8. CARRYING OUT TASKS UNDER AUTHORISATION (NATIONALLY IMPORTANT TASKS)

CONCERN FOR THE SLOVENIAN LANGUAGE

In 2017 the Centre for Slovenian as a Second and Foreign Language provided several courses of Slovenian language for adults attended by 996 people (the courses of Slovenian as part of the project of Improving the process of internationalisation of Slovenian higher education were attended by 312 students and higher education teachers).

As part of the programme of Slovenian for children and adolescents the Centre was included in the ESS project Challenges of intercultural coexistence (2016–2022), which aimed to formulate a model for the inclusion of immigrant children and school pupils in higher education. As a partner institution it is also involved in the project Objem (Embrace, 2017-2022), where the aim is to further develop models for including immigrant pupils, and it obtained the research project on Evaluation of models of learning and teaching of Slovenian as a second language for pupils who do not have Slovenian as a mother tongue (2017-2019). In 2017, in cooperation with the Multilevel School with instruction in Slovenian in Doberdob (Doberdo del Lago) it provided a 73-hour training for teachers providing lessons at Slovenian schools in the Gorizia area and in the bilingual school at Špeter (San Pietro in Slavia Friulana) or who teach in Slovenian nursery schools. Training was attended by more than a hundred educators and teachers from entire grade range (from nursery school to upper secondary). It involved training of teachers who teach supplementary Slovenian language lessons abroad, teachers and providers of lessons in Slovenian for Roma pupils providing such lessons in multi-purpose centres, and a special professional international group appointed by the muni-

cipality of Tarvisio (Trbiž) in Italy. The aim of this group is to establish three or four-language schools and to introduce the learning of Slovenian, German and Friulian in the Val Canale. The majority of funds for salaries and the total funds for development of the programme and activities are obtained in the market, which prevents the continuity and high-quality development of activities and severely hampers work in the programme. In the future we would urgently need to secure from the State at least funds to enable a stable and high-quality basis of activity in the programme.

As part of the Training programme there was a special Course for Slovenian school staff employed at Slovenian education institutions in Italy, along with several seminars for teachers in Slovenian schools – a total of ten different forms of seminar with approximately 300 participants, including training at the Board of Education for teachers who teach the mother tongue of immigrants, and expatriate teachers, along with a concluding training for teachers of the Ljubljana School Centre.

As part of the programme of Slovenian language at foreign universities, we coordinated the operation of 57 Slovenian language departments and courses at foreign universities; at 26 universities, Slovene studies had the status of an independent undergraduate and/or postgraduate course, and around 50 bachelor's, master's and doctoral dissertations were generated at foreign universities.

The Examination Centre conducted around 3,000 examinations of knowledge of Slovenian as a foreign language at three levels. Between October 2016 and June 2017 the Association of Language Testers in Europe (ALTE) provided external evaluation of exams in command of Slovenian. All three exams meet the international standards of quality, so the exams in command of Slovenian received the international sign of quality for a period of five years. The programme includes a two-year project under Erasmus+, K2, Including volunteers in language teaching of immigrants (VIME), which will be concluded in September 2018.

We organised the 53rd Seminar of Slovenian Language, Literature and Culture, which was attended by 106 participants (students, teachers, researchers of Slovene and Slavic studies) from 23 countries, and the 36th symposium 52

Obdobja (Periods), attended by 47 specialists and more than 100 other participants; the two events generated monograph publications with the proceedings.

The Centre provides regular updates on new features, including textbooks and other learning materials, methods of teaching and of preparation of learning material, exam materials and changes to the exam system, via e-mail, on social network sites Facebook, Twitter and Instagram, on the Centre's website, and in the form of presentations, workshops and lectures at educational and working meetings. We published an extensive version of the grammar tables *Oblike v oblakih* and *Žepna slovenščina* (Pocket Slovenian, translated into Albanian), reprinted certain materials (*Slovenščina ekspres 1*, *Pot do izpita*, *Slika jezika*, *Žepna slovenščina – Pocket Slovenian in English, Italian, German, Spanish and Serbian*) and obtained the rights to print and distribute materials for children and adolescents, which were also printed (*Križ kraž*, textbook and manual for teachers, *Čas za slovenščino 1*, textbook and exercise book, *Čas za slovenščino 2*, textbook and

exercise book). The publications are presented at the Academic Book Fair Liber.ac and at the Slovenian Book Fair.

HIGHER EDUCATION ENROLMENT AND INFORMATION SERVICE OF THE UNIVERSITY OF LJUBLJANA (VPIS UL)

The University of Ljubljana performs a central selection procedure for the enrolment of candidates in the first year of undergraduate and integrated master's programmes on the national level. The most important tasks within this activity are:

- organisation and implementation of professional consultations with the counselling services of secondary schools aimed at informing guidance staff of new features of the application and admission procedure and calls for enrolment (in Ljubljana, Maribor and Koper);
- organisation and implementation of an information day for Slovenians in neighbouring countries and foreign citizens;
- participation in the information day for pupils of Austrian bilingual secondary schools in Klagenfurt (Celovec) and Sankt Peter (Št. Peter);
- information and guidance was provided to candidates for enrolment regarding the application and admission procedure (by e-mail, telephone, personal consultation);
- participation in education fairs in Rijeka, Zagreb and at Informativa;
- updating the VPIS database with new information for each year's call;
- administrative processing of enrolment applications of candidates in the first year of undergraduate and integrated master's programmes;
- operation of the Committee for Awarding Special Status to Candidates (handling applications and preparation and issuing of decisions);
- capture of data on the results of the general and vocational matura school leaving exam (obtained from official records of the National Examination Centre) in the VPIS database;
- evaluating foreign secondary school certificates and manual entry of assessments in the database (candidates who have completed secondary school abroad);
- selection procedure for candidates: calculation of points, classification of candidates, formulation of text files for printing decisions on the results of the selection procedure (in July for the first application deadline – Slovenians, in August for the first application deadline – foreigners, in September for the second application deadline – Slovenians);
- preparation of data on the number accepted and minimum points for publication on the website for the first and second application deadlines;

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- preparation of data for display of subsequently placed candidates on the SharePoint portal in the first and second deadlines;
 - help in preparing material for the Committee for Candidate Complaints upon acceptance at the University after the first and second application deadlines;
 - development and maintenance of the VPIS information system;
 - updating and review of foreign assessment scales and rules of evaluating foreign secondary school certificates;
 - preparation of the annual publication Analysis of Applications and Enrolment;
 - cooperation with higher education institutions and the Education Ministry in drafting the final wording of the annual call for enrolment in bachelor's and integrated master's study programmes;
 - implementation of orders and issuing of student identity cards;
 - collaboration with the Education Ministry in developing the VIP higher education call and selection modules.

9. ASSESSMENT OF SUCCESS IN ACHIEVEMENT OF GOALS SET

A. ASSESSMENT OF SUCCESS IN ACHIEVEMENT OF GOALS SET

The assessment of success and the achievement of goals are defined in the chapter Achievement of Goals in 2017 by activity with self-evaluation.

B. ASSESSMENT OF THE WORK OF INTERNAL AUDIT OF PUBLIC FINANCES

Self-assessment was conducted for 2017 under unchanged methodology published by the Ministry of Finance² (hereinafter: MF methodology), supplemented by specifics for the University of Ljubljana. Self-assessment was performed at member institutions and the Rector's Office for individual business functions separately (studies, research, HR, finance, accounting, public procurement, IT systems, libraries, publishing and other activities). In the self-assessment the assessors (deans, secretaries, heads of professional services, other management) took into account the findings of the internal audit department and external supervisory institutions. The overall assessment on the University of Ljubljana level is an aggregate of the self-assessments of all member institutions and the Rector's Office, i.e. 27 self-assessments.

Internal controls are procedures implemented by management and employees to provide reasonable assurances that the goals of the organisation have been achieved. This is an uninterrupted process that serves as a means of achieving the organisation's objectives. It is not just a selection of policies, manuals, systems and forms, but a process that depends on individuals, and delves into all processes and levels of the organisational structure. The mechanism of internal supervision gives the management a reasonable assurance of achieving operational goals and is tied to achieving objectives from one or more elements of the model. The success of the system of internal controls depends on the adequacy of its five elements.

Internal (control) environment

COSO³ defines the control environment as a set of standards, processes and structures that create a basis for implementing internal control throughout the organisation. The supervisory and management bodies determine from the top the importance of internal controls together with the expected standards of conduct. The management underpins these expectations at various levels of the organisation.

The control environment covers:

- the infallibility and ethical values of the organisation;

² The methodology for preparing a Statement on the assessment of internal supervision of public finances under the Instructions on preparing the closing account of the state and municipal budgets and methodology for preparing a report on achieved objectives and results of direct and indirect budget users, Article 10, point 8 and Article 16, point 8 (Official Gazette of the Republic of Slovenia No 12/01 and 10/06), Rules on guidelines for harmonised functioning of the system of internal supervision of public finances.

³ Comprehensive internal control framework, COSO 2013, hereinafter: COSO (2013).

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- parameters that enable the supervisory body to implement controls over management tasks;
 - the organisational machinery and allocation of powers and responsibilities;
 - procedures for attracting, developing and retaining capable individuals and
 - consistency in criteria of success, initiatives and rewards for responsibility for success.

A control environment that derives from all of the above has a universal effect on the entire system of internal control.

The internal control environment is based on a system of internal controls and is assessed in line with the MF methodology. The member institutions believe that an adequate control environment has been developed *over the majority of operations*. At the University of Ljubljana several rules have been adopted to manage risk deriving from conflicts of interest, and these apply to all UL member institutions.

The individual components of the internal control environment are assessed as follows:

- Infallibility and ethical values: The assessment of the element “Ethical values and infallibility” at the University of Ljubljana in terms of values and also in terms of provisions in place is at a high level. The majority assess the University as operating in line with the principles of ethics and infallibility *across the major or entire part of operations*, and a negligible number see this as only *in individual areas of operation* or in one case that *only initial activities have been implemented*.
- Commitment to qualification and management of HR: A small proportion of assessors take the view that the commitment to qualification and the management of HR is adequate *in individual areas of operation*, and the majority see the commitment to qualification and management of HR as being present across *the majority of operations*.
- Management philosophy and method of operation: The majority of assessors believe that the system of internal control over the use of public finances is beneficial and contributes to achieving the set goals, that is, controlling risk, internal controls and internal auditing. *Across the majority or entirety of operations*, those surveyed prepare appropriate annual work programmes down to the lowest level (departments and projects). In operations checks are regularly made and variances in the results relative to planned targets are determined.
- Organisational structure: At the University of Ljubljana it is *true of the majority of operations* that both the organisational structure, competences and responsibilities are clearly defined in relevant bylaws, and that they are also implemented in line with the bylaws. *In individual areas of operation*, but not in all, responsibilities are defined up to the levels of objectives and tasks. The assessors believe that some areas are understaffed, while a smaller number of areas are staffed to the extent that there are no difficulties implementing basic activities. A small proportion was

assessed as having only implemented initial activities.

- **Responsibility:** The assessors believe that *in individual areas of operation*, appropriately regular reporting on the state of risk management, internal controls and auditing have been established.

Risk management

Every organisation faces various risks from external and internal sources. COSO (2013) defines risk as the possibility of some event occurring that will have a negative impact on the achievement of objectives. The assessment of risks includes dynamic and recurring procedures for recognising and assessing risks to the achievement of objectives. The risks of not achieving these objectives in the entire organisation are addressed in view of certain boundaries of risk acceptability. For this reason risk assessment is the basis for determining risk management.

The precondition for assessing risk is determining the objectives associated with different levels in the organisation. The management and leadership define in detail and with sufficient clarity the objectives in groups that relate to operations, reporting and compliance, such that it is possible to recognise and analyse the risk to these objectives. The management and leadership study the appropriateness of the objectives for the organisation. In order to assess risk it is also essential that the management and leadership study the impact of possible changes in the external environment and in their business model, for which reason internal controls might fail.

Individual components of the elements of managing risk are assessed as follows under the MF methodology:

- **Objectives:** In connection with objectives, those surveyed assessed their familiarity with short-term and long-term objectives, and they expressed the opinion as to whether these objectives are adequately defined in the organisation, whether they are measurable and whether the level of achievement is monitored (in short, management of objectives). Over 70 percent of those asked take the view that this kind of defining and monitoring of objectives has been established *in the majority of areas of operation*, just under 7 percent feel that this is the case *in all areas of operation*, and just over 22 percent feel this is the case *in individual areas of operation*.

The system of managing objectives at the University of Ljubljana, assessed by individual function/activity, is most highly developed within library and study activities. There is a similar situation with HR functions, research, publishing, accounting functions, the financial function and procurement. In all the above a very high level of management of objectives has been achieved. The assessors give a slightly lower assessment of just the way that this element is set up for IT system activities.

- **Risk assessment for achieving objectives:** In the case of one member institution, or three percent of assessors, activities associated with risk management are adequate *in all areas of operation*, a total of 33 percent of assessors view activities as being

appropriate *in individual areas of operation*, 30 percent *in the majority of operations* and just under 30 percent of member institutions *have only implemented initial activities in this area*.

At the Rector's Office additional activities were carried out in 2017 in the area of risk management. According to individual activity/function we have found that the assessors saw the criteria as being highest for public procurement, the finance and accounting function and HR. The assessments for other activities are negligibly lower. Appropriate procedures for managing risks, viewed on the level of function or activity, *are developed for individual process functions, but not for all*. Activities in the area of risk management will continue in 2018.

Control activities

COSO (2013) defines control activities as measures established through guidelines and procedures that assist in ensuring the implementation of instructions from the management and leadership to mitigate risk in achieving objectives. Control activities are pursued at all levels of the organisation, at various points in business processes and over the technological environment. They can prevent or detect, and some include a whole range of manual and automatic activities such as authorisation and approval, verification and confirmation, coordination and reviews of business performance. Separating up tasks is usually built into the selection and preparation of control activities. Where such separation is not feasible, the management and leadership select and prepare other possible control activities.

At the University, according to the results of self-assessment the majority of the assessors take the view that the member institutions have detailed descriptions of procedures for business processes drawn up in the form of work manuals, that the instructions contain descriptions of internal controls, that tasks are appropriately delineated, that the bylaws, organisational schemes and procedures are regularly updated, that control of access to data and records exists and that there are procedures of supervision by the management over the implementation of internal controls *in most areas of operation*.

The analysis of self-assessment by activity/function indicates that the control activities are determined and implemented for the major portion of processes in study activities, research, financial and accounting functions, HR, publishing and library activities and in implementing public procurement procedures.

Notification and communication

Information is needed for the organisation to be able to carry out internal control tasks intended to support the attainment of objectives. The management and leadership obtain or create and use appropriate and high-quality information from internal and external sources to support other components of internal controls. Communication is a constant, recurring process of ensuring, disseminating and obtaining the necessary information. Internal communication is a means by which information is spread throughout the organisation, from the bottom up and from the top down and across throughout the organisation. Communication enables staff to receive a clear message from the organisation's

management that control tasks must be taken seriously. External communication has a double effect: it enables important external information to enter the organisation, and ensures information to external parties in response to their demands and expectations.

The elements of notification and communication enable the adequate functioning of the internal control system and in this way ensure the reliability and effectiveness of operations. On average the assessment of the member institutions indicates that *in the major portion of operations* the management receives appropriate information, and that communication within and outside the organisation is good. The information system enables effective, reliable and updated performance of tasks and the implementation of effective control over operations. The process of monitoring complaints and suggestions for improvements to operations on the part of other organisational units or external parties and the method of dealing with complaints are appropriate. By individual business function/activity the system of notification and communication is most highly assessed in study and library activities.

Oversight:

COSO (2013) defines the activities of monitoring as ongoing assessment, separate assessment or a combination of the two, and is used for confirming the presence and proper functioning of each of five components of internal control, including controls to attain principles for each component. The ongoing assessments built into the business processes at different levels of the organisation ensure timely information. Occasionally performed separate assessments differ in scope and frequency, depending on the risk assessment, the success of ongoing assessments and other management and leadership considerations. The findings are evaluated according to criteria determined by the regulators, the recognised authorities for setting standards or the management and supervisory body, and the management and supervisory body are informed of deficiencies as appropriate.

The majority of those asked believe that the University of Ljubljana has an adequate system of supervision established *for the majority or entirety of operations*. The internal audit function has been organised and implemented, and an adequate internal control environment has been established. Within the organisation measures are implemented upon findings of irregularities or deficiencies. Three of those surveyed took the view that adequate oversight had been established *in individual areas of operation*. Regarding the criteria for assessment, at the University of Ljubljana we painstakingly implement the measures and recommendations of reviews, inspections and Court of Audit scrutiny.

By individual function the assessors view as well provided across the majority of the function the activities of accounting, libraries, public procurement and the HR, financial, study and research functions (in that order). The assessments show negligible variances between functions. For the other three functions (publishing, other activities and the IT system) the self-assessments show that to a certain extent the area of operation (viewed functionally) is regulated properly in part or in individual sections.

A summary illustration of self-assessments for 2017, by individual element, in total for member institutions and the UL Rector's Office, is provided in the table below.

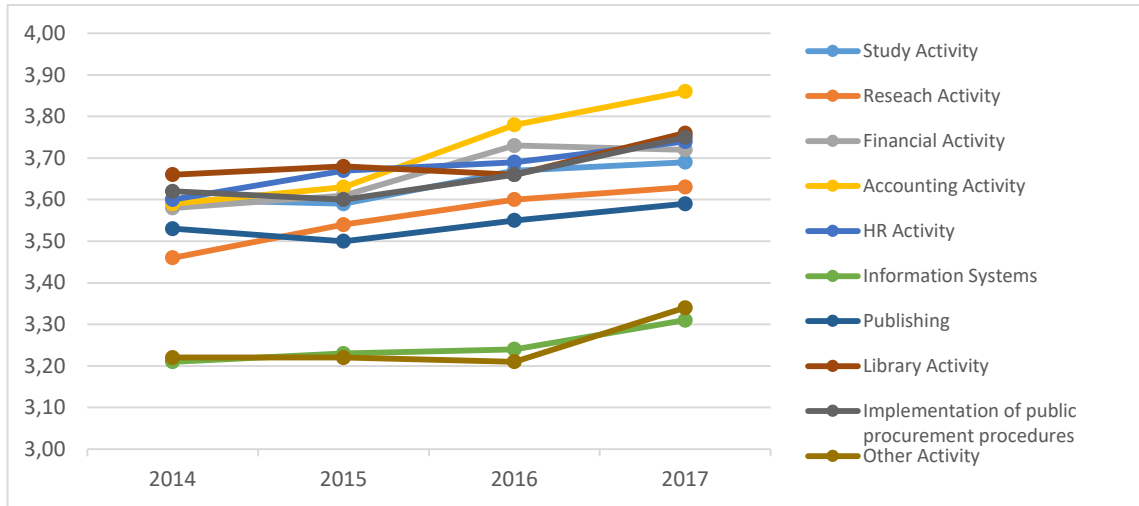
Table 13: Results of self-assessment for member institutions and the Rector's Office at UL for 2017 (numerical scores on a scale from 1 to 5)

Final scores 2017	Question 1	Question 2.1	Question 2.2	Question 3	Question 4	Question 5
Budget user	1 appropriate control environment	2 risk management: 2.1 objectives are realistic and measurable, meaning that indicators are defined for measuring the achievement of objectives	2 risk management: 2.2 risks of objectives not being attained are defined and evaluated, and the method of handling them is determined	3 a system of internal control based on management of risk, and control activities that reduce risk to an acceptable level	4 adequate system of notification and communication	5 adequate system of supervision that includes an appropriate (in-house, common, contractual) internal audit service
AG	3	4	4	4	4	3
AGRFT	3	3	2	3	3	4
ALUO	4	3	2	3	4	5
BF	4	3	2	2	3	4
EF	4	4	4	4	4	4
FA	4	4	4	4	5	5
FDV	4	4	3	4	4	4
FE	4	3	2	4	4	4
FFA	4	4	3	4	4	4
FGG	3	4	5	4	4	5
FKKT	4	4	4	4	4	4
FMF	4	4	2	3	4	4
FPP	4	4	3	3	4	4

FRI	3	3	4	3	3	4
FSD	3	4	2	3	4	4
FS	4	4	4	4	4	4
FŠ	4	4	3	4	4	4
FU	5	5	4	5	5	5
FF	4	4	3	4	4	5
MF	3	4	3	3	4	4
NTF	4	4	2	4	4	4
PEF	4	3	3	3	4	4
PF	4	4	4	4	4	5
TEOF	4	4	4	4	4	3
VF	4	4	3	4	4	5
ZF	5	5	2	4	5	5
RECTOR'S OFFICE	4	4	3	3	4	4

Assessment scale from 1 to 5	Scores
Yes, across all operations	5
Yes, in the majority of operations	4
Yes, in individual areas of operation	3
No, initial activities implemented	2
No	1

Figure 16: Trend of self-assessment scores of member institutions and the Rector's Office at UL by individual function, over the past four years



10. FINANCIAL REPORT

Available only in Slovene

STATISTICAL SECTION

Table 14: Number of enrolled students by cycle, type and method of study for the 2017/18 academic year

	FULL-TIME	PART-TIME	Total
First cycle	21.314	1.303	22.667
■ academic	15.429	656	16.085
■ professional higher education	5.885	697	6.582
Second cycle	13.712	626	14.338
■ integrated master's	4.005	76	4.081
■ master's	9.707	550	10.257
Third cycle	363	1.394	1.757
■ doctoral	363	1.394	1.757
Total	35.389	3.323	38.762

Table 15: Number of students enrolled in 2017/18 by cycle and member institution

	First cycle academic	First cycle professional higher education	Second cycle integrated master's	Second cycle master's	Third cycle doctoral	Total
Academy of Music	250			192	4	446
Academy of Theatre, Radio, Film and Television	104			85	5	194
Academy of Fine Arts and Design	347			205		552
Biotechnical Faculty	1.366	517		876	171	2.930
School of Economics and Business	1.684	821		2.019	84	4.608
Faculty of Architecture	72		1.023	43	24	1.162
Faculty of Social Sciences	1.393	83		552	92	2.120
Faculty of Electrical Engineering	593	513		368	71	1.545
Faculty of Pharmacy	251		873	208	77	1.409
Faculty of Civil and Geodetic Engineering	245	186		245	77	753

Faculty of Chemistry and Chemical Engineering	709	253		377	74	1.413
Faculty of Mathematics and Physics	623	134	61	250	131	1.199
Faculty of Maritime Studies and Transport	62	368		78	6	514
Faculty of Computer and Information Science	620	454		215	33	1.322
Faculty of Social Work	441			196	20	657
Faculty of Mechanical Engineering	628	589		501	93	1.811
Faculty of Sport	669			258	22	949
Faculty of Public Administration	268	494		227	7	996
Faculty of Arts	2.873			1.508	228	4.609
Faculty of Medicine			1.680		270	1.950
Faculty of Natural Sciences and Engineering	500	432		304	44	1.280
Faculty of Education	1.385	417		784	73	2.659
Faculty of Law	778			401	80	1.259
Faculty of Theology	62		60	173	54	349
Veterinary Faculty			384		17	401
Faculty of Health Sciences	162	1.321		192		1.675
Total	16.085	6.582	4.081	10.257	1.757	38.762

Table 16: Number of foreign students enrolled by cycle and type in the 2017/18 academic year

Line designation	Number of foreign students enrolled
First cycle	1.102
■ academic	872
■ professional higher education	230
Second cycle	1.093
■ integrated master's	258
■ master's	835
Third cycle	281
■ doctoral	281
Total	2.476

Table 17: Number of foreign students enrolled by member institution and cycle in the 2017/18 academic year

	First cycle	Second cycle	Third cycle	Total
Academy of Music	38	25	1	64
Academy of Theatre, Radio, Film and Television	1	2		3
Academy of Fine Arts and Design	23	18		41
Biotechnical Faculty	67	52	16	135
School of Economics and Business	264	402	39	705
Faculty of Architecture	18	145	12	175
Faculty of Social Sciences	103	49	19	171
Faculty of Electrical Engineering	46	24	14	84
Faculty of Pharmacy	2	26	7	35
Faculty of Civil and Geodetic Engineering	36	14	12	62
Faculty of Chemistry and Chemical Engineering	29	9	7	45
Faculty of Mathematics and Physics	14	13	35	62

Faculty of Maritime Studies and Transport	43	6	1	50
Faculty of Computer and Information Science	74	13	6	93
Faculty of Social Work	14	6		20
Faculty of Mechanical Engineering	17	38	10	65
Faculty of Sport	18	5	2	25
Faculty of Public Administration	24	10	1	35
Faculty of Arts	132	60	29	221
Faculty of Medicine		93	25	118
Faculty of Natural Sciences and Engineering	38	21	4	63
Faculty of Education	37	24	26	87
Faculty of Law	20	11	7	38
Faculty of Theology	1	7	6	14
Veterinary Faculty		14	2	16
Faculty of Health Sciences	43	6		49
Total	1.102	1.093	281	2.476

Table 18: Number of students concluding studies in 2017 by cycle and type

Number of graduates	
First cycle	4.853
■ academic	3.596
■ professional higher education	1.257
Second cycle	3.400
■ integrated master's	606
■ master's	2.794
Third cycle	331
■ doctoral	331
Total	8.584

Table 19: Number of students concluding studies in 2017 by member institution and cycle

	First cycle academic	First cycle professional higher education	Second cycle integrated master's	Second cycle master's	Third cycle doctoral	Total
Academy of Music	68			69	1	138
Academy of Theatre, Radio, Film and Television	19			15	1	35
Academy of Fine Arts and Design	78			29		107
Biotechnical Faculty	309	73		218	32	632
School of Economics and Business	348	135		410	14	907
Faculty of Architecture	14		106		4	124
Faculty of Social Sciences	352	15		303	13	683
Faculty of Electrical Engineering	92	106		81	20	299
Faculty of Pharmacy	70		152	53	13	288
Faculty of Civil and Geodetic Engineering	63	36		88	23	210
Faculty of Chemistry and Chemical Engineering	153	69		124	11	357
Faculty of Mathematics and Physics	131	19	7	66	25	248
Faculty of Maritime Studies and Transport	12	45		3	2	62
Faculty of Computer and Information Science	87	88		48	5	228
Faculty of Social Work	106			82	1	189
Faculty of Mechanical Engineering	162	95		139	18	414
Faculty of Sport	154			35	1	190
Faculty of Public Administration	64	75		66		205

Faculty of Arts	641			370	59	1,070
Faculty of Medicine			285		53	338
Faculty of Natural Sciences and Engineering	110	63		52	6	231
Faculty of Education	324	93		287	5	709
Faculty of Law	178			182	12	372
Faculty of Theology	18		16	38	8	80
Veterinary Faculty			40		4	44
Faculty of Health Sciences	43	345		36		424
Total	3.596	1.257	606	2.794	331	8.584

Table 20: Teachers and associates and researchers on exchange in 2017 (to/from other countries)

	Up to 1 month	1 to 3 months	3 to 6 months	Over 6 months	Undefined	Total
Number of foreign higher education teachers, associates and scientific workers who participated in the educational process in at least one course	16	5	14	7	36	78
Number of foreign higher education teachers, associates and scientific workers who participated in the educational process in at least part of the course	327	8	3		92	430
Number of foreign scientific workers and research associates who were on exchange and participated in the educational process	137	4	1		19	161

Number of higher education teachers and staff who were on exchange, pursued education or participated in the educational or scientific and research process or in artistic work abroad at foreign higher education institutions	320	63	9	4		396
Number of scientific workers and research associates who were on exchange or participated in the educational or scientific and research process or in artistic work abroad at foreign higher education institutions	46	12	1	1	7	67
Number of foreign scientific workers and research associates who were on exchange and participated in the scientific and research process	172	15	7	16	30	240
Number of foreign scientific workers and research associates who were on exchange and participated in artistic work at a member institution	1	0	0		0	1
Number of employees in ancillary positions at member institutions who went abroad on exchange	60	0	0		17	77
Number of foreign administrative staff who came on exchanges from abroad	64	0	0		50	114

Table 21: Teachers and associates and researchers on exchange (in Slovenia) and guest experts

	Number of guest experts from the business and non-business sectors involved in the educational process	Number of guest higher education teachers, associates and researchers from domestic research institutes who participated in the educational process	Number of higher education teachers, associates and researchers from member institutions who participated in domestic research institutes
1ST cycle:	378	153	
2ND cycle	274	294	
3RD cycle	42	102	
Research			226
Total	694	549	226

Table 22: Number of students with special status and graduates with special status

	Number of students with special status			Number of graduates with special status		
	2014/15	2015/16	2016/17	2015	2016	2017
Partial or total loss of hearing	12	7	15	3	2	1
Partial or total loss of sight	16	16	23	1	1	4
Long-term or chronic illness	118	147	185	7	4	21
Motor impairment	51	66	81	3	5	10
Speech impediments	21	22	25	1	2	2
Developmental disorders	31	43	46	7	3	2
Specific learning difficulties	59	82	93	7	9	19
Uncategorised		9			2	
Total students with special needs	308	392	468	29	28	59
Status of recognised artist	16	18	20		2	3
Status of top athlete	298	273	309	62	32	45
Total students with special status	622	683	797	91	62	107

ABOUT THE UNIVERSITY

The University of Ljubljana (UL) is the only Slovenian university ranked among the 500 best universities according to the ARWU scale (the Shanghai scale), which indicates that it ensures high standards of quality, especially in the scientific and research fields.

The University comprises 23 faculties and three arts academies, plus three associate member institutions (a list of member institutions is given in the annex UL Member Institutions). It employs more than 5,900 persons, three quarters of whom are higher education teachers, associates and researchers and a quarter are professional staff. Teachers and associates are for the most part registered as researchers at the Slovenian Research Agency (ARRS). At the University of Ljubljana there are 38,800 students enrolled across all three cycles in a total of 379 study programmes. In 2017 the University had 2,613 articles published in WoS. The University of Ljubljana is implementing 398 projects and programmes financed by ARRS, and 444 EU and other European programme projects. According to these indicators we therefore rank among the larger higher education institutions.

The University undoubtedly has the greatest research and development potential in the country. More than half of all Slovenian students in the first, second and third cycles and in integrated master's programmes study at UL. University of Ljubljana courses are completed by more than half of all bachelor graduates in Slovenia, more than two thirds of master's and specialisation degree holders and more than 80 percent of doctors of science (source: own calculations using the SI-STAT database). The University of Ljubljana contributes around half of the scientific results in Slovenia's treasury of knowledge (source: ISI Web of Science).

The social responsibility of the University of Ljubljana can be seen in its cooperation with knowledge users in cultural, economic and social fields. It wishes to maintain and strengthen this role in the future, and it must also maintain and increase its standing in the international arena. With this in mind, we are involved in international associations and are establishing international partnerships.

ORGANISATIONAL STRUCTURE

The University is composed of an academic community of teachers and students and a community of professional staff. Equality among them is defined by the new statutes, which enable the participation of professional staff in the election of the Rector and deans.

The bodies of the University are the Rector, Senate, Governing Board and Student Council. The Rector heads and represents the University. The University has four Vice-Rectors who may with written authorisation substitute for the Rector in the Rector's absence.

The Governing Board of the University is the administrative authority that primarily decides on economic matters and ensures the smooth material operation of the University of Ljubljana.

The Student Council of the University is the body of university students. It consists of the presidents and vice-presidents of university member institution Student Councils.

The bodies of the University member institutions are the Dean, Senate, Academic Assembly, Administrative Board (not obligatory) and Student Council. The Dean heads and represents the member institution and at the same time is the management authority of the member institution where it operates in the market (Annex to Article 26 of the UL Statutes). Member institutions have one or several Vice-Deans. In addition to the aforementioned bodies, member institutions may create other bodies whose composition and powers are defined by rules.

The professional services of the University perform developmental, expert, technical and administrative tasks via the Rector's and deans' offices. The UL Administration is headed by a UL chief secretary, and the member institution secretarial offices by their own secretaries. The UL Governing Board lays down rules defining the organisation of services at the University, and the structure of jobs at the Rector's Office is defined by the Rector on the recommendation of the chief secretary. The Rector heads and represents the university and appoints and assigns areas of work to Vice-Rectors.

LEGAL AND OTHER FOUNDATIONS IN LAW THAT GOVERN THE OPERATION OF THE UNIVERSITY OF LJUBLJANA

- **Constitution of the Republic of Slovenia** (Official Gazette of the Republic of Slovenia No. 33I/1991-I, 42/1997, 66/2000, 24/2003, 69/2004, 68/2006, 47/2013, 47/2013, 75/16);
- **Higher Education Act** (Official Gazette of the Republic of Slovenia No. 32/12 – official consolidated text, 40/11 – ZUPJS-A, 40/12 – ZUJE, 57/12 – ZPCP-2D, 109/12, 85/14, 75/2016, 61/17 – ZUPŠ and 65/17);
- **Decree on the public financing of higher education institutions and other institutions** (Official Gazette of the Republic of Slovenia No. 7/11, 34/11 – Constitutional Court Decision, 64/12, 12/13, 38/16 and 35/17);
- **Resolution on the National Higher Education Programme of the Republic of Slovenia 2011-2020** (Official Gazette of the Republic of Slovenia No. 41/2011);
- **Statutes of the University of Ljubljana** (Official Gazette of the Republic of Slovenia No. 4/17, 56/17);
- **Ordinance on the reorganisation of the University of Ljubljana** (Official Gazette of the Republic of Slovenia No. 28/2000, 33/2003, 79/2004, 36/2006, 18/2009, 83/2010);
- **Research and Development Activity Act** (Official Gazette of the Republic of Slovenia No. 69/2002, 115/2005, 22/2006-UPB1, 61/2006-ZDru-1, 112/2007, 9/2011, 57/2012-ZPOP-1A) and other regulations in the area of research and development;
- **Resolution on the Research and Innovation Strategy of Slovenia 2011 - 2020** (Official Gazette of the Republic of Slovenia No. 43/2011).

University of Ljubljana departments and offices are also subject to other laws and rules governing specific fields, such as those in HR, finance, veterinary practices and the arts.

All the regulations that govern the operation of the University of Ljubljana as a whole are published by the University on its website http://www.uni-lj.si/o_univerzi_v_ljubljani/organizacija_pravilniki_in_porocila/predpisi_statut_ul_in_pravilniki/.

MEMBER INSTITUTIONS

Member institution	Abbreviation
ACADEMY OF MUSIC, Stari trg 34, Ljubljana	AG
ACADEMY OF THEATRE, RADIO, FILM AND TELEVISION, Trubarjeva 3, Ljubljana	AGRFT
ACADEMY OF FINE ARTS AND DESIGN, Erjavčeva ul. 23, Ljubljana	ALUO
BIOTECHNICAL FACULTY, Jamnikarjeva ul. 101, Ljubljana	BF
SCHOOL OF ECONOMICS AND BUSINESS, Kardeljeva pl. 17, Ljubljana	EF
FACULTY OF ARCHITECTURE, Zoisova ul. 12, Ljubljana	FA
FACULTY OF SOCIAL SCIENCES, Kardeljeva pl. 5, Ljubljana	FDV
FACULTY OF ELECTRICAL ENGINEERING, Tržaška c. 25, Ljubljana	FE
FACULTY OF PHARMACY, Aškerčeva c. 7, Ljubljana	FFA
FACULTY OF CIVIL AND GEODETIC ENGINEERING, Jamova cesta 2, Ljubljana	FGG
FACULTY OF CHEMISTRY AND CHEMICAL ENGINEERING, Večna pot 113, Ljubljana	FKKT
FACULTY OF MATHEMATICS AND PHYSICS, Jadranska ul. 19, Ljubljana	FMF
FACULTY OF MARITIME STUDIES AND TRANSPORT, Pot pomorščakov 4, Portorož	FPP
FACULTY OF COMPUTER AND INFORMATION SCIENCE, Večna pot 113, Ljubljana	FRI
FACULTY OF SOCIAL WORK, Topniška ul. 31, Ljubljana	FSD
FACULTY OF MECHANICAL ENGINEERING, Aškerčeva c. 6, Ljubljana	FS
FACULTY OF SPORT, Gortanova ul. 22, Ljubljana	FŠ
FACULTY OF PUBLIC ADMINISTRATION, Gosarjeva ul. 5, Ljubljana	FU
FACULTY OF ARTS, Aškerčeva c. 2, Ljubljana	FF
FACULTY OF MEDICINE, Vrazov trg 2, Ljubljana	MF

FACULTY OF NATURAL SCIENCES AND ENGINEERING, Aškerčeva c. 12, Ljubljana	NTF
FACULTY OF EDUCATION, Kardeljeva pl. 16, Ljubljana	PEF
FACULTY OF LAW, Poljanski nasip 2, Ljubljana	PF
FACULTY OF THEOLOGY, Poljanska c. 4, Ljubljana	TEOF
VETERINARY FACULTY, Gerbičeva ul. 60, Ljubljana	VF
FACULTY OF HEALTH SCIENCES, Zdravstvena pot 5, Ljubljana	ZF
