SELF-EVALUATION OF THE INSTITUTION

Quality UL

ANNUAL REPORT 2020: Business Report and Quality Assurance Report

Univerza *v Ljubljani*

CONTENTS

INTRODUCTION

This document represents the Annual Report and includes the Business Report together with the Quality Assurance Report and Financial Report of the University of Ljubljana for 2020. The purpose of this document is to provide a comprehensive and transparent presentation of achievements in 2020 and activities carried out to achieve the strategic goals of the University of Ljubljana (UL).

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 follows the goals of the Strategy of the UL 2012-2020 and the programme of work and activities carried out in 2019 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 of operation of the University and presented in the form of tables for each area covered. We evaluated the progress in individual areas, while we also presented proposed measures to address identified internal deficiencies and external threats. The system of quality assurance and its development are presented in Chapter 6, 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 and students of the member faculties. Based on previously prepared analytical statements drawn up for this purpose by the departments of the Rectorate, the member faculties produced their own business and quality assurance reports. Self-evaluations performed at the member faculty 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 faculties. The report was also scrutinised before the UL Governing Board and UL Senate by the UL Quality Committee.

An evaluation of the achievement of development goals is given in Chapter 9 Development Goals 2018-2020 (p. 76). The development pillar of financing enables us to fulfil both on the university and member faculty levels our development potentials, and in particular to facilitate targeted and balanced development across all members. The constraints we identified related principally to the complex organisational aspect, since with its 26 member faculties and all its academic and educational fields the University is unique in Slovenian higher education. Coordinating the planned development goals on the member faculty level therefore required additional time, as well as serious reflection on the model of distributing these funds in view of the planned goals.

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 and with 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 as an internationally open and 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 2020 BY ACTIVITY THROUGH SELF-EVALUATION

1. EDUCATION

RAISING THE QUALITY OF EDUCATION AND IMPLEMENTATION OF STUDY PROGRAMMES

In 2020 the University of Ljubljana provided 162 first-cycle study programmes, 7 integrated master's programmes, 188 second-cycle programmes and 21 third-cycle doctoral study programmes. The University worked to raise the quality of study programmes, to foster creative dialogue between students, educators and researchers and to establish a culture of excellence in providing study programmes at all three levels of study.

Conducting self-evaluation of study programmes

In 2020 a total of 19 member faculties were involved in changes and development of first-cycle and integrated master's study programmes, with confirmation principally of changes to curricula and programme breakdowns (e.g. the introduction of new streams), while in the first cycle member faculties also changed the enrolment conditions and the criteria for selection in the event of limited enrolment, the conditions for advancement through the programme and conditions for programme completion.

In the second cycle, 17 member faculties altered programmes, again principally the curricula, enrolment conditions and selection criteria in the event of limited enrolment, while some member faculties also changed the conditions for transferring between programmes.

Linking content

The merging of study programmes at UL FF was concluded in 2020. The competent committees and the UL Senate confirmed the merging of study programmes in the first and second cycles, which affects the interdisciplinary nature of the majority of master's programmes, which thereby linked the basic discipline to the pedagogical stream.

Within the master's programmes some member faculties developed streams that are (also) offered in a foreign language, and represent new combinations of disciplines.

Accreditation of new study programmes

An enhancement study programme entitled "Enhancement in Natural Sciences" (UL PEF) was accredited in 2020, while we submitted the joint master's programme Digital

Linguistics (UL FF) and the first-cycle academic programme Portuguese Language and Literature (UL FF) to the accreditation procedure.

This year, together with the arts academies (UL ALUO, UL AG and UL AGRFT) and three other member faculties (UL BF, UL FA and UL NTF) we prepared an application for accreditation of the interdisciplinary doctoral study programme Art. The application was approved by the UL Senate in November and sent NAKVIS for further processing.

<u>Electronic record of study programmes</u>

The electronic record of study programmes (EŠP) contains data on the obligatory components of study programmes (Article 35 of the Higher Education Act/ZViS) and data kept by higher education institutions pursuant to Article 81 d of the ZViS. The EŠP also contains the syllabuses of study units for all UL study programmes. The application offers traceability of the development of each individual study programme and its components, and supports the process of modifying programmes. In 2020 we started to establish a data flow link between the EŠP and eNAKVIS, and this is till in the test stage. Cooperation has been intensive, with the first transfers of data from the EŠP to eNAKVIS already carried out, and this is being followed by verification of the appropriate interpretation of data. The application was also successfully presented at the University of Maribor.

We conducted all the procedures of developing and changing doctoral study programmes this year via the EŠP application. The main changes to doctoral programmes that were confirmed by the competent bodies of the member faculties and UL related to the introduction of new electives, a change to the enrolment conditions and the conditions for completing studies, the introduction of new study programmes, the renaming or cessation of breakdowns and changes to the individual components of syllabuses, including a change to the leaders and teachers of study programmes.

IMPLEMENTING STUDY PROGRAMMES

<u>Ensuring quality of application and admission procedures</u>

In 2020 we organised expert consultations with the professional services at secondary schools (Ljubljana, Maribor, Koper, Nova Gorica) aimed at informing advisory staff of new features of the application and admission procedure and calls for enrolment. We organised information days for Slovenians in neighbouring countries and foreign citizens, which involved 130 participants, and took part in the Informativa event, the Open Day for Slovenians in neighbouring countries, and in an information day for pupils of Austrian bilingual secondary schools in Klagenfurt (Celovec) and Sankt Peter (Št. Peter.) We took part in the education fairs in Rijeka and Opicina. We also established cooperation with the student affairs offices of UL member faculties for the purpose of better communication and implementation of application and admission procedures, and in November we participated in the Virtual Career Fair, a fair on occupations and education that we organised for UL member faculties.

Via information points we provided information on enrolment for foreign candidates and Slovenian candidates that have completed secondary school abroad. And with the aim of additional and immediate provision of information to candidates for enrolment, we continued our work in setting up ChatBot, the virtual assistant on the University website, which will answer questions about applications and enrolment.

Parallel to these activities, we provided information and guidance via e-mail, telephone and in person (up to the middle of March) to candidates for enrolment regarding the application and admission procedure, managed orders and the issuing of student ID cards, and cooperated with the RRC and Education Ministry in developing the Call for Applications and VIP Modules. We also formulated more user-friendly wording for the common or introductory provisions of the Call for Enrolment in undergraduate and integrated master's study programmes for the 2021/22 academic year for school pupils.

Figure 1: Number of students enrolled in all three levels at the University of Ljubljana
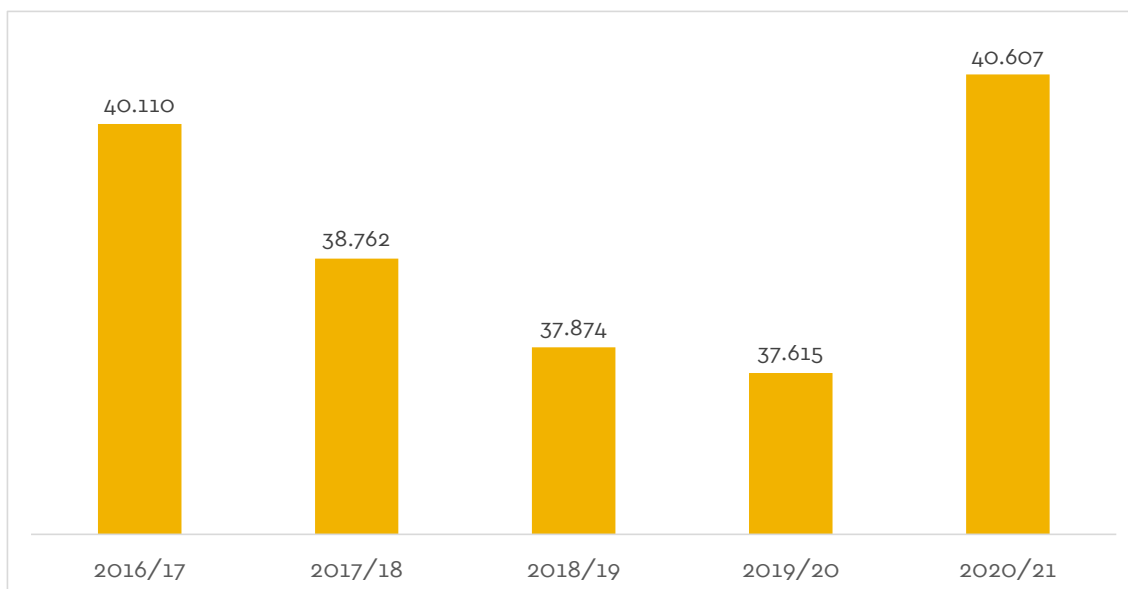
The number of students enrolled at the University of Ljubljana grew in the past year relative to previous years, since students had the option of extending their student status due to the exceptional circumstances of the Covid-19 epidemic.

Figure 2: Number of students enrolled in first-cycle programmes
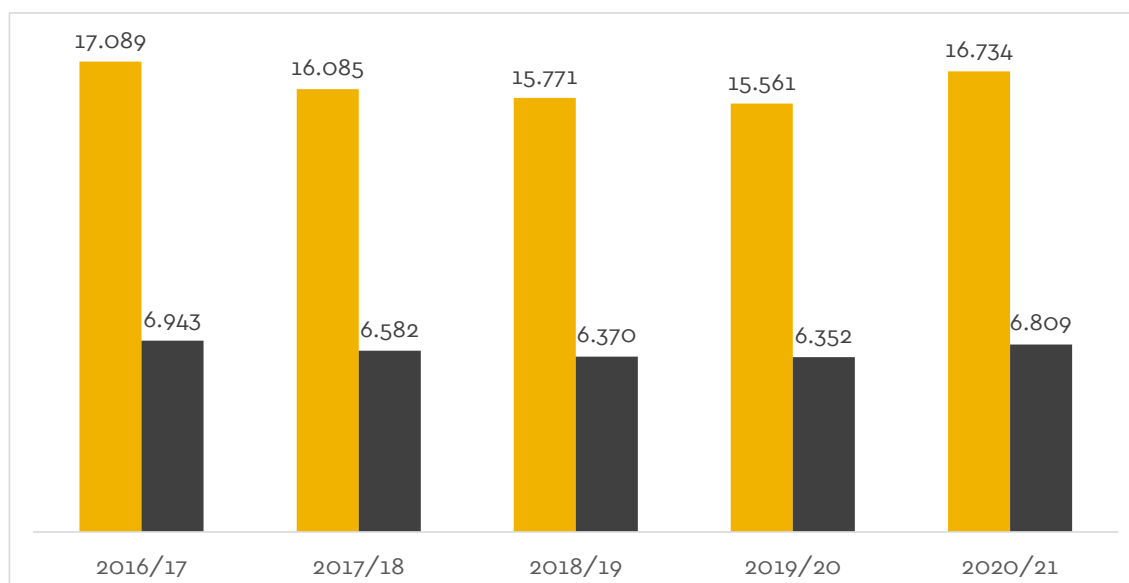
Relative to the planned number of enrolled first-cycle students, in the 2020/21 academic year enrolment grew more than was planned, with 1,119 more students enrolled than in the previous academic year. The reason for this was the exceptional circumstances, where students took the opportunity to extend their student status.

Figure 3: Number of students enrolled in second-cycle programme
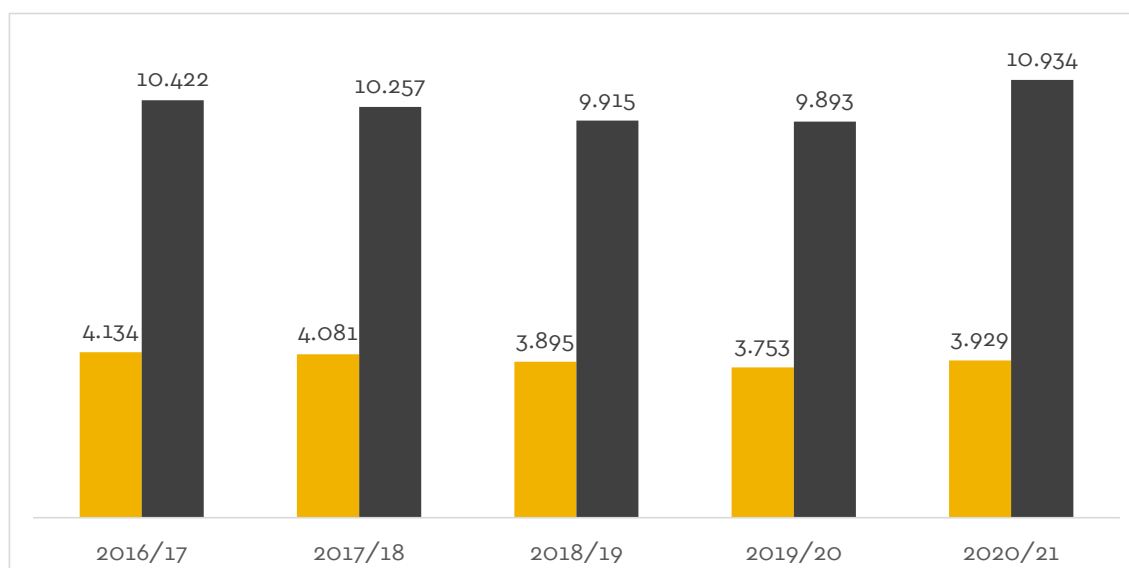
Relative to the planned number of enrolled second-cycle students, in the 2020/21 academic year enrolment grew more than was planned, with 833 more students enrolled than in the previous academic year.

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

In third-cycle study programmes, student enrolment exceeded the plan, with 217 more students than in the previous academic year.

Cofinancing of doctoral studies

In accordance with the Decree on cofinancing doctoral studies (Official Gazette of the Republic of Slovenia No. 22/17 and 105/20), the Ministry of Education, Science and Sport allocated to the University of Ljubljana by decision a total of EUR 3,106,760 for cofinancing doctoral studies in the 2020/21 academic year. The Ministry made the initial payment of EUR 2,330,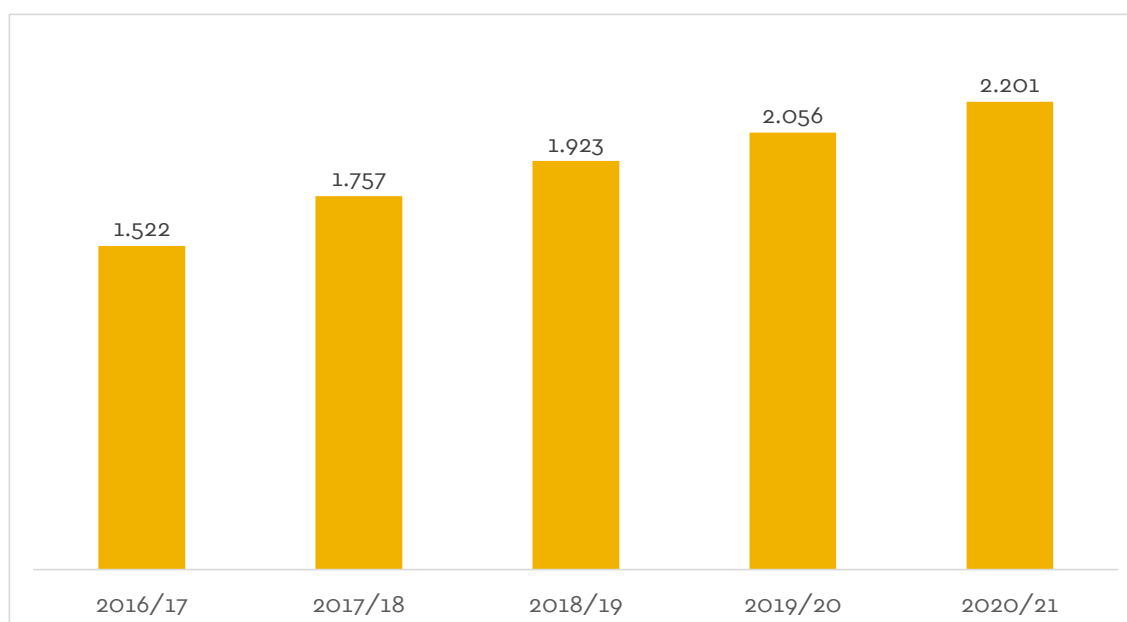069.64 in 2020, and the second payment up to a maximum of EUR 776,690.00 will be received by the University in 2021. In the 2020/21 academic year a total of 962 doctoral candidates are eligible for cofinancing of tuition fees.

On our initiative, the Decree on cofinancing doctoral studies was amended to allow also fourth-year doctoral students to be eligible for cofinancing of tuition. We reached an agreement with the Education Ministry whereby students who demonstrated justifiable reasons for non-fulfilment of their contractual obligations due to force majeure would not need to return funds received for cofinancing of tuition. We also adopted an amendment to the Criteria for selection of candidates for cofinancing of doctoral studies, and took into account the exceptional extension of status in accordance with Article 49 of the Act Determining Emergency Measures to Contain the Covid-19 Epidemic and Mitigate its Consequences for Citizens and the Economy (ZIUZEOP) in determining fulfilment of the conditions for cofinancing tuition for doctoral students.

Innovative learning environment and didactic use of ICT in the education process

As part of the Digital UL project, all member faculties were included in the process of introducing ICT into the education process, through pilot updating of courses. A total

of 26 pilot updates were completed in 2020. We also carried out a range of educational activities.

Learning and teaching

In 2020 we continued the major steps in the area of learning and teaching that we had taken in previous years. Based on a representative study of the needs and priorities of UL in the area of learning and teaching, we prepared a series of trainings under the INOVUP project and as part of the Digital UL initial project, or the Digital UL Centre as it was known later (more on this in the chapter on training and quality). We devoted particular attention to circumstances surrounding the Covid-19 epidemic and designed a series of training sessions for competent use of ICT in the study process (Digital UL) and an adaptation of methods, approaches and strategies of learning and teaching to the circumstances of hybrid, combined and fully remote learning and teaching. Equally we made a study of the regulatory adequacy of existing adjustments of studies using accreditation criteria and international standards, and studied the effects of the new conditions on the area of learning and teaching. We continued with the issue of evaluating educational work, now in the new circumstances, and studied the evaluation of learning and teaching, particularly a single hour of direct educational workload for higher education teachers in the new circumstances of combined and hybrid learning and teaching. All UL member faculties made a substantive adjustment of how they implement the study process (planning and implementing learning and teaching) to the new circumstances associated with the epidemic. Here it should be noted that the study that measured the effects of this adjustment showed that such a radical intervention in the methods of carrying out studies ultimately only marginally increased the (study!) workload of students, and according to student self-assessments this affected their achievement of envisaged learning outcomes only to a limited extent.

Improved international cooperation

In the educational field we pursued the national orientation of internationalisation, and in various ways we promoted those activities that lead to the greater internationalisation and international prominence of the University of Ljubljana.

We actively participated in the EUTOPIA association (European University Alliance), in CELSA (Central Europe Leuven Strategic Partners), in The Guild, in the Regional Platform for the Western Balkans, in the Rectors' Forum, in working groups and also in the activities of the international associations UNICA (Network of Universities from the Capitals of Europe), Utrecht Network, AARC (Alps-Adriatic Rectors' Conference), the EUA (European University Association), EDADTU (European Association of Distance Teaching) and VIU (Venice International University), where a teacher from the UL School of Economics and Business participated in providing the Globalisations programme in the winter semester of the 2020/21 academic year. We also held a virtual online annual meeting of rectors of the LERU CE7 members (League of European Research Universities), and met online with the representatives of SMUL (University of Ljubljana Global Network). We are participating as a partner in the two-year European project of drawing up an internationalisation strategy, support and other activities for improving the process of

internationalisation and international recognition for higher education institutions in Montenegro.

Despite the pandemic we established new international cooperation, with meetings with partners being shifted to the virtual environment. On the central level we concluded agreements with Beijing Normal University, Soochow University, Universidade Federal Santa Catarina, National Tsing Hua University, Pontifical Catholic University Grande do Sol and Kyung Hee University, and established contacts with Troy University and Shephard University and actively consolidated contacts with existing foreign partner universities. In 2020 we gave presentations about the University of Ljubljana to the representatives of foreign universities and ambassadors covering Slovenia – from Austria, the USA, France, Spain, Kosovo, Indonesia, Japan, China, Russia, Taiwan, India, South America, Iran and Poland. We also actively represented the University of Ljubljana at international meetings and conferences as an excellent educational and research institution.

International promotion of the University led to the greater prominence of UL and increased enrolment of foreign students at UL and an increase in the number of foreign teachers at UL.

Despite the pandemic, the number of foreign students seeking UL diplomas increased. In the 2020/21 academic year, we enrolled a total of 3,653 students who do not hold Slovenian citizenship (foreign students), and who account for 9% of all enrolled students. Our goal for the 2020/21 academic year was 7.6% foreign student enrolment, which we exceeded.

Figure 5: Share (in percentage) of foreign students as a proportion of all students enrolled at the University of Ljubljana
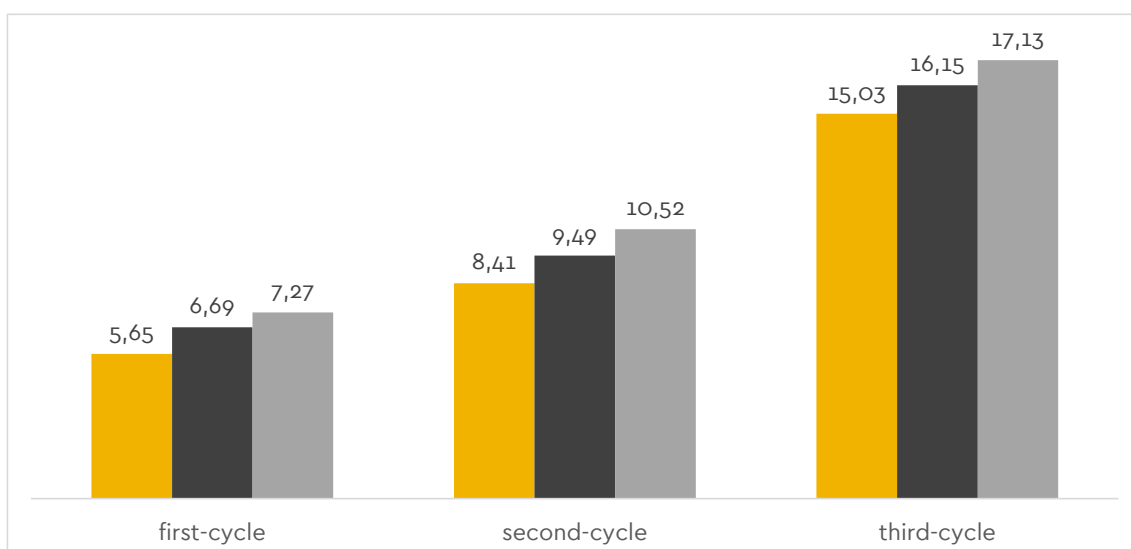
Among the foreign students enrolled in study programmes we carried out the annual survey regarding information about study programmes offered at UL and on satisfaction with the services and support activities for involvement in studies at UL and in the Slove-

nian environment. Based on the information obtained, we initiated efforts to improve our work and support services.

The Covid-19 pandemic led to changes in organising and attending international consultations, conferences, summer schools and other international events and activities. Some of these activities were postponed to a later time, and others were shifted to the virtual environment.

Based on successful applications in calls issued by the National Agency for Mobility Programmes (CMEPIUS) for European funds, and by the Education Ministry for European structural funds intended for Erasmus+ mobility of students from socially disadvantaged environments and by the Slovenian public fund for scholarships, developmental, disability and maintenance assistance for funds in the Ad Futura call as a supplement to the Erasmus+ stipends, despite the Covid-19 epidemic we were able to maintain a high number of departing students going on Erasmus+ exchanges in the 2019/20 academic year for studies and practical training. We were less successful in maintaining the number of mobilities for teachers and staff going to partner institutions in Europe and beyond, since the majority of candidates planned their mobility departure in the spring and autumn months, when they were no longer allowed or severely restricted. Meanwhile in the 2019/20 academic year we did maintain the high number of students arriving at UL on exchanges, but not the number of arriving teachers and staff, since many of them postponed or cancelled their planned mobility to UL.

Figure 6: Student exchanges

	2015/16	2016/17	2017/18	2018/19	2019/20
foreign student exchanges	2.058	2.036	2.133	2.158	2.054
UL student exchanges	1.518	1.330	1.552	1.655	1.321

UL student ecxhanges   foreign student exchanges
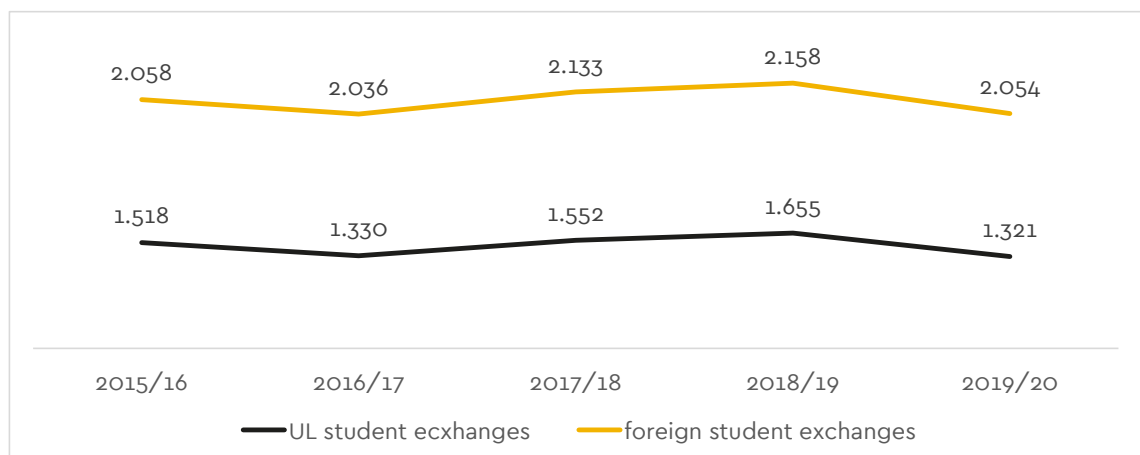
Table 1. Number of foreign students on exchanges at the University of Ljubljana by type of exchange and duration of exchange in the 2019/20 academic year

	Up to 1 month	1 to 3 months	3 to 6 months	Over 6 months	Total
Erasmus+ for study	21	57	1.204	250	1.532
Other	33	11	27	7	78
Inter-university agreement	5	8	82	14	109
Inter-government agreement	5	5	12	7	29
CEEPUS programme	93	22	23	4	142
Erasmus+ for practical work during studies	3	74	41	13	131
Erasmus+ for practical work of graduates		1	1		2
Erasmus+ credit mobility		1	27	3	31
Total	160	179	1.417	298	2.054

Table 2: Number of University of Ljubljana students on exchange abroad by duration of exchange and level of study in the 2019/20 academic year

	Up to 1 month	1 to 3 months	3 to 6 months	Over 6 months	Total
Erasmus+ for study	4	33	756	160	953
Other	21	3	1	15	40
Inter-university agreement	5	5	26	10	46
CEEPUS programme	5	2	5		12
Erasmus+ for practical work during studies	12	87	109	40	248
Erasmus+ for practical work of graduates		4	5	3	12
Erasmus+ credit mobility		4	5	1	10
Total	47	138	907	229	1.321

UL students are enabled to study abroad by certain institutions with which we cooperate in the selection of candidates. In this way UL students have received scholarships for study at foreign universities from the Parus Foundation, Knafelj Institution, Tuma scholarships and scholarships from the Likar Fund, MAUI scholarships for institutions in the USA and AEN scholarships for institutions in Australia, but none of the students approved in the calls were able to take the opportunities offered due to the outbreak of the Covid-19 epidemic.

International activities in the area of doctoral studies

This year we continued activities aimed at increasing the internationalisation of doctoral studies. Due to the Covid-19 pandemic, the majority of activities were conducted remotely via video conference systems. We participated actively in the Council for Doctoral Education Steering Committee of the European University Association (EUA-CDE), co-created and took part in events and conferences of that association, and participated in regular meetings and discussions of the Steering Committee with other stakeholders in European higher education and academic disciplines. We enjoyed particularly far-reaching cooperation at the thematic workshop entitled Artificial intelligence, data management and the digital world of doctoral education, along with active participation at the EUA-CDE annual meeting, which was first scheduled at the University of Manchester, but due to measures to stop the spread of the coronavirus it was held as a series of online events from 26 to 30 June 2020. We also took part in the annual Doctoral Academy event at the University of Graz. Primary attention was focused on the interdisciplinary nature of doctoral education and research, on various approaches and challenges faced in promoting interdisciplinarity, and its impact on the future structuring of doctoral education.

At the beginning of June 2020 we planned a joint international summer school of three universities (University of Graz, University of Ljubljana and University of Rijeka) entitled Interdisciplinary Perspectives on Age(ing) and Care: What does it mean to grow old?, but due to the pandemic we postponed this until 2021.

Joint call of partner universities in the EUTOPIA network

Within the EUTOPIA network, in the spring of 2020 we carried out a successful pilot call for the EUTOPIA Cotutelle Programme, and selected two doctoral students, who will be provided with joint co-supervision in the preparation of their doctoral dissertations leading to doctor of science titles at both the University of Ljubljana and CY Cergy Paris University in France. At the end of 2020, together with our EUTOPIA partner universities we prepared a second joint call, offering selected candidates the acquisition of doctor of science titles at two universities, based on an agreement on joint pursuit of research and co-supervision in the preparation of doctoral dissertations. Three places are now envisaged for young researchers at UL, and in the 2021/22 academic year they will enrol in either the first or second year of the doctoral programme, one each at the University of Warwick, Vrije Universiteit Brussel and CY Cergy Paris University. At the same time three places have been set aside at UL for doctoral students from those universities, with one coming from each; in all this call offers six places for acquiring a joint doctorate.

In addition to this we signed five agreements with partner institutions concerning joint implementation of research and co-supervision in producing doctoral dissertations, with the possibility of obtaining two diplomas (two agreements between UL FS and Lulea University of technology, Sweden; UL FS and University of Leeds, UK; UL FS and University of Coimbra, Portugal; UL TEOF and University of Groningen, Netherlands). We drew up seven agreements which are still being harmonised (UL FF and CY Cergy Paris University, France; UL FMF and CY Cergy Paris University, France; UL FKKT and CY Cergy Paris University, France; UL MF and KU Leuven, Belgium; two agreements between UL FS and University of Coimbra, Portugal; an annex to the agreement between UL FKKT and University of Montpellier, France), and participated in aligning agreements for obtaining doctor of science degrees at two institutions as part of the Marie Skłodowska-Curie Innovative Training Network European Joint Doctorate.

<u>Projects to modernise the education system and study programmes as part of the Erasmus+ programme</u>

In 2020 member faculties actively participated in projects under the main European programme for modernising and developing the education system and educational processes, Erasmus+, as part of the sub-programmes Strategic Partnerships, Knowledge Alliances, Strengthening Capacities, Jean Monnet and Sport. They were involved in 124 projects, of which they were the coordinator or lead organisation in 22 projects.

Figure 7: Number of all Erasmus+ projects
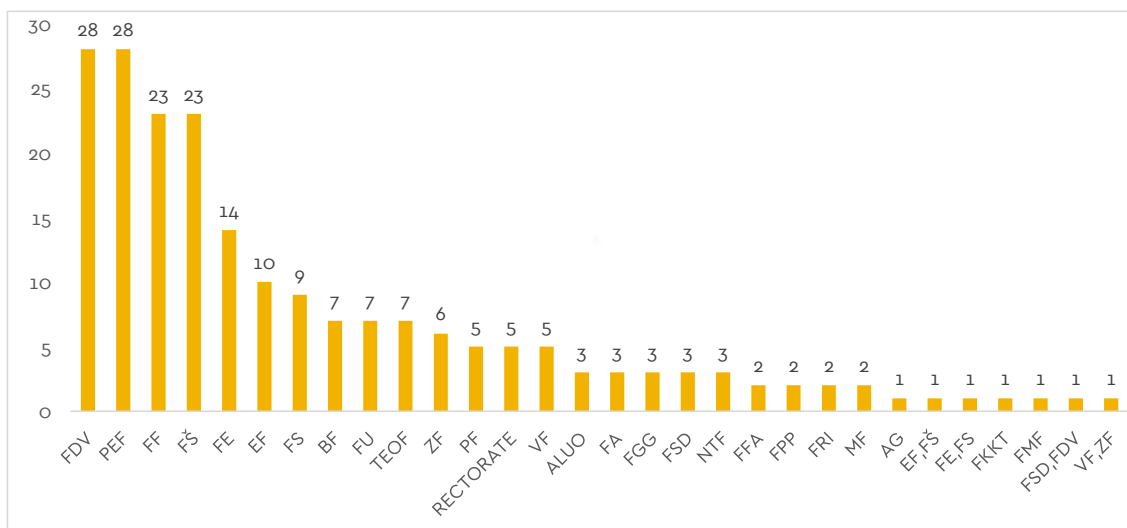
<u>Regional Platform for the Western Balkans</u>

Together with partner universities in Montenegro, Serbia, Croatia, Bosnia and Herzegovina, the UK and Belgium (members of two networks – EUTOPIA and the Platform for the Western Balkans) we commenced activities for applying to European Commission calls and for securing funds for cooperation in the field of doctoral studies of art. To this end an online seminar was held in December.

The indicators of effective study which we have monitored for a number of years are the rate of transition, external selectivity and number of graduates.

Figure 8: Number of graduates from the University of Ljubljana in study programmes at all levels, 2017 to 2020
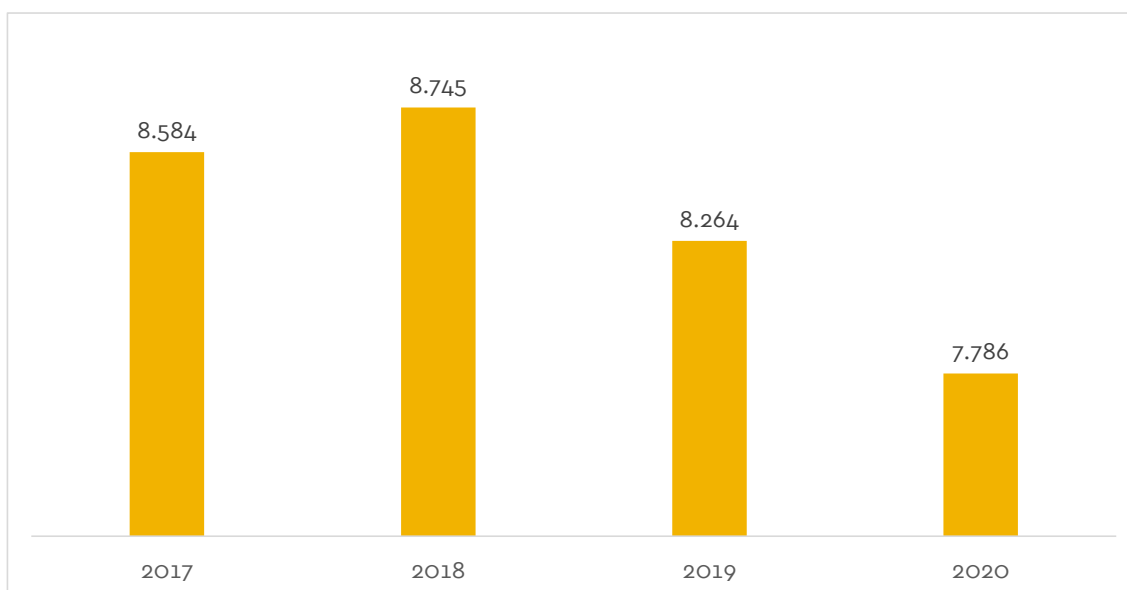
In 2020, a total of 7,786 students graduated from the University of Ljubljana, which is 478 fewer than in the year before and 1,115 fewer graduates than we planned.

Just under 2% of students were involved in at least one course at another member faculty (external selectivity).

Table 3: Progress from the first to the second year in the first cycle, with information on duration of study programme

First cycle	Duration of programme (excluding additional year)	2016/17	2017/18	2018/19	2019/20	2020/21
academic	3	57,48 %	60,17 %	64,34 %	59,84 %	69,02 %
academic	4	58,87 %	57,33 %	44,11 %	64,24 %	72,15 %
professional higher education	3	50,67 %	53,99 %	55,32 %	53,88 %	59,11 %

Figure 9: Number of students completing their first-cycle studies, by type of study 2016 - 2020
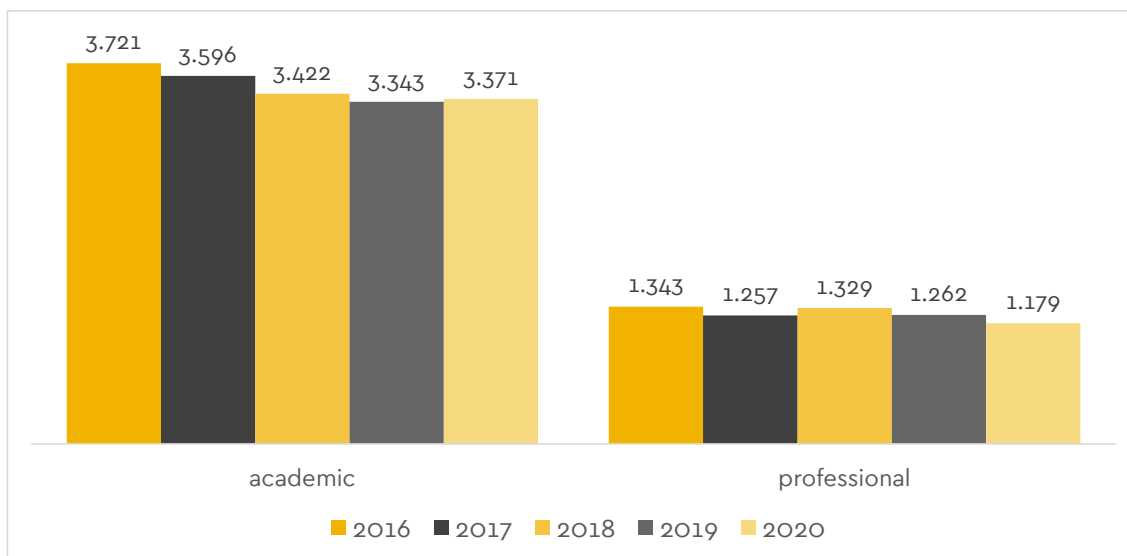
Table 4: Progress from the first to the second year in the second cycle, with information on duration of study programme

Second cycle	Duration of programme (excluding additional year)	2016/17	2017/18	2018/19	2019/20	2020/21
integrated master's	5	65,78 %	70,27 %	68,88 %	74,35 %	80,95 %
integrated master's	6	90,60 %	91,14 %	85,19 %	94,51 %	100,32 %
master's	2	72,18 %	72,01 %	73,90 %	78,66 %	87,95 %

Figure 10: Number of students completing second-cycle studies, by type of study 2016 - 2020
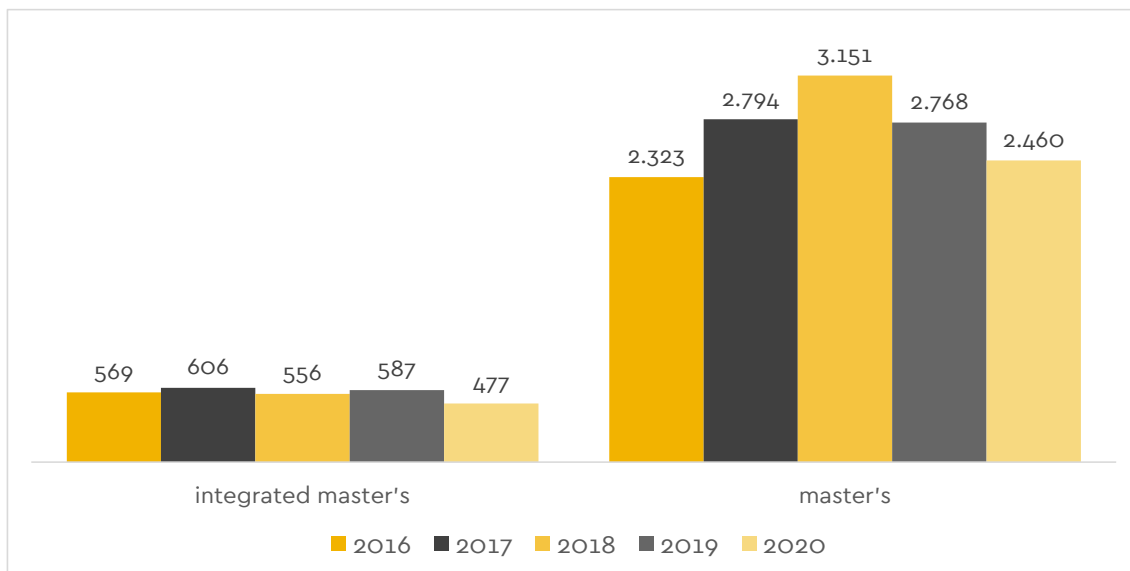
Table 5: Progress from the first to the second year in the third cycle, with information on duration of study programme

Third cycle	Duration of programme (excluding additional year)	2016/17	2017/18	2018/19	2019/20	2020/21
doctoral	3	97,53%	89,17%	93,50%	90,63%	100,00%
doctoral	4					88,89%

Figure 11: Number of students completing third-cycle studies
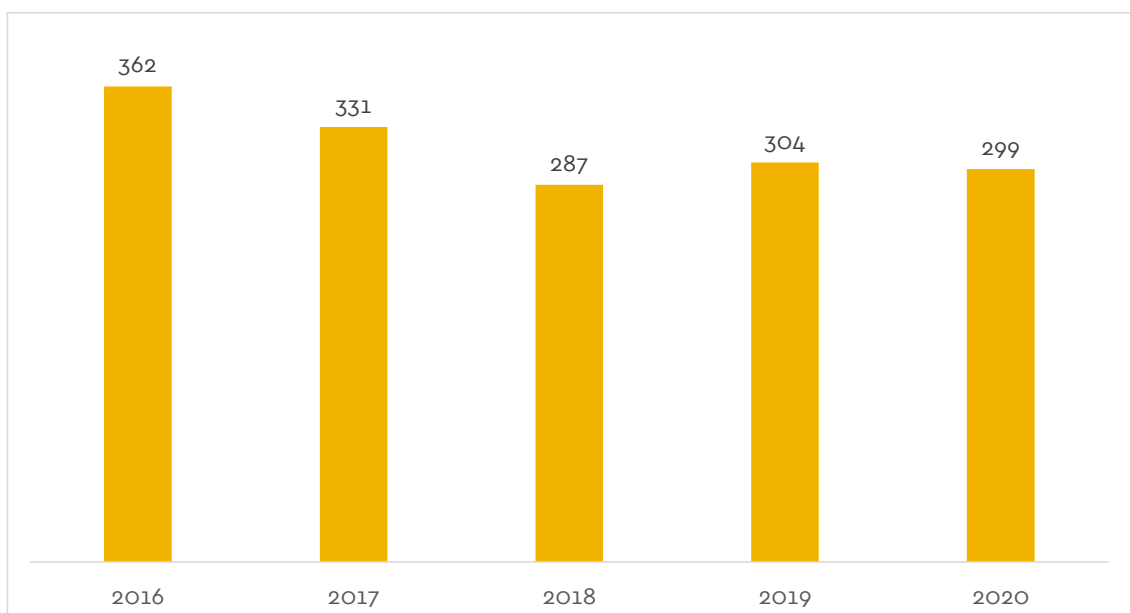
Due to the measures adopted to prevent the spread of the coronavirus and Covid-19, in 2020 we had to adjust the protocol for conferring doctoral degrees. In line with the measures adopted by the Slovenian Government, we adjusted the limit on the number of participants and how promotions were conducted. Despite all the restrictions, in 2020 we organised 20 promotions and in this way promoted a total of 200 doctors of science.

Figure 12: Number of promotions of doctoral graduates
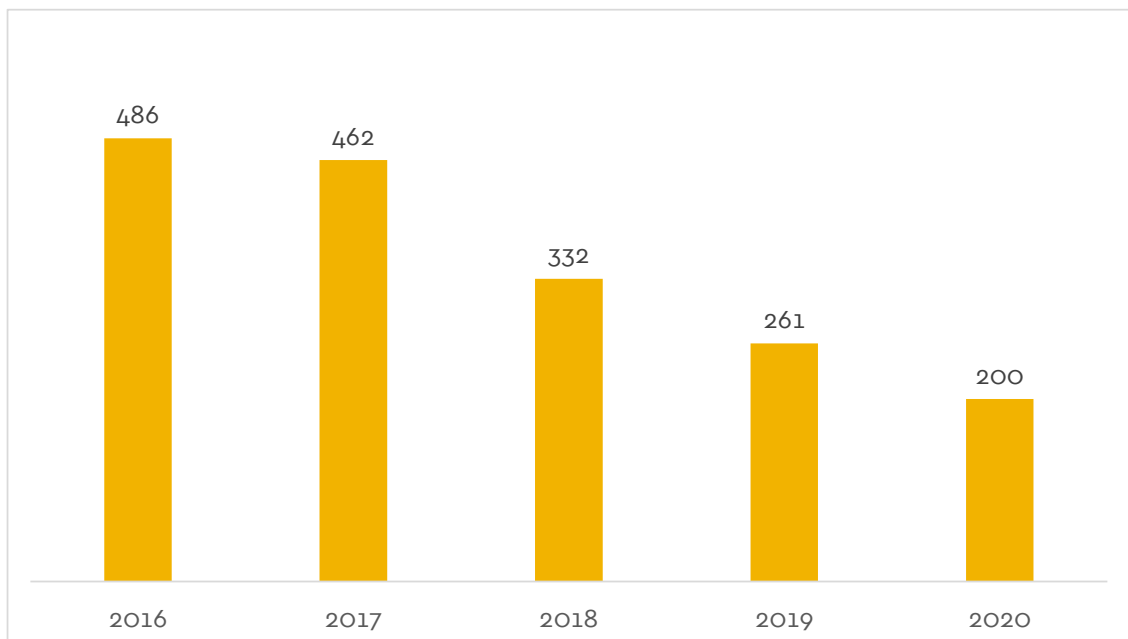
As part of the regular meetings of the Council of Administrators of Doctoral Programmes and in regular cooperation in the work of the UL Doctoral Studies Committee we worked to ensure uniform standards of quality in providing doctoral studies, promoted the interdisciplinary dimension and focused on improving the quality of supervisor work. We devoted considerable attention to the evaluation of the provisions of the Rules and Regulations for Doctoral Studies at the University of Ljubljana. Due to the exceptional circumstances we called an extraordinary session of the Council of Coordinators and appealed to the ARRS to extend the deadline for training up young researchers who, because of the declaration of an epidemic and the measures imposed, were prevented from accessing the research infrastructure and performing research work, and consequently from being able to complete their training in the normal way. Based on this appeal, the deadline for completion of training was extended through intervention laws.

In 2020 we marked 100 years from the awarding of the first doctorate at the University of Ljubljana. This important anniversary, all the more so since very few universities can boast conferring their first doctorate on a woman, was marked on 15 July, the exact day of the centenary, with a round table entitled Dr Anka Mayer. Her women predecessors and successors (1911-1931). We also focused attention on the celebration of the centenary of the first doctorate at the annual meeting of the Doctoral School of the University of Ljubljana on 12 November 2020. Due to the long tradition in the field of doctoral studies, most of the doctors of science and philosophy in Slovenia boast a doctorate

from the University of Ljubljana, and in celebrating the centenary of doctoral studies we looked back proudly on this long path. The annual meeting, under the heading Communication in/to Science was conducted in the form of a very well-attended virtual event, where there was a presentation of certain knowledge and opportunities important for today's doctoral students, and special attention was focused on communication in science and communication of scientific results to various audiences. This latest meeting, which was intended first and foremost for doctoral students, was at the same time an encouragement towards strengthening the community of doctoral students, supervisors and others responsible for doctoral studies at UL. Due to the extraordinary circumstances tied to the epidemic, we had to cancel the planned spring meeting of doctoral students intended for fostering the community of doctoral students.

We proposed an amendment to the Rules on the issuing of public certificates and simplified the procedure for numbering doctoral certificates. Due to the lack of access to research infrastructure and other difficulties that doctoral students faced under the measures imposed to contain the coronavirus, we adapted the implementation of doctoral study programmes and despite the measures we were able to conduct the majority of study units. Certain adjustments were adopted to enable students to meet the conditions for progress to higher years, and we adopted instructions regarding the exercising of student rights and processing their applications. With the aim of unimpeded conclusion of doctoral studies we adopted instructions for the unimpeded flow of defences of doctoral dissertations in the extraordinary circumstances.

<u>Promotion of study programmes</u>

We participated in presentations of studies for foreign candidates under the aegis of the Study in Slovenia initiative, where in cooperation with the embassies in Skopje and Podgorica we organised information events live for candidates from North Macedonia and Montenegro, and also had a presence at the Edufair in Belgrade. Due to the coronavirus situation we were not able to carry out the other planned live presentations, but we succeeded in making the necessary adjustments and conducted 13 online presentations, for Slovenians in neighbouring countries and around the world and for candidates from Ukraine, Japan, India, Bosnia and Herzegovina, Montenegro, Serbia, North Macedonia and Croatia and via the Study in Europe initiative. We promoted the online events and presentations with the help of teachers working as Slovenian language instructors at universities abroad, the Slovenian Government Office for Slovenians Abroad, Slovenian societies and representative offices of Slovenia abroad, through the Students Abroad Club, through targeted actions at secondary schools abroad, and we created press releases abroad and advertising in foreign magazines, as well as advertising events on social media. We started collecting applications for individual presentations, with the aim of maintaining contact with candidates interested in studying and of keeping them updated with current information. We also started promoting master's and doctoral study programmes for interested member faculties via the Keystone Academic Solutions site.

With the aim of improving support and information for foreign candidates and students, we updated and upgraded our website content. In cooperation with the Centre for Slovenian as a Second and Foreign Language we put together an overview of information on the possibilities of learning Slovenian as a second and foreign language for school pupils, future students, students and employees at the University of Ljubljana. We organised an online reception for foreign enrolled and exchange students, as part of which we provided all the necessary information regarding studying and living in Slovenia.

We provided a promotion of doctoral studies and designed a joint presentational brochure of doctoral study programmes, and boosted cooperation with other higher education and research institutions, and especially with ARRS and the Young Academy. We continued our regular meetings of the professional services for doctoral studies at member faculties, aimed at better provision of information and exchange of good practices.

Guidance and support for pupils in selecting courses

With the right selection, student motivation and satisfaction in their studies is greater, and at the same time the drop-out rate is lower. We supported school pupils in their selection of studies by providing free individualised counselling, workshops and numerous other events where they can picture the potential career paths of UL alumni. The Career Centres organised activities in support of pupils in selecting courses, such as the accompanying programme at Informativa 2020, workshops at secondary schools and a summer school in collaboration with the representatives of member faculties and employers. We continuously prepared and updated interactive content on the website and on social networks.

In July 2020 the Higher Education Application and Information Office began offering guidance to pupils and future students. We provided personal and career guidance to pupils to help and support them in choosing the right course of study. In the period from July to December 2020 we held two workshops for pupils in cooperation with secondary schools. The number of workshops for pupils, especially those aimed at supporting them in finding the right choice of studies, was actually bigger, as we sent out videos of workshops to the secondary school representatives, who could then use them independently.

We took part in the 3rd Summer School for school pupils, providing two workshops and a round table. In September, on the invitation of the Celje School Centre we participated in the traditional meeting of primary school guidance workers. In the period from July to December 2020 we provided 28 individual guidance sessions for pupils in choosing study courses.

From 23 to 27 November 2020 we took part in the first Virtual Career Fair, aimed at presenting higher education to secondary school pupils. The fair involved the participation of the majority of UL member faculties, and there was a lot of interest among pupils from all over Slovenia at the UL stands.

In December we held the annual consultation for secondary school guidance workers on the topic of "Challenges of guidance regarding selection of courses in the midst of the transformation of society in the 21st century". This year the consultation was held online. It involved the participation of 85 secondary school professionals and 14 external associates with expertise in various fields.

In 2020 we also started holding regular monthly meetings with the student affairs offices of UL member faculties, with the aim of obtaining vital information needed for providing the best possible information and guidance in the secondary school environment.

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD	EXPLANATION OF EFFECT ON QUALITY
Linking up with external stakeholders NAKVIS and the Education Ministry for data flow in electronic systems.	Elimination of errors caused by manual exchange of data, leading to better records of all stakeholders bound to keep records in line with regulations
Adoption of new UL Rules on Public Documents and Certificates.	Comprehensive arrangement of standardised public certificates and printouts from records at all UL member faculties, and introduction of simplified numbering of doctoral degree certificates, enabling easier planning of the timely printing of certificates and their review prior to promotions.
Amendment of the Ordinance on Restructuring of UL.	The ordinance defines the KLASIUS-P fields for the entire university and not by member faculties, which eliminates the administrative procedures of monitoring the ordinance upon each accreditation or modification of the classification of study programmes in KLASIUS-P
Evaluation of the Rules and Regulations for Doctoral Studies at UL.	More clearly set out procedures, greater transparency and inclusion of provisions on handling research data
Joint call of EUTOPIA network partner universities for joint implementation of research and co-supervision in the preparation of doctoral dissertations.	Cooperation with eminent European universities with the aim of obtaining international experience and higher quality of doctoral dissertations
Cooperation in the network of International Doctorate in Translation Studies (IDTS) programmes.	Involvement of Slovenian supervisors in the international environment; participation at workshops devoted to continuing professional enhancement of teachers on the doctoral level; participation of students at doctoral conferences.

Successful adaptation of the method of implementing study requirements to the circumstances related to Covid-19 and introduction of criteria and measures for safe studying (appropriate adaptation regarding the methods of study and testing of knowledge), along with the introduction of criteria and measures for safe work and study.	Ensuring the smooth flow of the study process and maintaining the health of students, teachers and other staff.
Efforts to transition to electronic operations (electronic submission of applications and evidence by candidates and delivery of documents via the eVŠ site).	Faster notification of candidates regarding selection, avoiding sending documents by traditional mail.
Providing advice to school pupils via the POPR site.	Issuing calls for guidance sessions and events through a single communication channel.
Draft decisions prepared in advance for committee meetings, joint rejection and recognition of education.	Faster processing of applications, easier and faster communication with candidates.
Online presentation of studies at the University of Ljubljana	Greater promotion of the University of Ljubljana and potential increase in foreign student enrolment.
Increased number of courses offered in foreign language.	The increased number of courses offered in a foreign language offers a greater choice of courses for foreign students (proposal: amendment of ZViS).

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
Systemic deficiencies in the compatibility of the electronic systems EŠP, eNAKVIS and eVŠ.	Adjust the applications for successful collaboration.	Regular and prompt collaboration and harmonisation with NAKVIS and the Education Ministry.
Discrepancies between the Higher Education Act and the Professional and Academic Titles Act might affect accreditation of the new doctoral programme Art.	Definition of artistic title after completing a doctorate in art in the Professional and Academic Titles Act.	Renewed initiative addressed to the Education Ministry concerning amendments to the Professional and Academic Titles Act.

Insufficient support from ARRS for programme and project research of doctoral students.	Greater inclusion of students in research projects.	Arrange for ARRS to open up programme and project research to doctoral students. This would facilitate students conducting research institutionally in a group with experienced researchers for the needs of their doctoral dissertations, and various project groups would also gain from this.
Access of doctoral students and young researchers to research infrastructure blocked due to the declaration of the epidemic and measures imposed to contain the spread of the coronavirus.	Extending deadlines for fulfilling contractual obligations and extending funding to all generations of young researchers who due to the epidemic cannot or will not be able to perform their research in the normal way, and waiving sanctions in the event of non-fulfilment of contractual obligations in the year following the conclusion of funding, and extension of deadlines for completion of doctoral studies.	Proposal to ARRS and the Education Ministry to arrange the position of young researchers and doctoral students who due to circumstances beyond their control find themselves in serious hardship, since they cannot pursue and complete their doctoral studies.
Outmoded IT system for application and admission procedure.	More efficient IT support for the application and admissions procedure.	Cooperation of the VPIS department with the Education Ministry in developing and implementing the new VIP module.
Inadequate accommodation capacities for foreign students.	Increased accommodation capacities.	Initiative addressed to the Education Ministry for construction of additional accommodation capacities
Lengthy and complex procedures for foreigners from third countries to obtain documents for study and residence in Slovenia.	Simplification of procedures for foreigners from third countries in Slovenia.	Initiative for the Education, Foreign and Interior ministries for simplification of procedures.
KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**

Due to the sudden transition to changed methods of implementing study requirements, we were not able to ensure a comprehensive systemic method of remote working.	Strengthen didactic methods and technical capacities for transitioning to remote teaching work.	Inclusion of the DIUL centre in the development of forms of remote educational work and exchange of best practices among member faculties and staff, identification of deficiencies and organised support for member faculties in strengthening potentials in this area.
Lack of cohesion in the VIS-GC IT systems.	Integration of IT systems.	Preparation of integration plan.
Heavy workloads of lecturers/supervisors in teaching doctoral students at various faculties and in performing regular/clinical work.	Providing clinical lecturers/supervisors with more time to work with doctoral students.	Arranging the status of lecturers and supervisors in the area of clinical medicine.
Insufficient collaboration, association and networking among doctoral students (mutual professional and personal support).	Good mutual cooperation and networking among doctoral students, which will enable them to make comparisons with the work of colleagues as a reference point in determining their own progress.	Promoting the organisation of discussion meetings of doctoral students.
The process of promoting doctoral graduates lacks IT support.	Establish IT support for the promotion process.	Drawing up a proposal to establish IT supported promotions.
Large number of incomplete applications from candidates with foreign secondary education.	Reduce the number of incomplete applications.	Introduction of various methods of notifying and advising foreign candidates (POPR site, ChatBot).
We lack a comprehensive and accurate overview of the international involvements of member faculties.	Set up comprehensive and accurate records of the international involvements of UL member faculties.	Set up a joint portal for maintaining records of the international involvements of UL member faculties.
Decline in the number of exchange students and staff due to the epidemic.	Maintain the number of exchange students and staff.	Boost the provision of information and incentives to candidates, enhanced and updated communication strategy.

2. RESEARCH

IMPROVING THE QUALITY OF RESEARCH

In 2020 we had 4,310 registered researchers, operating in 274 research groups. In 2020 we published 3,361 articles, according to the Web of Science (WoS) data, which is a fine achievement given the number of registered researchers, while also being an increase over the previous year.

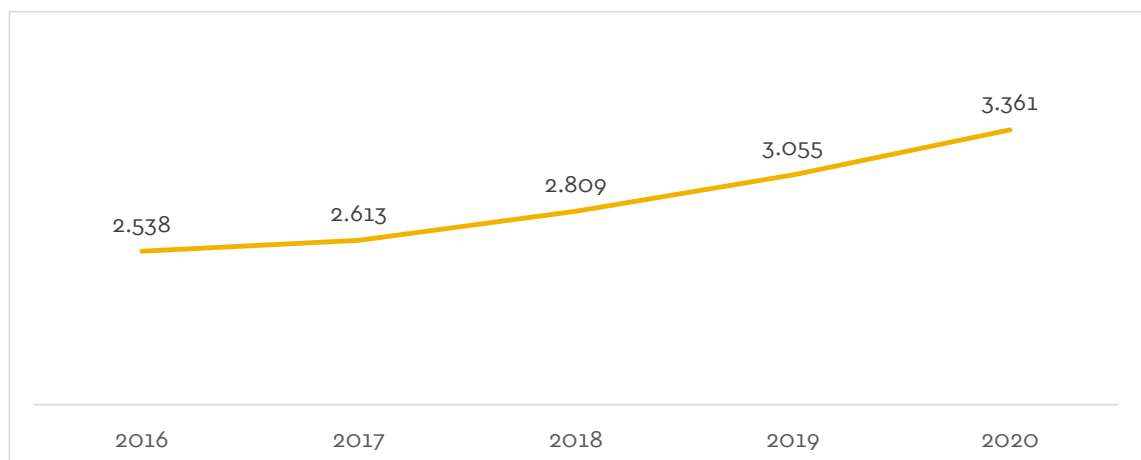Figure 13: Articles published on WoS (source: WoS)

Figure 14: Citations over a 10-year period (c10) (source: WoS)
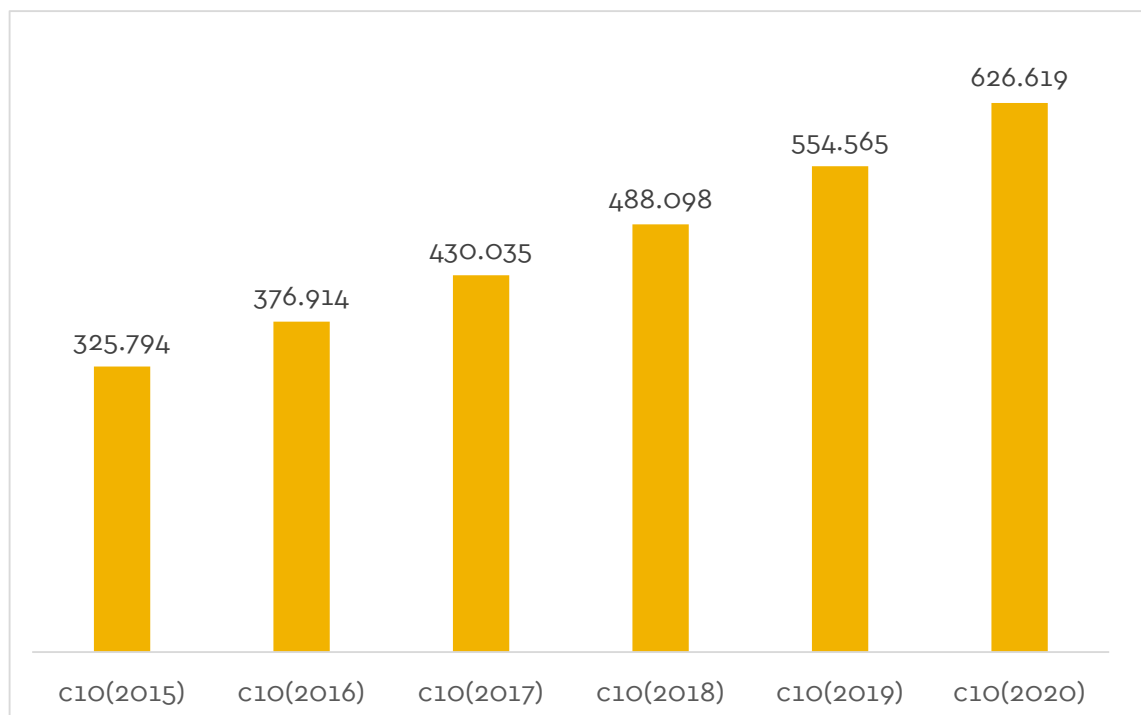
Ever since 2014 the UL Development Fund (RSUL) has provided vital assistance through its available funds to researchers in achieving high-quality research, in particular by funding the following activities:

- linking of UL researchers with strategic partners for the development of common European research projects;

- various forms of training for those applying in EU calls and to increase research excellence;

- expert support for UL employees applying in calls of the European Framework Programme for Research and Innovation.

In 2020 we opened up a new RSUL internal call for individual preparatory research projects for the purpose of preparing applications for ERC calls. The aim of the call is for outstanding researchers, who have already demonstrated their excellence by obtaining MSCA IF, WF or SoE grants and have conducted projects funded in this way at the University of Ljubljana, to be enabled to implement a preparatory research project at the University of Ljubljana for the purpose of preparing an application for the relevant call from the European Research Council (ERC). The aim is in line with the Internationalisation Strategy of the University of Ljubljana and the UL Strategy for Career Development of Researchers.

Due to the situation with the declared Covid-19 pandemic, in 2020, from the UL Development Fund (RSUL) we could not finance the professional paths of researchers and technical staff intended for training and networking with strategic partners. But we did enable 20 international expert reviews of project proposals. We also awarded four incentive packages to the supervisors of applicants who were successful in the call for H2020 Marie S. Curie Individual Fellowships, in a value of EUR 12,000.

<u>Increased participation in European research and development programmes</u>

We are increasing our participation in European research programmes and our preparation of competitive projects through the provision of guidance and coordination of internal and external experts. The Research Office provides researchers with a range of consultation services focused on consolidation of the project concept and consortium, the preparation and submission of the project application, and management of the approved project. On the one hand we have observed a trend of year-on-year growth in the total number of current European projects in which the University of Ljubljana is participating, and on the other hand the general quality of applications has also improved. In 2020 the University was involved in 621 projects, of which it was the lead organisation (coordinator) in 101 projects. The graph below shows the annual number of projects undertaken in the last 10 years.

Figure 15: Number of current European projects at UL in the past 10 years
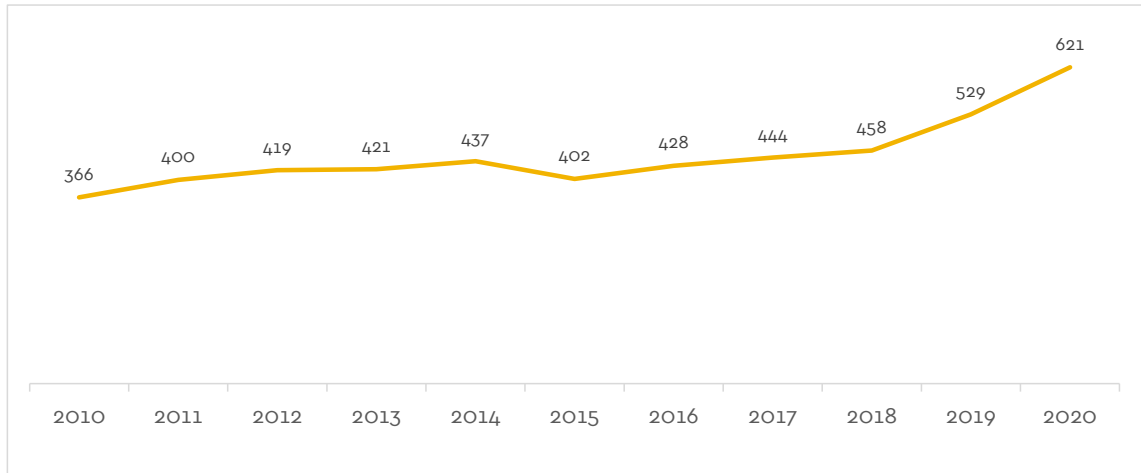
In the past year, Horizon 2020 was the most important and far-reaching research and innovation programme in the European Union in the research sphere. In 2020 we participated in 158 projects (including projects in which UL acted as a third party or associated party) with framework funds totalling EUR 45 million, where for 22 projects we served as the lead organisation.

Figure 16: Number of current Horizon 2020 projects in 2020 by UL member faculty
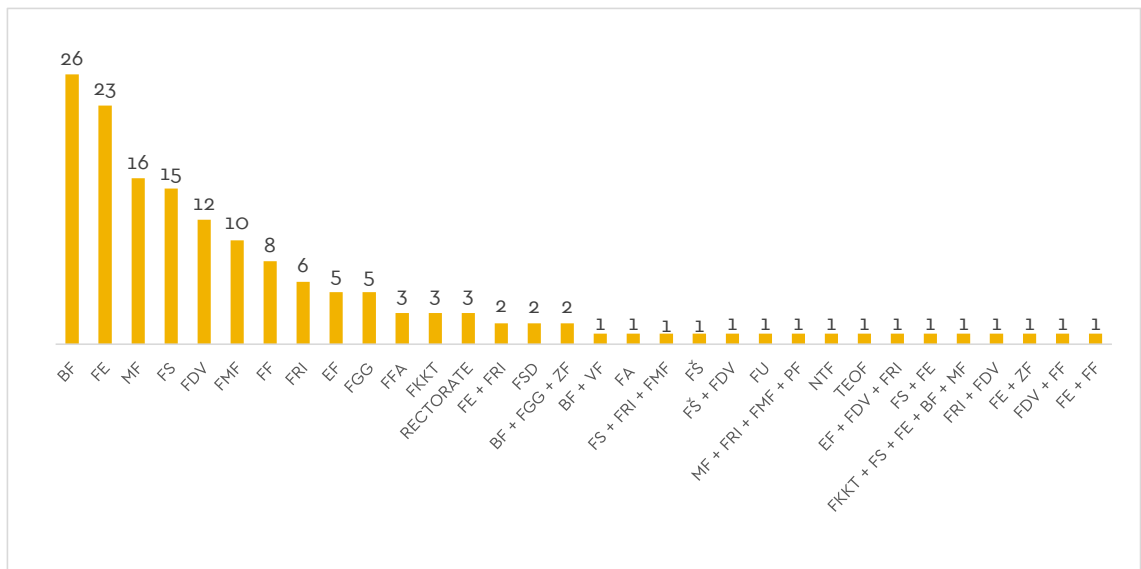
Programmes of European territorial cooperation

The programmes of European territorial cooperation are designed so as to focus on promoting and consolidating institutional transboundary and regional cooperation among EU countries and countries outside the EU borders. In 2020 there were a total of 38 current projects of European territorial cooperation at UL, of which UL member facul-

ties were participating in five (5) as coordinator or lead organisation. The largest number of projects (19) fall under the programme of transnational cooperation, followed by transboundary cooperation projects (15), while four (4) projects are classed as interregional cooperation.

<u>UL's internal EU Project Academy and other training to increase research excellence</u>

We support research excellence through a range of different informative and educational workshops, seminars, consultations and information days. In 2020 we organised 13 events, of which some were part of UL's internal EU Project Academy. The aim of the UL Project Academy is for researchers employed at UL to share experiences and showcase best practices in preparing and applying for mainly European projects.

We organised:

- the event Opportunities for Researcher Mobility;

- a two-day MSCA IF Masterclass of the University of Ljubljana;

- an internal consultation among UL offices for EU projects and offices for national projects;

- the annual meeting of R&D offices;

- coordination meetings for the Green Deal call;

- a coordination meeting for the extraordinary IS SEP call in the area of protecting health;

- a coordination meeting for the Norwegian Financial Mechanism;

- a coordination meeting for the DAPSI call;

- a two-day ERC Workshop (conducted by Yellow Research);

- the workshop Crowdhelix User Engagement Webinar;

- a two-day workshop Getting ready for Horizon Europe (conducted by Hyperion);

- three workshops on Horizon 2020 Proposal Writing: A Hands-on Approach, Almost forgotten sections of H2020 proposals, Public engagement (conducted by Europa Media);

- the workshop Science writing for the general public (conducted by SciConnect).

INTERNATIONALISATION OF RESEARCH AND STRATEGIC LINKS

In 2020 as part of the European universities association The Guild we participated actively in drawing up recommendations and opinions for the European Commission regarding the formulation of a new framework programme for investment in research and

innovation, Horizon Europe, which we put together in the Research & Innovation Policy working group and Widening Participation working group. We were active within the group of research offices and participated in the workshop (10 - 11 June 2020). We also gathered together experiences at member faculties centred on difficulties in our Marie Curie projects due to the Covid-19 epidemic, so that the representative of The Guild was able to present these experiences at a meeting with the European Commission and its agency REA.

<u>CELSA – Central Europe Leuven Strategic Alliance network</u>

The CELSA strategic network (established in 2016) operates the CELSA fund. The fund finances two-year preparatory research projects, which aim to secure the joint application of a project in one of the EU calls. CELSA projects in which UL participates are financially supported by the UL Development Fund. In 2020 we approved five projects valued at EUR 149,160, specifically: Self-assembling Multi Layer Enzyme Network for Flow Biocatalysis (Prof. Dr Igor Plazl of the Faculty of Chemistry and Chemical Technology), SMARt biomaterials for bioprinting of vascularized TISsues (SMARTIS) (Asst. Prof. Dr Brigita Tomšič of the Faculty of Natural Sciences and Engineering), Towards continuous combustion of gasified municipal solid waste (Prof. Dr Tomaž Katrašnik and Asst. Prof. Dr Tine Seljak of the Faculty of Mechanical Engineering), Generation of nanobodies against immunomodulating checkpoint receptors in glioblastoma tumor cells (Dr Ivana Jovchevska of the Faculty of Medicine and Dr Robert Roškar of the Faculty of Chemistry and Chemical Technology) and Analysis of the supportive environment of new entrants in farming (Dr Irma Potočnik Slavič and Teaching Assistant Sara Uhan of the Faculty of Arts). The deadline for submitting project applications for the 5th call of the CELSA fund for new research projects for 2021 fell on 26 November 2020. A total of 29 applications had been submitted by the deadline, with UL participating in 6 project applications.

Each year the CELSA association of European universities awards the Service to Society Award. The award is intended for researchers who through their work have gone beyond their professional duties and had an important and positive impact on society, including outside academic circles. In 2020 the award was presented to Professor László Rosivall of Semmelweis University.

<u>Crowdhelix international platform linking the research and business sectors and Research Professional platform for finding calls</u>

The aim of the Crowdhelix platform is to create a space for partners to link together and find each other in order to set up competitive consortiums for members, and consequently to set up consortiums whose main goal is entering joint projects in calls under the Horizon Europe programme. The Crowdhelix platform enables UL researchers to gain access to academic and non-academic partners, to find and post thematic events and to exchange opinions. In 2020 through this network we established several active instances of cooperation and numerous links with already established consortiums. The UL representative, who is in the network's advisory committee, gave a presentation at the Crowdhelix virtual workshop of RTOs and participated actively by presenting UL in the area of projects for widening and raising excellence of the research environment.

We also organised a Crowdhelix User Engagement Webinar, at which representatives of the Crowdhelix community presented the platform to researchers and professional staff, along with its possibilities for use from the first steps, such as opening one's own profile, to the final steps, such as finding and posting calls and other settings and functions the platform offers. At the end of 2020 there were a total of 132 users from UL on the Crowdhelix platform.

On the Research Professional platform the number of registered users rose from 632 to 665 in 2020. In 2021 we will devote special attention to this platform, since the new year brought new features in the functions it enables. We will hold an online presentation of these new features for researchers, and encourage them to use the platform.

COST BESTPRAC

In 2020 (25 - 26 November 2020) COST BESTPRAC and EARMA jointly organised a conference which was attended by representatives of the professional services of the Rectorate and member faculties. The COST BESTPRAC financial network for linking and exchanging best practices in the area of administrative support for European research projects came to a close in 2019. Since 2014 the network involved the participation of the UL Research Office and Knowledge Transfer Office, but the network, which linked together more than 600 research managers from 41 countries, is still active and operates as part of the EARMA (European Association of Research Managers and Administrators).

UL RESEARCH AND DEVELOPMENT CENTRE

In 2020 the Research and Development Centre (RRC UL) continued its activities associated with providing for research, development and educational linking in fields with multidisciplinary content. As part of the EUTOPIA project we set up an internal working group that links together all departments of the Rectorate and the majority of member faculties, and provides an overview and transfer of project content among staff and students of the University of Ljubljana. The coordinator project office under the aegis of the RRC UL provides the following services to promote linking, research, innovation, teaching and transfer to society: communication and dissemination activities, organising events and workshops, support for student projects to seek out and deal with global challenges and coordinating the project and EUTOPIA network. Coordination activities include linking and coordinating project activities as part of other services, just some of which include:

- the doctoral service (co-supervision and designing the new doctoral programme in the field of art);

- the international service (support for exchanges, development of the EUTOPIA certificate, organisation of conferences and connecting with global partners);

- the research service (heading and preparation of new development projects such as TRAIN and COFUND, and seeking synergies with other European programmes);

- the knowledge transfer office (preparation of projects in the area of knowledge

transfer and establishing new programmes of researcher mobility);

- the HR department (preparation of guidelines to support mobility of researchers and other staff);

- the library office (setting up a system or service to support open science);

- the quality assurance office (designing three study units within the EUTOPIA network of study communities, selection of indicators for project monitoring and establishing and heading the quality assurance committee);

- the career centre (selection and coordination of students as part of the Open Innovation Challenge, organisation of network of student career ambassadors).

We applied with six (6) international projects, of which two (2) were successful:

- MSCA COFUND Fellowship Programmes (Horizon 2020). EUTOPIA-SIF project. The University of Ljubljana participates as a project partner, and in the period of five years it will use UL Development Fund resources to cofinance eight experienced foreign researchers who will be employed at UL member faculties for two years. The project is valued at EUR 10 million.

- Swafs – Science with and for Society (Horizon 2020). EUTOPIA–TRAIN project. The project will link together research communities of the EUTOPIA members with local and international public and private stakeholders in all six countries in which association members are based. The project will also increase research capacities and create an inter-institutional strategy that will be founded on common management and the concept of an integrated academic environment focused on research cooperation. The project is valued at EUR 2 million.

Within the EUTOPIA association in 2020 we applied with two (2) ERASMUS projects and another MSCA COFUND project, and we also started preparations for applying with a project under the GREEN DEAL programme. We set up an external advisory committee and participated in organising a second EUTOPIA week, which ran from 23 to 27 November 2020. We organised an international student competition for the best design concept of a bag with the inscription EUTOPIA. The winner was Julija Stolec, a student at UL. We drafted a statement by rectors for the European Commission regarding mobility and set up a group of project leaders for all 17 European networks, over which we also preside. We headed a pilot evaluation of project quality assurance organised by NAKVIS, which participates in the European project EUNIQ – Developing a European Approach for Comprehensive QA of (European) University Networks. In cooperation with the Faculty of Social Work, Faculty of Social Sciences, the Faculty of Arts and the School of Economics and Business we started developing a strategy to include deprived student communities, along with intensive activities to strengthen cooperation among universities in the Western Balkans and among members of the EUTOPIA association.

SUPPORT FOR PRIORITY INTERNATIONAL RESEARCH PROJECTS

ERC – European Research Council

In 2020 we submitted 11 project applications to the ERC (8 AdvG, 3 CoG). Two researchers employed at the Faculty of Mathematics and Physics secured an ERC Advanced Grant, but with lead institution the Jožef Stefan Institute. As the project leader, Prof. Dr Peter Križan received a grant of EUR 2.4 million for the five-year project FAIME (Flavour Anomalies with Advanced Particle Identification Methods). Prof. Dr Igor Muševič was awarded a grant of EUR 2.5 million for the five-year project LOGOS (Light-Operated Logic Circuits from Photonic Soft-Matter). No call was issued for the ERC Starting Grant facility in 2020 due to the adoption of a new Horizon Europe framework programme. But in 2020 we obtained the results for projects entered for the September deadline in 2019. Asst. Prof. Dr Marko Novinec of the Faculty of Chemistry and Chemical Technology was placed in the second round of assessment with the project COOPERATE, but sadly was not selected for funding. A total of eight applicants submitted adapted projects in 2020 in the public call for funding adapted research projects under the complementary scheme for applications in calls issued by the European Research Council (ERC). All eight projects were approved, and we are still waiting on several more.

Complementary projects approved in 2020:

- Dr Anna Dragoš, University of Ljubljana, Biotechnical Faculty – Control of bacterial physiology and interaction with prophages;

- Dr Matija Vidmar, University of Ljubljana Faculty of Mathematics and Physics – Times of first transitions of one-sided Markov processes;

- Dr Rok Zupančič, University of Ljubljana, Faculty of Social Sciences – Anxieties in "divided cities" of post-conflict societies: development and testing of innovative (experimental) approaches in processes of building peace;

- Dr Martin Gazvoda, University of Ljubljana Faculty of Chemistry and Chemical Technology – Detecting the reactions of bonding based on mechanistic assumptions;

- Dr Rainer Kaltenbaek, University of Ljubljana Faculty of Mathematics and Physics – Quantum optomechanics with optically captured submicrometer particles;

- Dr Nastja Rogan Šmuc, University of Ljubljana Faculty of Natural Sciences and Engineering – Geobiochemical cycle of molybdenum in rock and sediment;

- Dr Miha Krofel, University of Ljubljana Biotechnical Faculty – A view of interspecies and intraspecies interactions between feral cats in Europe and Africa;

- Dr Jana Rošker, University of Ljubljana Faculty of Arts – Humanism in an intercultural perspective: Europe and China.

In 2020 in the framework of ERC trainings we held the workshop How to write a competitive ERC proposal, conducted by the agency Yellow Research. We organised three online workshops (scientific writing, graphic preparation, CV and published work) for all three schemes of the ERC programme (Starting, Consolidator and Advanced Grant). We held one test interview panel, funded an international project clinic for three researchers and provided the possibility of internal and external guidance for five researchers. We participated actively in the preparation and writing of eight ERC project proposals.

<u>Marie Skłodowska Curie Individual Fellowships</u>

In 2020 we adapted the organisation of a two-day MSCA IF Masterclass of the University of Ljubljana to the extraordinary circumstances and conducted it online. The online event was attended by a total of 40 participants comprising foreign postdoctoral researchers together with their supervisors from UL. Alongside a presentation of the programme by the national contact point, Mr Stojan Sorčan of the Education Ministry, the rich and informative programme covered practical workshops prepared by an expert from WRG Europe (GrantCraft), through which we were able to help researchers gain knowledge for the submission of successful project applications in the MSCA IF call. With the support of the Development Fund, we also provided candidates with individual guidance to improve project applications.

In 2020 we obtained positive results regarding applications in the call for Marie Skłodowska Curie Individual Fellowships (MSCA IF). The Faculty of Arts secured two prestigious postdoctoral MSCA Individual Fellowships for the two-year project WeCanIt – Women's labour market participation in the maritime sector in the Upper Adriatic after the two World Wars in an intersectional perspective (supervisor Prof. Dr Marta Verginella, researcher Dr Erica Mezzoli) and the project WiseWomen – Beliefs and Networks of Female Spiritual Figures in Central European Vernacular Religion (supervisor Prof. Dr Mirjana Mencej, researcher Dr Judit Kis-Halas). Postdoctoral MSCA IF funding was also obtained by the Faculty of Electrical Engineering for the project entitled EPmIC – Controlling the susceptibility of biological cells to pulsed electric field treatment by using ion channel modulators (supervisor Prof. Dr Damijan Miklavčič, researcher Dr Lea Rems). A noted success was achieved at the Biotechnical Faculty, where we secured MSCA IF funding for the first time under the global grant scheme, which envisages a 12-month mobility of the researcher in a third country outside the EU. A project entitled GENEVOLCAV – Genomics of cave evolution in the European olm gained funding for researcher Dr Hans Recknagel and supervisor Prof. Dr Peter Trontelj.

Two researchers (BF and FMF) were successful in the national ARRS Seal of Excellence call for cofinancing Marie Skłodowska Curie projects which were not successful in the MSCA call but for which the researchers received the Seal of Excellence. The Seal of Excellence is awarded by the European Commission to researchers whose applications were not selected for cofinancing but exceeded the threshold of 85 percent of the necessary points.

<u>WIDESPREAD</u>

In the call under the programme Horizon 2020 WIDESPREAD – ERA CHAIR an inter-disciplinary group from the Faculty of Medicine, Faculty of Computer and Information Science, Faculty of Mathematics and Physics and Faculty of Arts, with the support of the UL Development Fund, secured a coordinator project Chair of Neuroinformatics (acronym CONI), worth EUR 2.5 million in EU funds to establish a new interdisciplinary Centre for Neuroinformatics, with assistance from an excellent researcher from abroad, who will be recruited by UL through an international call for applications. The project will be carried out in the framework of the UL Research and Development Centre.

<u>New framework programme for research and innovation, Horizon Europe</u>

In 2020 representatives of the Research Office took part in various workshops and conferences at which representatives of the European Commission and national contact persons presented the new framework programme for research and innovation, Horizon Europe. At an internal workshop and annual consultation we presented to representa-tives of the research offices of UL member faculties the adopted substantive and financial framework for the new framework programme for research and innovation, along with new features compared to the previous framework programme Horizon 2020.

COMMUNICATING SCIENCE

<u>Annual selection of the most outstanding research results</u>

In 2020 we compiled from the member faculties the traditional proposals for the most outstanding research achievements of the year. A special commission under the Rese-arch & Development Committee (KRRD) applied specific criteria to identify the 10 most outstanding research achievements of all those submitted by the member faculties. Sadly due to the epidemic situation, the most outstanding achievements were not presented officially with awards during the University Week, but were presented on a special web page. The selection of the individual achievement took into account its international standing, as evidenced by citations and the influence of the journal, and the totality of the achievement in terms of its interest for a wider expert audience and the general public.

<u>Research News</u>

We devoted 2020 to the establishing of a special online platform for publishing arti-cles intended for the general public, concerning the most outstanding research achieve-ments, researchers, recipients of ERC and MSCA projects and interdisciplinary research. The website, called Research News (Raziskovalne novice) was started up in the second half of the year and now each week it posts engaging popular articles with descriptions of the research orientations of UL researchers. The articles are also highlighted on the main UL website and on UL profiles on social media (FB, LinkedIn). Through the action of voting for the most interesting research news, we showed that the public responds positively to the operation of the website, so at the end of the year we started drawing up proposals for how we could enhance the interactive dimension and thereby secure a

wider circle of regular visitors to the Research News website.

NATIONAL RESEARCH PROJECTS AND PROGRAMMES

National research projects and programmes

This area, which is funded by the Slovenian Research Agency (ARRS), was marked in 2020 by the epidemic. Some activities envisaged for the first half of 2020 were postponed until 2021. The majority of activities were carried out with a certain time lag by the end of the year. In accordance with the Act Determining Intervention Measures to Contain the COVID-19 Epidemic and Mitigate its Consequences for Citizens and the Economy, the implementation and funding of certain activities that would otherwise have expired on 31 December 2020 were continued.

Due to the epidemic, special attention was focused on providing information about new developments arising due to the epidemic in the area of ARRS funding. Specific working processes were adapted and optimised in respect of support for member faculties in applications under public calls from the Agency, in managing projects, reporting and other annual obligations faculties have towards the Agency, so that regardless of the special circumstances, work continued unimpeded and successfully.

With the aim of standardisation, better provision of information and exchange of best practices, along with individual guidance we carried out annual meetings and workshops for the offices at member faculties covering national projects.

Research programmes

In 2020 UL participated in 167 research programmes, acting as lead organisation in 133 of them. In 2020 the Agency allocated EUR 25,627,712 to research programmes as the stable portion of UL financial support, representing almost half of all the funds UL received under the cofinancing agreement for scientific and research activity.

Due to the epidemiological conditions, the Agency postponed by one year the public call for funding research programmes planned for the month of April. Under measures to prevent the spread of the epidemic, funding was extended for one year for 58 research programmes involving UL (in 44 as the main organisation) which would have expired at the end of 2020, with the annual scope of funding remaining unchanged.

Under the public call for applications for increased funding of research programmes related to the Covid-19 pandemic, 20 programmes at 10 member faculties of the University of Ljubljana were approved an additional 38,445 hours annually. Increased funding of programmes began in 2020 and will be concluded at the end of 2021 in a total amount of approximately EUR 1.5 million annually.

Infrastructure programmes

Due to the previously mentioned epidemiological conditions, there was continued implementation of the infrastructure programme Network of Research Infrastructure Centres of the University of Ljubljana (MRIC UL), where the unchanged annual scope of

funding amounts to the full time equivalent of 28.4 FTE. The scope of cofinancing of the direct costs of materials and services and depreciation will be determined on an annual level in accordance with the valid regulations. The public call for financing infrastructural programmes of public research organisations for the 2021–2026 period, which was planned for the beginning of the year, was postponed until 2021.

The Agency allocated funding for the unimpeded operation of MRIC UL in 2020 in the amount of EUR 2,359,954. The division of funds for material costs and depreciation in the amount of EUR 1,637,202 at the infrastructure centres of 14 UL member faculties proceeded in the same way as in previous years. The division of funds was coordinated by the office and approved by the MRIC expert council. In addition to the stated activities, the office actively participated in drawing up interim substantive and financial reports for the Infrastructure Centre.

At the end of 2020 the MRIC UL unit was joined, without any financial participation, by the Research Centre for East Asia, which operates under the aegis of the Faculty of Social Sciences and Faculty of Arts. The Research Centre for East Asia (EARL) is the central repository for printed and digital sources from East Asia. The fundamental task of EARL is to establish the widest possible network of institutions in East Asia, which will continuously contribute academic and technical literature and other study material (electronic databases, digitalised materials), and in this way promote understanding between peoples of that region, professional circles, students and faculties. The inclusion of the Research Centre for East Asia in MRIC UL and the acquisition of a comparable university status will offer EARL appropriate international visibility and cooperation.

At the beginning of the year we called on Vice Deans for Research at UL member faculties to participate in preliminary preparations for the Research Infrastructure Development Plan 2021–2030 (NRRI 2021–2030) and to participate in the survey regarding national priorities, conducted by the Ministry of Education, Science and Sport.

Research projects

In the public call for research projects the University of Ljubljana was more successful in 2020 than in 2019, securing 81 new projects (51 basic projects, 13 basic projects involving young doctors, 10 basic postdoctoral projects, 5 applied projects, 1 applied project being conducted by a young doctor and 1 applied postdoctoral project), in a total scope of 95.15 FTE.

Under the agreement on financing research, in 2020 UL received EUR 12,884.83 for wages, contributions, goods and services and depreciation of research equipment in projects.

Under the public call for selection of research projects for the targeted research programmes "COVID-19" and "Let's ensure food for tomorrow" (Zagotovimo.si hrano za jutri), UL secured 17 new projects, which the Agency and Ministry will fund in the amount of EUR 2.5 million.

In 2020 the Agency extended the duration of bilateral and bilateral scientific projects by one year, for those projects to be concluded no later than 31 December 2021. The extension is tied to bilateral and bilateral scientific projects where the pandemic impacted the first or final year of project implementation. The posting of planned international public calls that was scheduled for before the end of 2020 is now expected in 2021.

In 2020 the third public call was issued for the reimbursement of costs of scientific publications that were published in the golden open access between 2 September 2019 and 1 September 2020. UL was approved for the reimbursement of costs amounting to EUR 112,555.

<u>Research equipment</u>

In 2020 ARRS approved funds as part of the public call for cofinancing purchases of research equipment (Package 19) for the University's purchase of 34 pieces of equipment in the requested original cost of EUR 4,290,306. The Agency will cofinance the UL purchases in the amount of EUR 1,693,325.

Despite the exceptional circumstances, successful purchases were also made of large-scale research equipment as part of the public call for cofinancing purchases in 2019-2020 (Package 18). In line with the measures to prevent the spread of the epidemic, the deadlines for certain equipment purchases were extended until the end of 2021.

UL member faculties (Faculty of Medicine, Faculty of Pharmacy, Biotechnical Faculty, Faculty of Computer and Information Science, Veterinary Faculty, Faculty of Civil and Geodetic Engineering) under the projects ELIXIR, EATRIS, EPOS and LifeWatch, cofinanced from the ERDF under the Education Ministry call for applications for the project "Development of research infrastructure for international competitiveness of the Slovenian RDI space – RI-SI", for national scientific partner institutions carrying out infrastructure projects, ordered new research equipment that will contribute to better conditions of research at UL as well as on the national level.

ETHICS IN RESEARCH

The Committee of the University of Ljubljana for Ethics in Research that Includes Work with People (KERL UL) met once in 2020, with the aim of coordinating the final elements of official documents for the further unimpeded implementation of processes of reviews of received applications for evaluating the assessment of the ethics of research. The committee deliberated over the following documents at its meetings: The rules for dealing with KERL UL applications that include work with people, instructions for drawing up submissions for assessment of the ethics of research, instructions for preparing informed consent and a sample of informed consent. We also translated into English all the documents and set up a KERL UL web subpage, where researchers and educators can get all the relevant information they need. In 2020 KERL UL approved the ethical acceptability of two research projects involving work with people.

Activities were also pursued to harmonise the internal rules and policies of UL with the requirements of American financial backers of projects. In 2020 we harmonised with the

US National Institute of Health (NIH) the wording of the internal Rules on the management of financial conflict of interest in research at the University of Ljubljana funded by the public health services of the USA. Following adoption by UL bodies, the Rules will need to be published on the UL website and uploaded to the US portal eRA Commons. We also drafted internal rules on the procedure for dealing with breaches of research integrity.

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD	EXPLANATION OF EFFECT ON QUALITY
Securing of projects under Horizon 2020 (MSCA COFUND and SWIFS) as part of the EUTOPIA association.	The European funds will enable UL to forge intensive links with other members of EUTOPIA and to boost research excellence and the internationalisation of UL.
Preparation and adoption of the syllabus for the credit-earning extracurricular activity "International project work as part of the EUTOPIA association".	The syllabus enables students to learn through credit-earning international project learning and experiential work.
Establishing cooperation with Digital UL in the area of developing a virtual campus model.	Through this cooperation we will ensure linking and harmonisation of the development of the institutional platform system LXP with the virtual campus under the EUTOPIA association.
Establishment of a network of project leaders of all 17 networks of European universities, presided over by UL.	Increasing international prominence and scope for influencing European policies in the framework of education, research and development.
Securing new European projects in which UL is the lead organisation.	Success in exceptionally competitive European calls raises the research excellence and recognition of UL, and enables UL to be more integrated into the European research sphere.
Establishment of the online platform Research News and implementation of the project Researchers' Night.	By establishing a platform for popular articles on research and through events conducted as part of the Researchers' Night project, we are improving the provision of information to the public regarding mainly publicly financed research and are enhancing the positive profile of UL researchers.
Drafting of the Internal Rules of the University of Ljubljana in applying for and implementing projects under the CELSA fund.	This document was drafted to avoid uncertainties in applying for and implementing CELSA projects and for a more precise definition of the requirements and expectations UL has of those applying in the CELSA fund call, which should contribute to the transparent use of Development Fund resources.

Optimising specific working processes (including when working from home) regarding support for member faculties in applications under public calls from the Slovenian Research Agency (ARRS), in managing projects, reporting and other annual obligations faculties have towards the agency.	Optimising administrative processes and documentation for the area of national projects and programmes enables better and more cohesive operation of the University.
Improving the transparency of UL research infrastructure.	We ensured compliance with the ARRS rules and enabled researchers to access information on the available infrastructure.
Marked growth in the number of highest-quality published items and their citation.	Increased research influence. The trend of growing international publication and citation in recent years shows that UL is becoming established as one of the leading research institutions in specific international research fields.
Establishing research offices at certain member faculties that do not yet have one.	Providing and boosting adequate support for researchers. Better organisation and more optimal division of labour.
Proactive response of researchers to Covid-19.	Increased social influence.
Increasing international cooperation and conferences in the form of Zoom meetings – maintaining contact with researchers on the international level.	Despite the pandemic, the possibility of maintaining international research collaboration at a high level, inclusion of doctoral students in research.
Some member faculties have developed sets of rules on research and instructions for handling research data.	Transparency of all procedures and clear responsibility of all those involved in the research process.

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
Incoherence and laxity of ARRS documents in the area of national projects.	Higher degree of coherence in the mutual harmonisation of ARRS internal documents and calls.	Draw the agency's attention to inconsistencies and offer initiatives for arranging specific areas.
Uncertain cofinancing of UL within the EUTOPIA project to ensure sustainable operation and the development of the European university after project completion.	Funding provided for universities/institutions that participate in the European universities projects.	We will set out the overall concept of the European university and possible methods of sustainable funding.

KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES

Lack of specialised legal knowledge for the international and research fields.	Securing stronger legal support for the research and international legal fields.	Provide initiatives for the management whereby one lawyer is specialised in research and the international field and provides comprehensive legal support for certain Rectorate departments and member faculties.
Lack of harmonisation of UL bylaws and the requirements of foreign sources of research funding.	Close the gap between internal bylaws and the rules of funding providers.	Adopt rules on the managing of financial conflicts of interest and rules on managing breaches of research integrity.
Lack of instruments for interdisciplinary research linking of member faculties.	Establish more interdisciplinary groups from different member faculties.	Draw up a RSUL call for interdisciplinary research groups/projects.
We have no pre-defined (prior to the start of EU programme funding) interdisciplinary strategic development and research fields as part of the EUTOPIA objectives.	Obtain as much funding as possible for strategically important fields.	Defining fields, identifying relevant funding programmes/calls.

3. ARTISTIC ACTIVITY

RAISING THE QUALITY OF ARTISTIC WORK

In addition to the three academies that are at the forefront of providing artistic activity at the University of Ljubljana, study programmes covering the arts are also provided by the following member faculties: Faculty of Architecture, Biotechnical Faculty, Faculty of Natural Sciences and Engineering, Faculty of Education, School of Economics and Business, Faculty of Arts and Faculty of Social Sciences.

Arts Council of the University of Ljubljana

The representatives of the above-mentioned UL member faculties are members of the Arts Council of the University of Ljubljana, within which in 2020, through successful adaptation to the extraordinary circumstances linked to Covid-19 and the declaration of an epidemic, we continued to foster new artistic processes, their implementation and promotion.

In 2020 the UL Arts Council drafted and submitted for adoption by the UL Governing Board the Rules on managing the University of Ljubljana Fund for the Arts. In this way we laid the foundations for the preparation of a call, for obtaining additional sources of finance and for the transparent division of funds.

In accordance with the rules, this was followed by the appointment of a Committee which worked to provide the first internal call for the division of funds from the University of Ljubljana Fund for the Arts. The internal call and (co-)financing aim to extend the spread and depth of artistic work and follow the adopted guidelines and work programmes of the UL Arts Council. The call is therefore intended to encourage additional artistic activity among students going beyond their work as part of study programmes.

In line with the conditions of the call the Committee processed and assessed timely and complete applications, and based on a points system it passed a decision on (co-)financing projects, when this was also approved in its meeting by the Arts Council.

BS Little Gallery – joint project of the University of Ljubljana and Banka Slovenije

In 2020 the BS Little Gallery continued to function as an official exhibition space for UL, showcasing the artistic production of students from University member faculties.

During the period of extraordinary circumstances linked to Covid-19 and the declaration of an epidemic, along with the closure of institutions in the springtime, the method of work in organising/setting up/staging exhibitions was duly adapted, and ad hoc solutions were successfully put in place to maintain the operation of the gallery. The successful adaptations (online, focus of installation in the display and so forth), even during the second wave of the epidemic and with occasional closures, plus the desire to observe measures imposed, enabled and made more accessible the presentation of the work of student artists to a wider audience.

The following exhibitions were staged:

- Garnir2: Rises and Falls of a Divine Countess (UL NTF, opened in 2019);

- As Many Worlds as There Are Illustrations (UL ALUO);

- Studies for Maturity (UL ALUO);

- Urban Weaving (UL NTF);

- (In)visible Landscape (UL ALUO, independent exhibition);

- How We Will Live in the Future (UL FA),

- No White Canvas (UL ALUO).

At the beginning of November 2020 UL published an internal call for submission of proposals for placement in the regular gallery programme of the BS Little Gallery for 2021, in which we called on our member faculties to submit projects in the field of modern culture and art, both in the formal, societal and/or political context. We opened the call for proposals within a broad field of possibilities: exhibition, (educational) event, performance, reading, staging, concert, workshop, lecture, practicum or any other form suitable for presentation in a gallery space.

The UL Arts Council approved the regular gallery programme for the Little Gallery for 2021 at its meeting in December 2020.

<u>Mutual linking and cooperation with local interests</u>

On the declaration of an epidemic and extraordinary circumstances tied to Covid-19, the arts academies and other UL member faculties providing study programmes covering the arts adapted the pursuit of artistic activity where this was possible, and with the restrictions on events (especially in the area of concert and theatre/dramatic productions) along with the limited international activity due to the pandemic, we carried out less than anticipated, but still a considerable number of projects and activities, both in association with UL member faculties and in cooperation with local and international circles.

Up until March 2020 the UL Academy of Music collaborated on the concert cycle of Tutti with the Slovenian Philharmonic Orchestra and the RTV Slovenija Orchestra. Up until the first declaration of the epidemic we also staged at the National Gallery five concerts from the cycles Solo e da Camera and Sunday Matinees. While the extraordinary circumstances and/or restrictions associated with Covid-19 meant that planned guest performances and events were cancelled, by observing the measures and recommendations we very successfully carried out the sixth Academia Musicae Labacensis Summer School. Taking into account the epidemiological instructions, in the Large Hall of the Kazina palace and in the atrium of a building in Stari trg square we performed a mini-cycle Summer online concerts of the UL Academy of Music, and showcased student chamber ensembles through three concert programmes, which in cooperation with Radio Slovenija we streamed live via our Facebook profile, while the events were also broadcast on the radio programme Ars. Furthermore in 2020 we carried out an event with concerts, lectures and seminars entitled International Days of the Department of Sacral Music of the UL Academy of Music and the 7th International Week of the Department of Composition and Music Theory, where in cooperation with UL AGRFT we organised an Opera Workshop with lectures in the field of opera composition and interpretation as the introductory event for the new cycle of the mini operas project.

The UL Academy of Theatre, Radio, Film and Television organised and conducted an international competition, the International One-Minute Play for Students, inviting more than 40 foreign universities to participate. And in cooperation with the Society of Slovenian Directors, screenwriting section, we conducted the competition for the 2020 Grossmann prize and award. Artistic works of UL AGRFT students were presented at Slovenian and international festivals, including the Borštnik Festival where we staged the premiere of the theatre production Kvartet, while the 23rd Festival of Slovenian Film presented the works Alenka, Apokalipsa, Narezano življenje, Nenavadna čajanka, Trezi and Gmajna. The film Gmajna (Common Land) by director and screenwriter Sebastian Korenič Tratnik received a Vesna prize for special achievement and an award from the educational programme Ostrenje pogleda. The student section of the programme (Cinéfondation) of the famous Cannes Film Festival included for the first time a student film from UL AGRFT, the work created in a coproduction with RTV Slovenija and Studio 100 titled Nihče ni rekel, da te moram imeti rad (Nobody Said I Have to Love You) by director Matjaž Jamnik. Films by UL AGRFT students were hosted at 44 international festivals,

and we should note Lana Bregar's film Tudi jaz vidim (I Can See Too), which at foreign festivals garnered nine prizes and a special award, while at the SHOTS Film Festival in Slovenj Gradec it won best student film.

The UL Academy of Fine Arts and Design, in a coproduction with the Pekinpah Society and UL FA staged the exhibition Interior 1990–2015: Does the Future Have a Repeat? The project, staged at the Kresija Gallery, offers the first overview of interior design in independent Slovenia. Then the Restoration Department of UL ALUO, in cooperation with the Museum of Modern Art, presented the exhibition Rihard Jakopič under the Microscope. Old Injuries – New Solutions. As part of the programme Student Innovative Projects for Social Benefit (ŠIPK) and its project carried out in cooperation with students from UL FKKT focused on reducing the amount of packaging, as part of the Biennial Selected Exhibition of the Society of Designers of Slovenia in the First Lobby of Cankarjev dom, we presented conceptual proposals and solutions with the exhibition Say NO! to single-use products. A group of women students from the UL ALUO Painting Department had their exhibition 4WD, Polycentricity of painting issues in the opus of four women artists: Kosi, Pirnat, Slemc, Zorzut staged for an international audience at the Zagreb gallery Academia Moderna. We succeeded in securing the inclusion of our student Ana Karlin's diploma work at the international exhibition Social Design for Sustainable Cities in Warsaw. In 2020 we also carried out the first international credit-earning summer school Type Days Ljubljana, UL ALUO International Summer School, Design of Letter Types with Gerry Leonidas.

As part of the celebration of 100 years of the study of architecture, in the Large Reception Hall of Cankarjev dom the UL Faculty of Architecture opened and extensive overview exhibition of study and dissertation assignments created at the faculty over the past hundred years, entitled We are Young and Alive: A Hundred Years of the School of Architecture in Ljubljana. In cooperation with the Museum and Galleries of the City of Ljubljana, in the Plečnik House we set up an exhibition of student projects, History of the Future: Ancient Elements of Plečnik's Architecture. In cooperation with architecture students from Vienna University of Technology and Graz University of Technology, students from UL FA opened an exhibition at Goričko Castle titled Goričko: New View of the Countryside. In cooperation with the Ljubljana Society of Architects, at the Kresija Gallery we presented student projects with the exhibition Visions SO 15, University and City – the architecture and space of the University of Ljubljana. In partnership with the Museum of Architecture and Design, we opened an exhibition on practices of architectural education today, edu.arh: Practices of Architectural Education, which supplements the series of events marking the centenary of the founding of UL FA.

At the Department of Textile and Clothing Design (KOTO) of the UL Faculty of Natural Sciences and Engineering, we designed an online exhibition space or portfolio called KOTOFOLIO, aimed at the long-term establishment of an online gallery, where we will gather together and present to professional and wider audiences the best curated projects, since a virtual presentation contributes enormously to affirming the identity and presenting the work of the department. As part of the project Creative Path to Knowledge 2017-2020, we provided an interactive urban space Light Shining Through and presented it at the international Lighting Guerrilla festival. Then with a selection of

student diploma works we gave a presentation at Ljubljana Fashion Week, and with a sales exhibition CIRKUS STOP. we participated in the series of events Let's Meet in Front of Škuc.

At the gallery of the UL Faculty of Education we continued exhibiting the works of our students, employees and external exhibitors. At the Art Education Department of UL PEF, in cooperation with the International Graphic Art Centre we put together an extensive programme of experimental graphic techniques, involving various workshops. At the Janez Trdina Cultural Centre in Novo Mesto, at the exhibition 1 + 1 the teaching staff of the Art Education Department of UL PEF presented selected students. An example of best practice in introducing art into remote teaching was the activity we carried out at Vransko Primary School as part of the project Developing Communication Abilities through Cultural and Artistic Education, and presented this in the May issue of DaCi International – dance and the child.

At the Department of Landscape Architecture of the UL Biotechnical Faculty, in coope-ration with UL FA and Avtomatik Delovišče we staged an exhibition of student projects, Koper Optimism – urban planning and architecture of Koper. As part of the project Creative Path to Knowledge 2017–2020, in cooperation with UL FA, UL PEF, UL FDV and the Institute for the Protection of Cultural Heritage of Slovenia, Piran Unit, and with the company Soline d.o.o. we presented the project School of Saltmaking as a catalyst and generator for revitalising the Sečovlje Saltpans to the Municipality of Piran, and at the competition for the Rector's Prize for the best innovation of 2020, where the project reached the finals.

At the UL Faculty of Arts we staged several exhibitions in the lobby, in individual departments and in the gallery on the 5th floor, called Peti štuk (Fifth Floor), where we organised the exhibition Pastel Meetings by Klara Pogačar and City Impressions by Andreja Gregorič, and in cooperation with UL NTF we exhibited photographs of the fashion 'editorial' and catalogue Little Black Dress. This last exhibition represents one of the various events as part of the Chanel Phenomenon project, created under the aegis of the European Researchers' Night, headed by UL FF. This European Researchers' Night project – Humanities is you! also included the UL FF Department of Asian Studies in 2020 with its theatre presentation Becoming Human/Postajati človek.

The UL School of Economics and Business, together with the three UL arts academies, organised for the sixth time the interdisciplinary project Summer School of Cultural Management, which in its latest version was devoted to a current topic – The Creative Cultural Sector in conditions of Covid-19: dimensions of the crisis and possible solu-tions. We continued with the exhibitions in the EF UL Gallery and EF UL Little Gallery, including an exhibition hosting the Serbian academy-trained painter Ognjen Kovačević, painter and designer Assoc. Prof. Dr Tilen Žbona of the Faculty of Education at the University of Primorska, and a group exhibition of members of the Croatian Society of Fine Artists from Zagreb.

In 2020 at the FDV Gallery of the Faculty of Social Sciences we introduced new and current topics into gallery discussions, along with collaboration with various artists.

Through the painting exhibition Intimate, Social, Political? by Assoc. Prof. Dr Vlasta Jalušič we addressed topics relating to issues of the boundaries between the intimate, social and political, and updated the epidemiological situation through artistic works, specifically through the exhibition of photographs by Igor Rus, The Ship Galeb: Peak Humanity? and the exhibition Dangerous Liaisons: Art and Science During the Covid-19 Pandemic. This last exhibition was created in cooperation with UL AGRFT, where at the event on the opening we talked with the authors of the monograph Kvartet/New Reality published at UL AGRFT and with their mentors, with Vesna Milek and students of the Culturology study programme at UL FDV.

Cankar Prize

In June 2020 the first award was made of the prize set up in September 2019 by the Slovenian PEN Centre, the Slovenian Academy of Sciences and Arts (SAZU), the University of Ljubljana and the Scientific Research Centre of SAZU, for the best original literary work of the past year in Slovenian published in book form.

Quality in the field of art

In 2020 we established a department for Quality in the Field of Art within the University's Office for Quality Assurance, Analyses and Reporting. In this way, in addition to the HR and administrative support for the UL Arts Council and the BS Little Gallery and for various processes under calls, appeals and other activities in the area of artistic activity, we also enhanced support for study programmes both at the arts academies and at other member faculties providing study programmes in the field of or with elements of the arts, specifically in processes of self-evaluation of study programmes and the related preparation of metaanalysis of self-evaluation reports and prepared response reports for programmes captured in the sample, design of overhauled methodology for self-evaluation and the joint report with measures for systemic changes in this area, with the purpose of strengthening the mechanism of self-evaluation of study programmes, evaluation of the sample of study programmes in procedures of external quality assurance (NAKVIS), assessment of the application for extending UL accreditation and the first visit of NAKVIS experts conducted (virtually) in October 2020.

We began designing indicators for the field of the arts, which are modelled on comparable European educational institutions and address the specifics of artistic work and activities in the arts.

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD		EXPLANATION OF EFFECT ON QUALITY
Drafting and adoption of the Rules on managing the University of Ljubljana Fund for the Arts.		The foundations for the preparation of a call and for obtaining additional sources of finance, transparent division of funds.
Prepared and published first internal call for the division of funds from the University of Ljubljana Fund for the Arts.		Expanding and intensifying artistic endeavours – at the actual academies and member faculties that provide study programmes in the arts, as well as at all other UL member faculties; promoting additional artistic activity among students going beyond their work as part of study programmes.
Prepared and published first internal call for submission of proposals for placement in the regular gallery programme of the BS Little Gallery for 2021.		Expanding and promoting artistic endeavours; possibility of participation of students of academies and member faculties that provide study programmes in the arts, as well as at all other UL member faculties.
Use of digital tools and/or the web in carrying out arts events.		Artistic activity despite the extraordinary circumstances related to Covid-19; achieving a greater number of viewers/listeners/participants, which contributes to expanding and promoting artistic endeavours.
KEY THREATS	**OBJECTIVES**	**PROPOSED MEASURES**
Discrepancies between the Higher Education Act and the Professional and Academic Titles Act might affect accreditation of the new doctoral programme.	Definition of artistic title after completing a doctorate in art in the Professional and Academic Titles Act.	Renewed initiative addressed to the Education Ministry concerning amendments to the Professional and Academic Titles Act.
Relatively meagre funds allocated for the development of the arts, which are a consequence of funding exclusively study programmes (via the Education Ministry).	Increase the volume of funds by including new sources of financing.	Drawing up proposals/options of possible new sources of funding (systemic inclusion in programmes of (co)financing of national culture as a national institution that brings together a large number of working artists in the country, who independently and in mutual collaboration are ranked at the peak of national culture; projects, calls, cooperation, etc.).
KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**

Inadequate promotion of the BS Little Gallery as an official exhibition space of the University of Ljubljana.	Inform the (general) public about the working and production of UL students.	Additional promotion of activities aimed at increasing awareness of the key target groups concerning the content, location and purpose of the Little Gallery in connection with UL: there are plans for additional weekly and monthly content, seeking external partners and connections, invitations to exhibitions for well-known guests who are former students or UL graduates (cooperation with alumni).
Spatial constraints of the UL academies.	Ensure adequate premises for the unhindered operation and high-quality provision of study programmes at UL academies.	Measures are at various stages of implementation: UL AG is renovating the Kazina palace building, UL AGRFT is concluding construction of premises at Aškerčeva 5, UL ALUO is continuing efforts for the new construction on Roška street, in line with the proposal for urban planning of the area selected in the tender.

4. TRANSFER AND USE OF KNOWLEDGE

INTELLECTUAL PROPERTY AND INVENTIONS

In 2020 researchers disclosed to us 24 new inventions (nine more than in the previous year). A total of 15 patent applications (first application for an individual invention) were submitted, 4 Slovenian and 9 abroad. In addition to the inventions we also registered five innovations and three social innovations. In the area of marketing intellectual property we recorded two new licence agreements, which involved in one case a spin-out company. Income from marketing intellectual property totalled EUR 65,295.50 in 2020. We participated actively in reviewing/concluding research and development contracts and reviewing consortium agreements in various European and Slovenian projects.

This year, under the leadership of the Knowledge Transfer Office a great many new activities were carried out, which boosted the transfer of knowledge at UL. Education and awareness-raising about intellectual property were moved online, where we used video clips to respond to the 10 most frequently asked questions of researchers linked to the protection and marketing of intellectual property, while there were also some presentations and lectures given live. In cooperation with the Faculty of Pharmacy and with the help of an international expert, we conducted a series of mentor workshops under the title "Inovator.si?" (Are you an innovator?) for five teams of researchers seeking to commercialise their inventions. In November in cooperation with the University of Maribor we hosted the online festival UNI.MINDS, at which the University of Ljubljana (with the participation of 11 faculties) presented itself to companies and thereby displayed its openness to developmental cooperation and partnership. A total of 149 speakers and 700 participants attended the festival. With the aim of additional linking with the business sector, we eased the search for experts by harnessing the assistance of member faculties to conduct a census of expert knowledge by individual laboratories

and departments at all UL member faculties, as a supplement to the general overview of UL research fields. The database is published on the website PPZ – ponudba za gospodarstvo.

A major new feature of the past year was the activities centred on transfer of knowledge to support innovations in the fields of social sciences, the humanities and art. In November and December 2020 we conducted several training sessions on the topic of (the rights of) intellectual property and knowledge transfer from the fields of social sciences, the humanities and art, for which we gave the slogan "Let's capture the potential!"

In the area of systemic measures to promote knowledge transfer to the commercial sector, we made important progress. We established the UL Innovation Fund, and as part of the First Call of the UL Innovation Fund we financially supported four promising projects in the area of knowledge transfer, with the aim of attaining a higher level of development of technology and thereby increased scope for marketing. In June 2020 the University of Ljubljana Senate adopted amendments to the Criteria for Appointment to the Titles of University Teachers, Researchers and Associates at the University of Ljubljana (what are termed the 'habilitation criteria'), which entered into force on 1 August 2020. These amendments for the most part accommodated the proposals of the UL Innovation Committee, focused on promoting the innovative capacities of staff. In addition to patents with full substantive testing, the points system now provides a more appropriate evaluation of the activities of actual knowledge transfer to society in general (for instance mentorship of start-up companies, selling or licensing industrial property rights). Here we should also note that a completely new point has been added, specifically project-based cooperation through innovative products and services at private or public educational, cultural, art, health, humanitarian or government institutions, which serves to ensure equal placement for the activity of transfer of the knowledge of researchers in the fields of social sciences, the humanities and art.

COOPERATION WITH LOCAL INTERESTS

Under the projects Creative Path to Knowledge (PKP) and Student Innovative Projects for Social Good (ŠIPK) students from various courses with the help of educational mentors (higher education teachers from faculties) and work mentors (experts from companies and organisations) and using an innovative and interdisciplinary approach are studying various ways to deal with the challenges of the economy and local or social environment. The main aim of the projects is for students to gain the opportunity to collaborate on projects with companies (PKP projects) or cooperate with the public and non-profit sectors on the local level (ŠIPK projects), and thereby to develop professional competence and acquire practical skills and invaluable experiences. In addition to implementing projects, as part of the PKP projects there is an encouragement of the transfer of knowledge, experience and best practices of educational mentors to companies and the inclusion of work mentors in the education process, which serves to promote an adjustment of study programmes to the needs of the commercial and non-commercial sectors and establishment of long-term cooperation of UL with the environments of those sectors.

In 2020 the University of Ljubljana carried out 47 PKP projects in a total value of EUR 757,426.50, which included 68 companies and organisations and 333 students.

It also carried out 48 ŠIPK projects in a total value of EUR 788,931.00, which involved 85 organisations and 446 students.

PKP and ŠIPK projects create solutions for needs in the commercial sector, for challenges in the local community and solutions for broader social challenges. They are very diverse projects that are carried out in various environments and cover various fields of research. The conditions of the public calls, the requirements and criteria encourage an interdisciplinary approach, which contributes to the networking of students from various programmes and mentors from various fields.

The PKP and ŠIPK projects have the following multiplier effects:

- through practical experience students develop their professional competences and in this way can ease their transition from education to employment;

- companies acquire creative and innovative solutions and identify potential recruits;

- organisations acquire creative and innovative solutions and development projects;

- UL member faculties strengthen the linking and transfer of knowledge in the research and education fields, and the updating of study programmes;

- benefits for the wider society and local environment.

In 2020 a total of 677 research and development projects were implemented with an annual value exceeding EUR 15 million. Projects were carried out with Slovenian and foreign entities. A total of 529 projects were carried out with Slovenian entities, of which 158 were carried out in partnership and 371 on commission, while with foreign entities 89 were in partnership and 59 were on commission. We did not achieve the planned projects with Slovenian entities, the main reason being the epidemic. We planned 249 projects longer than one year, and carried out 215, and we planned 527 projects shorter than one year, carrying out 314.

Figure 17: Number of projects implemented with the commercial sector or other users of knowledge with Slovenian entities
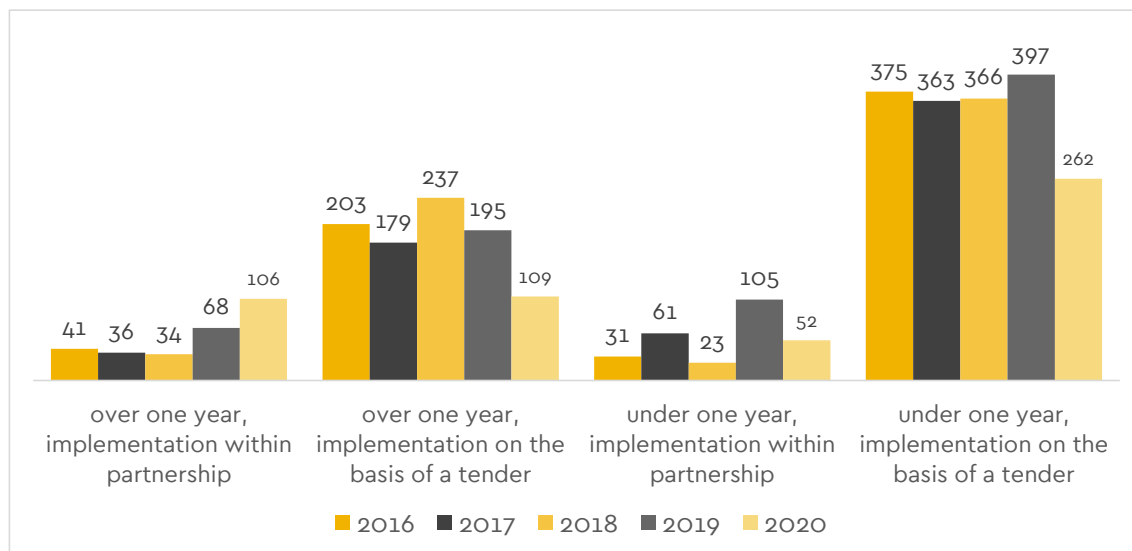
The collaboration of experts from the field in the teaching process is also important. In 2020 we hosted 1,780 (1,763 in 2019) guest experts from the business and non-business sectors and 757 (607 in 2019) guest teachers, associates and researchers from research institutes in Slovenia. Collaboration also flows in the other direction: 302 (308 in 2019) of our higher education teachers, associates and researchers collaborated with other research institutes in Slovenia.

LINKING WITH USERS OF KNOWLEDGE THROUGH HIGH-QUALITY PROVISION OF LIFELONG LEARNING PROGRAMMES

In 2020 we had accreditation for 18 study programmes for personal enhancement in the first cycle and 15 such programmes in the second cycle. The enhancement programmes provided were attended by 449 people in 2020.

We organised an individualised workshop at which we designed a pilot project of upgrading the lifelong learning we have provided to date. We formulated a more transparent and accessible presentation of all the education offered by UL member faculties, and this will be merged and accessible in one location.

UL member faculties offer various forms of lifelong learning, including workshops, seminars, trainings, conferences, lectures, symposiums, expert evenings, enhancement, courses and other forms of education. These forms of education are intended for various target groups: school pupils, students, unemployed persons, professors, teachers, company employees, physicians and more. A total of 34,200 people attended these courses in 2020. Since some education courses were provided online and were open to the general public, we may conclude that attendance was even greater.

CAREER CENTRE

The project UL Career Centres – the compass on your career path was extended, and was concluded on 30 October 2020 instead of 30 June 2020. The reason for the extension was Covid-19 and the related conclusion of planned activities on the project. In March 2020, due to the epidemic we had to cancel more than 100 planned workshops with external providers and career days with employers, and move them as quickly as possible online.

In 2020 we:

- organised (including online) workshops and other events to develop competences for Society 5.0 and skills of career management;

- provided for the linking of employers and students on (online) career days, visits to real work environments and individual presentations;

- continued providing information and notifications to students about career opportunities during studies on social networks, through e-news and on the website;

- due to the identified needs during the Covid-19 epidemic, on the Career Centre website we set up an overview of useful information during Covid-19 for Slovenian and foreign students and shared information with member faculties and students;

- in cooperation with other professional services we organised events intended for foreign and Erasmus students, organised the networking of Slovenian and foreign students and conducted workshops in English;

- we carried out a cycle of events with the Doctoral School, the HR Office and Research Office, involving training for supervisors and doctoral students, and made efforts to raise the profile of doctors of science in the general public and among employers.

Personal and Professional Development Portal (POPR)

In 2020 we launched the POPR website, which brings together in one place information on career opportunities, an overview of current events on the topic of career management skills, extracurricular activities on offer, upcoming career days and other forms of cooperation with employers and so forth. The website offers a personalised overview of content on offer, the submission of ongoing feedback on satisfaction with involvement in various activities, and easy sign-up for individual career guidance. Registration is also simple for school pupils and employers. Pupils sign up for individual guidance sessions for the selection of study courses and events, while employers can submit offers of career opportunities, agree on participation at events and so forth. POPR offers us statistics on activities, evaluation of activities and advanced analysis.

Online career days

We kept students regularly informed of career opportunities online, via e-mail and on social networks, while at numerous events they could forge ample contacts with employers and thus agree on their student work, supervision, practical work, employment or any

other forms of cooperation.

In 2020 a large number of events were conducted online, including online career days.

ALUMNI

We maintain contact with our alumni through 59 alumni clubs of the University of Ljubljana's faculties and academies, which in turn are associated in the University of Ljubljana Alumni Club Network, which was founded in 2018. In 2020 we organised training and working meetings to support the management of alumni clubs at member faculties and to provide support for using the alumniUL website. We have focused particularly on bolstering the range of lifelong learning programmes on offer, and on the mutual exchange of best practices, designing the proposed alumni-student mentorship and on promotional campaigns to raise the profile of the alumni clubs among students and alumni, which have helped increase membership numbers in the alumni database. We continued providing regular information for the UL Alumni Club Network regarding new developments at UL, promoting the Network on websites and social networks, and organised thematic events for all UL alumni.

UNIVERSITY PUBLISHING

The UL publishing arm Založba Univerze v Ljubljani is a newly established organisational unit of UL, and it has the primary task of bringing together the publishing activities of UL member faculties. In its September session (2020) the UL Senate adopted the Rules on the operation of Založba Univerze v Ljubljani, which was the result of work by an inter-faculty working group. In November 2020 Založba UL also employed its first head of the organisational unit, Dr Matevž Rudolf.

The first priority of Založba UL was to set up an online bookshop, where in the future all UL member faculties can sell their books in a single place. December 2020 saw the start of a pilot project to set up the online bookshop, which was concluded in the first few days of 2021. The result of this can be seen at https://knjigarna.uni-lj.si. The first stage of the online bookshop was thus completed (import of books from the Faculty of Arts, which has the widest range of publishing activity, option of payment on delivery). The online store does not yet have graphics worked up, since in the first stage we focused more on the functionality of the online bookshop. The current pilot online store is not yet active (the domain is hidden in web browsers such as Google), but in theory it enables the actual ordering of books, which the customer pays for on delivery, and for the moment manual issuing of invoices is required. We agreed that in the second stage of the project (2021) we would tackle online business with payment cards and the linking of the online bookshop to the new SAP information system, which in the future will be introduced at UL member faculties (APIS project).

In the last two months Založba UL has forged links with professional staff, researchers and professors involved in publishing at the UL member faculties, and we have already established ties with the editorial offices of scholarly journals published at UL member faculties (48 journals). In 2020 we agreed with the editors of journals on a single subscription to CrossRef and registration for DOI issues for all UL member faculties, which will save

considerable funds and administrative work and provide all member faculties with registration for DOI issues in 2021.

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD	EXPLANATION OF EFFECT ON QUALITY
Expansion of knowledge transfer activities in the fields of social sciences, the humanities and art.	Working to ensure the balance and equality of all fields of scholarship on the UL level.
Implementation of a series of promotional and educational activities.	Fewer and fewer inventions are registered without the cooperation and guidance of the Knowledge Transfer Office.
Establishing the UL Innovation Fund.	The possibility of systemic support for knowledge transfer projects and increasing the scope for commercialising UL intellectual property.
Setting up the pilot online bookshop for Založba UL.	The online bookshop of Založba UL https://knjigarna.uni-lj.si enables us to offer in one place the entire publishing production of UL member faculties, which certainly contributes to the greater reputation and prominence of the University of Ljubljana both in Slovenia and internationally.
Agreement with journal editors on a single subscription to CrossRef for the registration of DOI issues.	With the single subscription to CrossRef we are linking together the editorial offices of journals, while at the same time we will thereby save considerable funds and administrative work, and also enable for all member faculties (including those that have not yet used this) the registration of DOI issues in 2021.
Establishing contact with all staff at UL member faculties involved in one way or another in publishing.	Setting up an e-mail list for all staff at UL member faculties involved in publishing will help speed up and improve the flow of information on publishing production, which is vital for the development of Založba UL.
A joint virtual stand was set up at the 36th Slovenian Book Fair 2020. For the first time, faculty publishing departments appeared at the stand under the banner of Založba UL.	Although the Slovenian Book Fair 2020 was carried out in virtual form, at the Založba UL virtual stand we succeeded in presenting a full 21 faculty and academy publishing operations and their latest selection of books.
Maintaining career guidance after the conclusion of the ESS project UL Career Centres – the compass on your career path.	Reducing the number of mistaken choices of study, support for students in planning their career path, continuing cooperation with potential employers of our students and development of services for students with special status.

Establishing and use of the new licence platform POPR, which links students even more with potential employers and promotes inclusion in various extracurricular activities.	Students, alumni and school pupils: ■ can register for events simply (lectures, round tables, workshops); ■ can access student work and available jobs depending on their interests; ■ can sign up for individual guidance with a career adviser, submission of CV and cover letter for review; ■ can link up with potential employers; ■ can record all activity in POPR, which will help them prepare a CV; ■ can continuously communicate needs for other forms of support and satisfaction with involvement in our activities. Employers can easily and quickly post career opportunities in their organisation, arrange presentations for students and connect directly with them. The platform has reduced administration, enables smart analytics that ease the planning of further activities and a range of opportunities for upgrading extracurricular activities, practical training and so forth.
Establishing a network of career ambassadors at partner universities within the EUTOPIA association.	Greater inclusion of students and career ambassadors in boosting the prominence of career opportunities at home and abroad.
Training for the heads of alumni clubs, "Lifelong learning – from idea to programme".	Participants of training sessions designed a specific programme of lifelong learning for their member faculty, determined what their (future) users are seeking, how much the competition charges for this and how to market services.

KEY THREATS	OBJECTIVES	PROPOSED MEASURES

The conclusion of the KTT project (Consortium for Technology Transfer from PRO to the business sector), which currently covers in full the labour costs of nine employees in the Knowledge Transfer Office	Systemic arrangement of permanent funding, which will enable long-term development of knowledge transfer	A proactive approach of UL in talks with the Ministry regarding continued support for knowledge transfer
Omitting patent protections due to lack of funds	Setting up a system of funding the protection of intellectual property	Studying best practices abroad and sending initiatives to the Education Ministry for systemic implementation
Legislative and other limitations in establishing spin-out companies	Promoting and ensuring funding and mentorship support for spin-out companies	Studying practices abroad and seeking alternative possibilities for promoting spin-out companies at UL

KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
Fragmented access to 48 journals in open access and all issued e-books in open access produced by UL member faculties	Establish a single portal for all UL journals using the Open Journal Systems and Open Monograph Press.	Perform an analysis and proposal of a single portal for publishing the 48 scholarly journals and e-books published by UL member faculties using the Open Journal Systems and Open Monograph Press. Search of financial sources for setting up the two portals.
Insufficient practical experience with the new information system SAP S4/HANA in the area of publishing.	Best possible familiarity with the SAP S4/HANA system and full practical use in the area of publishing at all UL member faculties that have implemented the APIS project.	Closely monitor and actively participate in introducing the information system SAP S/4HANA into the publishing and book marketing processes at UL member faculties.
Inability to sell e-books.	Appropriate protected sales of e-books enabled at Založba UL.	Perform analysis of the project and proposal of e-book sales in the new online bookstore (third stage of project to develop the online bookstore).
Issuing of publications at UL member faculties that is not standardised by names.	Start issuing publications of interested faculty publishing departments under the name Založba Univerze v Ljubljani.	In accordance with the Rules on the operation of Založba Univerze v Ljubljani we will set up a Publishing Council and call a constitutive meeting, which will be the basis for starting to issue faculty publications under the common name.

The name Založba UL is not a recognised brand in the general public and in the Slovenian publishing sphere.	Establish the name Založba UL as a reputable brand in the general public and in the Slovenian publishing sphere.	■ Advertise newly issued publications on social networks and in the journal Bukla. ■ Register for membership of the ALPSP (Association of Learned and Professional Society Publishers) and AEUP (Association of European University Presses). ■ Draw up an annual catalogue of issued Založba UL publications. ■ Participate with a joint Založba UL stand at the Academic Book Fair Liber.ac 2021 (May) and at the Slovenian Book Fair 2021 (November).
Due to a lack of financial resources and to the technical challenges, the second stage of developing the online bookshop would not be carried out (linking with the information system SAP S4/HANA).	Link in full functionality the pilot online bookshop of Založba UL with the information system SAP S4/ HANA.	Comprehensive assurance of HR and financial resources for project implementation
Due to the technical challenges, the second stage of developing the online bookshop would not be carried out (linking with the information system SAP S4/HANA).	Link in full functionality the pilot online bookshop of Založba UL with the information system SAP S4/ HANA.	Implement the project as a priority and assign it as much work time as possible. Encourage all those involved (external providers, Založba UL, University IT Office) to find the most simple and effective IT solutions.
The results of student surveys show that students have insufficient familiarity with the career guidance services at the member faculty/ University.	Registration of 30% of enrolled students in the POPR portal by the end of calendar year 2021.	Enhancing methods of providing information to students about career guidance services and thereby increasing student inclusion. Call to member faculties, student representatives, campaign on social networks etc.
Delayed, non-automated procedures for checking the requests of graduates to join the Network of Alumni Clubs of the University of Ljubljana	Simplification of procedures for checking alumni in records.	Obtain data from eVŠ regarding the record of higher education institutions and study programmes for the University of Ljubljana that relate to UL students enrolled from 2005 to 2011 who successfully graduated.

Lack of motivation among researchers to collaborate with the commercial sector due to negative media exposure	Strengthening collaboration with the business sector	Analyse the situation by member faculty and study whether it is possible in some way to improve the system or perhaps at least public opinion regarding freelance contracts

5. CREATIVE CONDITIONS FOR WORK AND STUDY

LIBRARIES

Rectorate provides basic coordination for the functioning of the University of Ljubljana library system, which covers coordination of internal processes and cooperation with external institutions.

The legal basis which would define the harmonised purpose and tasks for operation of a common UL Library organisational unit, was not formulated, nor was the gradual establishing of the joint implementation of works and services carried out. Stakeholders in UL library activities are not in favour of changing to align with the Decision on Founding the UL Library.

<u>Ensuring access to scholarly journals</u>

In accordance with the decision of the Rectors' Conference of the Republic of Slovenia in April 2019 regarding the basis for negotiations with publishers, in 2020 we made efforts to conclude reformation contracts which in 2021 along with the right to read journals would include open access to articles by UL correspondent authors. The UL Rector and Vice-Rector and the rectors and vice-rectors of other universities that are members of the Rectors' Conference of the Republic of Slovenia, negotiated with the publisher Elsevier in 2020 on behalf of a Slovenian consortium of 16 organisations in an effort to conclude a reformation contract with the publisher, but the publisher's offer was not acceptable, so a subscription agreement was concluded for 2021, with the possibility of extension for 2022.

UL is the biggest member in all the Slovenian consortiums for journals from international publishers with which agreements were made after negotiations in 2020 for subscriptions to journals for 2021, and some negotiations yielded concessions from publishers regarding open access (vouchers for free publication of open access articles or a discount on the publication of open access articles, in all cases of UL correspondent authors).

In autumn 2020 a joint public procurement order was implemented for the supply of foreign scholarly and professional journals for 18 UL member faculties, for the period from 2021 to 2023. Since this public procurement order was not able to cover subscriptions to the electronic journals of Elsevier for 2021, we conducted another joint public procurement order for subscriptions to Elsevier electronic journals for 17 UL member faculties for 2021.

We had a representative at confidential meetings of the European University Association (EUA) regarding negotiations with international publishers, and she produced a report for the Rectors' Conference of the Republic of Slovenia, and participated in the EUA study on reformation contracts with scholarly publishers.

Open science

We carried out several activities to manage the national information website for open access, openaccess.si. Since the accelerated development of open science in the European Research Area would require increased editing of the website, we proposed that the website be closed for public access.

In cooperation with the Research and Development Committee we organised an Open Science workshop (23 January 2020) and in cooperation with UL FF a Consultation on Changing the Evaluation of Research (webinar 27 November 2020). As part of the project OpenAIRE – Advancing Open Scholarship (OpenAIRE-Advance, Horizon 2020) we provided support for open access at the University of Ljubljana and other Slovenian stakeholders in open access to fulfil the requirements of the European Commission (i.e. for national financing, research organisations, researchers, e-infrastructures) and carried out the activities of the national contact point (National Open Access Desk).

We cooperated in the activities of the national hub, Research Data Alliance, for instance regarding plans for handling research data.

The UL Vice-Rector, a member of the Rectorate staff and the head of the Social Science Data Archive participated in an Education Ministry working group to draft a chapter on open science for the Resolution on the Research and Innovation Strategy of Slovenia 2021-2030 and the associated action plan.

In 2020 the University of Ljubljana did not adopt the principles of open science and rules of the Repository of the University of Ljubljana. It monitored the accelerated development of open science in the European Research Area (ERA). In view of the orientation in the ERA, the principles of open science at UL will need to be harmonised with Plan S regarding open access to peer-reviewed articles (S Coalition and Horizon Europe) and with the guidelines for FAIR and open access research data in the Horizon Europe programme.

In 2020 the UL Repository received for storage 4,963 new diploma dissertations (cumulative total of 45,884 as at 31 December 2020), 3,406 new master's dissertations (total of 19,268), 438 new doctoral dissertations (total of 2,513) and 740 peer-reviewed articles and other publications by UL member faculty staff. In 2020 the UL Repository statistical office recorded 21,423,760 views of entries for works and 6,922,337 file downloads.

Library services for students and staff

University of Ljubljana students can use all libraries of the University member faculties, the National and University Library and the Central Technical Library of the University of Ljubljana. The use of library services and remote access to information sources is facili-

tated for them through the multiple placement of reference bases with student data in COBISS3/Loans, which the libraries use to simplify student enrolment.

The leasing of portal software for the operation of DiKUL was renewed for six months, up until the inclusion of UL in the Academic Digital Database of Slovenia (ADZ.SI), which is administered by IZUM.

The presentation of the library system planned as part of the UL presentation at Informativa was not carried out. The working group for promotion and advocacy at the Committee for Developing the Library System took the view that it would not be possible to prepare an appropriate presentation of the library system.

Impact of the Covid-19 epidemic

UL member faculty premises were closed in 2020 for a lengthy period due to the epidemic, and the use of libraries, reading rooms and equipment was not possible. Printed library material was sent out to users by mail (the costs of mailing were covered by UL member faculties) or supplied via contactless handover at the main entrance to UL member faculty buildings. Libraries did not charge late fees. Electronic services were provided by libraries without interruption, and in a larger scope than prior to the Covid-19 epidemic. Based on the findings of student surveys, there is a high level of satisfaction with the operation of the libraries.

TUTORING

We organised a consultation entitled Role of Tutoring in the Uncertain Circumstances Due to Covid-19 (identified needs, best practices and recommendations) and other education and training sessions intended to support high-quality provision of tutoring (the tutor as mediator in conflict situations, fear of failure, use of coaching principles in tutoring work, motivation to learn and so forth). We regularly published current news for tutors and tutor coordinators on the Facebook page Tutoring at the University of Ljubljana, and kept them informed of planned activities via tutor coordinators and other contact persons at UL member faculties.

Table 6: Tutoring at the University of Ljubljana by academic year

	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
	number of coordinators			number of tutors			total number of tutorial hours		
STUDENT	94	103	121	927	952	1.243	17.144	20.083	23.668
course	17	11	11	169	124	187	4.529	2.797	3.716
foreign students	20	19	16	176	205	238	3.142	3.948	3.943
special needs	7	10	13	27	25	25	540	492	632
introductory	44	57	62	529	579	637	8.729	12.615	14.409
other	6	6	19	26	19	156	204	231	968

TEACHER	123	116	143	761	1.066	1.310	12.795	13.868	16.150
course	4	5	13	46	120	139	478	791	1.298
foreign students	31	29	31	31	79	82	867	1.043	905
special needs	31	29	32	32	58	61	454	500	636
introductory	47	46	56	524	701	789	8.427	8.629	9.974
other	10	7	11	128	108	239	2.569	2.905	3.337
TOTAL	217	219	264	1.688	2.018	2.553	29.939	33.951	39.818

EXTRACURRICULAR ACTIVITIES

In the 2019/20 academic year the Extracurricular Activities Centre advertised 14 extra-curricular sports programmes that earn credits. The programmes were successfully completed, with a final exam, in May 2020 by 319 students from 20 member faculties, who earned 3 ECTS points each as part of the general external electives. Up to and inclu-ding 6 March 2020 the online registration system recorded 29,794 visits by students in daily recreation programmes (e.g. fitness, guided workouts, ball games, recreation in nature), representing 4,486 different students from all member faculties of the University of Ljubljana. Due to the epidemic, on 13 March 2020 we shut down all programmes of the Centre and closed the Rožna dolina University Sports Hall. We then continued daily recreation programmes online, and in autumn 2020 for a brief period once again in the University Sports Hall and out in nature. Workout sessions were conducted under the appropriate protocols and adapted to the measures to contain the spread of the epidemic. Throughout the epidemic we kept students informed, through articles publi-shed online and on social networks, of the importance of physical activity and taking care of their mental health. As part of the promotion of the international day of university sports (20 September), in cooperation with the European University Sports Association we carried out testing for the European Fitness Badge. In October we collected regi-strations for credit-earning sports subjects, which we started implementing in a limited number online on 7 December 2020.

Since November 2020 applications have been submitted by students for programmes of online daily recreation via the Professional and Personal Development (POPR) website. In December we put together for students and alumni a series of lectures on the topic of managing stress in a natural way – how do exercise and diet improve or worsen the ability to manage stress?

In January 2020 we once again successfully coordinated a presentation of the University of Ljubljana as a complete location, offering everything in one place, at the Informativa fair.

On the proposal of the UL Research and Development Centre, the Extracurricular Acti-vity Committee studied and submitted to the UL Senate for approval the syllabus for the credit-earning extracurricular activity "International project work as part of the EUTOPIA association". In autumn 2020 the UL Senate approved an amendment to the Rules on

extracurricular activity at the University of Ljubljana, which now enables the procedure of verifying and confirming extracurricular activities to begin at the request of a UL member faculty, a UL Rectorate department or other organisational unit set up by UL or an associated member institution (hereinafter: proposer).

STUDENTS WITH SPECIAL STATUS

Irrespective of gender identity, nationality, health status, age, social, economic or other circumstance, we all deserve the opportunity to develop fully our abilities and talents and to function in a supportive and inclusive environment. We paid special attention to vulnerable groups of students in career planning and access to the labour market, while at the same time we linked them to numerous experts in this area.

In 2020, in collaboration with PeF we issued two manuals. The manual on Teaching Students with Special Needs is intended for UL staff, while the manual on Effective Self-advocacy is intended for special needs students. We organised two major events intended for staff and students, where we presented best practices and supportive environments, along with the aforementioned manuals. In the spring we held a professional meeting of career advisors on the topic of career guidance for students with special needs, we updated the content online and on social networks, and added new video clips on the topic of the specifics of special needs in the Career Centre e-classroom.

We worked together with the Association of Providers of Employment Rehabilitation, which as part of the project Transition of Young People provides students and employees with free guidance for inclusion in the study process and labour market.

In cooperation with the Faculty of education and the Socioeconomic Issues Committee, a psycho-social advice centre was set up for students and employees at UL. It provided a total of 350 advice sessions.

In the Career Centre online classroom we added video content on the topic of concern for mental health, and upgraded the content for staff working with students facing mental stress.

The Students with Special Needs Committee approved cofinancing the purchase of equipment and accessories to support special needs students in their studies, for which special funds in the amount of EUR 40,000 were provided. In purchasing equipment in 2020, member faculties were attentive to the challenges these students face in studying remotely.

Table 7: Number of students with special status

	2015/16	2016/17	2017/18	2018/19
partial or total loss of hearing	15	14	19	15
partial or total loss of sight	23	14	17	17
long-term or chronic illness	185	144	154	149
physical impairment	81	40	49	41
speech impediments	25	30	17	17
physical and mental health impairments	46	21	23	25
specific learning difficulties	93	71	110	121
emotional and behavioural difficulties		21	56	66
exceptional social circumstances		1		6
autism spectrum disorders		6	4	9
physical injury and/or long-term rehabilitation		8	4	23
Total students with special needs	**468**	**370**	**468**	**489**
status of recognised artist	20	20	28	24
status of top athlete	309	367	372	327
status of parent student		23	64	60
status of student participating in (sectoral) international competitions			4	2
Total students with special status	**797**	**780**	**921**	**413**

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD	EXPLANATION OF EFFECT ON QUALITY
Greater scope of support for open science	Greater visibility and reach of research
Online registration in library enabled	No need for in-person visit to library, online registration allows immediate use of library services for all members
Establish remote digital support	Remote education and advice for users, greater use of electronic information sources, remote access and repository services
Upon closing due to the coronavirus pandemic we performed the rapid and effective transfer of library activities to the digital environment and work from home	Through services in the digital environment we supported the remote work of teachers and researchers and improved the possibilities for students to study remotely
Online streaming of training conducted live in the hall.	Enable the inclusion of students in training where full occupancy of places meant they could not register for training in the hall.
COD services are also posted on the POPR platform	Simple and free access for students to university services in one place, advanced analytics.
Establishing a psycho-social advice centre for UL students with the upgrade of activities of the Psycho-social Advice Centre at PeF.	Free access to services of psycho-social advice for students and staff, where they can talk about their everyday stresses, issues or challenges.
Preparation and issuing of two manuals and organisation of two consultations for students and staff on the topic of inclusion of students with special needs in studies and effective self-advocacy of students with special needs.	The manual for students with special needs (potentially also for future students) contains recommendations as to how to navigate the university environment, how, to whom and when to disclose their special needs, how to communicate with teaching staff about adaptations and so forth.

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
Due to the long-term closure of the University Sports Hall, poor physical activity and consequently deteriorated mental and health status of students.	Implementation of events in other areas of extracurricular activities.	Online exercise and implementation of other relevant events, such as lectures on overcoming stress, and healthy diet during the epidemic.

KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
Lack of investment funds for urgently needed renovation of the entire University Sports Hall (constructed in 1973, last major renovation in 1991).	Renovation to maintain and ensure safety of sports hall users.	Ensuring adequate budget funds (EUR 1 million), financial participation of member faculties in the project. If the renovation is not carried out soon, the facility will not be safe and suitable for use. Applications in calls were previously unsuccessful due to non-fulfilment of conditions and insufficient own participation.
Contracts of Slovenian consortiums with publishers in which UL is always the biggest member institution, do not contain the necessary scope of publication of open access articles by correspondent authors from UL member faculties.	Fulfil the requirements of those funding research regarding open access to peer-reviewed articles from cofinanced research (starting in 2021, Plan S).	Participation of the University of Ljubljana in intensive negotiations with publishers for transformation contracts in accordance with the provisions of Plan S.
Libraries of various types are being dealt with in different ways in government measures and National Institute of Public Health instructions due to the coronavirus epidemic, leading to confusion in the use of libraries (general libraries open, higher education ones closed, later the reverse). Lengthy closure of UL member faculties and libraries can lead to reduced motivation in students to use reading rooms and printed sources.	Keeping members and their motivation to use libraries and their services even in (possible) conditions of an extended epidemic.	Government/Public Health Institute measures should treat all types of library equally in terms of closures during the epidemic. Boosting the provision of information to students and staff about library services under quarantine conditions.
High open access article processing charges (APC).	Increase the proportion of open access items in journals.	Secure funds for ensuring open access, negotiations with publishers so that in addition to the right to read they provide free or reduced APC in line with Plan S.

Non-recognition of COD extracurricular activities at some member faculties (currently 16 member faculties offer recognition).	Enabling registration for COD extracurricular activities and allocation of ECTS points to all UL students as part of the general external electives.	Boosting promotional activities and support for the leadership in talks with member faculties for recognition and encouragement of COD extracurricular activities.
Spatial and organisational fragmentation of libraries.	Organisation regarding work duties and segmentation of the work process at libraries.	Merge all BF libraries into a single organisational unit. Draw up a proposal for the reorganisation of work of the Central Humanities Library at FF.
Spatial issues.	Transfer to new premises or renovated premises.	Acquisition of funds, formulation of an implementation plan for renovation and implementation of renovation.

6. MANAGEMENT AND DEVELOPMENT OF QUALITY SYSTEM

Strengthening completion of the feedback loop (conclusion of measures and planning of new ones)

To ensure greater transparency of self-evaluation and planning processes in the quality assurance system, the Rules on the System of Quality at the University of Ljubljana were adopted in 2020. Article 6 of these Rules provides that with the aim of monitoring and improving quality in all areas of operation of the institution, the sufficiency and diversity of resources and financial success, regular annual self-evaluations are to be performed in the context of drawing up the annual Business Report and Quality Assurance Report. The basis for the regular annual self-evaluation is the targets of the University in the current period and their operationalisation in the form of measures set out in the Annual Work Programme, and in the annual self-evaluation from the previous self-evaluation period. In this context we also boosted awareness-raising about the quality assurance system and designed a new website, kakovost.uni-lj.si.

System of self-evaluation of study programmes and external sample evaluation of study programmes

In 2020 for the first time we implemented in full the mechanism of self-evaluation of study programmes, which in addition to the already established programme of self-evaluations included an enhanced metaanalysis of self-evaluation reports. For the 2018/19 academic year we recorded a 100-percent implementation of self-evaluation of study programmes. With the aim of strengthening and optimising the process of self-evaluation of study programmes, as part of the meta-evaluation of study programmes we conducted a detailed review of a sample of 114 self-evaluation reports on study programmes. Response reports were prepared for the selected programmes, while at the same time based on the process the methodology for self-evaluation was overhauled and a joint report

produced, covering a series of measures for systemic changes in this area. The findings of the report were addressed by the UL Quality Assurance Committee, which adopted a series of decisions to bolster the mechanism of self-evaluation of study programmes. In order to provide stronger support to member faculties and the University as a whole in drawing up self-evaluation reports and carrying out self-evaluation, we designed a new application – Self-evaluation of Study Programmes. The application is an important milestone, especially in the context of coherence of planning measures and monitoring their implementation. The pilot project of testing the application involved the participation of seven UL member faculties.

In the area of evaluation of the sample of study programmes in procedures of external quality assurance (NAKVIS) we successfully conducted two virtual visits by experts and concluded the evaluation of two groups of international study programmes that were captured in the sample in 2019 (UL FS, Tribology of surfaces and contacts, UL EF, Tourism management). For 2020, applications were prepared for the selected 12 study programmes in the field of education, and these were submitted to the national agency for assessment. The applications were reviewed, approved by the member faculty senates and UL Senate and substantively discussed in the UL Quality Assurance Committee.

National and international institutional accreditation of the University

In the context of assessment of the application for extension of accreditation of the University of Ljubljana, the first visit by NAKVIS experts was conducted in October 2020, albeit virtually due to the Covid-19 epidemic. The experts conducted talks with the UL management and professional departments of the Rectorate, and with the heads, educators, researchers, students, alumni and professional departments of 17 UL member faculties (UL FE, UL FMF, UL FRI, UL FFA, UL FŠ, UL MF, UL FDV, UL FU, UL PF, UL NTF, UL FKKT, UL PEF, UL ALUO, UL AG, UL AGRFT, UL ZF, UL FSD). Experts from the NAKVIS agency will conduct an evaluation of selected study programmes as part of the process of renewed accreditation and visit the remaining nine UL member faculties in March 2021.

As part of the international institutional accreditation of UL we began preparations for international accreditation with the Finnish Education Evaluation Centre (FINEEC).

Development of learning and teaching and training for a culture of quality, and management

In 2020, as the lead consortium partner we continued implementation of the project Innovative Forms of Learning and Teaching in Higher Education (INOVUP), which was secured in 2018 in the Education Ministry call in the amount of EUR 3.28 million. The consortium partners carried out 85 training sessions in the area of innovative and flexible methods of learning and teaching for higher education teachers and staff, which were attended by 3,746 participants. We also coordinated the preparation of materials in the area of general and special higher education didactics, and continued an analysis of the state of learning and teaching in higher education, offering an insight into the frequency of use, viewpoints, practices and needs of higher education teachers in introducing forms of learning, methods and didactic strategies in higher education lessons. The INOVUP project council under the coordination of UL met regularly and organised two

national consultations in the area of learning and teaching.

We continued implementing the programme of training for a culture of quality, which is aimed both at teaching and non-teaching staff. Due to the restrictions, starting in spring we conducted training remotely, but still we maintained an emphasis on interactive training and on the development of staff skills. In 2020 we carried out 22 trainings, which were attended by around 430 employees. The evaluation of trainings showed that participants were very pleased with them, both in terms of choice of topics and form of training and of the selection of providers. In 2020, due to the situation with Covid-19 we supplemented the programme with planned trainings for stress management, and supplemented highly intensive trainings in small groups with trainings for larger numbers of participants. We also enhanced the programme with interactive e-training on the topic of conflict resolution, intended for all employees and students. We prepared and recorded content and examples with various outcomes and placed them interactively in the e-classroom.

In cooperation with Advance HE of the UK we also carried out a series of three intensive trainings with members of management of member faculties and the University in the area of management in higher education. The training was aimed at strengthening the strategic management of higher education institutions and planning and managing key development processes.

Enhancement-led visits

Due to the situation surrounding Covid-19 we postponed the enhancement-led visits planned for the end of 2020 until 2021. Nevertheless preparations were made for enhancement-led visits, including the preparation of documents by member faculties and training for carrying out the enhancement-led visits.

Survey on graduate employability and career success

In 2020 we continued conducting the process of revising the survey on the employability of graduates and conducted a study of the feasibility of various approaches to monitoring graduate employability. Based on this study we prepared a pilot version of survey monitoring of employability and a protocol for obtaining and processing official data on employment and career paths of graduates.

International cooperation in the area of quality

We performed an analysis and review of joint master's study programmes at the University of Ljubljana as the basis for a proposal to include sample study units at UL in the EUTOPIA project. In 2020 in the context of working set 2 – Development of study units (DS2) we participated in the registration of two projects in Erasmus+, specifically "CoLeCO" and "DigiLAB", which represent a supplementary activity for the possibility of obtaining funding to boost and further develop learning communities. Equally, we designed three study units that were selected and will become part of a broader network of learning communities within EUTOPIA. In 2020 in the context of working set 7 (DS7) – Committee for Quality and monitoring and assuring quality in the EUTOPIA project the

following activities were carried out, with our coordination and technical support within the context of the EUTOPIA network: composing and constituting the EUTOPIA Quality Assurance Committee under the leadership of Prof. Dr Tomaž Deželan, formulation and adoption of the rules of procedure for the EUTOPIA Quality Assurance Committee, the plan of quality for EUTOPIA, the selection of key indicators for monitoring the results of the project, documentation prepared from the angle of quality for an external panel of evaluators from NAKVIS and AIC [Academic Information Centre Latvia], which formed the panel EUniQ, an updated system of reporting, the completion of two studies in line with plans DS2 and DS7, specifically: (1) "Report on the vision of future QA system of European universities" in cooperation with an external expert in the field of quality of European higher education systems and (2) "Quality and organisation of assurance systems in EUTOPIA universities", which presents an analysis of the situation regarding rules of procedure, structure and quality assurance systems of partner universities, and in December we began preparing the annual report and quality assessment, an analysis of all the relevant documents and data from the EUTOPIA project, and a SWOT analysis, which will be completed in January.

We participated in regular meetings of The Guild network in the area of Strategic leads on Education working group, where the member universities shared experiences of various practices especially in the context of adapting learning and teaching to the online or combined model in the new circumstances due to Covid-19.

As part of the annual reporting processes we also reported and prepared data for all the key international rankings (QS, Multirank, THE, ARWU).

<u>Upgrading of the survey system</u>

We continued the process of overhauling the system of student surveys with the assistance of didactic experts from the University of Helsinki and University of Ljubljana. The group designed a revamped survey system which strengthens the formative monitoring of the education process and centres on the student rather than the teacher.

<u>Quality in the field of art</u>

In 2020 we established a department for Quality in the Field of Art within the University's Office for Quality Assurance, Analyses and Reporting. In this way we enhanced support for study programmes both at the arts academies and at other member faculties providing study programmes in the field of or with elements of the arts, specifically in processes of self-evaluation of study programmes and the related preparation of metaanalysis of self-evaluation reports and prepared response reports for programmes captured in the sample, design of overhauled methodology for self-evaluation and the joint report with measures for systemic changes in this area, with the purpose of strengthening the mechanism of self-evaluation of study programmes, evaluation of the sample of study programmes in procedures of external quality assurance (NAKVIS), assessment of the application for extending UL accreditation and the first visit of NAKVIS experts conducted (virtually) in October 2020.

We also began designing indicators for the field of the arts, which are modelled on comparable European educational institutions and address the specifics of artistic work and activities in the arts.

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD	EXPLANATION OF EFFECT ON QUALITY
Setting up an application for self-evaluation of study programmes and pilot implementation at seven member faculties.	Submission of self-evaluation report in electronic form enables simpler submission and long-term traceability in terms of monitoring the content and in particular the defined measures.
Setting up a website for UL quality assurance (kakovost.uni-lj.si).	The website serves as a central information point covering quality assurance at UL, and presents in a user-friendly way the system of quality assurance at UL, including all its mechanisms and an archive of findings that stem from these mechanisms.
Carrying out more than 100 trainings for learning and teaching (INOVUP and other) and technical support for teaching and non-teaching staff (USKAP).	Training in a virtual environment allows the participation of larger groups of individuals, trains them in key areas, and especially in light of the Covid-19 it serves as a linking factor and strengthens a sense of loyalty to the University.
Management of the system of quality within the EUTOPIA network and preparation of key documents in this area.	Through management of the system of quality assurance within the EUTOPIA network (quality coordinator Prof. Dr Tomaž Deželan) UL stands alongside prestigious European universities and is even setting the agenda in this area. At the same time the management and exchange of practices within these activities represent an exceptional development opportunity.
Quality System Rules of the University of Ljubljana adopted	Integration of the relevant rules on quality assurance into a single, binding set of rules for the entire University, establishing also a single self-evaluation period and a model of quality assurance (PDCA). Greater recognition and understanding of the rules in the area of quality.
Setting up a quality assurance department in the area of the arts and HR support for this field.	For a long time the field of the arts was neglected in terms of quality assurance. By establishing this department, the arts will be appropriately placed within the University's system of quality, while the system of quality is becoming more sensitive to practices within the arts and the operation of the arts academies.

Carrying out the first accreditation visit by NAKVIS as part of the renewed accreditation of UL.	As part of the first visit we conducted a series of trainings and prepared a set of materials for appropriate support of our opposite numbers in the accreditation process, something also demonstrated by the evaluation of the preparations and visit. The organisation of the visit also covered the coordination of more than a thousand people involved in talks during the six days of the visit. Alongside high-quality support, one result of the visit was increased awareness of the quality assurance procedures and instruments of quality at UL.
The design of a Quality Matrix, which enables a focused and in-depth process of managing quality and effective implementation of feedback on quality.	This approach, which is based on data (quality indicators, survey data, other evaluation data) allows us in the context of limited resources to focus on areas of quality that require greater attention, while equally we are focused on implementing measures that stem from this basis. This "focused" approach was implemented successfully this year at UL ALUO.
Preparation of a comprehensive data set for monitoring the equitable balance of University operations according to a number of variables (gender, job, age, title and so forth).	Based on the formulated data set, permanent monitoring has been set up for the equitable balance of University operations according to a range of variables, whereby the conditions are met for effective implementation of the HR strategy of researchers and educators (Seal of Excellence) and UL commitments regarding integration of the principle of gender equality.
Establishment of a new website kakovost. uni-lj.si, which offers comprehensive information on the system of quality at UL.	It presents information on the system of quality at UL to internal and external stakeholders in a more accessible and more user-friendly form. This then ensures higher levels of access to information in this area, a higher level of comprehensibility of this information and consequently also a higher level of awareness about the basis and functioning of the quality assurance system at UL.

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
Limited understanding of quality in line with the model of satisfying "minimum standards".	Establish a system of quality "tailored to the institution", which facilitates development support for more ambitious higher education institutions.	Organisation of consultations and preparation of discussions on deficiencies and development opportunities for external quality assurance. Facilitation of strategic considerations about a developmentally oriented system of quality assurance.
KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES

Non-internalisation of the quality system at important stakeholders of this process.	Academic staff and other relevant stakeholders who act in line with the principles of quality in their operations in all areas.	Implementing activities of awareness-raising about the operation of the quality system and principles of quality. Synchronisation of the principles of quality with the principles of management in all areas of operations. Bolstering forums for exchange of information on the quality system and enhancing quality at UL (vice deans for quality assurance, creating a pool of experts on quality at UL).
The realisation among teaching staff that implementing processes of quality is an activity for professional staff and external evaluators.	Higher level of awareness about the positive sides of (self-)evaluation.	Preparation of interactive informative materials on planning and implementing quality system activities. Providing training in the area of quality system operation for teaching staff, managers and professional staff responsible for this area.
Lack of IT support for important processes of quality assurance (annual self-evaluation, quality of learning and teaching, integration of reporting systems into support for quality processes).	More effective management and development of higher education institutions and study programmes.	Design of applications for managing and supporting quality processes.

7. OPERATIONS

7.1 Management and administration of University of Ljubljana

In 2020 we were faced with a sudden change in the way the entire University operated due to the declared pandemic. The greatest challenge and at the same time the greatest success for the University of Ljubljana management was ensuring the continuous operation of all University functions. Meetings of all UL bodies continued unimpeded, and this served to ensure all the most important decisions necessary for executing business processes.

Despite the epidemic we succeeded in continuing the project of introducing the business information system, not in the same scope and time frame as was planned, yet nevertheless in a way where it is highly likely that the project will be concluded in line with the original timetable.

We continued the processes of drawing up a strategy which is most certainly one of the most important processes at UL, and which was started in 2019. Despite the epidemic we continued this process, and conducted numerous workshops with the representa-

tives of member faculties and professional departments of the Rectorate.

Improvement of the financial operation system

In 2020 we produced the first draft of the development goals for the 2021–2024 period and held the first round of negotiations with representatives of the Education Ministry, on the basis of which we added corrections and supplements to the document. This document will represent the basis for obtaining funds from the Development Pillar of Financing.

We carried out a division of funds from the Fundamental Pillar of Financing, providing as we do every year funds from the reserve fund, which we allocated for financing certain unforeseen costs that member faculties incurred in relation to managing real estate, covering a share of the costs of the APIS project and unforeseen risks in the operations of some member faculties which for a number of years had been under-financed and showed a deficit in study activities, while also drawing up a remediation plan.

Increasing prudence and the efficiency of operations

Through the APIS project we are introducing changes in the implementation of business processes in terms of optimisation and of ensuring compliance with legislation and the bylaws.

In 2020 certain expenses were lower, but on the other hand we recorded higher expenditure principally due to securing ICT equipment, the costs of protective equipment and payments of certain supplements for working in conditions of risk. In this we successfully ensured all the data and records for the entire University that were necessary for securing the additional funds. At the same time we conducted joint orders of multimedia equipment for member faculties and thereby facilitated the most basic provision of equipment for lecture rooms to be able to operate remotely.

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD	EXPLANATION OF EFFECT ON QUALITY
Introduction of the project for a new business information system, SAP, at the Rectorate.	Connectivity between business processes and thereby automation of certain processes and reduction of errors and manual data entry.
Conducting strategic workshops for formulating a new strategy, involving the participation of representatives of all member faculties and professional staff at the Rectorate.	Boosting a sense of loyalty to UL and a commitment to achieving strategic goals when the strategy is confirmed.
Immediate transition to teleworking.	Ensuring business continuity at UL.

KEY THREATS	OBJECTIVES	PROPOSED MEASURES

Negotiations for the Development Pillar of Financing will continue into 2021, when activities should have already commenced.	Achievement of the development objectives.	Prepare priority development objectives that would be carried out under any circumstances.
Funding under the Fundamental Pillar of Financing is not sufficient for investment in ICT infrastructure, nor are Development Pillar funds allocated for this.	Seek additional financial sources.	Draw up a plan for the necessary ICT infrastructure and submit this to the Education Ministry.
Budget funds do not exceed 1% of GDP and for this reason do not suffice to cover all the legal obligations deriving from the wage system while at the same time ensuring the quality of education and research work.	Ensuring the material conditions for high-quality education and research work.	Active participation of UL in drafting the legal basis and pointing out insufficient financing.
KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**
Lack of standardised methodology for financial monitoring/ recording financial events.	Correctness and accuracy of financial statements.	Standardised recording of business events in financial statements at all member faculties.

7.2 Human resources development and HR plan

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 and introduction of a new information system.

<u>Legal arrangements</u>

In 2020 we designed and adopted the legal basis for working at home for all employees who perform the types of work that can be done securely away from the employer's premises. In this way we enabled the method of operation to be adapted to the changing circumstances related to the SARS-CoV-2 pandemic. Equally, in this way we created a basis for agreement on occasional teleworking for the easier coordination of professional and private life.

We continued implementing the Instructions on implementing HR procedures for higher education teachers, academic workers and associates. We updated the Instructions for determining wages at UL, whereby we introduced the essential foundations and conditions for paying wages and other remuneration all assembled in one document.

As part of the preparations for introducing the APIS system we updated the Rules on Reimbursement of costs of travel to and from work.

Due to the SARS-CoV-2 pandemic, in the area of habilitation procedures we also designed and adopted appropriate solutions that are adjusted to the new circumstances.

The University of Ljubljana also continued using the institution of guest teachers. We encouraged the short and longer-term involvement of foreign nationals in the teaching process.

UL continued employing foreigners in accordance with the Instructions for implementing HR procedures, so that in line with the Strategy of Internationalisation at the University of Ljubljana and the Strategy for Developing the Careers of Researchers we could facilitate greater inclusion of foreign researchers and teachers in research and educational work. The challenges of employing foreign researchers require inter-departmental coordination. In cooperation with the EURAXES network, we ascertained during the year that the Interior Ministry had responded to the request of the Education Ministry and Labour Ministry and confirmed that administrative units had standardised the varying practices in issuing temporary residence permits for foreign researchers being employed at UL. Now the case will be that foreign researchers who have an agreement on being hosted will be eligible for a temporary residence permit pursuant to Article 38 of the Aliens Act (ZTuj-2), which was previously not possible at all administrative units.

In 2020 the University of Ljubljana employed full-time a total of 189 foreign citizens (143 in 2019), of whom 44 were teachers, 115 were researchers, 24 were professional staff and 6 were staff employed in healthcare positions. In cooperation with the Centre for Slovene as a Second Foreign Language we continued providing courses in Slovene for employed foreign educators and researchers. In this year the course was attended by 74 participants.

Moreover in the 2019/20 academic year, in one or at least part of a course a total of 229 foreign higher education teachers and associates participated in the study process, which was 192 fewer than the previous year, this being a consequence of the epidemic.

A total of 208 higher education teachers and staff and scientific associates and staff went on exchanges abroad, which is less than the previous year (541 in 2019). Detailed figures are given in the table below.

Table 8: Exchange of teachers and staff in the study process by period of time for the 2019/20 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 participated in the 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	5	191	25	132	23
1 to 3 months	8	4	2	36	6
3 to 6 months	8	3	1	2	5
Over 6 months	5	5	7	2	2
Total	26	203	35	172	36

A total of 67 foreign researchers and research associates participated in research projects for varying time intervals, which is far fewer than in the previous year (230 in 2019). A total of 36 UL scientific workers and research associates went on exchanges abroad, participating in the educational, artistic or research process, which is 59 fewer than the previous year. The reason for the reduced exchanges was the extraordinary circumstances of the epidemic.

Exchanges of professional staff (salary group J – ancillary positions) are promoted and financially supported under the Erasmus+ project and other forms of exchange. We facilitated exchanges abroad for 17 professional staff, and hosted 27 professional workers who came on exchanges from abroad. The number is considerably lower relative to the previous year due to the epidemic.

Training

In 2020 we conducted 85 training sessions for higher education teachers and staff as part of the INOVUP project, which involved 1,965 participants from UL. We continued implementing the training programme for the culture of quality, specifically in the areas of rhetoric, public speaking in English, conflict resolution, carrying out enhancement-led visits and self-evaluation of study programmes. Through this programme we facilitated for employees the development of specific knowledge and skills for quality, better communication and cooperation among staff and organisational development at various levels of UL, and we are observing better communication and cooperation in the workplace, an understanding of the area of quality, and concern for health and personal growth.

As part of the Digital UL project we carried out a total of 37 thematic sets of educational activities (7 thematic sets of in-person workshops, 21 thematic sets of online workshops, 2 thematic sets of focus online workshops, 1 thematic set of intensive online workshops, 6 thematic sets of webinars), attended by 405 participants, 5 consultations in the area of using ICT in the education process, which involved 578 participants, and together with the University of Maribor a two-day closing conference "Innovative use of ICT in higher education: challenges and opportunities", attended by more than 200 participants. We also drew up Guidelines for the didactic use of ICT in various fields of study, and a variety of materials for implementing remote studying. We set up the UL Centre for use of ICT in the education process, which began operating formally on 1 October 2020. Its primary task is to ensure didactic knowledge and support for a high-quality pedagogical process, with appropriate didactic methods and approaches and innovative use of information and communication technology, applications and services for all higher education teachers, students and staff at the University of Ljubljana. The Centre continued its preparation and implementation of educational activities (workshops, webinars, individual presentations and more) in the area of implementing the education process remotely and developing innovative didactic approaches for using ICT in the education process. It carried out 15 workshops and 26 webinars, attended by more than 1,400 participants.

Career development for researchers and teachers

We continued the activities under our commitments in the HR strategy, in accordance with the plan of activities in the Career Development Strategy for Researchers and Teachers 2017–2020, which has earned UL the right to keep using the logo "HR Excellence in Research" for the period up until 2022. This logotype is evidence that we are an institution with a stimulating and inclusive work environment, and that we comply with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The circumstances associated with the Covid-19 epidemic seriously impacted implementation of the projects Guest Foreign Experts at the University of Ljubljana 2019–2022 and Mobility of University of Ljubljana Teachers 2018–2021. Numerous guest appearances of foreign experts were cancelled because of this, meaning that we carried out only 25

short and three longer hostings. Numerous guest stays under already agreed mobilities of University of Ljubljana teachers at universities abroad were cancelled or were cut short. In 2020 we therefore carried out nine three-month mobilities of higher education teachers in full and eight in part, of which 12 were at universities ranked among the 500 best universities on the ARWU ranking for 2016. The higher education teachers involved in the mobility at foreign institutions were integrated directly into teaching work, and also developed various forms of cooperation with employees in the educational, research and professional fields. Under the public call for cofinancing of guest work at Slovenian higher education institutions, aimed at cofinancing guest teaching and/or research at Slovenian institutions by Slovenian experts with science doctorates who have been working abroad for some time, of the planned nine hostings we carried out just six, with three being cancelled.

Young researchers

This year we issued five calls for candidates for young researchers, three in the summer months and another two in the autumn due to the subsequent withdrawal of selected candidates. In 2020 the Slovenian Research Agency allocated 107 mentor positions to 80 research programmes applied for from 20 UL member faculties in which UL is the main research organisation. All research organisations together proposed a total of 103 candidates for mentors from UL. A total of 337 candidates from 19 countries applied for the 103 available places. We employed 97 new young researchers. This year again the greatest difficulties were experienced by foreign selected candidates (from Italy, Kosovo and two each from Croatia, North Macedonia, India and Pakistan) who should have started training in October, but at the end of the year six candidates were still waiting for residence and work permits and for entry into the country. The extraordinary circumstances in a variety of ways hampered the already lengthy procedures for obtaining permits (difficulties obtaining the necessary proof, closure of embassies, closure of borders, quarantining, etc.).

Linking professional services

Among member faculties and the University we continued the regular periodical meetings of the HR departments of the members and University aimed at better coordination, information and exchange of best practices. In 2020 we conducted two meetings with all member faculties. As part of the introduction of the HR information system we also created several working groups with the representatives of various member faculties, which had the objective of standardising practices across the entire University. For this reason we organised for them a larger number of meetings, at which we coordinated solutions for the entire UL and at the same time provided support for the inclusion of individual member faculties in the new information system.

In the area of HR the Rectorate prioritised the introduction of an HR module of the SAP business information system and the GC Personal Folders module. We also conducted preparations and testing for implementation of the HR module and GC Personal Folders module at member faculties. Parallel to this was the upgrading of functionalities of the HR information system, which had not yet been developed at the time of the actual

implementation.

The number of employees at the Rectorate increased, mainly in the area of IT and in the Research & Development joint organisational unit, which coordinates the EUTOPIA project. The main reason for the increase in staff numbers is the new projects, along with the increased demands of business processes and the complexity of work involved in these positions.

IMPLEMENTATION OF THE HR PLAN

We planned for 6,797 employees as at 31 December 2020, and in actuality had a smaller number of staff, at 6,458 persons, or in terms of FTE 6,224.48.

Table 9: Number of all employees at the University of Ljubljana from 2017 to 2020 by salary group

SALARY GROUP	No. of employees as at 31 December 2017	No. of employees as at 31 December 2018	No. of employees as at 31 December 2019	No. of employees as at 31 December 2020	Index 2017/18	Index 2018/19	Index 2019/20
B	7	7	6	7	100	86	117
D	2.693	2.733	2.770	2.836	101	101	102
E	180	190	204	218	106	107	107
H	1097	1.215	1.303	1.349	111	107	104
J	1.921	1.948	2.013	2.048	101	103	102
Total	5.898	6.093	6.296	6.458	103	103	103

As at 31 December 2020 UL employed 166 higher education teachers (162.2 in FTE) holding habilitation titles obtained under arts criteria.

Table 10: Implementation of HR Plan in FTE by source of reporting (methodology under the Budget Implementation Act)

Resources	1. 1. 2020	Plan 1. 1. 2021	Actual 1 January 2021
1 State budget	4.141,17	4.264,63	4.251,11
2 Municipal budgets	0	0	0

3 ZZZS (Health Insurance Institute) and ZPIZ (Pension and Disability Insurance Institute)	1,5	0	0
4 Other public funds for public service provision (e.g. taxes, fees, concession fees, RTV licence fee)	19,9	25	0
5 Funds from the sale of goods and services on the market	295,37	371,65	327,35
6 Non-public funds for public service provision and donations received	167,91	252,5	190,91
7 Donations received	0	0,9	0
8 EU or other international funds, including co-financing funds from the state budget	347,84	614,36	321,51
9 ZZZS 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)	237,38	168,30	0
10 Funds from the public works system	0	0	0
11 Funds for research projects and funds for projects and programmes intended for internationalisation and quality in education and science	718,03	924,85	1.032,15
Total number of all employees from Jan. to Dec.	**5.929,10**	**6.622,19**	**6.123,03**
Total number of employees under points 1 to 4	**4.162,57**	**4.289,63**	**4.251,11**
Total number of employees under points 5 to 12	**1.766,53**	**2.332,56**	**1.871,92**

In view of the Budget Implementation Act and the Decree on the method of drafting human resource plans of indirect budget users and the methodology for monitoring the implementation thereof for 2020, and in line with the Education Ministry instructions, based on the source state budget and other public funds for performing public service in 2020 we planned the employment of 4,289.63 persons in FTE, which was 38.52 persons more in FTE than what we actually implemented in 2020. 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 18: No. of employees as at 31 December 2020, by salary group

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD	EXPLANATION OF EFFECT ON QUALITY
Continued shifting of employment from fixed term to permanent for researchers. Ensuring observance of the updated Instructions on implementing HR procedures for higher education teachers, scientific workers and associates.	Harmonisation of the status of researchers with the Instructions, ensuring job stability.
Introduction of the HR module of the new business information system in 2020 firstly at the Rectorate.	A single HR system ensures standardised digital HR operations and optimised reporting of HR data.
Continuing the arrangement of formal employment with regard to teaching obligations.	Harmonisation with legislation, better employee motivation.
Temporary strengthening of the University HR Department with additional recruitment in HR – for the duration of the APIS project.	Easing the burden on other HR Department staff for the duration of the APIS project.
Regular meetings with HR departments at member faculties and with working groups under the APIS project.	Exchange of best practices, coordinated operation of member faculties/University in HR.
KEY THREATS	OBJECTIVES	PROPOSED MEASURES

KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
Departure of good personnel owing to weakness of the public sector pay system: IT workers in the labour market earn much better wages not just in the private sector, but also in the public sector, through collective agreements, which enable higher wage brackets for the same type of work.	Retaining competent and expert personnel.	Introduction of new jobs and thereby wage brackets in the Collective Agreement for the Education Sector.
Employment of researchers is restricted to the duration of the project, so it is hard to offer them permanent employment (insufficient funding for permanent employment and projects do not provide funds for severance pay).	Achieve financial stability in the employment of researchers.	Advising the competent ministries of the issue of permanent employment and project work of researchers, which is tied to fixed-term projects; this leads to the issue of ensuring funds for cases of possible cancellation of employment for business reasons.
KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**
In view of the importance of HR procedures, inadequate attention is focused on their professional, correct and timely implementation.	Transparent procedures in accordance with the law and principles of integrity.	Improvements in internal communication. Short-term: resolving such individual cases through education of professional services and clear definition of competence. Long-term: training professional services by principle based on need or at least once every two years.
Inconsistent implementation of legislative provisions in the area of labour law.	Standardisation for the entire UL.	Upon the introduction of APIS, standardisation of all aspects in the area of rights and obligations of employees.

7.3 Information system

<u>Harmonisation of information systems</u>

In the further harmonisation of the information systems we are continuing to focus our main attention on introducing the SAP single common business information system as part of the project called APIS. Introduction of the business system is divided among member faculties into several sets. We first started using the system at the Rectorate, from 1 June 2020, followed at the end of the year (31 December 2020) by member faculties FE and FF. Successful introduction required a clean-up of existing business data and their transfer to the new system. We integrated the SAP system with other internal and external systems, especially with the GC document system, the VIS and Studis study systems, with the records of presence, with the IT support for travel orders and the active directory, which enables user-friendly registration with a single common identity. Work is conducted in workshops devoted to individual modules of the SAP system. Due to circumstances associated with the Covid-19 epidemic, we carried out these workshops remotely, using IT tools. In implementation we took into account the needs for a common and uniform system, except where the specifics of member faculties are justified.

We cleaned up the business, HR and financial data of the Rectorate such that it will be possible to raise the level of automation and eliminate differences between member faculties. Applying the principle of a unique single identification number for the employee, we introduced the standardised view of the employee from the IT aspect.

Vital successful shifts continued this year in the direction of reducing the unnecessary differences between member faculty IT systems. The necessary and envisaged upgrades and updates to the common application software were carried out. Just one remaining member faculty retains the feature of dual identities of employees and students on its own server for its active directory. Owing to the insurmountable difficulties caused by different, non-standardised or unconnected messaging systems, we reduced their diversity. A single common mail infrastructure is used at the Rectorate and 15 member faculties, and at three associate member institutions. This integrated infrastructure allows users to access the single directory of users, share the calendar and use the common video conference system, with a wide variety of devices being supported. Users have at their disposal 150 GB mailboxes and unlimited archive space. The Rectorate and all member faculties at least to a minimal extent use the document system GovernmentConnect GC. Its use is continuing to expand in terms of scope of functionalities used by the member faculty, and in terms of level of integration of GC with external systems, especially with SAP. We introduced personal folders for employees, which enables employees to receive sensitive digital personal documents, including pay slips. In this way employees have in one place simple access to all key documents, and these are in digital form.

In the area of study information systems (SIS), development and improvements followed the needs of users or external circumstances. We provided uniform IT support for changes in doctoral studies from the current three to four years.

Placement of VIS on the common infrastructure at the Rectorate is being used by 15 member faculties, and there are plans for the migration of remaining members to the common infrastructure.

In the single common record of study programmes (EŠP) we are continuing to harmonise the structure and importance of data with NAKVIS, so as to increase the connectivity of these data and ease the automation of exchange with the aim of easier management of these data. In the surveying system 1KA, which is an integral element of the study process, we enhanced the standardisation and quality of data and through improvements increased the usability of reports.

We embarked on a renewal of the joint public order for Microsoft licences for the entire UL. The acquired licences enable the use and upgrading of Windows operating systems, the Office suite, and several other tools for desktop or cloud use. Due to the measures to combat Covid-19 this allowed employees and students to use tools for group work, for instance the video conference system MS Teams.

The use of the Turnitin common programme for checking the similarity of content and marking text is increasing among member faculties that opted to use it. The common storage of dissertations and final assignments, RUL, is growing each year due to around 10,000 new final assignments by students, new publications by researchers and teachers and reviewed publications each year. For this growing quantity of material we are providing secure storage and appropriate access.

Development continued on PAUL, the data aggregation application, so the usefulness of collected data is increasing and integration with other applications using these data is eased. In cooperation with the Education Ministry, through improvements to the functioning of the application we reduced the amount of manual labour in handling exceptions and increased the level of automation. By introducing additional business controls over data based on the experience of past difficulties, we reduced the amount of manual correction of data at member faculties and improved data quality. We linked data on study programmes to the EŠP single common record of study programmes, so that changes between the systems are synchronised.

In introducing the new POPR application, which is a portal for personal and professional growth aimed at school pupils and students, we established a new integration with the backend system TargetConnect and through the additional exchange of data we increased the usability of the portal.

In the HR system QuickTime QT through automation of the correction of all data about salary brackets due to changes in the legal provisions and collective agreement, we eased the introduction of these changes and improved the user experience of HR department staff.

Table 11: Level of harmonisation of basic infrastructure software and approaches of member faculties to certain joint public orders in 2020

Abbreviation of entity	Entity	ŠIS study information system	Placement of ŠIS on the infrastructure	Authentication	E-mail	Common e-mail	Business information – finance and accounts (PIS-FRS)	Licences for Turnitin	Licences for ZOOM	Joint public orders for multi-function devices
UL	Rectorate	VIS	USI server	AD	Exchange Online	YES	SAP		YES	YES
AG	member faculty	VIS	USI server	AD	Exchange Online	YES	IRC	YES	YES	
AGRFT	member faculty	VIS	USI server	AD	Exchange Online	YES	Vasco		YES	
ALUO	member faculty	VIS	USI server	AD	Exchange Online	YES	IRC	YES	YES	YES
BF	member faculty	VIS	USI server	AD	Exchange	NO	Edico	YES		YES
EF	member faculty	Student. net	own server	AD	Gmail		IRC	YES	YES	
FA	member faculty	VIS	own server	AD	Exchange UL	YES	MINOA		YES	
FDV	member faculty	VIS	own server	AD	Exchange Online	YES	ProBit	YES	YES	
FE	member faculty	STUDIS.FE	FRI server	AD	Exchange	NO	SAP		YES	YES
FF	member faculty	VIS	own server	AD	Exchange Online	YES	SAP	YES	YES	
FFA	member faculty	VIS	USI server	AD	Exchange	NO	Edico	YES	YES	
FGG	member faculty	VIS	own server	AD	Exchange UL	YES	Edico	YES	YES	YES
FKKT	member faculty	STUDIS. FKKT	FRI server	AD	Exchange	NO	Edico	YES	YES	
FMF	member faculty	VIS	own server	Own AD	Exchange Online	YES	IRC	YES	YES	
FPP	member faculty	VIS	USI server	AD	Gmail		Vasco	YES	YES	
FRI	member faculty	STUDIS. FRI	FRI server	AD	Exchange	NO	Edico	YES	YES	
FS	member faculty	VIS	USI server	AD	Exchange	NO	Vasco		YES	
FSD	member faculty	VIS	USI server	AD	Exchange Online	YES	Edico	YES	YES	
FSP	member faculty	VIS	USI server	AD	Exchange Online	YES	Vasco	YES	YES	
FU	member faculty	STUDIS. FU	own server	AD	Exchange Online	YES	MINOA	YES	YES	YES

MF	member faculty	VIS	USI server	AD	Linux		IRC + Navision	YES	
NTF	member faculty	VIS	USI server	AD	Gmail		Edico	YES	YES
PEF	member faculty	VIS	own server	AD	Exchange UL	YES	Vasco	YES	YES
PF	member faculty	VIS	USI server	AD	Exchange UL	YES	Edico		YES
TEOF	member faculty	VIS	USI server	AD	Exchange Online	YES	Vasco	YES	YES
VF	member faculty	VIS	USI server	AD	Exchange UL	YES	R kanal+	YES	YES
ZF	member faculty	VIS	own server	AD	Linux		R kanal+		YES
CTK	associate member institution				Exchange UL	YES			
IRI	associate member institution				Exchange UL	YES			
LUI	associate member institution				Exchange UL	YES			
NUK	associate member institution								

We set up an online store for selling books. On a pilot basis we are offering books from FF, with expansion planned to other member faculties.

During the period of measures to combat Covid-19 and teleworking we introduced and supported the video conference systems MS Teams and Zoom, the remote exam tool Exam.net and the digital voting tool SimplyVoting. Since special multimedia software was needed for remote teaching, we conducted a joint public procurement order for obtaining standardised and uniform special software.

For interested member faculties we carried out a joint public order for the implementation of a single system for registration of time, which it was possible to expand later to recording student access as a measure to counter Covid-19.

We carried out a range of joint public orders for the needs of member faculties, for instance for the use of the licensed software Mathematica, for the support of the Oracle tools, for web hosting, for monitoring and maintenance of the Metulj network, for the leasing of multifunctional devices, for the purchase of multimedia devices, firewalls, disc arrays and server equipment and for the lease of appropriately secured server premises.

Through joint public orders we make it possible for interested member faculties to pursue more coordinated technological development and more economical investment.

In order to implement the Apis project, in 2019 we installed IT and adapted premises in classrooms of a temporary location at Tržaška 2 in Ljubljana. Since these premises are no longer needed, we stopped using them.

Ensuring security

In 2020 we adopted common internal rules that include the IT security policy. Under the Rules for prior preparation for capture and storage of material in digital form we bolstered the common and uniform IT security policy and common internal rules. We formulated and tried out support for electronic personal folders in the document system GovernmentConnect (GC). We helped the member faculty EF introduce the GC system, while at other faculties we actively monitored its use and supported implementation. In the future we will link the system closely to the single business information system.

We conducted a large number of complex public calls in the area of licences or providing IT services for member faculties and the Rectorate. Among the largest of these are the joint public contracts for personal computer equipment and for licences from Microsoft.

User support and ensuring smooth operation

Given the needs of other users, 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 and in introducing Digital UL. Through standardised reports and statistics we are monitoring the quality of services provided to help users.

Table 12: Number of requests for help for users by year

Year	2016	2017	2018	2019	2020
Number of requests	18.632	18.090	20.853	19.711	27.000

The quality of using the PRTG system for monitoring the operation of information and communication systems was improved, such that the system includes 3,500 sensors that offer ongoing monitoring of the quality of operation, and in the event of recognised warnings or identified difficulties we can respond appropriately. We included in the system the monitoring of those common systems used by member faculties. For the critical main infrastructure we achieve on an annual level availability of operation that is higher than 99.9% and already on the threshold of the measurement error of systems for monitoring operation.

Figure 19: Quality of the functioning of information and communication systems.
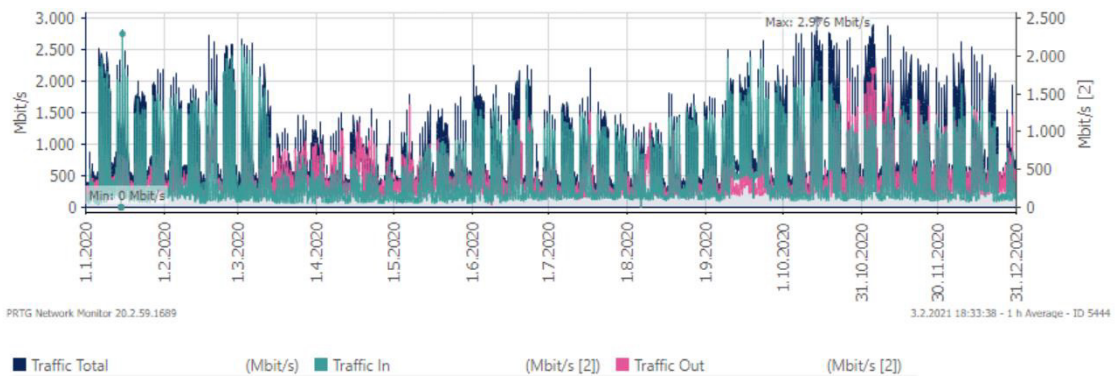
We improved the quality of monitoring the consumption of electricity and the operation of climate systems for cooling the system room and other premises in the Rectorate building. Through timely preventive and service measures we improved cooling. We drew up a proposal for a long-term solution to the issue of locating the system room, and out of the options studied we decided to transfer to external rented premises.

We responded to the needs of member faculty FSD by enabling it to transfer its entire IT environment to the common system space USI. Our aim was to ensure for the member faculty a secure IT environment.

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD		EXPLANATION OF EFFECT ON QUALITY
Establish the new SAP common single business information system and transition to production for the Rectorate and then for the first two member faculties.		The transition of the first users to the new business information system demonstrates its successful operation and eases the path to transition for the next member faculties.
First use of the common e-mail system Exchange Online and migration of member faculties to it.		Using the single system increases the reliability of exchanging e-mail, increases the functionality for end users and reduces the challenges of maintaining a variety of unconnected systems.
Key connections of SAP carried out with internal and external information systems.		Established connections show that data is successfully exchanged between key systems.
KEY THREATS	OBJECTIVES	PROPOSED MEASURES
Outside intrusions into ICT a key threat	Achieve an appropriate level of IT security	Maintain a system of IT security, monitor it and rapidly respond to security events, reduce key recognised vulnerabilities or deficiencies, apply good international practices and heed the requirements of systems for IT security.

KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
Risk that in implementing the APIS project the envisaged targets will not be reached in the planned time frame.	Achieve the planned targets under the envisaged time frame.	Improve project management methods.
Risk that in implementing the business information system SAP we will not exploit all the possibilities for simplifying operations and reducing the differences between member faculties.	Reduce unnecessary differences between member faculties.	Actively seek common organisational approaches, exploit all opportunities for reducing differences or reducing the complexity of operations through organisational and also technological means.
Lack of adequate training of personnel to introduce new technologies or systems for the whole of UL.	Standardise information systems, reduce differences between them, actively improve the conditions for employing appropriate professional staff in the necessary numbers.	Ensure appropriate HR through ongoing recruitment, training of employees and involvement of external providers in cases that involve short-term increases in the scope of activities or specialist knowledge.

7.4 Communication with the public

In the area of communication with the public, in 2020 we focused primarily on:

- establishing and maintaining up to date communication among employees and students during the Covid-19 epidemic and with the outside public (website tab UL in KORONAVIRUS/UL and CORONAVIRUS offering updated information related to Covid-19 and the operation of the University of Ljubljana, notices from the Rector and announcements of online events, tips, recommendations and offers from UL member faculties and the professional departments of the Rectorate);

- seeking and implementing new solutions on the cancellation of planned annual events at the University of Ljubljana due to the Covid-19 epidemic (design of a special platform for the Welcome Freshmen 2020 event in cooperation with the Student Council of the University of Ljubljana, and a special website for the traditional University Week);

- strengthening and promoting 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 gathering with employees online at the end of the year and issuing two internal e-newsletters: e-univerzitetnik (includes important information from the Rectorate and is intended for all employees), 3+23 (provides important information from UL member faculties);

- active revision and content supplementation of the University of Ljubljana website with topical content; events and achievements of UL;

- strengthening active communication on social media through concerted and daily posts on the Facebook and Instagram profiles of the University, and reciprocal sharing of posts on the profiles of Rectorate departments (Career Centres, Extracurricular Affairs Centre, UL Alumni);

- 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 faculties;

- support for internationalisation of the University of Ljubljana through the issuing of the UL e-newsletter Echo (important information from the Rectorate for foreign academic circles and partner organisations); preparation of a booklet of the most outstanding research achievements of the University of Ljubljana in Slovenian and English; cooperation with foreign media and media support for the presentation of the University of Ljubljana at selected higher education fairs; active participation in communication teams in the international networks UNICA, EUTOPIA and THE GUILD;

- graphic makeover of the promotional brochures for the University of Ljubljana;

- design of the concept for a new promotional video of the University of Ljubljana.

In 2020 due to the Covid-19 epidemic we had to cancel numerous regular 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 were able to carry out some online (presentation of studying at the University of Ljubljana for foreign students, the Rector's prize for the top innovation at the University of Ljubljana), while for others we created a special platform (Welcome Freshmen) and a special website (University Week: a 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).

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD		EXPLANATION OF EFFECT ON QUALITY
Establish and maintain updated communication among employees and students and with external circles during the Covid-19 epidemic.		Strengthen mutual relations and trust.
Visible improvement of visits to UL social networks (FB and IG).		Increased prominence of UL among domestic and foreign public (especially students) and the Slovenian media.
Conducting key internal meetings online.		Time saving and more effective communication.
KEY THREATS	**OBJECTIVES**	**PROPOSED MEASURES**
Longer period of absence of socialising/ events.	Maintain mutual connection, key messages and objectives.	Draw up scenarios for various methods of holding events in online formats, video formats and other virtual solutions.
KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**
Loyalty to UL from employees and connection between UL and its member faculties is still weak.	Strengthen a sense of belonging and connection among employees.	Carry out education and events for employees emphasising the importance of internal organisational communication and bringing to prominence the basic activity of UL (lectures, workshops), and fulfil the possibility of easier provision of information to UL management and two-way communication (such as anonymous box for ideas, suggestions and comments, regular meetings of UL management with employees, Rector's open day and so forth).

7.5 Plan of managing material assets

We implemented the following short-term objectives and activities in 2020:

■ efficient and economical management of assets by areas set out below.

I. REAL ESTATE MANAGEMENT

Records of real estate

According to the existing records, at the end of 2020 these amounted to around 700 parcels in a total surface area of approx. 2,427,000 m2 and 260 buildings with approx. 500 parts of buildings in a total surface area of approx. 345,000 m2. They are recorded in a special information system that covers data on parcels, buildings, parts of buildings i.e.

floor area, actual use and ownership, and values according to the real estate register, etc.

In 2020 we continued activities such as maintaining and arranging the central records of real estate, arranging the ownership of real estate in the land register, arranging records in the cadastral register, cadastre of buildings and register of real estate, settling horizontal ownership and determining land lots pertaining to buildings (ZVEtL) and harmonisation of data on ownership in the land register, dealing with applications for easements and so forth. We also continued the digital archiving of the database with documents, overhauling the graphic part of the database and updates and upgrading of the information system.

We would highlight just the major activities carried out, while the rest can be seen in the annex "Plan of managing material assets for 2020 – REALISATION" in tables 1 and 2.

We settled the issue of horizontal ownership at UL PEF. We will continue the procedures for establishing horizontal ownership for UL FDV in 2021. The procedures for determining the pertaining land lots for buildings under the ZVEtL, specifically for UL FSD and UL AGRFT at Aškerčeva cesta 5, followed a slower pace than envisaged due to the epidemic, so we will continue them next year. Procedures for harmonising the land register status with the actual status between UL and the State were concluded for several pieces of real estate, specifically for property being managed by UL VF (Ptuj, Trnovlje); for property being managed by UL NTF and UL ZF the procedures have not yet been concluded and will be continued in 2021.

After several years of preparations and agreements, in 2020 we reached agreement with the City of Ljubljana authority and aligned and prepared documentation for the exchange of real estate between the City and UL. At the beginning of 2021 an exchange agreement will be signed by UL and the City of Ljubljana authority. A harmonisation agreement between UL and the City, whereby UL will transfer for free real estate to the City in accordance with the Commercial Public Services Act, is expected to be signed in the first quarter of 2021.

Disposal and purchase of real estate

In 2020 we sold seven single-person rooms, two business premises being managed by UL FKKT in Gorazdova ulica and land in the area of Murgle for the needs of flood control being implemented by the Slovenian Water Authority.

Detailed data are given in the annex "Plan of managing material assets for 2020 – REALISATION" in tables 1 and 2.

Real estate encumbrance

In 2020 we handled several applications for easements concerning UL real estate, and prepared appropriate material for deliberation by the UL Governing Board and for securing the consent of the UL founder. For the majority of the easements concluded with entitled parties, UL received cash compensation.

Detailed data are given in the annex "Plan of managing material assets for 2020 – REALISATION« in table 1.

<u>Leasing of land, buildings and parts of buildings (premises)</u>

For study requirements the UL member faculties lease premises at various locations in Ljubljana, in a total area of around 13,000 m2 (whole year lease), and occasionally they rent in particular spaces intended for sports. In 2020 the cost of all leases and rents amounted to around EUR 1.2 million.

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, the Education Ministry provides cofinancing of lease and rent costs from the budget.

To cofinance these costs in 2020 the Education Ministry provided funds amounting to EUR 508,594.07, specifically to cofinance leases and rents of the following member faculties:

- The Music Academy (AG) for premises in the Stiški dvorec mansion at Stari trg 34 in Ljubljana and in the Glasbena matica Cultural Society at Vegova ulica 5 and Gosposka ulica 8 in Ljubljana;

- AGRFT for leasing premises at Nazorjeva ulica 3 in Ljubljana;

- ALUO for leasing premises at Svetčeva ulica 1 in Ljubljana and

- FF for the lease of premises in the building at Tobačna ulica 5 in Ljubljana.

Detailed data are given in the annex "Plan of managing material assets for 2020 – REALISATION« in table 5.

<u>Energy management of buildings</u>

In 2020 we carried out energy management activities for UL buildings, covering the obtaining of data on consumption and costs of energy by member faculty, managing the UL energy information system, managing energy in UL buildings, energy accounting, including reporting on the national website, information and education for users of buildings and UL technical staff, with an emphasis on the method of managing buildings during the epidemic and so forth.

II. INVESTMENT PROJECTS – CONSTRUCTION OF NEW FACILITIES, EXTENSIONS OR RECONSTRUCTION

In 2020, we carried out the following activities by projects:

- ACADEMIES – in view of the spatial constraints 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 UL arts academies" remained a top priority for UL in 2020.

    We carried out the following activities for individual academies:

- for AG we carried out activities for reconstruction of the Kazina building tied to construction, fixtures and fitting works, and for the purpose of constructing an extension we carried out activities tied to obtaining spatial planning documents, and acquisition of land owned by the City of Ljubljana;

- for AGRFT we implemented construction, fixtures and fitting work for reconstruction of the building at Aškerčeva cesta 5 and activities related to the purchase of furnishings and technological equipment;

- for ALUO we carried out activities to obtain development and spatial planning documents, and conducted an urban planning competition for the location by Roška cesta;

- FPP – the project "Repair of the pier and installing equipment for training in techniques for personal survival" was not concluded during the year, since the price of the offers received for the equipment exceeded the available funds, for which reason we held another public tender in December 2020 and this is expected to be concluded in 2021;

- VF – for the project "New construction for VF" we obtained development and project design documents for the location at Cesta v Mestni log, which the faculty financed from its own funds;

- FFA – for the project "New construction for UL FFA" at Brdo we implemented the second stage of the competition and began implementation of the detailed municipal spatial plan (OPPN) for the construction zone and preparation of project design documents, which the faculty financed from its own funds;

- FS – for the project "New construction for FS" at Brdo we implemented the second stage of the competition and began implementation of the detailed municipal spatial plan (OPPN) for the construction zone and preparation of project design documents, which the faculty financed from its own funds;

- FŠ – the project "New premises for FŠ – University Sports Centre" was not continued, since the funds for this project were not provided;

- MF – the project "Construction of a Centre of Excellence" became part of the project "Treble campus of UL MF" in 2020, with investment envisaged in three dedicated campuses: Vrazov trg Campus, Zaloška Campus and Korytkova Campus, for which we started assembling development and project design documents, and which the faculty financed from its own funds;

- FF – the project "Adaptation of premises at Trubarjeva 3 for the needs of the Centre for Slovenian" was continued, with the necessary documents for implementation being obtained;

- FF – the project "Covering the atrium on Rimska Street" to set up a reading and study space was continued through procedures for checking the location and obtaining a

construction permit, and with preparation for adaptation of the space, which should continue in 2021;

■ University Sports Hall – the project "Energy and fire refurbishing of the University Sports Hall in Rožna dolina" was not continued, since the funds for this project were not provided.

Financial data are given in the annex "Plan of managing material assets for 2020 – REALISATION« in table 3.

III. RENOVATION OF BUILDINGS

Energy-efficient renovation of buildings

On the invitation of the Ministry to submit an application for the communication of proposals for the operation of energy-efficient renovation of buildings in the broad public sector owned by the state, we reviewed the documentation needed to submit applications of interested member faculties. Despite the interest in carrying out energy--efficient renovation and the related securing of funds, applications for the Education Ministry call were not made, mainly due to a lack of funds for structural renovation, since it makes sense to carry out energy-efficient renovation at the same time as structural renovation. We studied the public call for financial incentives for new investments in efficient energy use and renewable energy sources, and briefed UL member faculties on the call.

Structural renovation of buildings

Due to inadequate funding of investment maintenance on the part of the financial backer, the UL building stock is deteriorating. The allocated funds for carrying out the programme are insufficient to pay for major structural renovations and maintenance works, so no structural renovations were carried out in 2020, although it is vital to implement them in order to ensure safety. The majority of the University's stock of buildings in which education is provided are more than 30 years old, some of them are between 10 and 30 years old, and just a few raise no earthquake concerns and are less than 10 years old.

IV. INVESTMENT MAINTENANCE AND INVESTMENT IN PURCHASE OF EQUIPMENT

INVESTMENT MAINTENANCE

For 2020 we made a record of the most urgently needed investment maintenance works on University of Ljubljana buildings in a total value of around EUR 12.6 million, with around EUR 2.2 million in such works actually being executed, in line with the available funds.

Data are given in the annex "Plan of managing material assets for 2020 – REALISATION« in table 4.

Purchase of equipment

In 2020 we planned to purchase equipment in a total amount of approximately EUR 24.5 million, with actual purchases amounting to around EUR 22.8 million.

Data are given in the annex "Plan of managing material assets for 2020 – REALISATION« in table 6.

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD		EXPLANATION OF EFFECT ON QUALITY
Information and education for users of buildings and UL technical staff, with an emphasis on the method of managing buildings during the epidemic.		UL staff trained for safe work during the epidemic
Development projects were carried out unimpeded despite the epidemic, in accordance with the timetable.		Appropriate premises for provision of the study process.
Agreement signed on the exchange of real estate and harmonisation of ownership of real estate between UL and the City of Ljubljana.		In this way we will acquire the property we need and we will incur no costs from property we do not need for our activities.
KEY THREATS	**OBJECTIVES**	**PROPOSED MEASURES**
For the sixth year running, no financing ensured for investment maintenance, meaning the deterioration of buildings, and thereby a deterioration of the conditions for work and reduced safety for students and employees	Obtain funding at the Education Ministry	The list of necessary maintenance works which is in the tables of the annual programme of works, to be supplemented with the identification of problems by member faculty due to inadequate funding of investment maintenance, and a letter to go to the Education Ministry with a proposal for a meeting or a request to settle the financing.

Funding has not been secured to ensure the earthquake-proofing of the UL building stock and associated activities: carrying out inspections, creating development and project design documents, earthquake renovations and associated works. The earthquake vulnerability of the buildings consequently impacts the implementation of energy-efficient renovation and drawing available grant funds on the issuing of tenders for energy-efficient renovation.	Ensuring budget funds for the earthquake-proofing of buildings.	An inspection of the building stock and priority list are being prepared. Financing development and project design documents for the three structurally least stable buildings, so we will be ready when funds for renovation become available (EU or other funds). Briefing the Education Ministry on inspections prepared and materials for structural renovation.

KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
Lack of IT support for managing UL real estate.	Efficient planning, monitoring and analysis of implementation of real estate maintenance tasks. Effective adoption, monitoring and resolution of the demands of end users.	Presentation of identified problems in the overall management and maintenance of UL real estate to ensure financial resources for purchasing, in cooperation with the provider of energy management.
Lack of IT support for managing and financially monitoring development and maintenance projects.	Effective supervision of the financial construction of development projects. Effective monitoring of contractual limit values.	Presentation of identified problems in managing UL development projects and ensuring adequate support in the context of APIS.

7.6 Internal controls

In 2020 the Joint Internal Audit Office of the University of Ljubljana was subject to some major organisational and personnel changes, which in addition to the changed method of carrying out internal audits (remotely) affected the fulfilment of the Office's annual plan of work for 2020.

Activities related to carrying out tasks planned in the 2020 annual work plan were to a large extent started only in the second half of 2020, after the hiring of the Head of the Internal Audit Office of UL, which with the assistance of auditors from the external auditing company Deloitte revizija d.o.o., with which the UL management signed a three-e-year cooperation agreement at the end of 2019, carried out the internal audit activities planned for 2020.

Based on an assessment of the risks, the joint UL internal audit service conducted cross--check audits at UL member faculties by specific substantive sets of auditing. The cross--check audits of 2020 covered all UL member faculties and the Rectorate.

The following internal audit inspections were carried out in 2020:

- The set of internal audits of compliance of e-storage of documents with the relevant rules and adequacy of the technical infrastructure was concluded at six UL member faculties, specifically the Faculty of Electrical Engineering, Faculty of Natural Sciences and Engineering, Faculty of Education, Academy of Music, Academy of Theatre, Radio, Film and Television and the Academy of Fine Arts.

- There was partial completion of the set of internal audits of financial statements of those first migrating to the new business information system, at five member faculties, specifically the Faculty of Medicine, Faculty of Civil and Geodetic Engineering, Faculty of Pharmacy, Faculty of Social Work and Faculty of Natural Sciences and Engineering, while at one faculty (Faculty of Law) activities were carried out in 2020 in relation to the implementation of internal audit checks, and the final report for that member faculty will be issued in 2021.

- We also concluded the cross-check internal audit of the formal arrangements for authorisations upon staff changes in the place of the head (dean) at all member faculties and the Rectorate.

- All activities were also carried out in respect of internal audit checks at the majority of member faculties in connection with the appropriateness of the delineation of tasks and activities at member faculties – the initialling of important contracts, and a final report will be issued in 2021.

- Internal audit activities were also started in 2020 in relation to the implementation of:

  • the set of internal audits relating to personal data protection, which involves the Faculty of Medicine, Faculty of Social Sciences and Faculty of Arts;

- the set of internal audits relating to checks and the efficiency of the process of work organisation at three faculties, the Faculty of Public Administration, Faculty of Mathematics and Physics and Faculty of Architecture;

- and the set of internal audit checks of compliance in implementing other (market) activities in accordance with the valid rules at three member faculties, the Faculty of Medicine, Faculty of Public Administration and Faculty of Pharmacy.

In order to ensure the continuity of work of the University Internal Audit Office and of internal audit activities, on the basis of an audit assessment of risks and taking into account the Internal Audit Office Strategy of Operation for 2019-2022, on the basis of the need for auditing and advice and in consideration of the HR capacities of the Office in 2021, the annual work plan of the Office for 2021 was drawn up. The annual work plan of the Office for 2021 was approved in the meeting of the Governing Board of 18 December 2020.

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

KEY IMPROVEMENTS AND BEST PRACTICES IN THE RECENT PERIOD		EXPLANATION OF EFFECT ON QUALITY
In 2020 due to the aforementioned situation there were no improvements, but by filling the position of Head of Internal Audit we ensured the continuity of operation of the UL Internal Audit Office.		The continuity of the Office's work and implementation of internal audits planned in the Office's annual work plan for 2020 served to ensure the continuity of systematic checks and to contribute to the propriety of operations both at UL as a whole and among its member faculties.

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
Internal auditor positions systemised by the UL bylaw on the job hierarchy are not competitive compared to internal auditor positions in state administration.	Improvement of position of civil servants working as internal auditors in the institution.	In compliance with the law, find a way to adequately value the work of UL internal auditors.

KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
Lack of cohesion among UL member faculties regarding the scope of acceptable risk.	Effective risk management at all levels of operation	Implementing cross-check audits at all member faculties.
Limited human resources	Strengthening internal audit capacities at UL.	Ensuring appropriate conditions for the recruitment of an additional internal auditor at the Internal Audit Office.

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

CONCERN FOR THE SLOVENIAN LANGUAGE

In 2020 the Centre for Slovene as a Second and Foreign Language (CSDTJ) provided several courses of Slovene language for adults attended by 617 people from 61 countries, the largest numbers from Germany, Italy and Russia. Alongside the 22 regular courses (4 schools, 2 afternoon courses, 2 morning courses, 2 intensive courses, 2 intensive morning courses, 4 exam preparation sessions, 2 courses for students, 2 courses for exchange students, 2 courses for foreigners employed at the University of Ljubljana) and 3 courses for special groups (Banka Slovenije employees, a group from Cairo and interpreters from European institutions) this year it implemented two new courses, the Morning and Afternoon Online courses. The courses are run twice a week for three lesson hours, and due to the appearance of the novel coronavirus, interest in the courses has been very high. They are particularly interesting for participants from distant countries (Argentina, Australia, the USA). In the autumn semester there were 2 groups in the Morning Online course and a full 5 groups in the Afternoon Online course. The number of users of the free online course Slovene Learning Online (www.slonline.si) continues to grow strongly, with the number currently at 22,731 users from all over the world. A new working group has also been formed for the continuing free online course Slovene Learning Online 3.

As part of the programme of Slovene for children and adolescents they were included in the activities of the Education Ministry in the area of Slovene as a second language – in February 2020 syllabuses were drawn up and confirmed for the beginner teaching of Slovene in the first, second and third educational periods. This year too they were involved as a partner institution in the project Objem (Embrace, 2017-2022), which aims to further develop models of including immigrant primary pupils. They worked especially in the core project group, and at Bršljin primary school in September they carried out a 3-hour course for the entire school staff. They also concluded the national research programme covering evaluation of models of learning and teaching of Slovene as a second language for pupils who do not have Slovene as a mother tongue. They carried out three trainings for teachers who are teaching immigrants in the KATIS system (45 educators and teachers) and within Education Centres. The 15th Youth Summer School was carried out (this time online due to the novel coronavirus), and was attended by 34 adolescents, while 6 specialised language courses of Slovene for school pupils from schools across the border were organised (78 pupils from secondary schools in Austrian Carinthia, 33 pupils from the Žiga Zois Upper Secondary School in Trieste and 35 pupils from the Žiga Zois Upper Secondary School in Gorizia, and four children from the Hungarian Raba region, making a total of 151 participants). A special form of year-long course in Slovene was successfully carried out for 10 pupils at the Beijing university BISU, who are learning Slovene with the aim of further study at the University of Ljubljana.

As part of the Education programme, a special educational seminar was held for scholarship holders under the Osimo Accords for Slovenian school teachers in Italy, and 5 seminars were provided for teachers of Slovene as a second and foreign language, with

a total of around 150 participants. Due to the epidemic, the seminars were partly or entirely conducted online. Through its courses CSDTJ works to ensure the professional enhancement of teachers of Slovene as a second and foreign language in Slovenia and around the world. A special working group was formed for developing a methodology and preparation of materials for graded reading.

As part of the programme of Slovene language at foreign universities, they coordinated the operation of 61 Slovene language departments and courses at foreign universities; at 28 universities, Slovene studies had the status of an independent undergraduate and/or postgraduate course. Due to the Covid-19 pandemic, teachers taught for the majority of the second semester of academic year 2019/2020 and worked remotely, from home, over a third from Slovenia.

The Examination Centre conducted a little less than 1,700 examinations of knowledge of Slovene as a foreign language at three levels (over 40% less than the year before, a consequence of the epidemic). They concluded the project of supplementing and upgrading the publicly accredited programme of Slovene as a Second and Foreign Language, the aim of which was to supplement it with the lowest, i.e. entry level (A1 SEJO) and supplement certain scales in the existing programme. The programme was adopted by the Expert Council for Adult Education at the Education Ministry and became valid in June 2020. In connection with this, two documents were drawn up (rules on conducting exams and instructions for providers), and the Examination Centre Council adopted them in its correspondent session. All the documents and materials needed to set up the system of testing and confirming knowledge at entry level were also prepared; due to the epidemic conditions, however, the system has not yet started operating. The Examination Centre also carried out five educational seminars (two in-person and three remotely), which presented new developments in the programme and in conducting exams, and new testers on the basic level (a total of around 120 of them) and entry-level exam providers were trained up.

They organised the 56th Seminar of Slovene Language, Literature and Culture, this year for the first time remotely using the Zoom video conference tool, which was attended by 36 participants – students, teachers, researchers of Slovene and Slavic studies – from 17 countries, and the 39th Obdobja (Periods) symposium, also via Zoom, attended by 44 specialists and more than 300 other participants; the symposium generated a monograph publication with the proceedings.

CSDTJ provides regular updates on new features, including textbooks and other learning materials, and on the preparation of learning and exam materials and changes to the exam system, via e-mail, on social network sites Facebook, Twitter and Instagram, on the CSDTJ website, and in the form of presentations, workshops and lectures at educational and working meetings. Two new textbooks are being prepared, while some materials were reprinted (Naprej pa v slovenščini, Fonetika 1, Pot do izpita iz slovenščine, Križ kraž 1, Slovenska beseda v živo 3b – work book), grammar tables (Oblike v oblakih and Oblike v oblakih – selection), the pocket Slovene booklet Žepna slovenščina (German, Albanian) and the textbook sets with work books Slovenska beseda v živo 1b, Slovenska beseda v živo 2, Čas za slovenščino 1 and Čas za slovenščino 2. Their publica-

tions are presented at the Academic Book Fair Liber.ac and at the Slovenian Book Fair.

Together with the Adult Education Centre and the Ministry of Education, Science and Sport, the CSDTJ participates in the project Language in the Workplace. In 2020 a working group at the Centre participated in the design and piloting of a special questionnaire intended to analyse the situation and record needs in the area of language learning for adult immigrants at work in companies. In addition to an analysis of needs, the questionnaire is designed to raise the awareness of employers about the urgent need to help immigrant workers and to support them in learning Slovene – not just so they can successfully carry out their work tasks, but also for successful social inclusion in the working and social environment.

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

The Higher Education Enrolment and Information Service is a professional department at the University of Ljubljana Rectorate, which again in 2020 performed the application and admission procedure for enrolment in the first year of undergraduate and integrated master's study programmes. It conducted procedures for the enrolment of Slovenian citizens and EU citizens on the national level (in the first and second application periods), for foreign citizens from non-EU countries and Slovenians without Slovenian citizenship (in the first application period for the University of Ljubljana).

The most important tasks performed by the service as part of the application and admission procedures are:

Providing information on application and admission procedures for enrolment in undergraduate and integrated master's programmes

In 2020 we organised expert consultations with the professional services at secondary schools (Ljubljana, Maribor, Koper, Nova Gorica) aimed at informing advisory staff of new features of the application and admission procedure and calls for enrolment. We organised information days for Slovenians in neighbouring countries and foreign citizens, which involved 130 participants, and took part in the Informativa event, the Open Day for Slovenians in neighbouring countries, and in an information day for pupils of Austrian bilingual secondary schools in Klagenfurt (Celovec) and Sankt Peter (Št. Peter.) We took part in the education fairs in Rijeka and Opicina. We also established cooperation with the student affairs offices of UL member faculties for the purpose of better communication and implementation of application and admission procedures, and in November we participated in the Virtual Career Fair, a fair on occupations and education that we organised for UL member faculties.

Conducting of application and admission procedure

The Higher Education Enrolment and Information Service conducted the application and admission procedure for all higher education institutions in Slovenia, covering:

- updating the VPIS database with new information for each year's call for enrolment;

- administrative processing of applications;

- operation of the Committee for Awarding Special Status to Candidates (handling applications and preparation of decisions for candidates with special status);

- 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;

- implementation of procedures for classifying candidates: calculation of points, formulation of the population for classification, selection procedure, formulation of text files for printing decisions on the results of the selection procedure;

- preparation of data on the number accepted and minimums for publication on the website for the first and second application deadlines;

- preparation of data for display of subsequently placed candidates on the SharePoint portal in the first and second deadlines;

- help in preparing material and decisions for the Committee for Candidate Complaints upon acceptance at the University in 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 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.

Due to the epidemic, candidates could only send applications and all the attachments electronically. Due to the Covid-19 epidemic the first application deadline was extended from March to June, so the Higher Education Enrolment and Information Service had to conduct the application and admission procedure in an extremely short time.

9. DEVELOPMENT OBJECTIVES 2018 – 2020

A.   QUALITY

In this area UL has focused on constant improvement of the quality of study programmes, in line with the expectations of the labour market and the role of the University in the long-term development of critical-thinking graduates and educated people.

In the area of quality of studies we defined three objectives:

- improve study programmes with emphasis on linking competences with needs in the work environment, in the merging of study programmes and increased interdisciplinarity;

- improve the teaching process using modern learning tools;

- improve the quality loop by analysing the position, identifying gaps and designing measures to close those gaps.

I. Improving study programmes

We strove to attain the objective through the following actions:

Action: *We will establish standardised mechanisms for continuous analysis of competences and skills in study programmes.*

Indicator: *Established mechanisms: in at least 12 member faculties*

Achieved in 2020:

We continued the workshops for assessing the appropriateness of the prepared competences and learning outcomes of programmes in combination with methods of learning and teaching and methods of assessment. For selected programmes a matrix was designed to build competences of the programme systematically from the study units, in accordance with empirical analyses of building competences of the graduate's profile (U Ghent), where the methods of learning and teaching and methods of assessment serve as support for acquiring competences of a certain type (e.g. assessment of a public presentation as a method of grading skills in public speaking, and so forth). Programme coordinators used the formulated matrix to create a list of actions for the more coherent structure of programmes.

Work also started at the University of Ljubljana Centre for the Use of Information and Communication Technology (ICT) in Teaching (abbreviated to: Digital UL Centre), which will ensure comprehensive support in the area of didactic use of ICT in the education process in all fields of study at UL. The operation of the Digital UL Centre will thus facilitate the continuity of updating study programmes through didactic use of ICT, and thereby contribute to improving the quality of pursuing studies. This will serve to enable at UL the ongoing integration of new knowledge, competences and skills into the study

process and to ensure the development of appropriate competences among graduates, facilitating their employability in a high-tech information society with the innovative use of ICT.

Action: *We will update study programmes/courses with key competences so as to establish a transition from the structural form of programmes (principles of accreditation under the Bologna reform) to a competence model, and increase cooperation with employers.*

Indicator: *Number of revised study programmes: 30*

Achieved in 2020:

In 2020 member faculties continued the revision of study programmes started in previous years. Some member faculties had trouble implementing the changes due to the situation generated by the Covid-19 epidemic.

Action: *We will merge study programmes to effect more rational and better-quality implementation and monitoring, and establish a system of formal recognition of competences in combined programmes.*

Indicator: *Number of finally merged programmes: 40*

Achieved in 2020:

Based on the harmonisation reached with the Education Ministry and NAKVIS over the merging of study programmes, at UL FF 78 study programmes were merged into 32 study programmes, which was also taken into account in preparing the call for the 2021/22 academic year.

UL FGG was not able to merge study programmes in 2020, so the process will continue in 2021.

Member faculty	Level	Name of merged programme
UL FF	First cycle – UN	English Studies – first cycle, academic
		Asian Studies – first cycle, academic
		Librarianship and Information Technology – first cycle, academic
		Ethnology and Cultural Anthropology – first cycle, academic
		Philosophy – first cycle, academic
		Geography – first cycle, academic
		Germanic Studies – first cycle, academic
		Comparative Literature and Literary Theory – first cycle, academic

		Slovene Studies – first cycle, academic
		Art History – first cycle, academic
		History – first cycle, academic
	Second cycle – M	Adult Education – second cycle, master's
		English Studies – second cycle, master's
		Asian Studies – second cycle, master's
		Ethnology and Cultural Anthropology – second cycle, master's
		Philosophy – second cycle, master's
		French Studies – second cycle, master's
		Geography – second cycle, master's
		Germanic Studies – second cycle, master's
		Greek Language, Literature and Culture – second cycle, master's two-course
		Hispanic Studies – second cycle, master's
		Italian Studies – second cycle, master's two-course
		Latin Language, Literature and Culture – second cycle, master's two-course
		Polish Studies – second cycle, master's two-course
		Comparative Literature and Literary Theory – second cycle, master's
		Russian Studies – second cycle, master's two-course
		Slovak Studies – second cycle, master's two-course
		Slovene Studies – second cycle, master's
		Sociology of Culture – second cycle, master's
		General Linguistics – second cycle, master's
		Art History – second cycle, master's
		History – second cycle, master's educational

Action: *We will update courses that increase the interdisciplinary dimension and promote and implement various forms of cooperation among member faculties that increase the interdisciplinary nature of study programmes.*

Indicator: *Number of updated courses that increase the interdisciplinary nature of programmes in a quarter of existing ones: 736*

Achieved in 2020:

Mutual cooperation continued among member faculties, where students of one faculty choose a subject at another faculty. A total of 662 courses were provided for students at other faculties.

The provision of the full-time course in Applied Statistics was continued, involving the

participation of UL BF, UL EF, UL FDV, UL FE, UL FMF, UL FRI and UL MF.

II. Improving the teaching process

We strove to attain the objective through the following action:

Action: *We will ensure technical support for introducing modern forms of teaching.*

Indicator: *Modernised study tools, at least a third of students will use modernised study tools*

Achieved in 2020:

We continued the investment in technological modernisation of equipment for educational purposes, specifically the purchase of study tools and teaching aids in the form of software or tools for studying depending on the specifics of the individual member faculty and its programmes (teaching aids in lecture rooms, aids for laboratory work, licences and so forth). At the University of Ljubljana updated study tools were used in 2020 by at least a third of students, in other words at least 12,800 students in the first and second cycles. Due to the Covid-19 epidemic it turned out that in the future there will be a need for even greater investment in technical upgrades for introducing the latest forms of learning and teaching, along with combined studies and remote studying.

III. Improving the quality loop

We strove to attain the objective through the following actions:

Action: *We will perform a content analysis of the existing student survey and upgrade it with content that relates to competences – in connection with objective 1.*

Indicator: *Revised student survey*

Achieved in 2020:

We continued the process of overhauling the system of student surveys with the assistance of didactic experts from the University of Helsinki and University of Ljubljana. The group designed a revamped survey system which strengthens the formative monitoring of the education process and centres on the student rather than the teacher. This revision covers the changed structure of the entire survey system and signifies the introduction of surveying at the time of implementing each study unit, which will facilitate immediate feedback to educators and students regarding the success and adequacy of educational work (teaching) and getting to grips with the materials (learning). In addition to the interim survey, the final survey (after exams) was also revised, along with the survey on practical training. A survey was composed for teachers using the HowUTeach model, which represents the pinnacle of promoting higher education learning and teaching, and is the fruit of collaboration between UL and the University of Helsinki.

Action: *We will establish a system of correctional measures based on surveys, analysis, an action plan and the completed evaluation.*

Indicator: *System set up at all member faculties*

Achieved in 2020:

Based on activities in 2019, in 2020 we carried out a series of actions to attain this objective. These actions covered the systematic review of existing analytics and survey reports, which resulted in new Rules on the system of quality assurance at the University of Ljubljana, designed to address systematically the issue of self-evaluation at the programme, member faculty and overall UL levels. In accordance with the Rules we introduced what is called the quality matrix, which comprises a review of study programmes according to previously determined indicators. The selection of indicators was designed using two in-depth studies, both for the sciences and the arts. Based on the quality matrix and external quality standards (ESG) we designed a new application for self-evaluation of study programmes, which merges reporting and planning at the study programme level. The two systems – the quality matrix and self-evaluation of study programmes – represent basic tools for corrective measures at the level of the entire UL, since they are intended for drawing attention and intervention on the central level. To this end an enhanced metaanalysis was conducted for self-evaluation reports on study programmes, which contributed to the overhauling of the method of reporting about implementation of study programmes.

Action: *We will identify gaps between UL and selected best universities in the partner networks The Guild, CELSA and LERU.*

Indicator: *Comparative analysis performed by fields in at least a third of member faculties: 9*

Achieved in 2020:

In 2020 we carried out a series of activities to verify the international relevance of the operation of UL, at the programme level and at that of the field. We conducted a study of the appropriateness of the internal and external systems of quality assurance, with special emphasis on the agenda of constructing new European universities of the future. In line with this we introduced individual promotional elements into the new rules on the functioning of the quality assurance system at the UL level, and also into the planning of monitoring the quality of joint study programmes at UL. Through an in-depth study of the feasibility of the operation of UL in the new transnational setting of European universities we also identified urgently needed changes in the internal quality assurance system, the national quality assurance system and opportunities relating to the European higher education arena. In this context we participated actively in several discussions at the national level (invited papers given at events and in NAKVIS publications) and at the European level (invited debates at the level of other agencies dealing with quality; e.g. NVAO) and participated actively in BFUG working groups (learning and teaching). We also performed in-depth studies of the indicators of quality of programmes and institutions at the level of LERU and The Guild, where we analysed the universities of these

organisations in terms of their KPI and in this way generated a range of potential future KPI for our programmes and member faculties in the fields of sciences and arts. These indicators are the basis for our quality matrix. In addition to the above we designed an application for reviewing the international ranking of UL as a whole and its fields individually. We also placed this on our website.

B. INTERNATIONALISATION

For UL an important aspect of internationalisation is the integration of foreigners, both teachers and students, into the Slovenian environment, since in this way we will facilitate the transfer of international experts' knowledge into Slovenia, while also enabling contact with foreign cultures for students who are unable to participate in student exchanges for economic or other reasons, which represents "internationalisation at home".

In the area of internationalisation we defined three objectives:

- preserve or increase the number of foreign students (without Slovenian citizenship);

- preserve or increase the number of foreign teachers;

- position UL in the international arena and linking with outstanding universities.

I. Preserve or increase the number of foreign students (without Slovenian citizenship)

We strove to attain the objective through the following actions:

Action: *We will upgrade and consistently implement the "YEAR PLUS" module.*

Indicator: *Number of implementations for students in groups of 20 students each: 30 groups*

Achieved in 2020:

In the 2020/21 academic year a total of 359 places were offered. In actuality we enrolled 326 students in 16 groups that met the conditions for YEAR PLUS.

Action: *We will design and implement new study programmes in a foreign language in parallel to their implementation in Slovene.*

Indicator: *Number of new study programmes: 18 (5 new study programmes)*

Achieved in 2020:

In 2020 a total of 14 parallel study programmes were provided in a foreign language and Slovene in the first and second cycles, with nine provided only in English, these being joint programmes.

Since we changed the methodology of collecting data on the provision of study programmes in a foreign language in 2018, the data are not directly comparable with

2017.

Action: *We will implement parallel courses in a foreign language.*

Indicator: *Number of courses implemented in a foreign language: 200 courses in the period 2018 - 2020*

Achieved in 2020:

At the University level, we provided 210 courses in parallel Slovene and foreign-language version in the 2019/20 academic year.

Action: *We will introduce new courses for parallel implementation in a foreign language.*

Indicator: *The number of newly introduced courses, target value was 41*

Achieved in 2020:

In 2020 for the first time 94 courses were provided in parallel in a foreign language

Number of first implemented courses provided in parallel in a foreign language	
School of Economics and Business	5
Faculty of Pharmacy	1
Faculty of Civil and Geodetic Engineering	2
Faculty of Maritime Studies and Transport	1
Faculty of Mechanical Engineering	13
Faculty of Public Administration	14
Faculty of Arts	1
Faculty of Medicine	9
Faculty of Natural Sciences and Engineering	48
Total	**94**

Action: *We will introduce machine translation for lectures.*

Indicator: *Number of courses where machine translation is used: 10*

Achieved in 2020:

In January 2020 a demo version was presented at the college of deans, but the Covid-19 epidemic prevented the introduction of machine translation in lecture rooms, while on Zoom is not technically feasible, so implementation of this has been postponed until students can be in classrooms. Due to the circumstances testing was approached by having several lectures that were recorded via Zoom being tested 'postfestum', in other words instead of being live, recordings were imported later into the tool and this was used for transcribing and translation, in the same way as this would work live in a classroom. The system underwent further improvements in 2020. A basic speech recogniser for Slovene speech was developed. The recogniser is based on the general lexicon built into the Gigafida corpus. An algorithm was developed for automatic generation of pronunciation for individual words in the lexicon. A basic machine translator was developed for the Slovene-English language pair. A system architecture was designed that enables appropriate expandability for the requirements of several users simultaneously. In line with the architecture, a basic teacher portal was created. A console application for classrooms was also created in line with the architecture, allowing teachers to operate it (starting, stopping). In line with the architecture, a basic administrator portal was created enabling the management of lecture timetables, classrooms and so forth. In line with the architecture an online application was developed for students through which they can follow lectures live and review/listen to already recorded lectures. In line with the architecture and using the model of the web application, a mobile application was also developed for students. An algorithm was developed for overhauling the recognition model, in line with the addition of new expressions in the dictionary.

II. Preserve or increase the number of foreign teachers

We strove to attain the objective through the following actions:

Action: *We will establish closer cooperation with the SMUL network (UL Alumni who work abroad).*

Indicator: *Number of events with SMUL members: 6*

Achieved in 2020:

The University of Ljubljana Global Network (SMUL) brings together Slovenia-associated scientists, professors and other prominent figures from the academic, research and development environments abroad. It was created as one of the activities to raise the quality of study programmes, and to enhance international cooperation and the reputation of the University of Ljubljana. In July we conducted an online meeting of members of SMUL, at which we presented the new SMUL leadership, the possibilities for cooperation with the University of Ljubljana in education and research, and agreed on linking up with the organisations ASEF and VTIS. In October the representatives of UL, SMUL, VTIS and ASEF, as part of the event Challenges Abroad, organised by the University of Ljubljana Career Centres, presented to students opportunities for gaining experience abroad. In December there was a meeting of the representatives of the UL and SMUL leaderships, at which we looked at activities to date regarding the mission and operation of SMUL and

agreed to jointly draw up a programme of work and cooperation in the future.

Action: *We will introduce organised learning of Slovene for foreign teachers.*

Indicator: *Number of teachers taking classes: 10 groups with language instructor (5 - 10 participants)*

Achieved in 2020:

We continued providing the course, which was run in 10 groups with 76 participants. All of them noticeably advanced in their command of Slovene.

Action: *We will employ foreign teachers.*

Indicator: *Number of full-time foreign staff at UL, increased in three years by 14 staff members*

Achieved in 2020:

In 2020 there were 189 foreign citizens employed at UL, and we employed five new higher education teachers and professional staff.

III. Positioning UL in the international arena and linking with outstanding universities

The University of Ljubljana has seriously boosted its participation in international academic networks of distinguished European universities and faculties, which also contributes to raising quality in education (Development field 2) and in research, and to improving the transfer of knowledge into practice (Development field 3).

We strove to attain the objective through the following actions:

Action: *We will establish new strategic partnerships and actively cooperate with foreign universities in these networks.*

Indicator: *Number of strategic partnerships concluded in which the University participates, 5*

Achieved in 2020:

We actively participated in the EUTOPIA association (European University Alliance), in CELSA (Central Europe Leuven Strategic Partners), in The Guild, in the Regional Platform for the Western Balkans, in the Rectors' Forum, in working groups and also in the activities of the international associations UNICA (Network of Universities from the Capitals of Europe), Utrecht Network, AARC (Alps-Adriatic Rectors' Conference), the EUA (European University Association), EDADTU (European Association of Distance Teaching) and VIU (Venice International University).

Action: *We will hold international summer schools in a foreign language with credit assessments for regular or general electives as part of first and second-cycle study programmes.*

Indicator: *Number of international summer schools: 40*

Achieved in 2020:

In 2020 we held 12 summer schools offering ECTS in the first and second cycle. Due to the extraordinary circumstances linked to Covid-19, some were cancelled, while some were carried out in adapted form.

Action: *We will design and implement new joint study programmes with foreign universities.*

Indicator: *Number of newly designed joint study programmes for accreditation: 5 new*

Achieved in 2020:

In 2020 an application was submitted to NAKVIS for the joint study programme Digital Linguistics (UL FF), and the application is still being processed.

In other planned joint study programmes (Migration Studies and Clinical Nutrition, Management in Healthcare), due to the circumstances linked to Covid-19, activities slowed down or were halted.

The BIM A+ programme European Master in Building Information Modelling was implemented, while the joint programme Political Science – Integration and Governance is for the moment being provided at the University of Salzburg, while funding still needs to be provided for it to be implemented at UL.

In other planned joint study programmes (Migration Studies and Clinical Nutrition, Management in Healthcare), due to the circumstances linked to Covid-19, activities slowed down or were halted. For this reason, in agreement with the Education Ministry a part of the funds was redirected to objectives where we carried out activities in a larger scope and consequently also exceeded the indicators (parallel courses in a foreign language, employment of foreigners as higher education teachers and inclusion of experts from the field in the study process).

C. COOPERATION WITH LOCAL INTERESTS

UL devotes considerable attention to the area of transfer of knowledge into practice, both as part of education programmes and as part of the results of research and development work. In this, as the largest university UL is aware of the importance of its wider role in society.

In the area of cooperation with local interests we defined two objectives:

- strengthening the competences of UL graduates;

- enhancing the prominence of the University and its work and influence on the community.

I. Strengthening the competences of UL graduates

We strove to attain the objective through the following actions:

Action: *We will include experts from the field in the study process.*

Indicator: *Number of experts from the field, total of 1,500 experts from the field*

Achieved in 2020:

Number of guest experts from the business and non-business sectors involved in the educational process	
UL AG	184
UL AGRFT	12
UL ALUO	33
UL BF	48
UL EF	244
UL FA	9
UL FDV	69
UL FE	58
UL FF	162
UL FFA	100
UL FGG	35
UL FKKT	33
UL FMF	9
UL FPP	9
UL FRI	51
UL FS	65

UL FSD	65
UL FŠ	44
UL FU	93
UL MF	111
UL NTF	11
UL PEF	49
UL PF	44
UL VF	22
UL ZF	39
Total:	1.599

In 2020 a total of 1,599 guest experts from the business and non-business sectors participated in the educational process in the first and second cycles. The number of experts participating in the study process at UL is high, and there is also a wide range of forms of collaboration. As part of development pillar funding we took into account just a portion of the experts in the field involved in the study process, and promoted forms in which students must link their theoretical and practical knowledge, and draw on cases presented to them with the help of experts in the field.

Action: *We will introduce a pilot project of practical training in the work environment in as many study fields as possible (in connection with objective 1).*

Indicator: *Pilot project carried out : 10 (fields)*

Achieved in 2020:

On the basis of a Call for applications of pilot projects for implementing non-compulsory practical work by students, which promote knowledge transfer and cooperation with local interests in strengthening the competences of students to face future challenges in the work environment and in society at large, which we sent out to member faculties in January, we successfully conducted with 13 member faculties (AGRFT, BF, EF, FF, FKKT, FMF, FPP, FU, MF, NTF, PeF, PF, TeoF) 18 mainly interdisciplinary pilot projects, in which students from 44 different fields of study participated (3-place Klasius-P-16). The pilot project involved the participation of 154 students, 49 pedagogical mentors and 80 work mentors from various organisations.

Member faculty	Project title
UL AGRFT	Borštnik blog, vlog and talks
UL AGRFT	Enominutnice – One minute plays
UL BF	Make your own spectrometer
UL EF	Entering the labour market with confidence: from CV to employment career
UL FF	Promoting Faculty of Arts studies among pupils
UL FKKT	Conversion of hydrated titanium gel into TiO_2 white pigment
UL FMF	Preparation and testing of experiments for the European Physics Olympiad (EUPHO 2021)
UL FPP	Get going with our Lab26
UL FU	Virtual reality as a technology for better public speaking
UL MF	Medical treatment of virtual patients
UL MF	Pilot project of clinical practice for students of the first and second years of the integrated master's programme Medicine
UL NTF	Materials and technology of the modern era around us
UL NTF	Planning and creating jewellery from various materials based on Slovenian tradition
UL PEF	Izhod-išče (Exit/starting point): programme of the youth centre for young people living in institutions
UL PEF	Raising awareness about language on the path to linguistically appropriate recorded texts
UL PF	Frankfurt Investment Arbitration Moot Court
UL PF	Willem C. Vis International Commercial Arbitration Moot
UL TEOF	Interdisciplinary pilot project for strengthening competences of students at UL TEOF

II. Enhancing the prominence of the University and its work and influence on the community

We strove to attain the objective through the following actions:

Action: *We will organise events for school pupils to promote deficit professions.*

Indicator: *Number of events: 30*

Achieved in 2020:

In 2020 member faculties carried out fewer events due to the epidemic, but there was still a large number, with 25 medium-sized events and 7 large ones, which were financed from development pillar funds. The majority of events, not just large and medium-sized, but also small ones, were moved online.

Action: *We will establish a University publishing house.*

Indicator: *University publishing house established*

Achieved in 2020:

The UL publishing arm Založba Univerze v Ljubljani is a newly established organisational unit of UL, and it has the primary task of bringing together the publishing activities of UL member faculties. In its September session (2020) the UL Senate adopted the Rules on the operation of Založba Univerze v Ljubljani, which was the result of work by an interfaculty working group. In November 2020 Založba UL also employed the head of the organisational unit.

Action: *We will work with local communities in joint projects in the area of social security, environmental protection, transport, urban planning and so forth.*

Indicator: *Number of projects: 5*

Achieved in 2020:

In 2020 we organised 39 events/projects in cooperation with more than 20 municipalities throughout Slovenia, with member faculties cooperating most with the City of Ljubljana.

Action: *We will strengthen cooperation with cultural and arts institutions and students involved in arts programmes.*

Indicator: *Number of joint events: 50*

Achieved in 2020:

In 2020 the BS Little Gallery continued to function as an official exhibition space for UL, showcasing the artistic production of students from University member faculties. During the period of extraordinary circumstances linked to Covid-19 and the declaration of an epidemic, along with the closure of institutions in the springtime, the method of work in organising/setting up/staging exhibitions was duly adapted, and ad hoc solutions were successfully put in place to maintain the operation of the gallery. The successful adaptations (online, focus of installation in the display and so forth), even during the second wave of the epidemic and with occasional closures, plus the desire to observe measures imposed, enabled and made more accessible the presentation of the work of student artists to a wider audience.

In 2020 member faculties carried out 16 projects where UL students cooperated with cultural and arts institutions.

Action: *We will implement a pilot project of designing lifelong learning programmes for the needs of employees in the commercial sector and in other institutions.*

Indicator: *Concluded pilot project: 5*

Achieved in 2020:

In cooperation with EF and its Centre for Business Excellence, which has a wealth of experience in the area of designing and implementing lifelong learning programmes, we prepared and carried out a very high-quality 16-hour individualised workshop involving eight member faculties (AG, ALUO, BF, FDV, FPP, FRI, PF, ZF), in which they designed 11 pilot projects for upgrading lifelong learning programmes which they had provided to date, while keeping track of the needs of employees in the business sector and in other institutions. Users participated in researching the market and selecting offered educational content as part of the revised programmes. Member faculties obtained information from them in various ways: personally (telephone, e-mail) or by means of a survey. In implementing the upgraded programmes they can make use of individual consultation hours, through which the pilot programmes are being continuously improved.

10.   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 2020 by activity with self-evaluation.

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

Self-assessment was conducted for 2020 under unchanged methodology published by the Ministry of Finance[1] (hereinafter: MF methodology), supplemented by specifics for the University of Ljubljana. We performed self-assessment at member faculties and the Rectorate 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 UL level is an aggregate of the self-assessments of all member faculties and the Rectorate, 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 tool for achieving the organisation's objectives. This 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

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1 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, point 8, Article 10 and point 8, Article 16 (Official Gazette of the Republic of Slovenia – referred to elsewhere in this Report as Uradni list RS – No. 12/01 and 10/06), Rules on guidelines for harmonised functioning of the system of internal supervision of public finances.

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. We defined the success of the system of internal controls on the basis of the identified appropriateness of the five elements below.

Internal (control) environment

COSO[2] 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 integrity and ethical values of the organisation;

- 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, as a foundation of the system of internal control in line with the MF methodology, represents infallibility and fundamental ethical values, a commitment to the qualification and management of HR, it demonstrates the method of management and operation, a clear organisational structure and how clearly responsibilities and powers are defined. In view of these components of the control environment the member faculties 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 faculties.

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

- Infallibility and ethical values: The assessment of this element 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*.

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

- <u>Commitment to qualification and management of HR:</u> The majority 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 or entirety of operations*.

- <u>Management philosophy and method of operation:</u> 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*, the majority of 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.

- <u>Organisational structure:</u> At the University of Ljubljana it is *true of the majority of operations* that 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.

- <u>Responsibility:</u> 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.

<u>Risk management</u>

Every organisation deal with 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 element 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). Some 85 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*, 7 percent feel that this is the case in all areas of operation, and 7 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:

A total of 41 percent of assessors have appropriate activities in place *in individual areas of operation*, 22 percent in *the majority of operations* and 33 percent of member faculties *have only implemented initial activities in this area*.

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 in to 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 faculties 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 obtains or creates and uses 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 faculties 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 activity of monitoring as ongoing assessment, separate assessment or a combination of both. They are 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. 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.

Table 13: Illustration of self-assessments for 2019, by individual element of the methodology, in total for member faculties and the UL Rectorate, is provided in the table below.

Final scores 2020	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	5	4	4
AGRFT	3	4	3	3	4	4
ALUO	4	4	2	4	4	5
BF	4	4	2	3	4	5
EF	4	4	4	4	4	4
FA	4	3	3	4	4	5
FDV	5	5	3	4	4	5

FE	4	4	3	4	4	4
FFA	5	4	3	4	4	4
FGG	3	4	5	4	4	5
FKKT	5	4	4	4	4	4
FMF	4	4	2	3	4	4
FPP	4	4	3	3	4	4
FRI	4	4	4	3	4	5
FS	4	4	4	4	4	4
FSD	3	4	2	3	4	4
FŠ	4	4	2	3	4	4
FU	5	5	4	5	5	5
FF	5	4	4	4	4	5
MF	3	4	3	3	4	4
NTF	4	4	2	4	4	4
PEF	4	4	3	4	4	5
PF	4	4	3	3	4	4
TEOF	4	4	3	3	4	4
VF	4	4	3	4	4	5
ZF	4	5	2	4	5	5
RECTORATE	4	4	3	4	4	5

ASSESSMENT of head of budget user	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

11.   FINANCIAL REPORT

Financial report is available only in Slovene language.

STATISTICAL DATA (REALISATION 2020)

Table 14: Number of enrolled students by cycle, type and method for the 2020/21 academic year

	FULL-TIME	PART-TIME	Total
First cycle	**22.280**	**1.263**	**23.543**
▪ academic	16.075	659	16.734
▪ professional higher education	6.205	604	6.809
Second cycle	**14.244**	**619**	**14.863**
▪ integrated master's	3.904	25	3.929
▪ master's	10.340	594	10.934
Third cycle	**319**	**1.882**	**2.201**
▪ doctoral	319	1.882	2.201
Total	**36.843**	**3.764**	**40.607**

Table 15: Number of students enrolled in 2020/21 by cycle and member faculty

	First cycle academic	First cycle professional higher education	Second cycle integrated master's	Second cycle master's	Third cycle doctoral	Total
Academy of Music	287			189	8	484
Academy of Theatre, Radio, Film and Television	105			91	5	201
Academy of Fine Arts and Design	340			211	7	558
Biotechnical Faculty	1.337	461		987	224	3.009
School of Economics and Business	1.876	983		2.244	80	5.183
Faculty of Architecture	97		897	67	38	1.099
Faculty of Social Sciences	1.586	9		496	117	2.208
Faculty of Electrical Engineering	617	545		426	92	1.680
Faculty of Pharmacy	281		926	216	99	1.522

Faculty of Civil and Geodetic Engineering	327	192		214	79	812
Faculty of Chemistry and Chemical Techno-logy	690	227		454	72	1.443
Faculty of Mathematics and Physics	678	134	42	271	129	1.254
Faculty of Maritime Studies and Transport	77	339		86	11	513
Faculty of Computer and Information Science	704	511		299	31	1.545
Faculty of Social Work	434			218	27	679
Faculty of Mechanical Engineering	638	652		538	114	1.942
Faculty of Sport	692			322	27	1.041
Faculty of Public Administration	281	455		215	16	967
Faculty of Arts	2.936			1.551	276	4.763
Faculty of Medicine			1.619		464	2.083
Faculty of Natural Sciences and Engine-ering	428	444		340	42	1.254
Faculty of Education	1.314	410		810	113	2.647
Faculty of Law	805			305	61	1.171
Faculty of Theology	37		33	150	53	273
Veterinary Faculty			412		16	428
Faculty of Health Sciences	167	1.447		234		1.848
Total	16.734	6.809	3.929	10.934	2.201	40.607

Table 16: Number of foreign students enrolled by cycle and type in the 2019/20 academic year

Line designation	Number of foreign students enrolled
First cycle	**1.712**
▪ academic	1.304
▪ professional higher education	408
Second cycle	**1.564**
▪ integrated master's	355
▪ master's	1.209
Third cycle	**377**
▪ doctoral	377
Total	**3.653**

Table 17: Number of foreign students enrolled by member faculty and cycle in the 2020/21 academic year

	First cycle	Second cycle	Third cycle	Total
Academy of Music	44	42	1	87
Academy of Theatre, Radio, Film and Television		2		2
Academy of Fine Arts and Design	27	23		50
Biotechnical Faculty	74	47	32	153
School of Economics and Business	432	526	35	993
Faculty of Architecture	25	179	17	221
Faculty of Social Sciences	165	78	32	275
Faculty of Electrical Engineering	102	45	24	171
Faculty of Pharmacy	11	32	14	57
Faculty of Civil and Geodetic Engineering	63	80	16	159
Faculty of Chemistry and Chemical Technology	53	35	10	98
Faculty of Mathematics and Physics	38	20	32	90

Faculty of Maritime Studies and Transport	67	12	1	80
Faculty of Computer and Information Science	126	33	6	165
Faculty of Social Work	12	5	6	23
Faculty of Mechanical Engineering	59	41	24	124
Faculty of Sport	29	9	1	39
Faculty of Public Administration	28	25	4	57
Faculty of Arts	177	73	30	280
Faculty of Medicine		160	30	190
Faculty of Natural Sciences and Engineering	64	28	9	101
Faculty of Education	47	29	43	119
Faculty of Law	12	13	1	26
Faculty of Theology	1	3	8	12
Veterinary Faculty		16	1	17
Faculty of Health Sciences	56	8		64
Total	**1.712**	**1.564**	**377**	**3.653**

Table 18: Number of students concluding studies in 2020 by cycle and type

	Number of graduates
First cycle	**4.550**
▪ academic	3.371
▪ professional higher education	1.179
Second cycle	**2.937**
▪ integrated master's	477
▪ master's	2.460
Third cycle	**299**
▪ doctoral	299
Total	**7.786**

Table 19: Number of students concluding studies in 2020 by member faculty 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	56			50	2	108
Academy of Theatre, Radio, Film and Television	17			19		36
Academy of Fine Arts and Design	68			26		94
Biotechnical Faculty	318	74		196	32	620
School of Economics and Business	419	140		377	12	948
Faculty of Architecture	23		92	5	1	121
Faculty of Social Sciences	273	20		203	18	514
Faculty of Electrical Engineering	126	89		70	14	299
Faculty of Pharmacy	72		123	67	22	284
Faculty of Civil and Geodetic Engineering	36	12		104	13	165
Faculty of Chemistry and Chemical Technology	176	60		125	19	380
Faculty of Mathematics and Physics	97	22	4	61	28	212
Faculty of Maritime Studies and Transport	12	47		12		71
Faculty of Computer and Information Science	123	71		57	1	252
Faculty of Social Work	89			61	1	151
Faculty of Mechanical Engineering	179	106		106	17	408
Faculty of Sport	131			70	4	205
Faculty of Public Administration	55	61		39	1	156

Faculty of Arts	510			288	38	836
Faculty of Medicine			210		49	259
Faculty of Natural Sciences and Engineering	115	77		68	4	264
Faculty of Education	312	89		240	6	647
Faculty of Law	128			149	12	289
Faculty of Theology	14		8	30	5	57
Veterinary Faculty			40			40
Faculty of Health Sciences	22	311		37		370
Total	**3.371**	**1.179**	**477**	**2.460**	**299**	**7.786**

Table 20: Teachers and associates and researchers on exchange in 2020 (to/from other countries)

	Up to 1 month	1 to 3 months	3 to 6 months	Over 6 months	Total
Number of foreign higher education teachers, associates and scientific workers who participated in the educational process for at least one course	5	8	8	5	26
Number of foreign higher education teachers, associates and scientific workers who participated in the educational process for at least part of a course	191	4	3	5	203
Number of foreign scientific workers and research associates who were on exchange and participated in the education process	25	2	1	7	35
Number of foreign scientific workers and research associates who were on exchange and participated in the scientific and research process	50	5	1	4	60
Number of foreign scientific workers and research associates who were on exchange and participated in artistic work at a member faculty	0	0	0	7	7

Number of foreign administrative staff (ancillary positions) who came on exchanges from abroad	27	0	0	0	27
Number of higher education teachers and staff who were on exchange, pursued education or participated in the education or research process or in artistic work abroad at foreign higher education institutions	132	36	2	2	172
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	23	6	5	2	36
Number of employees in ancillary positions (administrative staff) at member faculties who went abroad on exchange	17	0	0	0	17

Table 21: Number of students with special status

	2015/16	2016/17	2017/18	2018/19
partial or total loss of hearing	15	14	19	15
partial or total loss of sight	23	14	17	17
long-term or chronic illness	185	144	154	149
physical impairment	81	40	49	41
speech impediments	25	30	17	17
physical and mental health impairments	46	21	23	25
specific learning difficulties	93	71	110	121
emotional and behavioural difficulties		21	56	66
exceptional social circumstances		1		6
autism spectrum disorders		6	4	9
physical injury and/or long-term rehabilitation		8	4	23

Total students with special needs	**20**	**20**	**28**	**24**
status of recognised artist	309	367	372	327
status of top athlete		23	64	60
status of parent student			4	2
status of student participating in (sectoral) international competitions	797	780	921	413
Total students with special status	**683**	**797**	**780**	**921**

Table 22: assessment of performance of study activities, comparison of data on calls and enrolment (full-time and part-time studies together)

Study fields under Klasius-P-16	**Number of enrolment places offered for Slovenians and EU citizens for enrolment in the first year for the 2020/21 academic year:**			**Number of students first enrolled in the first year of a study programme in the 2020/21 academic year (Slovenians and EU):**		
	1st cycle	**2nd cycle**	**3rd cycle**	**1st cycle**	**2nd cycle**	**3rd cycle**
00 Basic and general education activities/outcomes						
01 Teacher training and education science	733	1.341	25	715	712	30
02 Arts and humanities	1.650	1.073	188	1.416	387	87
03 Social sciences, journalism and information science	1.325	839	110	1.249	439	96
04 Business and administration, law	1.120	1.610	61	1.009	1161	20
05 Natural science, mathematics and statistics	825	477	165	859	375	74
06 Information and communication technology (ICT)	366	120	20	425	128	6
07 Technology, production technology and construction	1.765	948	165	1.498	743	87
08 Agriculture, forestry, fishing and veterinary science	305	235	15	147	163	7
09 Health and social security	595	700	165	615	675	159
10 Transport, security, hospitality and tourism, personal services	350	180	15	268	107	9
TOTAL	**9.034**	**7.523**	**929**	**8.201**	**4.890**	**575**

Proportion of enrolment places taken relative to enrolment places offered	90,8%	65,0%	61,9%

ABOUT THE UNIVERSITY

The University of Ljubljana (UL) is the only Slovenian university ranked among the 600 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 of Ljubljana comprises 23 faculties and three arts academies, plus four associate member institutions (a list of member faculties is given in the annex UL Member Faculties). It employs more than 6,000 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 UL there are 40,000 students enrolled across all three cycles in a total of 382 study programmes.

In 2020 the University of Ljubljana had 3,361 articles published on WoS. UL is implementing 583 projects and programmes financed by ARRS, and 621 EU and other European programme projects. According to these indicators we therefore rank among the larger European 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.

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, so it is involving itself in international associations and concluding international partnerships.

ORGANISATION

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 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, and in his or her absence is substituted under written authority by Vice-Rectors.

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 faculty Student Councils.

The bodies of the University member faculties are the Dean, Senate, Academic Assembly, Administrative Board and Student Council. The Dean heads and represents the member faculty and at the same time is the management authority of the member faculty where it operates in the market (Annex to Article 26 of the UL Statutes). Member faculties have one or several Vice-Deans. In addition to the aforementioned bodies, member faculties may create other bodies whose composition and powers are defined by rules.

The professional services of UL perform developmental, expert, technical and administrative tasks via the Rectorate and secretaries' offices of member faculties (UL Administration). The UL Administration is headed by a UL Secretary General, and the member faculty secretarial offices by their own secretaries. The UL Governing Board lays down rules defining the organisation of services at UL, and the structure of jobs is defined by the Rector on the recommendation of the Secretary General or dean of the member faculty.

MEMBERS

Member	Abbreviation
Academy of Music, Stari trg 34, Ljubljana	UL AG
Academy of Theatre, Radio, Film and Television, Trubarjeva 3, Ljubljana	UL AGRFT
Academy of Fine Arts and Design, Erjavčeva ulica 23, Ljubljana	UL ALUO
Biotechnical Faculty, Jamnikarjeva ulica 101, Ljubljana	UL BF
School of Economics and Business, Kardeljeva ploščad 17, Ljubljana	UL EF
Faculty of Architecture, Zoisova ulica 12, Ljubljana	UL FA
Faculty of Social Sciences, Kardeljeva ploščad 5, Ljubljana	UL FDV

Faculty of Electrical Engineering, Tržaška cesta 25, Ljubljana	UL FE
Faculty of Pharmacy, Aškerčeva cesta 7, Ljubljana	UL FFA
Faculty of Civil and Geodetic Engineering, Jamova cesta 2, Ljubljana	UL FGG
Faculty of Chemistry and Chemical Engineering, Večna pot 113, Ljubljana	UL FKKT
Faculty of Mathematics and Physics, Jadranska ulica 19, Ljubljana	UL FMF
Faculty of Maritime Studies and Transport, Pot pomorščakov 4, Portorož	UL FPP
Faculty of Computer and Information Science, Večna pot 113, Ljubljana	UL FRI
Faculty of Social Work, Topniška ulica 31, Ljubljana	UL FSD
Faculty of Mechanical Engineering, Aškerčeva cesta 6, Ljubljana	UL FS
Faculty of Sport, Gortanova ulica 22, Ljubljana	UL FŠ
Faculty of Public Administration, Gosarjeva ulica 5, Ljubljana	UL FU
Faculty of Arts, Aškerčeva cesta 2, Ljubljana	UL FF
Faculty of Medicine, Vrazov trg 2, Ljubljana	UL MF
Faculty of Natural Sciences and Engineering, Aškerčeva cesta 12, Ljubljana	UL NTF
Faculty of Education, Kardeljeva ploščad 16, Ljubljana	UL PEF
Faculty of Law, Poljanski nasip 2, Ljubljana	UL PF
Faculty of Theology, Poljanska cesta 4, Ljubljana	UL TEOF
Veterinary Faculty, Gerbičeva ulica 60, Ljubljana	UL VF
Faculty of Health Sciences, Zdravstvena pot 5, Ljubljana	UL ZF

REPORT BY THE LEADERSHIP OF THE UNIVERSITY OF LJUBLJANA'S STUDENT COUNCIL

In the past year the Student Council held seven regular meetings, one extraordinary meeting and seven correspondence meetings. These were largely the result of the need to prioritise dealing with certain issues on an ongoing basis, which we all worked towards over the course of the term of office, and to pass decisions on action during the unclear period at the beginning of the epidemic, and the associated incapacity to hold meetings in the manner envisaged in our Rules of Procedure.

In this academic year the University of Ljubljana Student Council (ŠSUL) strove to carry out the tasks specified in the University of Ljubljana Statutes, taking account of the ŠSUL Rules of Procedure and other documents governing the ŠSUL's operation. Above all, the past year was marked by the Covid-19 epidemic, which seriously impacted the higher education system and thereby the work and actions of ŠSUL. Equally, the work of ŠSUL was strongly affected by the incapacity to formulate a united view within ŠSUL and by the associated repetition of unsuccessful elections for the leadership of ŠSUL. This failure generated a great deal of disharmony within ŠSUL, where we frequently had the sense that certain sides were being powerfully influenced by a political approach and the desire to change ŠSUL into a body that does not primarily serve students but rather individual interests. Throughout our work, personal interests appeared at inopportune moments, at the expense of work that would have benefited students and the entire Student Council as well as individuals involved in the situation that had arisen. Nevertheless the efforts of certain individuals showed that despite the intolerable situation we are holding together, and in smaller groups we are performing high-quality work for the student population.

Activities of the Student Council in 2020:

- elections of representatives to committees and bodies of UL (in addition to the first meeting, elections were conducted regularly on the expiry of individual terms throughout the year);

- organisation of the Welcome Freshmen event (the digital event was organised by a small organisational team that collaborated with the Student Council), with the website being visited more than 18,000 times in the first few months;

- the president's advisory board, which in a less formal setting addresses all salient issues. In the first few months of the epidemic the advisory board convened weekly, then in the second half of 2020 we convened to address urgent topics;

- representation of the UL (Student Council) in the EUTOPIA network;

- presiding over the student assembly in the EUTOPIA association;

- representing the Student Council in the Western Balkans Workshop, which was conducted within the EUTOPIA week;

- participation in preparation for re-accreditation of the University;

- cooperation in visits by experts;

- participation in the introductory days for foreign students;

- organisation of more than 15 prize games for students;

- appointment of a member and alternate to the electoral commission for the upcoming elections for Rector;

- appointment of a representative in the Slovenian Government Council for Student Issues, and addressing the Ministry and Government following the convening of the session;

- adoption of Rules on the elections to student councils of member faculties and bodies of UL member faculties;

- preparing the draft amendments to the Student Council Rules of Procedure;

- participation at Informativa;

- participation at information days and individual advice for students upon enrolment at the University;

- now more than 2,500 followers on Instagram;

- project collaboration with all UL member faculties and their deans;

- in October individual members of the Student Council participated in the chat room for freshmen, which enabled them to communicate regarding the start of studies;

- participation in the Rector's conferences and colleges of deans;

- providing individual assistance to students via social networks and by telephone;

- further action in this area involves the desire to release Student Council funds during the crisis conditions, so that the Council can allocate its modest funds to provide urgent assistance to students;

- purchase and distribution of face masks for students;

- regular notification of students about all new developments in fields of study;

- establishing a communication network and regular cooperation with the student councils of other universities;

- reinstatement of cooperation among student representatives in the UL Senate;

- carrying out two internal Student Council calls to fund member faculty projects;

- purchase of promotional materials for councillors;

- attempt to draw up common guidelines for providing habilitation opinions.

In this year's term of office the Student Council showed that despite attempts to divide us, and despite the political influence and contributions of individuals, it was capable of operating in good faith and for the benefit of students. During the year individuals showed an extraordinary willingness to work, despite the intolerable situations in which we often found ourselves due to interests that do not align with the work and principles of the Student Council.