



Univerza v Ljubljani



BUSINESS REPORT BY THE RECTOR

IN THE CENTRE OF EUROPE, IN THE CENTRE OF THE WORLD

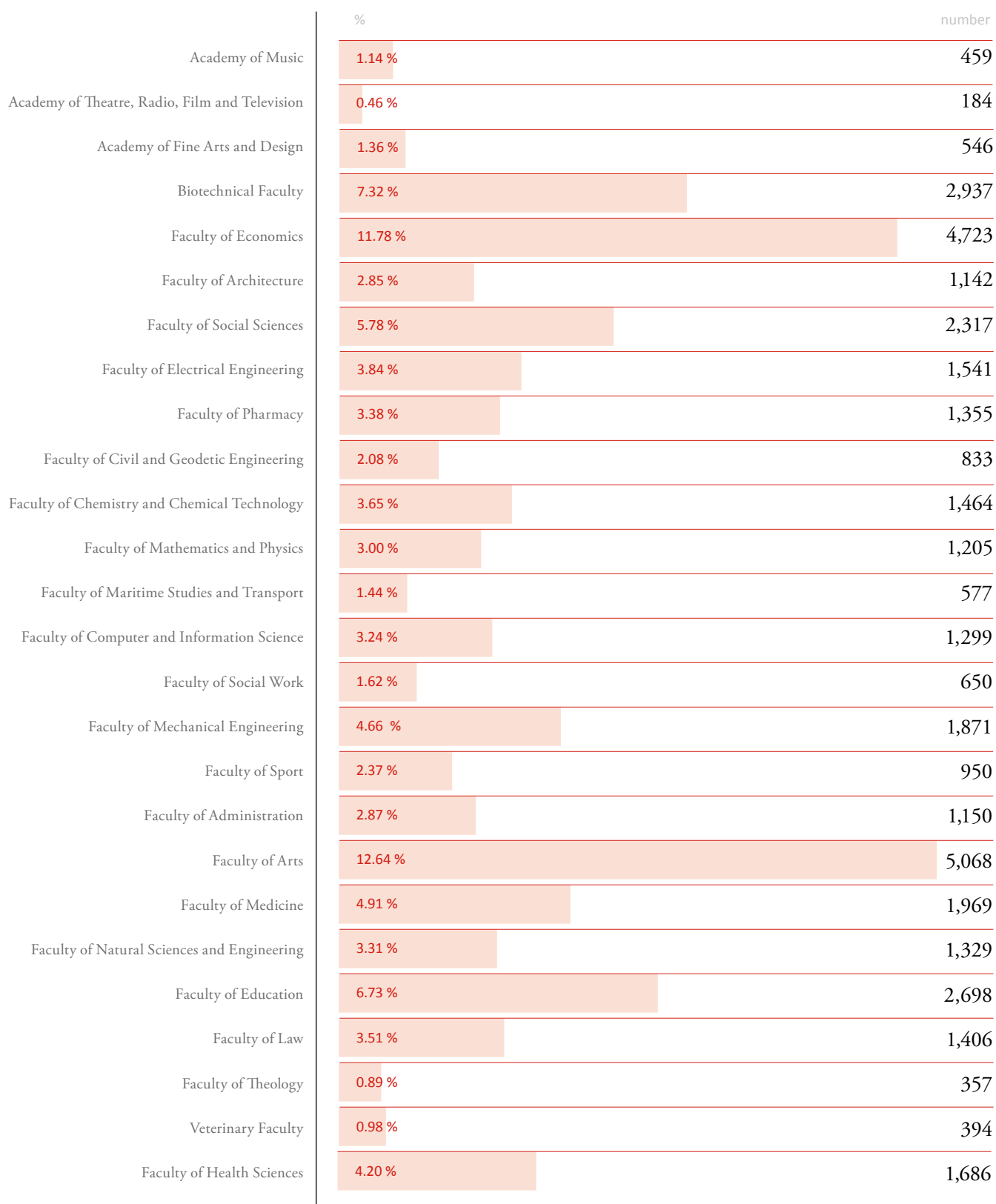
Univerza v Ljubljani



BUSINESS REPORT BY THE RECTOR 2016

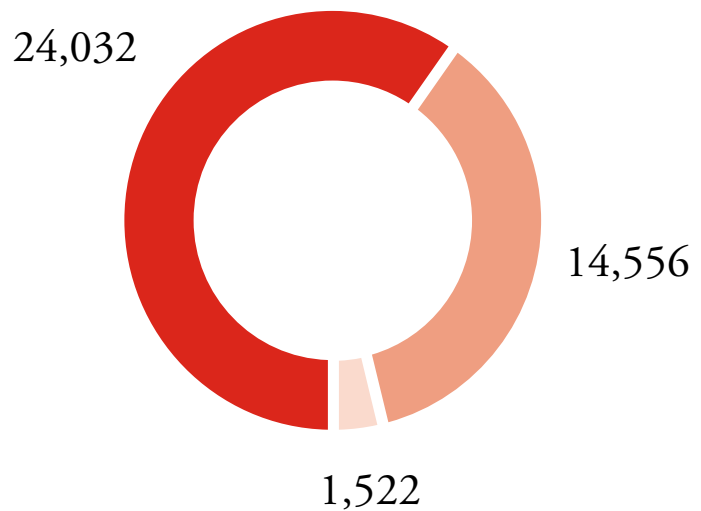
IN THE CENTRE OF EUROPE, IN THE CENTRE OF THE WORLD

NUMBER OF STUDENTS ENROLLED IN 2016 BY UNIVERSITY MEMBERS



NUMBER OF ENROLLED STUDENTS IN 2016

■	First cycle 24,032	(60 %)
■	Second cycle 14,556	(36 %)
■	Third cycle 1,522	(4 %)

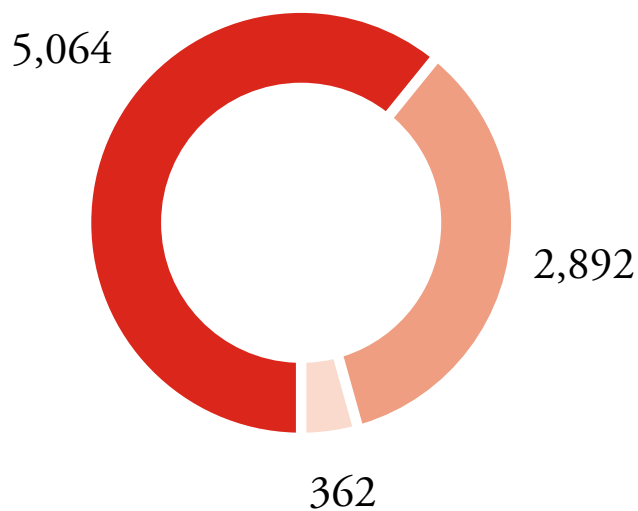


GEOGRAPHICAL DISTRIBUTION OF FOREIGN STUDENTS IN 2016

	%	number
WESTERN EUROPE	2.1 %	49
EASTERN EUROPE	1.4 %	33
CENTRAL EUROPE	2.9 %	69
NORTHERN EUROPE	0.5 %	11
SOUTHERN EUROPE	7.6 %	177
SOUTHEASTERN EUROPE	73.1 %	1,715
ASIA AND OCEANIA	10.2 %	239
AMERICA	1.7 %	40
AFRICA	0.5 %	12

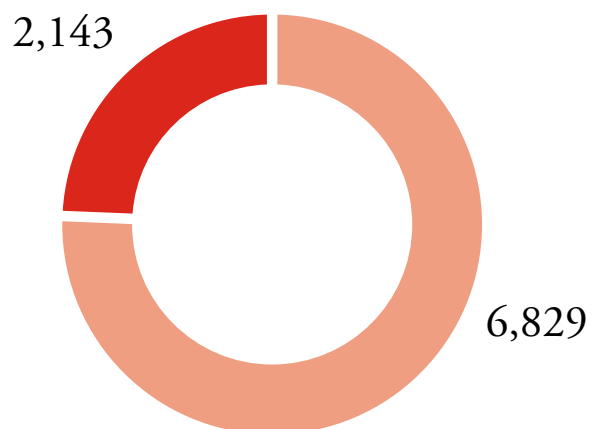
NUMBER OF GRADUATES IN 2016

■	First cycle 5,046	(61 %)
■	Second cycle 2,892	(35 %)
■	Third cycle 362	(4 %)



GRADUATES IN PRE-BOLOGNA STUDY PROGRAMMES

■	Undergraduate 6,829	(76 %)
■	Postgraduate 2,143	(24 %)



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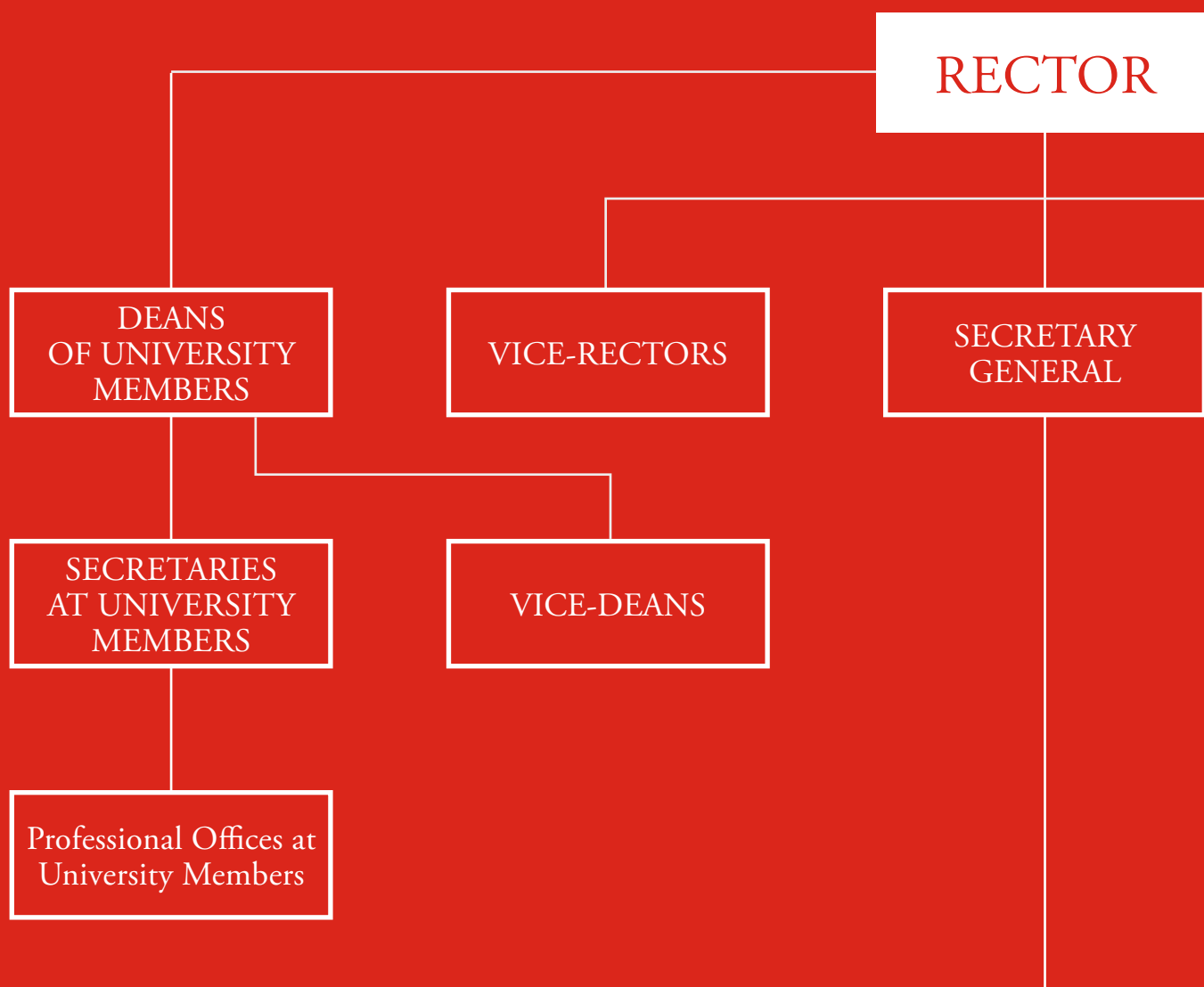
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UNIVERSITY OF LJUBLJANA ORGANISATIONAL CHART



- University Office for Legal Affairs, Documentation and Archives
- University Human Resources Office
- University Investments Office
- University Finance and Accounting Office
- University ICT Office
- Archives and Museums Office

- Higher Education Application and Information Office
- University Office for First and Second Cycle Study
- University Office for Doctoral Study (Doctoral School)
- University Office for International Relations
- University Office for Career Counselling and Students' Services
- University Office of Library Services

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graph TD; Root[ ] --- RA[RECTOR'S ASSISTANTS]; Root --- RC[RECTOR'S CABINET]; Root --- UIAU[UNIVERSITY INTERNAL AUDIT UNIT];
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RECTOR'S
ASSISTANTS

RECTOR'S
CABINET

UNIVERSITY
INTERNAL
AUDIT UNIT

- University Office for Research, Development and Intellectual Property
- University Projects Office
- University Office for Quality Assurance, Analyses and Reporting
- University Office for European Projects

UNIVERSITY OF LJUBLJANA BODIES





RECTOR⁽¹⁾

Prof. Dr. Ivan Svetlik

UNIVERSITY
OF LJUBLJANA
SENATE⁽²⁾

Prof. Dr. Ivan Svetlik

Chairman

(1) The Rector leads and represents the University. The consultative bodies of the Rector are the Rector's College and the College of the Deans. The Rector's College consists of the Rector Prof. Dr. Ivan Svetlik, Vice-Rector for scientific research Prof. Dr. Martin Čopič, Vice-Rector for knowledge transfer Prof. Dr. Tanja Mihalič, Vice-Rector for pedagogical activity Prof. Dr. Goran Turk, Vice-Rector for art Prof. Matej Zupan, President of the Managing Board of the University of Ljubljana Prof. Dr. Janez Hribar, Secretary General Mihaela Bauman Podojsteršek, Rector's assistant for legal affairs Alenka Golobič and Rector's assistant for organisation and communication Mag. Jana Lutovac Lah. The college of the Deans consists of the Rector, Vice-Rectors, Deans and President of the Student Council of the University of Ljubljana.

(2) The Senate is the highest academic body of the University. The sessions of the Senate are convened and chaired by the Rector. The Senate has the following commissions: Commission for undergraduate studies, Commission for masters studies, Commission for doctoral studies, Commission for research and development work, Habilitation commission, Commission for the development of the information system, Commission for the development of the library system, Commission for interuniversity and international cooperation, Commission for student complaints, Commission for socio-economic issues of students, Commission for the Prešeren Awards and commendations of students, Statutory commission, Commission for the conferral of honorary titles and awards, Commission for the conferral of commendations of important works of art, Commission for quality, Second-instance disciplinary commission for students, Commission for students, Commission for candidate appeals upon admission to the University, Publishing commission, Commission for innovations, Commission for students with special needs, Commission for extracurricular activities, Commission for ethical issues.

University of Ljubljana
Senate Members - Teachers

Assoc. Prof. Marko Vatovec
Academy of Music

Prof. Tomaž Gubenšek
Academy of Theatre, Radio, Film and Television

Assoc. Prof. Boštjan Botas Kenda
Academy of Fine Arts and Design

Prof. Dr. Davorin Gazvoda
until 31 September 2016, Biotechnical Faculty

Prof. Dr. Miha Humar
from 1 October 2016, Biotechnical Faculty

Prof. Dr. Metka Tekavčič
Faculty of Economics

Prof. Mag. Peter Gabrijelčič
Faculty of Architecture

Prof. Dr. Rado Bohinc
Faculty of Social Sciences

Prof. Dr. Igor Papič
Faculty of Electrical Engineering

Prof. Dr. Borut Božič
Faculty of Pharmacy

Prof. Dr. Matjaž Mikoš
Faculty of Civil and Geodetic Engineering

Prof. Dr. Matjaž Krajnc
Faculty of Chemistry and Chemical Technology

Prof. Dr. Petar Pavešić
Faculty of Mathematics and Physics

Prof. Dr. Milan Batista
Faculty of Maritime Studies and Transport

Prof. Dr. Nikolaj Zimic
until 30 September 2016, Faculty of Computer and Information Science

Prof. Dr. Bojan Orel
from 1 October 2016, Faculty of Computer and Information Science

Assoc. Prof. Dr. Jana Mali
Faculty of Social Work

Prof. Dr. Branko Širok
Faculty of Mechanical Engineering

Prof. Dr. Milan Žvan
Faculty of Sport

Assoc. Prof. Dr. Janez Stare
Faculty of Administration

Prof. Dr. Branka Kalenić Ramšak
Faculty of Arts

Prof. Dr. Dušan Šuput
Faculty of Medicine

Prof. Dr. Petra Eva Forte Tavčer
Faculty of Natural Sciences and Engineering

Assoc. Prof. Dr. Janez Krek
until 30 September 2016, Faculty of Education

Assoc. Prof. Dr. Janez Vogrinc
from 1 October 2016, Faculty of Education

Prof. Dr. Janez Kranjc
until 15 December 2016, Faculty of Law

Prof. Dr. Peter Grilc
from 16 December 2016, Faculty of Law

Prof. Dr. Christian Gostečnik
until 30 September 2016, Faculty of Theology

Assoc. Prof. Dr. Robert Petkovšek
from 1 October 2016, Faculty of Theology

Assoc. Prof. Dr. Andrej Kirbiš
Veterinary Faculty

Assist. Prof. Dr. Andrej Starc
Faculty of Health Sciences

*University of Ljubljana
Senate Members - Students*

Žiga Hančič

from 26 October 2016, Academy of Fine Arts and Design

Matevž Černe

until 12 April 2016, Faculty of Computer and Information Science

Jan Kukovec

until 31 September 2016, Biotechnical Faculty

Matej Drobnič

Faculty of Mechanical Engineering

Klemen Mesarec

until 31 September 2016, Faculty of Social Sciences

Miha Kavčič

Faculty of Mechanical Engineering

Janja Zdovc

from 26 October 2016, Faculty of Social Sciences

Maja Hercog

Faculty of Education

Ana Belčič

until 31 September 2016, Faculty of Pharmacy

Živa Jakšič Ivačič

from 21 May 2016, Faculty of Education

Tim Gregor Grünfeld

from 26 October 2016, Faculty of Law

UNIVERSITY
OF LJUBLJANA
MANAGING
BOARD⁽³⁾

Prof. Dr. Janez Hribar

president

Jože Colarič

representative of the Government of the Republic of Slovenia

Mag. Urban Krajcar

deputy President and representative of the Government of the Republic of Slovenia

Mag. Samo Hribar Milič

representative of the Government of the Republic of Slovenia

Prof. Dr. Rajko Pirnat

representative of teaching staff

Franjo Bobinac

representative of employers

Prof. Dr. Janko Drnovšek

representative of teaching staff

Jan Kukovec

until 25 October 2016, representative of the University of Ljubljana Student Council

Mag. Bernarda Golob Hribar

representative of non-teaching staff

Matej Drobnič

from 26 October 2016, representative of the University of Ljubljana Student Council

(3) The University of Ljubljana Managing Board is a management body that decides mainly on economic matters and ensures that the financial matters of the University are functioning smoothly.

STUDENT
COUNCIL OF THE
UNIVERSITY OF
LJUBLJANA⁽⁴⁾

Jan Kukovec

until 30 September 2016 president

Matej Drobnič

from 12 December 2016 president

Tin Cugelj, Nejc Grm

Academy of Music

Lina Akif, Rok Kajzer Nagode

(deputy members: Andrej Nagode,

Nina Kuclar Stiković)

*Academy of Theatre, Radio, Film and
Television*

Žiga Hančič, Gregor Humar

Academy of Fine Arts and Design

Jure Mravlje, Martina Podgoršek

Biotechnical Faculty

Rok Smrekar, Tim Robič

(deputy members: Alen Rožanc,

Tjaša Zver Siječić)

Faculty of Economics

Nikolaj Salaj, Anja Mencinger

(deputy member: Ahmed Fetahu)

Faculty of Architecture

Janja Zdovc, Laura Koudela

(deputy members: Luka Klanšek,

Kristjan Kos)

Faculty of Social Sciences

Rok Šikonja, Karmen Kastelic

(deputy members: Gregor Karpljuk,

Tadej Mulh)

Faculty of Electrical Engineering

Emanuela Senjor, Anže Zidar

(deputy members: Špela Kert,
Jerca Kristan)

Faculty of Pharmacy

Benjamin Cerar, Miha Tallarini

(deputy members: Amel Emkić,
Urša Maček)

*Faculty of Civil and Geodetic
Engineering*

Ula Rozman, Klemen Putar

*Faculty of Chemistry and Chemical
Technology*

Jure Slak, Miha Srdinšek

(deputy members: Ana Kregar,
Miha Podkrajšek)

Faculty of Mathematics and Physics

Anita Mole, Gašper Flis

*Faculty of Maritime Studies and
Transport*

Sandi Režonja, Rok Vodopivec

*Faculty of Computer and Information
Science*

Nejc Pulko, Nika Stefanišin

Faculty of Social Work

Matej Drobnič, Miha Jurančič

(deputy members: Miha Kavčič,
Žiga Rosec)

Faculty of Mechanical Engineering

Gregor Mišič, Klemen Krejač

(deputy member: Anja Zorko)

Faculty of Sport

⁽⁴⁾ The Student Council of the University is a body of the University's students. The Student Council consists of Presidents and Vice-presidents of University Members' Student Councils.

Petra Krulc, Helena Sorč

(deputy members: Nika Felda,
Rasim Čehić)

Faculty of Administration

Tomaž Kek, Matjaž Zgonc

(deputy member: Lara Krasovec)

Faculty of Arts

Klemen Petek, Vid Jenko

Faculty of Medicine

Tjaša Valič, Žan Turnšek

(deputy members: Žiga Šraml,
Eva Lipnik)

*Faculty of Natural Sciences and
Engineering*

Živa Jakšič Ivačić, Nina Zupanc

Faculty of Education

Rok Lampret, Blaž Kadivec

(deputy members: Gala Selakovič,
Miriam Gajšek)

Faculty of Law

Špela Vrtovec, Jasmina Mikov

Faculty of Theology

Jana Šauperl, Anja Pečjak

Veterinary Faculty

Nik Prebil, Primož Glavič

Faculty of Health Sciences



DEANS MEMBERS
OF THE
UNIVERSITY OF
LJUBLJANA

Prof. Andrej Grafenauer

Academy of Music

Prof. Tomaž Gubenšek

Academy of Theatre, Film, Radio and Television

Assoc. Prof. Boštjan Botas Kenda

Academy of Fine Arts and Design

Prof. Dr. Davorin Gazvoda

until 30 September 2016, Biotechnical Faculty

Prof. Dr. Miha Humar

from 1 October 2016, Biotechnical Faculty

Prof. Dr. Metka Tekavčič

Faculty of Economics

Prof. Mag. Peter Gabrijelčič

Faculty of Architecture

Prof. Dr. Rado Bohinc

Faculty of Social Sciences

Prof. Dr. Igor Papič

Faculty of Electrical Engineering

Prof. Dr. Borut Božič

Faculty of Pharmacy

Prof. Dr. Matjaž Mikoš

Faculty of Civil and Geodetic Engineering

Prof. Dr. Matjaž Krajnc

Faculty of Chemistry and Chemical Technology

Prof. Dr. Petar Pavešič

Faculty of Mathematics and Physics

Prof. Dr. Elen Twrdy

Faculty of Maritime Studies and Transport

Prof. Dr. Nikolaj Zimic

until 30 September 2016, Faculty of Computer and Information Science

Prof. Dr. Bojan Orel

from 1 October 2016, Faculty of Computer and Information Science

Assoc. Prof. Dr. Vesna Leskošek

Faculty of Social Work

Prof. Dr. Branko Širok

Faculty of Mechanical Engineering

Prof. Dr. Milan Žvan

Faculty of Sport

Assoc. Prof. Dr. Janez Stare

Faculty of Administration

Prof. Dr. Branka Kalenić Ramšak

Faculty of Arts

Prof. Dr. Dušan Šuput

Faculty of Medicine

Prof. Dr. Petra Eva Forte Tavčer

Faculty of Natural Sciences and Engineering

Assoc. Prof. Dr. Janez Krek

until 30 September 2016, Faculty of Education

Assoc. Prof. Dr. Janez Vogrinc

from 1 October 2016, Faculty of Education

Prof. Dr. Miha Juhart

Faculty of Law

Prof. Dr. Christian Gostečnik

until 30 September 2016, Faculty of Theology

Assoc. Prof. Dr. Robert Petkovšek

from 1 October 2016, Faculty of Theology

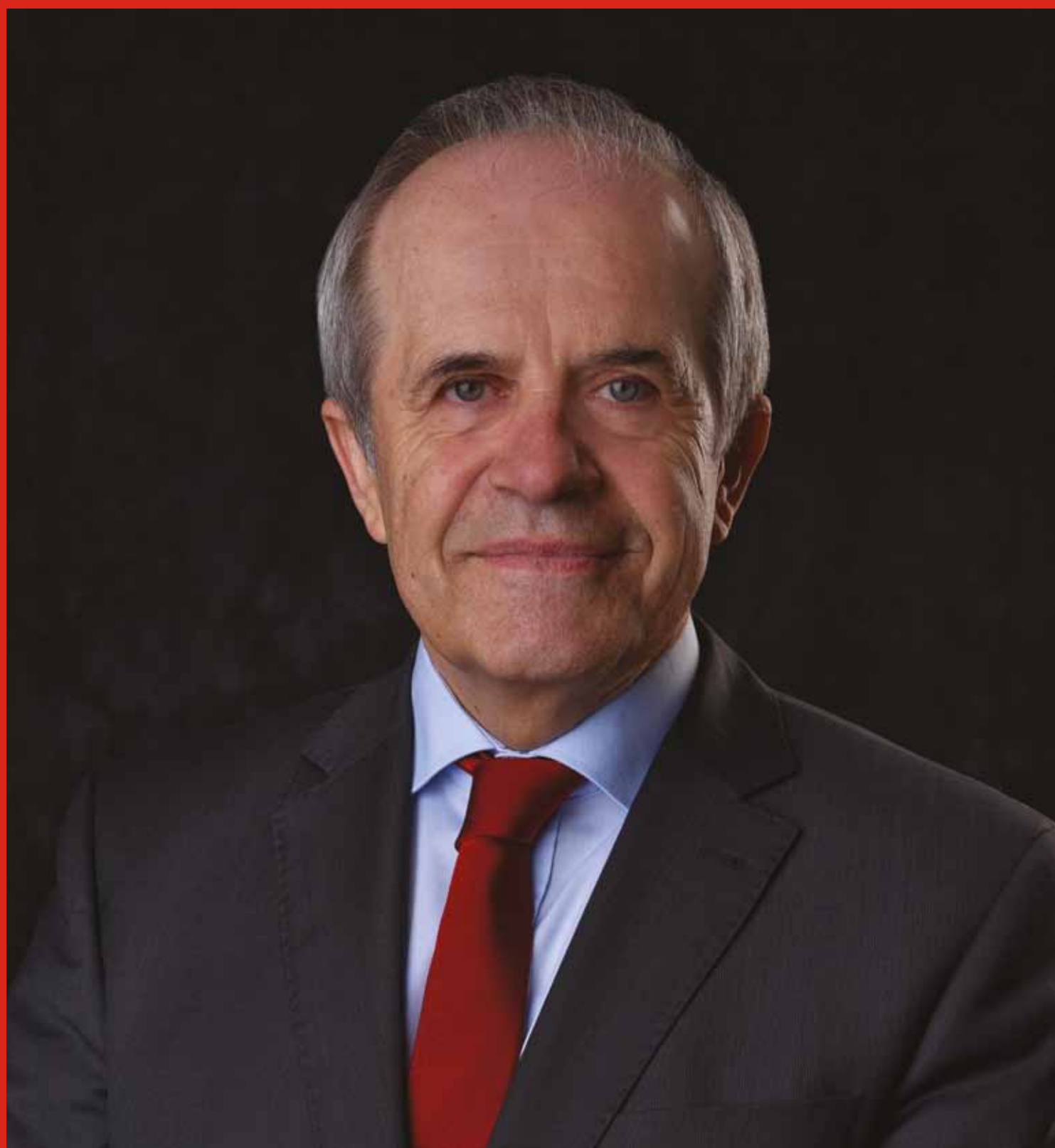
Prof. Dr. Andrej Kirbiš

Veterinary Faculty

Assist. Prof. Dr. Andrej Starc

Faculty of Health Sciences

FOREWORD BY THE RECTOR



The year 2016 passed as the third and partly fourth year of the current University of Ljubljana management. It was marked by the completion or continuation of the projects commenced and a review of the results achieved since 2013.

In education, the number of foreign students again substantially increased (ten percent more than in 2015) as did the number of exchange students (21 percent more than in 2015). A programme entitled 'Year plus' was prepared for foreign students. It allows them to learn Slovenian and discover the new environment so they can be successfully included in studies with Slovenian students. Funds for co-financing PhD studies were again received and we got a green light for preparing a PhD study programme in Art. We strengthened tutelage and continued to train lecturers and reduce the number of study programmes. The number of foreign academic staff has grown. Since 2013, the number of foreign teachers and researchers increased by 17 percent. 2016 was also characterised by widespread graduation under pre-Bologna programmes, which reflected in almost double the number of graduates.

In research and development, we strived to replace at least in part the modest funding for research by the State by raising the number of European and other foreign projects. We have maintained a high position among the universities of 13 new EU Member States in terms of success in acquiring European projects. Prof. Dr. Tomaž Prosen from the Faculty of Mathematics and Physics of the University of Ljubljana won a European Research Council grant for established researchers. In the first half of 2017, Prof. Dr. Marta Verginella from the Faculty of Arts of the University of Ljubljana also won a European Research Council grant. We were successful in the first call from the Smart Specialisation programme and thus acquired some €10 million. Furthermore, the University is included in all newly formed strategic research and innovation partnerships (SRIP). If the quality of research work is measured by citations of published works, we are happy to report that citations of the works produced by our researchers have risen sharply. In 2016, the University's researchers produced 2,538 articles that were published in journals with the Web of Science (WoS) citation index, which is 134 (six percent) more than in 2015. Researchers may again boast several prominent international achievements, the most globally renowned being the first empirical confirmation

of a connection between an infection with Zika virus and brain damage in newborns by researchers from the Faculty of Medicine of the University of Ljubljana.

In concern for better working conditions and University operations, we continued activities to improve spatial conditions at academies and some other University Members, design a common business information system and strengthen the internal flow of information. Thanks to somewhat increased public financing, financial conditions of University Members have improved and employee remuneration has increased. A new Statute of the University of Ljubljana was adopted along with legal acts regulating the prevention of conflicts of interests among employees and work outside the University.

A review of the four-year period, i.e. from 2013 to 2017, shows that the University of Ljubljana has successfully pursued the goals set in the 2013-2020 Strategy. At midway, some of the goals, such as to increase the number of foreign students and citations of the works produced by our researchers, have already been surpassed. We have increased the number and value of international projects. We have increased the number of persons included in training programmes. We have established a quality monitoring and assurance system. Several University Members acquired international accreditations for their programmes. The Faculty of Economics of the University of Ljubljana leads the way with a triple international accreditation. Strategic partnerships were concluded with select foreign universities allowing us long-term in-depth cooperation. Conditions for studying were improved with several spatial investments, the largest ones for the Faculty of Chemistry and Chemical Technology and the Faculty of Computer and Information Science of the University of Ljubljana. The energy performance of buildings was improved, where energy accounting was established and real estate management was enhanced. We started regulating the position of teachers working as assistants and fixed-term employees. Internal communication at the University and engagement with its surroundings improved. Upon completion of the term of office, we have provided that the University of Ljubljana is situated even better in the international environment than four years ago, and that its quality was improved in all areas of work.

Prof. Dr. Ivan Svetlik,

Rector



REPORT OF THE
PRESIDENT OF THE
MANAGING BOARD

REPORT OF THE
PRESIDENT OF THE
STUDENT COUNCIL



In the mandate period 2013–2017, the Managing Board of the University of Ljubljana largely dealt with unresolved issues regarding the further development of the University in circumstances of decreasing systemic financing. The first and, in the time of crisis, most important area of decision-making was ensuring equal conditions for work and development of University Members on account of the reduction of budget appropriations. We successfully implemented reconstruction programmes of some University Members and ensured that they broke even again after a period of three years. The second important area of decision-making was aimed at adopting normative instruments to ensure coordinated, resource efficient and lawful operation of the University of Ljubljana. Among others we adopted the Regulation on real estate management, Rules on balancing the programme structure, Rules on employment and retirement and Norms for the performance of administrative and expert-technical tasks of University of Ljubljana Members. The area of decision-making regarding new investment projects and real estate management was also important. We approved documents to start resolving spatial problems at all three academies of the University of Ljubljana, as well as for the Faculty of Pharmacy, Faculty of Social Work, Faculty of Mechanical Engineering and the Faculty of Sport of the University of Ljubljana. In the context of a situation in which we noted a significant decrease in funds for study and research activities as well as investments and equipment acquisition, we successfully completed the mandate and ensured the balanced treatment of all University of Ljubljana Members.

Prof. Dr. Janez Hribar,

President of the Managing Board of the University of Ljubljana



In 2016, the University of Ljubljana Student Council performed all tasks laid down by the University of Ljubljana Statute. We also responded to current issues in the Slovenian higher education system.

The harmonisation and adoption of a new University of Ljubljana Statute became a permanent activity of the Student Council presidency and senator students, members of the University of Ljubljana Senate. Novelties relating to the adoption of the Statute were monitored at regular meetings, where constructive proposals and criticism were put forth.

We cooperated well with work groups, particularly members of University Senate commissions, who reported regularly to our president on developments at commission meetings. Together, we coordinated responses and prepared contents and arguments. We also cooperated successfully with the University of Ljubljana Career Centres. We are proud of the joint 'Education for tutors and tutor coordinators' project, which is the first attempt to transfer good practices and experiences between University Members and different methods of tutelage.

We participated actively in the work group of the Council of the Government of the Republic of Slovenia for student issues and, later on, in one of the working bodies of that group. Our proposals and knowledge contributed to the drafting of two new acts. Firstly, we participated in the preparation of an amending the Higher Education Act and later in the drafting and amendments to the Students Association Act.

The University of Ljubljana Student Council met at seven regular meetings, while the presidency met regularly with members of work groups, University Senate commissions, and University representatives, which was key to good work and fast flow of information.

Jan Kukovec,

President of the Student Council of the University of Ljubljana

MISSION

The University of Ljubljana is the oldest and largest higher education and scientific research institution in Slovenia, established in 1919⁽⁵⁾ and comprising 23 faculties and three art academies. The University supports basic, applied and development research, achieves excellence and utmost quality, and meets the highest ethical criteria in all fields of science, art and technology.

It promotes interdisciplinary and multidisciplinary studies and exchanges through its achievements in science and art with other universities and scientific research institutions. In this way, it contributes its share to the Slovenian and global treasury of knowledge, transferring knowledge to students and other users.

VALUES

We strengthen the academic community of professors, research fellows, students and other associates, and we strive to win recognition at home and abroad. Our actions are based on academic excellence and freedom of creativity, autonomy in relation to the State, political parties, corporations and religious communities, on humanism and human rights as well as an ethical and responsible attitude to the world.

VISION

We believe that the University of Ljubljana will be widely recognised, open to the international community and an excellent research university creatively contributing to the quality of life by 2020.

(5) As at 31 December 2016, there were 5,730 persons employed at the University of Ljubljana.



HIGHLIGHTS IN 2016

We strengthen the academic community of professors, research fellows, students and other associates, and strive to win recognition at home and abroad.



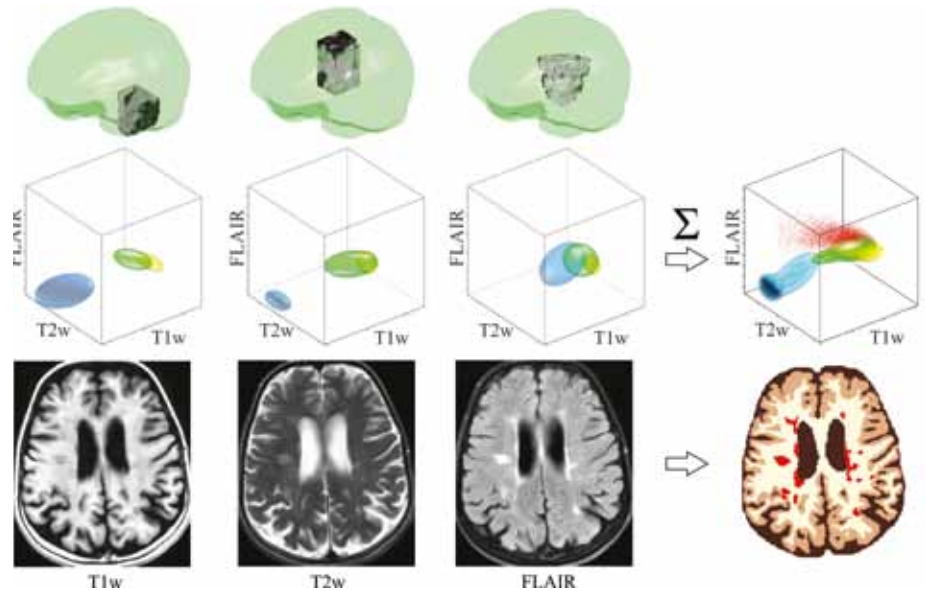
Recipients of certificates of recognition for the best study achievements at the University of Ljubljana in 2016



JANUARY

Automatic analysis of magnetic resonance images of degenerative processes in the brain

Photo: Assist. Prof. Dr. Žiga Špiclin



Using a method for the automatic analysis of magnetic resonance images of brains, which was developed at the **Faculty of Electrical Engineering**, University of Ljubljana, it is possible to monitor the development of brain diseases and the course of their treatment very accurately. The method for the snapshot volumetric analysis of multi-sequence MR images was presented by Assist. Prof. Dr. Žiga Špiclin with associates in an article published in *NeuroImage*, which was then upgraded in *Neuroinformatics* for monitoring longitudinal changes in atrophy and lesions.

The Ljubljana Exhibition and Convention Centre held the 8th pan-Slovenian education and career fair entitled **Informativa**, where more than two hundred study programmes were presented to secondary school and university students and adults. Visitors could also meet with representatives of University of Ljubljana Members and receive all information about studies at the University, extra-curricular activities and other services offered to students at the largest university in Slovenia. After the closure of the fair, visitors assessed the University of Ljubljana as the best exhibitor.

The General Assembly of AUF (*L'Agence universitaire de la Francophonie*) of the Francophone University Association admitted the **University of Ljubljana as its member**. This opened up numerous new opportunities at the University for cooperation, particularly in the Balkans and central Europe, where several universities and faculties have already become AUF members (Zagreb, Belgrade, Novi Sad, Skopje, Budapest, Bratislava, Prague).



Signatories of the contract (from left to right): Sašo Tanko (Hram holding), Jaroslav Žontar (Hram holding) and Prof. Dr. Ivan Svetlik, Rector of the University of Ljubljana

The Rector of the University of Ljubljana Prof. Dr. Ivan Svetlik, the Chairman of the Board of Hram Holding financial company Jaroslav Žontar and a Member of the Board of Hram Holding Sašo Tanko formally signed a ***sales contract for the purchase of a land plot on the northern side of the Kazina facility in Ljubljana***. The University of Ljubljana will thus gain a multi-purpose concert hall along with classrooms and practice rooms that will be used by the Academy of Music of the University of Ljubljana.

The ***Faculty of Education***, University of Ljubljana, organised a one-day international conference entitled ***Reading literacy – responsibility of all professional workers in education*** in cooperation with educational institutions. The conference hosted some hundred participants and domestic and foreign experts in literacy who answered various questions relating to the topic.

FEBRUARY

Researchers from the **Faculty of Medicine**, University of Ljubljana, led by Prof. Dr. Tatjana Avšič Županc were the first in the world to prove that the **Zika virus** in an infected pregnant mother may infect the foetus's brain, causing permanent brain damage and microcephaly.

The **Faculty of Administration**, University of Ljubljana, co-organised the **9th Trans-European Dialogue – TED9 Conference**. The topic of the conference was *Openness, transparency and ethics in public administration: Are they mutually supportive?* Some 50 top experts from Europe and the USA discussed and searched for solutions to improve the situation in an area that fails to meet the standards and expectations of a modern democratic society.

Experts who gathered at TED9 Conference agreed that openness, transparency and ethics in public administration were mutually supportive.

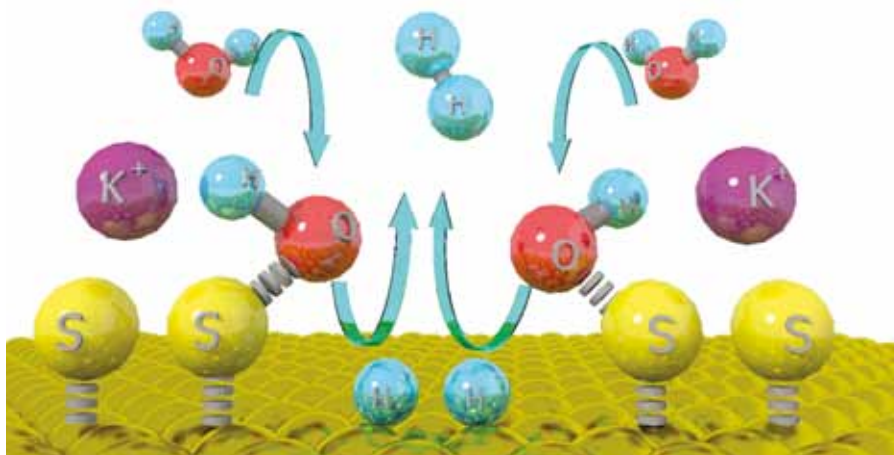
Photo: the archives of the Faculty of Administration, University of Ljubljana



Assist. Prof. Dr. Boštjan Genorio from the **Faculty of Chemistry and Chemical Technology**, University of Ljubljana, and his associates developed **mixed CoSx and MoSx catalysts** that may substantially reduce the cost of hydrogen production. Hydrogen is considered the fuel of the future and can be used in internal combustion engines and fuel cells. The discovery was published in the prestigious *Nature Materials* magazine.

Effect of adsorbed sulphur (S ad δ^-) on the hydrogen extraction reaction in an alkaline medium and a double layer structure

Photo: Assist. Prof. Dr. Boštjan Genorio



MARCH



The European Research Council recognised the uniqueness of Prof. Dr. Tomaž Prosen's research work and awarded him an advanced grant of some €2 million.

Photo: Rebeka Drnovšek

Prof. Dr. Tomaž Prosen from the **Faculty of Mathematics and Physics**, University of Ljubljana, won the **European funding ERC Advanced Grant** to study quantum transport, with the field of application entailing a possibility to study ballistic (ideal) transport at high temperature.

The 2016 international European Robotics Forum held in Ljubljana was attended by 760 European robotics experts, predominantly from Germany, Slovenia, England and Italy. The organiser of the 2016 European Robotics Forum, which has set new development trends in robotics, is euRobotics AISBL, an international non-profit association of all European stakeholders in robotics that is domiciled in Brussels. One of the local partners in the organisation of the event was the Laboratory of Robotics from the **Faculty of Electrical Engineering**, University of Ljubljana.

Rector of the University of Ljubljana Prof. Dr. Ivan Svetlik received *student athletes who participated in international university sports events in 2015*. They represented the University of Ljubljana in ten different sports.



Student athletes before reception by the Rector of the University of Ljubljana Prof. Dr. Ivan Svetlik

The expert panel for the Rector's Award for the Best Innovation of the University of Ljubljana was most convinced by the piezoelectric deformable mirror, an innovation of a team comprising (from left to right): Marko Pribošek, Teja Kozel and Jan Pribošek.



Rector of the University of Ljubljana Prof. Dr. Ivan Svetlik presented the ***Rector's Award for the Best Innovation of the University of Ljubljana for 2016***. The mentioned contest is an incentive for University students and employees to enter the labour market with their innovations and commercialise their ideas. The award for the best innovation went to a project entitled *Piezoelectric deformable mirror*¹, followed by the projects *Inhibitors of butyrylcholinesterase for treating Alzheimer's disease*² and *SupraLac*³. The authors of all three winning innovations received support for the commercialisation of their innovations and a cash prize from the Rector's fund. The contest is held in cooperation with the Ljubljana University Incubator.

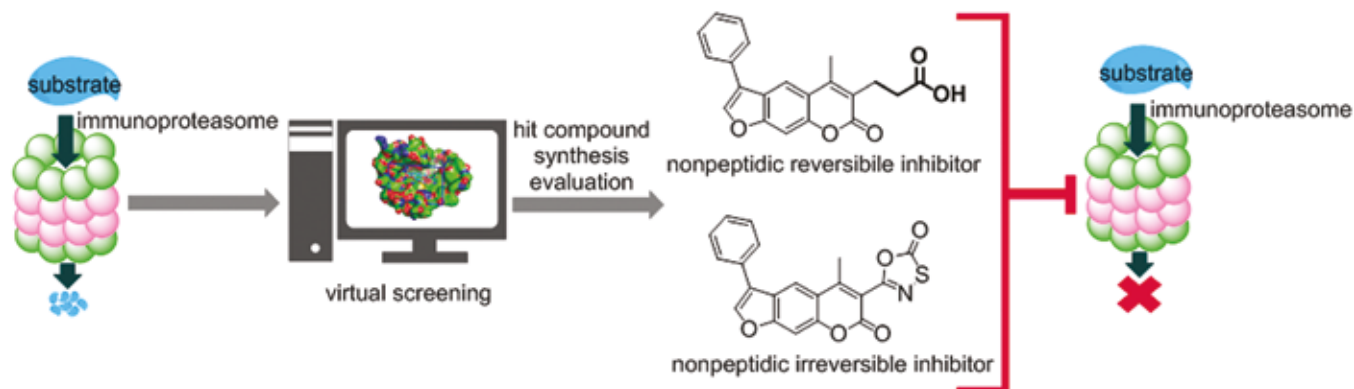
The University of Ljubljana presented possibilities to study in Ljubljana to Serbian students at the ***13th international EDUfair*** in Belgrade. Visitors could receive all information about first- and second-cycle studies and PhD study programmes. There was also a presentation of the Slovenian Lectorate at the Faculty of Philosophy in Belgrade.

¹This is a thin flexible mirror with piezoelectric actuators on the back side. The shape of the mirror may be randomly changed by steering voltage on actuators. The mirror enables a double-axle tilt and simultaneous image sharpening and is distinguished for extremely fast operations and great accuracy.

²Members of the team discovered the potential new active substances that inhibit the activity of the enzyme butyrylcholinesterase (BChE), active in Alzheimer's disease, with extreme efficiency. These active substances show the possibility of treatment in later stages of the disease as well, when the existing medications have no effect.

³The innovation is a spherical particle of lactose that may be used as an excipient for producing solid pharmaceutical forms. It provides a simple production of spherical lactose agglomerates in the spherical crystallisation process that may be subject to industrial application. Spherical lactose agglomerates have improved physicochemical and mechanical properties and enable the production of tablets with elevated tensile strength compared to other commercially available lactose types.

APRIL



Schematic representation of the discovery and development of novel immunoproteasome inhibitors

Photo: Assist. Prof. Dr. Martina Gobec

Researchers from the *Faculty of Pharmacy*, University of Ljubljana, in cooperation with the Institute of Chemistry, Department of Environmental Sciences at the Jožef Stefan Institute, and the Faculty of Mathematics, Natural Sciences and Information Technologies, University of Primorska, succeeded in preparing *new compounds with a non-peptidic backbone structure that inhibit the activity of the enzyme immunoproteasome*. As a result, they opened up new possibilities for treating autoimmune and inflammatory diseases and cancer.

Part of participating students together with the Microtransat project coordinators Prof. Dr. Gregor Dolinar, Vice-Dean at the Faculty of Electrical Engineering, University of Ljubljana, and Rok Capuder, Head of Zavod 404

Photo: Milan Simic



University of Ljubljana students accepted the international Microtransat challenge and started designing and constructing a sailing boat that would in two years' time be the first autonomous sailing boat in the world to sail the Atlantic on its own. This is *the largest student interdisciplinary project of the University of Ljubljana* and is being carried out by the University of Ljubljana and Zavod 404. It involves about one hundred students from five faculty Members of the University of Ljubljana: *Faculty of Electrical Engineering, Faculty of Mathematics and Physics, Faculty of Maritime Studies and Transport, Faculty of Computer and Information Science and Faculty of Mechanical Engineering*. Students are guided by professors, successful researchers and experts from the wider economy.

The University of Ljubljana presented its programmes at the *Days of Education and Career in Skopje*. The presentation was delivered under the aegis of Study in Slovenia, and visitors could learn more about studying at the University of Ljubljana, study programmes, calls for enrolment, enrolment procedures, recognition of education, learning Slovenian and other information for foreigners, such as scholarships, accommodation and cost of living.

Students at the *Faculty of Law*, University of Ljubljana, *won the grand finale of the world competition in understanding EU law at the European Law Moot Court (ELMC)*, which took place at the seat of the Court of Justice of the European Union in Luxembourg. The competition is traditionally attended by all prestigious European and American universities, as it involves a simulation of a preliminary ruling procedure at the Court of Justice of the European Union. This year's central theme was the liability of Member States and the EU.

The winning team from the Faculty of Law, University of Ljubljana: students Urša Ušeničnik, Lara Matan, Mirjam Homar (bottom from left to right) and mentors Sandra Koren and Žiga Urnkar (top)

Photo: Prof. Dr. Ana Vlahsek



Members of the international project *The Return of the Religious in Postmodern Thought* organised a scientific opening meeting to the same topic at the *Faculty of Theology*, University of Ljubljana. The meeting was attended by 19 domestic and foreign lecturers. The goal of the opening meeting was to explore three directions of modern thinking about religion: a theological turn, hermeneutical thought and alternatives to the postmodern approach.

MAY

The University of Ljubljana organised the 4th *University goes on the market* festival, the largest event intended to integrate and network students and employers, held in Kongresni trg in front of the Rectorate. At the event University of Ljubljana students made connections with representatives of 46 companies operating on the Slovenian market. They learned about quick date forms, rehearsed a job interview, made new networks and acquaintances, and discussed ideas and possibilities of potential cooperation.

Quick dates again took place on city buses that were delivered to Kongresni trg in Ljubljana just for the occasion.



The *Faculty of Civil and Geodetic Engineering*, University of Ljubljana, co-organised the *conference Wood – material in harmony with nature* within the scope of the *‘Beauty of the Wooden Ambient’ event*. Participants were acquainted with the advantages of using wood in terms of establishing a positive attitude to this natural resource.

Researchers from the **Veterinary Faculty**, University of Ljubljana, Katja Kozinc and Prof. Dr. Gregor Majdič and their Italian colleagues researched molecular mechanisms of spleen development and disorders leading to underdeveloped spleen disease in humans, which are still largely unknown. They assessed the impact of Tlx1 gene in spleen development. The achievement was published in the *Journal of Clinical Investigation*. The results of the research are important for understanding the normal course of spleen development and particularly for understanding the occurrence of inborn defects in its development.

A team from the **Faculty of Law**, University of Ljubljana, **won the international competition in understanding asylum law, the International Asylum Law Moot Court Competition**, which took place in Trnava in Slovakia. The team confirmed the quality work, particularly by the Legal Clinic for Refugees and Foreigners at the Faculty of Law, University of Ljubljana, as this was not the first time our competitors won top spots.

Students of the Faculty of Law, University of Ljubljana, Neja Sterle and Aleša Mercina with the senate of judges in the final part of the competition in understanding asylum law – the International Asylum Law Moot Court Competition

Photo: Prof. Dr. Saša Zagorc



The **Biotechnical Faculty**, University of Ljubljana, organised an international event entitled **Green infrastructure – new challenges for urban landscape planning**. More than 180 participants from Belgium, Bulgaria, Croatia, Germany, Great Britain, Iceland, Serbia, Slovenia and the USA listened to 13 lecturers from Croatia, Germany, Great Britain, Portugal, Serbia and Slovenia. The event highlighted the urgency of strategic and comprehensive planning of green surfaces and noted the importance and role of green surfaces for the quality of living environment, mitigation of climate change impacts and enhanced resilience of towns against their consequences. It also highlighted the role of green surfaces in the generation of social, cultural and economic value of the urban environment.

JUNE

The awarded Stingray water pipe by Rok Kostanjšek, a student at the Academy of Fine Arts and Design, University of Ljubljana

The Stingray water pipe, the work of an Industrial Design student Rok Kostanjšek at the *Academy of Fine Arts and Design*, University of Ljubljana, became one of five winning design solutions at the international student competition for the Hansgrohe Design Prize 2016. This is one of the most prestigious international design competitions. It received over 11,000 competition proposals from around the world.



A team of scientists from the *Biotechnical Faculty*, University of Ljubljana, and the Institute of Chemistry with Prof. Simon Horvat as the leading research author and associates from the University of Edinburgh discovered a *new gene* called TST (thiosulphate-sulfur-transferase), which participates in the defence against obesity and Type 2 diabetes. The scientists expect that new and more effective medications could lead to the development of complementary new therapies for diabetes, which is related to obesity. The study was published in the *Journal Nature* at the beginning of June.

The *Faculty of Computer and Information Science*, University of Ljubljana, held the *international Conference on Advanced Information Systems Engineering (CAiSE)*, which drew over three hundred participants/researchers from around the world. The underlying theme of the conference was information support for connecting people and the use of social media within the scope of information systems. The main part of the conference lasted three days and was accompanied by various events (seven workshops, three working conferences, a doctoral consortium and an industrial symposium).

The University of Ljubljana received an international award for its work performed in the study of natural disasters along with a possibility for further research work with the *establishment of a UNESCO Chair for Water Related Disaster Risk Reduction*. The concern for the work of the UNESCO Chair was assumed by the *Faculty of Civil and Geodetic Engineering* of the University of Ljubljana. The Chair will be able to continue its successful international cooperation in research related with water disasters for the next four years.

JULY

Researchers Prof. Dr. Nevenka Hrovatin, Prof. Dr. Nives Dolšak and Assoc. Prof. Dr. Jelena Zorić from the *Faculty of Economics*, University of Ljubljana, *analysed factors influencing decisions of Slovenian processing companies on investments in energy efficiency and clean technologies* using (bivariate) probit models on company panel data between 2005 and 2011. They published the results in the internationally renowned *Journal of Cleaner Production*. The empirical analysis showed that the mentioned companies continued to invest in energy efficiency during the crisis, but they were more frugal as regards investments in clean technologies.

The *Faculty of Social Sciences*, University of Ljubljana, organised the *23rd International Public Relations Research Symposium BledCom 2016*. The central theme of the conference was *Engaging People in a Disengaged World*. The Symposium was attended by 120 academics and practitioners from 24 countries.

The University of Ljubljana advanced to *477th place on a list of over 25,000 higher education institutions in the world* on the global university rankings by the Centre for World University Rankings (CWUR), which represents the largest academic rankings of world universities. CWUR publishes world universities rankings, classifying them with respect to the quality of student education and training, reputation of faculty members and the quality of their research. In addition to being listed on CWUR rankings, the University of Ljubljana is also listed on the other three most influential global rankings. It is listed between places 601 and 650 on QS World University Rankings, between 401 and 500 on the Shanghai (ARWU) Rankings for several years in a row, and between 601 and 800 on the Times Higher Education (THE) Rankings.

University of Ljubljana ranks among the most distinguished universities in the world.



The **Faculty of Arts**, University of Ljubljana, organised the **52nd Seminar of Slovene Language, Literature and Culture**. This is a two-week event intended for foreign experts on Slovenian language and Slavic languages, i.e. university teachers, scientists, students as well as translators, culture professionals and educators from abroad. The seminar was attended by 103 participants from 26 countries.

At the **3rd European University Games** held in Zagreb and Rijeka, the University of Ljubljana won nine medals – three gold, two silver and four bronze. These Games were the largest academic multi-discipline sports event on the Old Continent hosting almost 6,000 participants (athletes and accompanying staff). The University of Ljubljana ranked 7th in the number of medals won on the overall rankings showing the successes of participating higher education institutions.

University of Ljubljana student athletes won nine medals at the 3rd European University Games.

Photo: Zvijezdan Mikić



The University of Ljubljana held a regular annual meeting of members of the **University of Ljubljana Global Alumni and Associates Network (SMUL)**. The central topics of the meeting were integration with the University of Ljubljana and quality research work.

AUGUST

Pair of glass shoes by Kristina Drnovšek, which took her to the finals of the international glass design competition for the Stanislav Libensky Glass Award 2016.

Photo: Neža Oblak

Upon an invitation by the Ministry of Education, Science and Sport of the Republic of Slovenia, the **Faculty of Sport**, University of Ljubljana, was visited by a delegation of the **Chinese Ministry of Education**. The purpose of the visit, led by the Chinese Deputy Minister of Education Prof. Dr. Liu Limin, was to learn about and exchange experiences in the education and training of sports staff.



A Unique Design/Glass student at the **Academy of Fine Arts and Design**, University of Ljubljana, Kristina Drnovšek became one of the finalists in one of the largest international competitions in glass design for the Stanislav Libensky Glass Award 2016 with her diploma thesis ***The Unbearable Lightness of Being in Glass Shoes***. The diploma thesis, produced under the mentorship of Prof. Mag. Tanja Pak in the 2015/2016 academic year, comprises two pairs of glass shoes. The first pair is part of an artistic spatial installation while the other pair features wearable leather shoes with a glass heel.

The **Faculty of Natural Sciences and Engineering**, University of Ljubljana, held the **17th Waste Management 'GzO'16 – green urban mining' conference**. It was attended by 34 domestic and foreign experts on urban waste management. The articles published in the electronic GzO'16 conference proceedings were presented by six domestic and seven foreign lecturers. Within the scope of the event a field trip was made to the new Hazardous Waste Management Centre in Kidričevo, managed by Saubermacher Slovenia.

SEPTEMBER

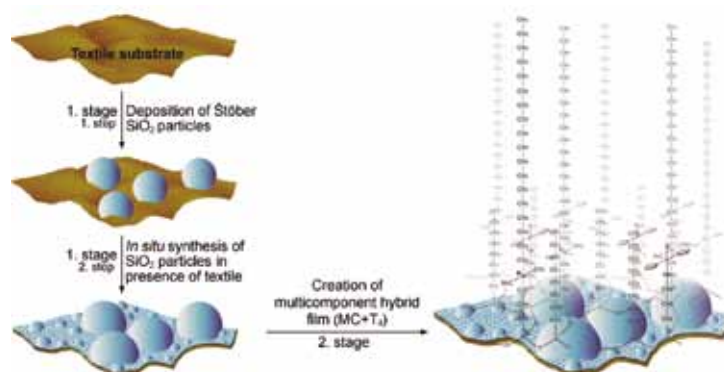
Researchers Assist. Dr. Polonca Štefanič, Assist. Prof. Dr. Barbara Kraigher and Prof. Dr. Ines Mandić-Mulec from the **Biotechnical Faculty**, University of Ljubljana, and their colleagues from Harvard University were the first in the world to show that **strains of *Bacillus subtilis* bacteria produce kin discrimination**. That means that only swarms of the most closely related bacteria strains interact. The research and its findings were presented in the renowned PNAS magazine. Descriptions of kin discrimination in microorganisms are very rare, and no study of kin discrimination in sympatric bacteria populations has been conducted so far.

The **Faculty of Economics**, University of Ljubljana, **received its third international excellence award with AMBA accreditation**. It is the only faculty in the wider region to become part of an elite group of international schools holding triple accreditation, i.e. the international EQUIS, AACSB and AMBA accreditations. This achievement places it among top one percent of business and economics schools in the world.

Researchers from the **Faculty of Natural Sciences and Engineering**, University of Ljubljana, Jelena Vasiljević, Danaja Štular, Assist. Prof. Dr. Brigita Tomšič, Prof. Dr. Jožef Medved and Prof. Dr. Barbara Simončič in cooperation with researchers from the Institute of Chemistry **developed a new procedure to produce multi-functional highly durable inorganic-organic hybrid sol-gel film** to achieve simultaneous superhydrophobicity, self-cleaning, antimicrobial activity and improved thermal stability of polymer substrates. The sol-gel film is extremely important for the production of high-tech technical textile products with protective properties and high added value.

Process for fabrication of multifunctional sol-gel film

Photo: Jelena Vasiljević



Within the scope of the September working meeting of University of Ljubljana representatives at Eötvös Loránd University (ELTE) in Budapest, the University of Ljubljana signed an **agreement on mutual cooperation between the universities**. It is ELTE's desire to deepen cooperation and establish cooperation with other University of Ljubljana Members, particularly to increase the number of exchange professors and students between the universities.

OCTOBER



The stands of University of Ljubljana members draw more and more attention every year.

This year's generation of freshmen at the University of Ljubljana entered the 2016/2017 academic year within the scope of the traditional ***Freshmen Welcome 2016*** event. Kongresni trg, the largest square in Ljubljana, hosted an interesting social gathering intertwining music, dancing and singing. In addition to varied events on the stage, all 26 faculties and academies of the University of Ljubljana presented themselves.

The model environment developed by Prof. Dr. Tomaž Katrašnik from the ***Faculty of Mechanical Engineering***, University of Ljubljana, is ***the only one in the world that enables mechanistic real-time modelling of modern multi-cylinder engines for personal vehicles***. The innovative generic model environment for the simulation of thermodynamic processes in internal combustion engines he developed is already used in development departments of the leading global vehicle manufacturers.

The **Faculty of Social Work**, University of Ljubljana, organised the **6th social work congress Constructive Social Work as the Agent of Co-Creative Dialogue**. The congress was attended by some 250 participants from several countries. It featured 116 contributions in the form of lectures, workshops, panel discussions and posters. Discussions were held on impacts and responses to connections between social policy and social work, transfer of abstract concepts into practice, employment and working conditions of social workers, enhancement of the sources involved in original work projects, and the public image of social work. It also touched scientific research and education for constructive and cooperative social work and reorganisation of social work centres.

For the third year in a row, the University of Ljubljana won recognition with the StudyPortals **Award for Excellent International Student Satisfaction 2016**. Foreign students gave the University of Ljubljana an average score of 9+.

StudyPortals awards the grade based on positive feedback from students who submit their assessment of individual universities on the STeXX portal.



The **Higher Education and Scholarships Fair** opened in Zagreb, which then moved to the University of Rijeka. Within the scope of the University of Ljubljana presentation, the fair was attended by associates from the Faculty of Arts, Faculty of Electrical Engineering, Faculty of Economics and the Faculty of Computer and Information Science, all of whom made the event more interesting and attracted visitors to participate. Several lectures and panel discussions were held throughout the fair.

Visitors to the fair had the chance to check which celebrity they resembled the most using an application that was developed at the Faculty of Computer and Information Science, University of Ljubljana.

Photo: Katja Cerar



NOVEMBER



By signing a cooperation agreement with the excellent Chinese Nanjing University and Sichuan University from Chengdu, the University of Ljubljana pursues the goal of internationalisation, a cornerstone of its vision.

Photo: the archives of Shanghai Normal University

Within the scope of a working visit by two Chinese universities co-financed by the Confucius Institute of Ljubljana, the University of Ljubljana signed a **cooperation agreement with the Nanjing University and Sichuan University from Chengdu**. The universities are ranked among the top ten Chinese universities.

The Ramiz Salčin sports hall in Sarajevo was the venue of the third **Sarajevo University Fair**. In addition to providing information about studying in Ljubljana, representatives of the Faculty of Computer and Information Science, University of Ljubljana, allowed visitors to see which celebrity they resembled the most and view Slovenia in 3D.

The University of Ljubljana became a **member of the Guild of European Research Intensive Universities**, which is intended to strengthen the cooperation of the leading European universities in research and education. Members of the Guild are committed to sharing knowledge, experiences and good practices, and to cooperating with politics and private and public institutions. The goal of the network is to improve public debates and promote excellence in higher education.

The **Academy of Music**, University of Ljubljana, organised the **international scientific symposium entitled Slovenian public music education: a view into the past and a vision for the future**. The symposium was one of the central events of the celebration of the 200th anniversary of Slovenian public music education. Scientific contributions were delivered by 24 authors from four countries. The contributions were published in an independent topical issue of the Music Education Journal of the Academy of Music, University of Ljubljana.

DECEMBER



University of Ljubljana students who received awards for special achievements and engagement in extracurricular activities in 2016

University Week is commemorated every year at the beginning of December when the University of Ljubljana celebrates its anniversary. At the central event, a formal session of the Senate, top awards were presented: Honorary Doctor¹, Pro Universitate Labacensi plaquettes², Golden plaquettes and certificates of recognition for young university teachers and associates.

Students were presented with the Prešeren Awards, certificates of recognition for study achievements and engagement in extracurricular activities. Professor emeritus of University of Ljubljana titles were also conferred. This year's University Week was again devoted to the presentation of top research achievements.

¹Prof. Dr. Michael W. Apple received the title University of Ljubljana Honorary Doctor for his outstanding achievements in critical analysis of modern education and for his successful cooperation with the University of Ljubljana. Prof. Dr. William Lazonick received the title University of Ljubljana Honorary Doctor for his outstanding achievements in the analysis of modern capitalism – corporate financialisation and development of the theory of innovative enterprise, and for his successful cooperation with the University of Ljubljana.

²Pro Universitate Labacensi plaquettes are awarded to natural and legal persons who have made a major contribution with their assets or work to the development of the University's material capacities or to the training of its associates. In 2016, the Pro Universitate Labacensi plaque was presented to: RTV Slovenia Symphony Orchestra, Mag. Vojmir Urlep, Prof. Dr. Matija Tuma and Assist. Prof. Dr. Jelena Vojvodič Tuma and Parus Foundation.

University of Ljubljana Honorary Doctors: Prof. Dr. Michael W. Apple (left) and Prof. Dr. William Lazonick (right)



Recipients of the Pro universitate labacensi plaquette



The Confucius Institute of Ljubljana, which operates in cooperation with and within the premises of the Faculty of Economics, University of Ljubljana, received the ***Confucius Institute of the Year*** award at the 11th Confucius Institute Conference in Kunming, China.

The University of Ljubljana ***signed a strategic cooperation agreement with the University of Trieste (Università degli Studi di Trieste).***

The first student ball was attended by over 120 students.



The Centre for extracurricular activities of the University of Ljubljana organised *the first student ball* at the Student dormitory Ljubljana in Rožna dolina. Visitors could sway in the rhythms of standard and Latin American dances.

The *Faculty of Arts*, University of Ljubljana, organised the 2nd *International Student Conference of Comparative Literature Prva stran: Literature against the System*. The conference was attended by 90 students and professors from Slovenia, Croatia, Serbia, Macedonia, Bosnia and Herzegovina, Montenegro, the Czech Republic and Great Britain appearing as lecturers, listeners or writers. The theme of the conference was Literature against the System, i.e. to what extent can literature be a factor and motor of social change, in what way it reacts to existing structures and situations and what its transformative strength is.

The *Faculty of Sport*, University of Ljubljana, organised the 8th *international scientific 'Youth sport' conference*. Over 85 researchers, more than half of them from abroad, presented their scientific research work. A motley and diverse international gathering of scientists from 21 countries was an excellent opportunity to exchange knowledge and discoveries in various areas of sport. The conference presented topical issues in youth sport, such as challenges in sports education and development of sports in young people, principles of different training methods and dilemmas relating to a career in sports.

OVERVIEW OF HIGHLIGHTS FROM JANUARY TO MAY 2017

- Adoption of a new University of Ljubljana Statute
- Victory of students from the Faculty of Law, University of Ljubljana, at the pre-moot competition in Paris
- Reception for University of Ljubljana student athletes who participated in the 28th Winter Universiade in Kazakhstan
- Reception of professors and students from the Doshisha University
- Archaeology study programme at the University of Ljubljana ranked among top 200 of such programmes in the world
- Presentation of the Rector's award for the best innovation of the University of Ljubljana 2016
- European Research Council approval of prestigious financing for a research project to Prof. Dr. Marta Verginella from the Faculty of Arts, University of Ljubljana
- Presentation of studies at the University of Ljubljana at EDU Fair in Belgrade and the Laboratory of the Future in Trieste
- Online presentation of the University of Ljubljana from the Webinar Series Russia
- Working meeting of representatives of KU Leuven and Waseda University
- Working visit to the University of Tirana
- Election of the Managing Board of the University of Ljubljana for the 2017-2021 term of office
- Election of the University of Ljubljana Rector for the 2017-2021 term of office

DEVOTED TO KNOWLEDGE

We see to the quality of research and education, improve the transfer of knowledge into practice, provide creative conditions for work and study, and increase internationalisation.



Prešeren prize winners of the University of Ljubljana for the year 2016



EDUCATION

In the 2016/2017 academic year, 36,548 students enrolled in full-time study programmes of all three cycles and 3,562 students enrolled in part-time studies. In total, 40,110 students enrolled in the University of Ljubljana last year, which is 723 students (two percent) less than in the 2015/2016 academic year. Female students account for 60 percent or 23,920 of all students enrolled. Studies at the University of Ljubljana are completed by more than half of undergraduates in Slovenia, more than two thirds of masters of arts and sciences and specialists, and over 80 percent of doctoral students.

The results of the number of students enrolled in 2016/2017 shows that the University is successfully pursuing its strategy to reduce the number of students with the aim to provide studies of higher quality. At the same time, there are also fewer fictitiously enrolled students due to the introduction of a Records and analytical information system for higher education in the Republic of Slovenia (eVŠ) and, therewith, related controls. Furthermore, the drop in the number of students is the result of a demographic decline that is expected to last for another four to five years.

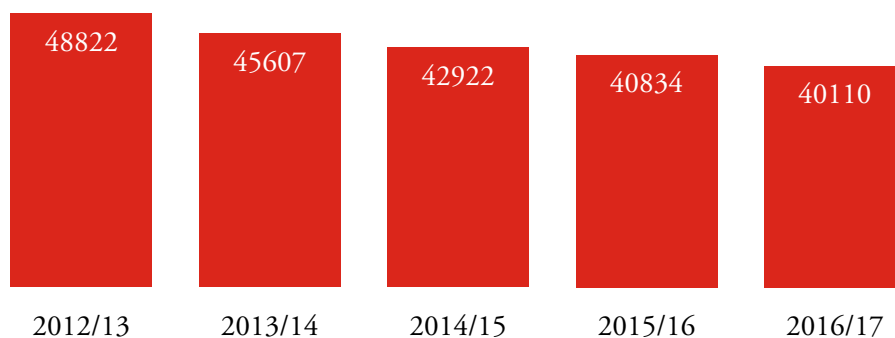


In 2016, a total of 17,289 students graduated at the University of Ljubljana, 7,600 more than the year before. The main reason for the rise was a legal provision laying down a deadline for the completion of studies in pre-Bologna programmes.

Prof. Dr. Goran Turk,
Vice-Rector for pedagogical activity

NUMBER OF ENROLLED STUDENTS

Number of students enrolled in all three cycles by academic years







We strengthen international cooperation with an active role in international associations and intensive cooperation with strategic partners. We will strive to increase joint activities with foreign partners and the number of international students enrolled full-time.

Katja Cerar,

*Head of Office for
Internationalization*

Internationalisation in educational activities

To become a visible leading university in the wider region, the University of Ljubljana enhances its international cooperation by increasing the number of research projects and the related quantity of obtained funds, the number of international students and the number of foreign employees.

The University of Ljubljana has 81 foreign nationals employed full-time, 30 of whom are teachers. Furthermore, 519 foreign professors and associates participated in the study process.

In 2016, most teacher and student exchanges were made in the ERASMUS+ programme with European countries. We successfully continued the exchange programme within the scope of ERASMUS+, also with institutions outside Europe. Under such exchange programmes, 428 University teachers and associates went abroad. Outgoing exchange students totalled 1,518 and 2,049 students came from abroad. The number of students doing practical training abroad also increased. In 2016, there were 587 such students (29 percent more than in 2015).

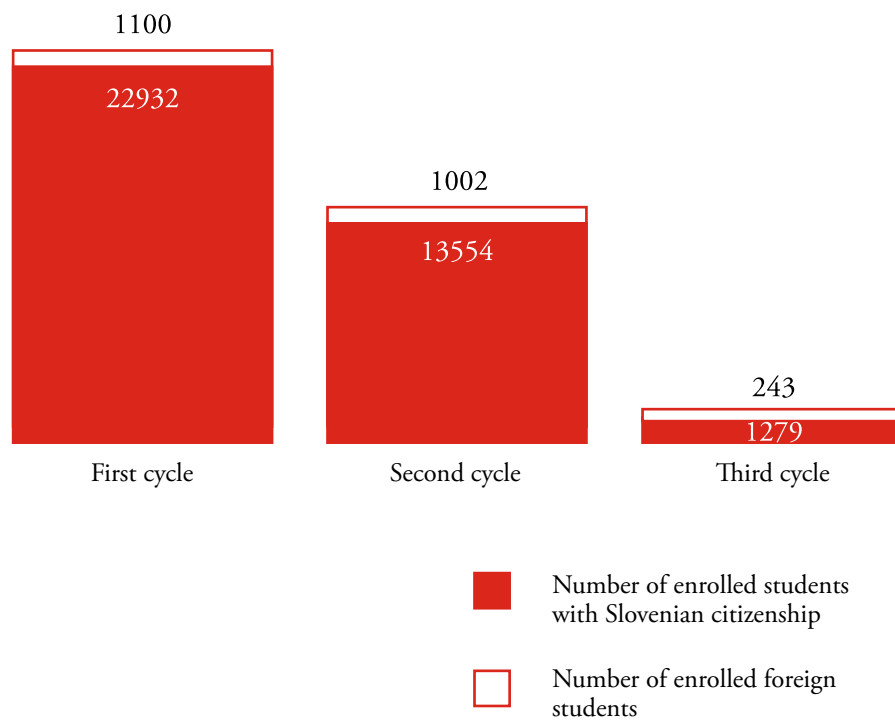
We continued to strengthen cooperation with partner universities, strategic partners, other institutions and within various networks in which the University of Ljubljana operates. In 2016, we entered into strategic partnerships with three European universities (University of Rijeka, University of Graz and Eötvös Loránd University) and two Chinese universities (Nanjing University and Sichuan University from Chengdu).

Several measures have been taken to improve the provision of information to foreign students, i.e. we renewed the website and publications for international students, collected and published information on University of Ljubljana summer schools and carried out 48 summer school programmes. We attended the EAIE conference in Liverpool, which is focused primarily on the intensive flow of interests and information, and established potential partnerships among higher education institutions. In the frame of Study in Slovenia, the University of Ljubljana presented itself at higher education fairs in Croatia, Serbia, Bosnia and Herzegovina, and Macedonia.

The University of Ljubljana will continue to strengthen international cooperation in education, employee and student exchange and other activities with a visible role in international associations and intensive cooperation with strategic partners. We will strive to increase the scope of mobility of all University stakeholders.

NUMBER OF ENROLLED FOREIGN STUDENTS

Number of enrolled foreign students with respect to all students enrolled in 2016



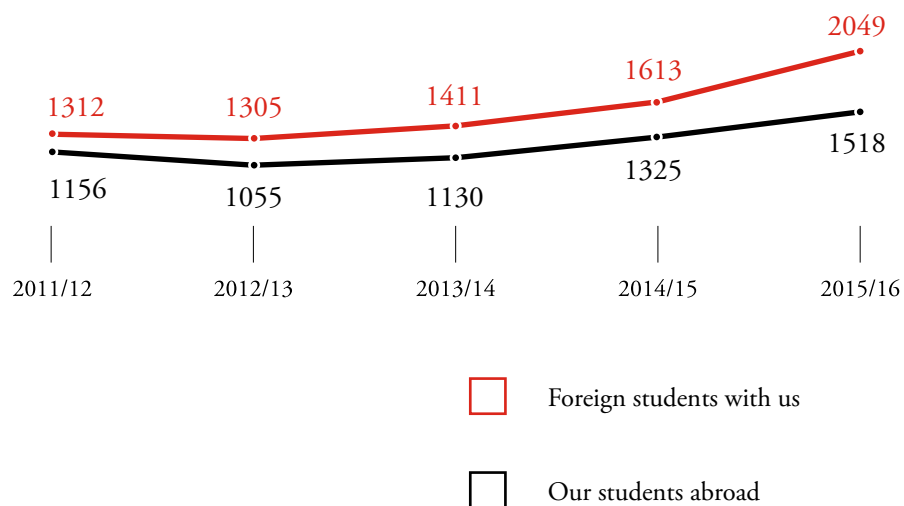
In addition to exchanges in CEEPUS, NFM and Erasmus Mundus programmes, most student and teacher exchanges in 2016 were made in the ERASMUS+ programme with countries in Europe and institutions outside Europe.

Katja Cerjak,

Assistant Secretary General at the University Office for International Relations

STUDENT EXCHANGE

The number of all students on exchange in all three cycles by academic years



QUALITY



To improve quality, we have systematically created spaces for cooperation, awareness raising and creativity. Case study of University of Ljubljana Quality shows that quality culture at the University has shifted towards increased reflection, higher awareness of the importance of quality, a focus on improvements and enhanced cooperation.

Petra Pongrac,

Head of the University Office for Quality Assurance, Analyses and Reporting

In 2016, participative leadership approaches were used to influence quality culture, by including individuals and changing organisational culture, consequently also at institutional level. Quality culture has been further developed by including and integrating different players, primarily within the University.

To improve quality, we have systematically created spaces for cooperation, awareness raising and creativity. We have organised Enhancement-led Visits, which significantly contribute to quality at the University, and different training courses for enhanced cooperation of all employees and the application of modern learning and teaching methods.

We have made a case study of University of Ljubljana Quality which has shown that quality culture at the University has shifted towards increased reflection, higher awareness of the importance of quality, a focus on improvements and enhanced cooperation. The case study revealed in what ways participative methods affected quality culture.

The development approach to quality was also presented internationally with an article presented at the 11th European Quality Assurance Forum, held in autumn in Ljubljana.





In the call for enrolment, the application procedure for candidates with foreign higher education entry qualifications was improved and simplified by the use of the same application form for the purpose of enrolment and the recognition of foreign education for the purposes of studying at the University of Ljubljana.

Polonca Miklavc Valenčič,

Assistant General Secretary at the University Office for First and Second Cycle Study

First and second cycle

In the 2016/2017 academic year, 24,032 students enrolled in first cycle studies, i.e. 733.5 (three percent) less students than the year before, while 14,556 students enrolled in second cycle programmes, which is 30 (0.2 percent) more than in the 2015/2016.

In 2016, the University of Ljubljana Senate agreed to extend accreditation of 19 second cycle study programmes and one programme of further study.

In the call for enrolment, the application procedure for candidates with foreign higher education entry qualifications was improved and simplified by the use of the same application form for the purpose of enrolment and recognition of foreign education for the purposes of studying at the University of Ljubljana. The same system applies to candidates with foreign diplomas applying to all three cycle study programmes. The number of applications for the recognition of secondary school education for enrolment in first cycle and uniform Master study programmes increased considerably in 2016, almost doubling the number 627 received in 2015.

Most students continue second cycle studies immediately after completing the first cycle. Significant improvement represents the amendment of the Higher Education Act, which provides that graduates retain their student status until the end of an academic year, regardless of the graduation date, thus facilitating their transfer to continuation of studies at the second cycle.

Nine study programmes in the first cycle are provided in foreign language and 14 such programmes at the second cycle. In order to regulate the use of foreign language and at the same time continue to develop and improve Slovenian scientific language, a language strategy will be prepared. We have started to provide Slovenian language courses for foreign students, which is a part of the "Year plus" project for foreign nationals. Regarding the recognition of foreign education, the University of Ljubljana will approach a project within the scope of the Erasmus+ programme that will be applied and coordinated by Croatia.



We seek to extend PhD study programmes from the current three to four years, which would allow students to raise the quality of their research work.

Marjana Slobodnik,

Assistant Secretary General at the University Office for Doctoral Study

Third cycle

In the 2016/2017 academic year, 1,522 students were enrolled in third cycle studies, which is five percent (or 74) more than the year before.

We were successful in obtaining funds for co-financing PhD studies for the 2016 generation. Of the 468 PhD students who applied to the University's open call for co-financing PhD studies, the conditions for co-financing were met by 364.

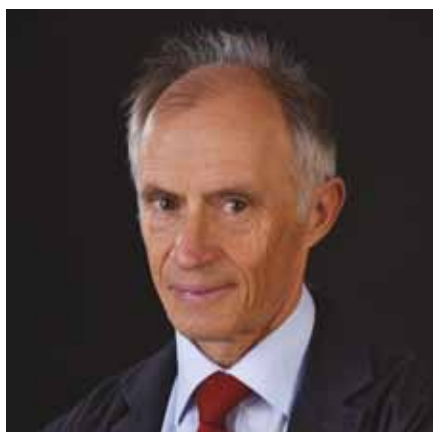
At the third cycle, University of Ljubljana Members have signed three agreements with partner institutions on the implementation of study programmes with a possibility of obtaining two diplomas (University of Granada; Pierre and Marie Curie University and Vrije Universiteit Brussel); however, students may also gain double diplomas based on individual cotutelle agreements without institutional agreements.

A step towards assuring increased quality of PhDs at the University of Ljubljana was a change of conditions to prove the research activities of mentors or co-mentors in PhD studies, which also includes provisions in the case of artistic research. The amendments will enter into force at the beginning of the 2017/2018 academic year.

In 2016, the Rector promoted 486 doctors of science. In September 2016, the last of the PhD students in pre-Bologna PhD programmes completed their studies.

It is desired that PhD study programmes be extended from the current three to four years. Hence, students will be able to increase the quality of their research work. We will also prepare uniform rules for implementing PhD studies at the University.

RESEARCH



The University of Ljubljana is the most successful institution in Slovenia as regards winning ERC projects. It has won three, i.e. two advanced grants and one starting grant in the total value of some €5 million.

Prof. Dr. Martin Čopič,
Vice-Rector for scientific research

In 2016, we further increased the number of research projects by placing emphasis on interdisciplinary projects, assuring quality in research activities, preserving the scope of projects won and by promoting the publication of research results on the relevant international portals.

An important achievement in 2016 was made by Prof. Dr. Tomaž Prosen from the Faculty of Mathematics and Physics, University of Ljubljana, who won the first ERC Advanced Grant for financing a four-year OMNES (Open Many-body Non-Equilibrium Systems) research project, the results of which will help plan the quantum technology into the future, e.g. quantum memory or devices for processing quantum information.

The University of Ljubljana has 4,027 researchers registered with the Slovenian Research Agency (ARRS), which is two percent more than the previous year. They participate in 297 research groups, which places the University of Ljubljana at the very top of Slovenian research organisations.

In 2016, University researchers published 2,538 articles in journals with the Web of Science (WoS) citation index, which is 134 (six percent) more than in 2015.

In 2016, we participated in 174 research programmes, 42 applied projects, 168 basic projects, 84 targeted research programmes and 12 projects in international cooperation (ESF, ERC) financed by ARRS. Through the mentioned projects, we trained 412 young researchers and seven post-doctoral researchers with one post-doctoral project at the ARRS.

There were 225 foreign researchers and research associates participating in research projects at different time intervals, which is 54 (32 percent) more than the previous year. We sent 27 of the University's own scientists and research associates abroad on exchange who participated in the educational and scientific research process.

In 2016, we obtained 112 new projects funded from European programmes, 11 of which feature the University of Ljubljana as the lead partner. The total number of European projects in which the University participated reached 428 (402 in 2015), whereby the University is the holder of activities in 31 of them, which shows a positive trend with respect to 2015. The total number of European projects increased by some six percent. The University was particularly active in research projects under the Horizon 2020 programme. In 2016, it participated in 54 projects (38 in 2015) with some €15 million of approved funds, in two such projects as the holder of activity.



The total number of European projects was increased by some six percent in 2016. The University was particularly active in research projects under the Horizon 2020 programme.

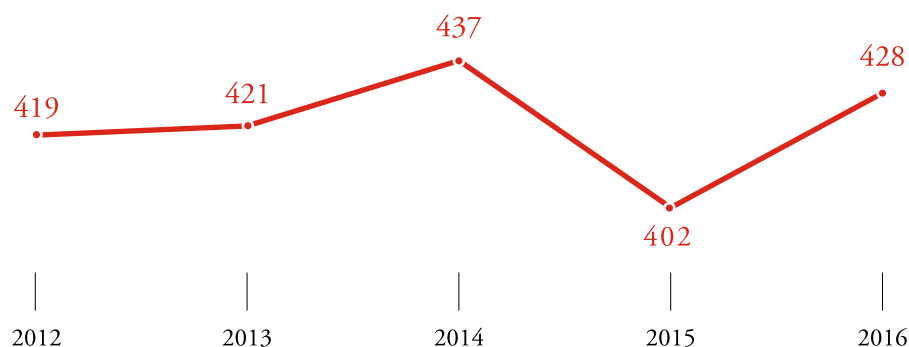
Mag. Staška Mrak Jamnik,
Assistant Secretary General at the
University Office for European
Projects

For the purposes of European research integration for new contents of the Horizon 2020 programme, the University entered the European networks GUILD, CELSA and LERU-CE7. Within the scope of the CELSA network, the University established a fund for financing joint projects of researchers within the network for the purposes of applying them to European programmes.

University of Ljubljana Members intensively cooperate in projects of the ERASMUS+K2 programme of the types Strategic Partnerships, Knowledge Alliances, Capacity Building, Jean Monnet and Sport. In 2016, they participated in 65 projects, 11 of which as the coordinator or holder of activity.

NUMBER OF EU PROJECTS

Number of ongoing projects by year



Research excellence will remain the basic priority of the University in the field of research. Only in this way can participation in national, European and international projects be enhanced. In addition to investments in training researchers and improving expert support, a new Action Plan for the implementation of the University HR Strategy is being prepared along with measures to strengthen career development of researchers and teachers.



KNOWLEDGE TRANSFER



In knowledge transfer and use to achieve strategic orientations, more emphasis was placed in 2016 on enhancing knowledge transfer, supporting the acquisition of projects, and successfully and economically managing intellectual property.

Prof. Dr. Tanja Mihalič,
Vice-Rector for Knowledge Transfer

Science, the economy and the public sector are supported in all fields developed at the University of Ljubljana in terms of science, research and expertise. The purpose of establishing such integration is to transfer knowledge and services to the economy and the wider society effectively and promptly. This is achieved through professional and research and development work, recruitment of our graduates, promotion of entrepreneurship, consultancy work and inclusion of practical experts in education and research, and lifelong learning, training and specialisation programmes.

In knowledge transfer and use to achieve strategic orientations, more emphasis was placed in 2016 on enhancing knowledge transfer, supporting the acquisition of projects, and successfully and economically managing intellectual property. Furthermore, we seek to further integrate with knowledge users through quality lifelong learning programmes, strengthen cooperation with the wider environment, further develop career centre activities and expand extracurricular activities.

In 2016, 650 projects were carried out in cooperation with the wider economy in an annual amount exceeding €1 million. 72 projects were carried out in partnership and 578 projects were contracted. Compared to 2015, the number of long-term contracted projects increased while the number of projects shorter than one year dropped.

The University of Ljubljana hosted 589 experts from the corporate and public sectors and 516 visiting professors, associates or researchers from Slovenian research institutes who were involved in the pedagogical process. Within Slovenia, 289 professors, colleagues and researchers from the University of Ljubljana cooperated with other research institutes.

In cooperation with other universities, research organisations and the Slovenian Government, the University of Ljubljana has made efforts to establish a national consortium for knowledge transfer that would improve the efficiency of transfer from university and research laboratories to applications and commercialisation.

Univerza v Ljubljani



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Organisational forms for transferring knowledge into practice

Within the scope of organisational forms for transferring knowledge into practice stands the Slovenian Innovation Hub (SIS-EGIZ), which integrates and promotes R&D teams in academic and business spheres. The University of Ljubljana Global Alumni and Associates Network (SMUL) brings together scientists, professors and other respectable persons who are related to Slovenia and operate in academic, research and development spheres abroad. We continued the tradition of presenting the Rector's Award for the Best Innovation, which has brought researchers and students closer to the world of entrepreneurship for the past six years, and organised for the second time the international Falling Walls Lab event intended for the presentation of breakthrough research works, business plans, innovative projects and ideas by young persons.

The Social Entrepreneurship Centre, an interdisciplinary consortium of University Members, was established to develop research, education, counselling and other support activities in social entrepreneurship. The activities of career centres are strengthened every year, thus promoting cooperation with employers, organisations and graduate clubs.

Personal and professional development of students

In 2016, the University of Ljubljana carried out over 900 individual consultations for students, graduates and future students within the scope of career centres. It organised ten major events to bring together students and employers (career days and fairs at Members, integration with fast growing Slovenian companies, winners of Gazela title, Elevator Pitch Festival: University goes on the market) and a number of workshops, executed on its own and by external experts. A project was obtained for co-financing upgrades to the activities of career centres in higher education in 2015-2020, which is partly financed by the European Union from the European Social Fund and the Ministry of Education, Science and Sport. The project value amounts to €2,842,248.66. In the scope of the project, the funds acquired will be used to render services for future students that will contribute to the right choice of studies and, consequently, reduced early school departure. New tools and approaches will be developed for students and graduates. These will help them plan their careers. Career fairs and other networking events with employers will have upgraded contents. Connections will be made with alumni, thus promoting mentorship, also with the established platform. Together with outsourcers, we will organise workshops to different topics for students at which they can gain knowledge and competences that employers see as underdeveloped upon entry on the labour market.



Career centres provide comprehensive and quality career orientations for students throughout the entire study process, from enrolment to employment. The knowledge gained by students is aligned with needs on the labour market, and support is provided for the exchange of experiences, results and good practices in career counselling, including among career counsellors at national and international levels.

Maja Dizdarević,

Head of University Office for Career Counselling and Students' Services



In addition to the field of sports, we in 2016 strengthened some other extracurricular categories as well, especially those pertaining to the spheres of public health and the arts. With our various free activities, we encourage healthy lifestyles in our students and promote their physical and mental wellbeing.

Ivanka Stritar,

Head of the Centre for Extracurricular Activities

Within the scope of the centre for extracurricular activities, we increased the selection of courses and programmes offered to students in 2016. We offered 25 sports subjects with credit points, 34 sports and recreation programmes, 13 daily recreation programmes and as many as 15 sports programmes during exam periods. In addition to sports, we also strengthened other extracurricular activities, primarily health protection and cultural extracurricular activities. We organised different free-of-charge activities promoting a healthy student lifestyle and maintaining individual physical fitness. We started carrying out dance classes and student balls, and organised the first Festival of Extracurricular Activities.

Ljubljana University Incubator (LUI)

The Ljubljana University Incubator (LUI) allows entrepreneurs and everyone seeking to become one to test their ideas in the economy. We strive to win international recognition that will serve as the best starting point for new companies to enter global markets.

The University of Ljubljana has a great deal of knowledge and innovations that are commercially interesting for the market and industry. Using a modern method of work, it offers support to students, researchers and professors who decide to enter the world of entrepreneurship. Support is provided in the search of additional financial sources, integration with the economy and entry on foreign markets. By carrying out a competition for the Rector's top innovation award 2016, we supported 22 innovations and innovative ideas. In order to cooperate closely with the economy, the LUI mentorship network comprises representatives of renowned and successful Slovenian companies. By the end of 2016, LUI supported 138 start-up companies.

The University of Ljubljana Innovation and Development Institute (IRI UL)

In relation to upgrading the energy efficiency of University of Ljubljana buildings, the most important activities of the University of Ljubljana Innovation and Development Institute (IRI UL) in 2016 focused on upgrading the Energy Information System of the University of Ljubljana. New Mobistyle (Horizon 2020) and Edufootprint (Interreg MED) projects represent development activities by IRI UL to change user habits towards reducing energy consumption, and to improve the quality of indoor environment, health and lifestyle. They also refer to the measurement of the overall carbon footprint of a certain educational institution.

The pursuit of the mission in identifying and transferring the University of Ljubljana knowledge (the Institute as an intermediary) refers to the transfer of inventions and project solutions from the University of Ljubljana to the economy, and to the inclusion of researchers in the identified needs of the economy. Important focus in this area covers student protect teams and institutionalisation of a model within the University of Ljubljana. The basis for the activities is a successfully completed EURL3A project (Erasmus, Knowledge Alliance) and the coordination of the new People project (Erasmus+, Knowledge Alliance). The Institute's major achievements refer to the successful implementation of the Compohub project (Erasmus+, Strategic Partnerships) – production of occupational qualification for manufacturers of composite products.

Inventions and patents

In intellectual property, we continued procedures for patent protection of the assumed service inventions from previous years. At the beginning of 2016, new Rules on the management of industrial property rights at the University of Ljubljana were adopted upon intense cooperation with the Innovations Committee of the University of Ljubljana.

Researchers registered 12 new inventions in 2016, eight of which were adopted and four are still subject to proceedings. Last year, 13 patent applications were submitted, three in Slovenia and ten international. Three of those were PCT applications (*Patent Cooperation Treaty*) at the World Intellectual Property Organisation, three European applications at the European Patent Office and four in individual foreign countries. Within the scope of knowledge transfer, two licence agreements were concluded.

In cooperation with representatives of technology transfer offices from other public research organisations, we took part in the preparation and coordination of a proposal to finance a consortium of Technology Transfer Offices (TTO). The proposal was sent to the Ministry of Education, Science and Sport, which is preparing the mentioned call for financing the operations of the TTO Consortium.



Knowledge transfer offices represent a support environment in the transfer of knowledge and technologies from public research organisations into the economy. It is wise to integrate them in a consortium at the state level.

Dr. Marijan Leban,

Assistant Secretary General at the University Office for Research, Development and Intellectual Property

ART



Based on the prepared concept and methodology for PhD studies in art, the University of Ljubljana Senate confirmed its intent to prepare a PhD study programme in art and adopted bases for it. The preparation of the programme is in its closing stage.

Prof. Matej Zupan,
Vice-Rector for Arts

The University of Ljubljana Council for the Arts pursues the mission of presenting cultural events and achievements in art. It enriches the wider academic community, promotes new forms of presenting works of art, improves the environment for the cooperation of art and other study programme providers through panel discussions, and promotes cooperation with artists from Slovenia and abroad.

In 2016, we organised and held exhibitions, shows, concerts and films, panel discussions and several events upon the celebration of the 70th anniversary of the Academy of Theatre, Radio, Film and Television at the University of Ljubljana. In cooperation with the Faculty of Economics, University of Ljubljana, we organised the second consecutive International summer school on cultural management, and with the Academy of Music, University of Ljubljana, a Summer school of old music. The visit of the Symphony Orchestra of the Academy of Music, University of Ljubljana, upon the celebration of the 25th anniversary of Slovenia's independence at the Bozar Centre for Fine Arts in Brussels drew a great deal of attention, and we were particularly happy to receive a donation from the Swiss parish St. Josef Horgen. The parish donated the University of Ljubljana organs by the renowned Swiss manufacturer Kuhn, which now stand prominently in the large hall of the Kazina Palace.

We were very active in choir singing, primarily due to the celebration of the 90th anniversary of the Tone Tomšič Academic Choir. The Choir bringing together University of Ljubljana students performed a jubilee season of different successful events and a gala concert.

Based on the prepared concept and methodology for PhD studies in art, the University of Ljubljana Senate confirmed its intent to prepare a PhD study programme in art and adopted bases for it. The preparation of the programme is in its closing stage.

With respect to the adopted amendments to the amending Higher Education Act, which now legally enables third-cycle study of art, we will continue activities to enter art in the register of scientific research areas kept by the Slovenian Research Agency, and continue to pursue interdisciplinarity in art.



LIBRARY ACTIVITY



The University of Ljubljana successfully pursues European Commission activities regarding open science by including a provision on open science in the new Statute, organising a conference on open science, with the Repository of the University of Ljubljana, as well as by participating in the openaccess.si portal and OpenAIRE2020 project.

Dr. Mojca Kotar,

Assistant Secretary General at the University Office of Library Services

To enable access to electronic information sources of the most prominent international publishers, we participated in nine Slovenian consortia in 2016. Students, lecturers and researchers have at their disposal a wide selection of top quality electronic information sources which may be accessed through the Digital Library of the University of Ljubljana portal using discovery tool of the latest generation.

Processes for submitting, identifying content similarity and sending final works of studies from student information systems to the Repository of the University of Ljubljana and to the document information system were aligned with the Rules on content similarity detection of the electronic form of the written final work of studies and on provisions regarding temporary inaccessibility of the content of the written final work of studies.

We organised a conference with the Ministry of Education, Science and Sport entitled Open Science in the European Research Area. Furthermore, we participated in the management of a national information portal for open access, openaccess.si, and in a working group for open access at the Ministry of Education, Science and Sport.



CARE FOR THE FUTURE

The University of Ljubljana upholds its concern for sustainable development in its everyday activities. Various activities contribute to economic and social development, which logically include social and environmental aspects.



Formula prepared by the students of the Faculty of Mechanical Engineering of the University of Ljubljana for the Formula Student competition



Creative conditions for work and study

The University of Ljubljana can only be successful in its mission if it has highly motivated, engaged and excellent professors, researchers, experts and students. Therefore, the University of Ljubljana provides creative conditions to work and study, which promote engagement in work and studies among students and employees, and provide them with a quality career and student life. We have prepared guidelines for working with students with special needs, which also include the recruitment of an expert who would offer them expert assistance and at the same time advise employees. Furthermore, it is planned to check equipment and architectural adaptations for students with special needs.

Summer schools in various disciplines are organised regularly, and **alumni clubs** have been set up to develop cooperation with graduates and promote the wider economy (and public sector). Aware of the importance of knowledge applicability and the ability to obtain own financial resources, we have also developed **commercial activities**, closely linking the University with the Slovenian economy and foreign companies. Our partners are multinational corporations and the most successful domestic companies.

Participants of Summer School at the Faculty of Economics of the University of Ljubljana

Photo: archives of the Faculty of Economics of the University of Ljubljana



The **Faculty of Electrical Engineering**, University of Ljubljana, offers its students the **open laboratory MakerLab**, which offers access to the tools and knowledge required to develop programming, creative and other innovative skills. It covers both a passive and proactive role of support for innovations in students.

The **Faculty of Economics**, University of Ljubljana, organised **the first get-together event of two alumni clubs** entitled *Slovenian business leaders worldwide*. Thus we brought together electrical engineers and economists, power and business, through excellent companies led by chairmen of the alumni clubs.

The **Faculty of Maritime Studies and Transport**, University of Ljubljana, places special attention on the constitutional right to a healthy living environment, whereby the Faculty carries out its study programmes and practical training in the spirit of concern for the marine environment pursuant to international conventions, EU acquis, national legislation and European transport and integrated maritime policy. Within that scope, the study programmes Nautical Studies and Marine Engineering have been subject to additional international accreditation as performed by EMSA (European Maritime Safety Agency) and IMO (International Maritime Organisation) standards.

The **Faculty of Mechanical Engineering**, University of Ljubljana, signed a **letter of intent to cooperate** with the companies Mahle Letrika and Letrika Lab. Cooperation will refer to scientific and industrial research, education and personnel training. Under the Slovenian Smart Specialisation Strategy, the University and Faculty cooperate in priority areas, such as Smart buildings and homes, including the wood chain, Networks for transition to circular economy, Factories of the Future, Mobility and Development of materials as end products.

With **physical exercise** carried out twice a week for employees at the **Faculty of Sport**, University of Ljubljana, we provide a high level of motivation for employees' work, thus increasing the efficiency and quality of work.

The **Faculty of Administration**, University of Ljubljana, enables students to participate in the organisation of various events, conferences and summer schools as **volunteers**. By actively participating, they gain the organisational and communication skills that one requires to enter the labour market.



We believe that internal communication has an important impact on a variety of communication and business objectives of the University of Ljubljana, so we devoted special attention to this area in 2016 as well. We are also aware of the importance of communication in new environments, so we are introducing the University of Ljubljana to digital generations via the University of Ljubljana Facebook page while also approaching potential foreign students via YouTube publications. We are additionally supporting internationalisation activities and research achievements by visual communication through promotional and protocol gifts.

Mag. Jana Lutovac Lah,

Rector's assistant for organisation and communication and Head of the Rector's Cabinet

Communication and Organisation

In the context of communication and organisation, which at the University of Ljubljana includes public relations, event management, protocol, fairs and visual communication, we devoted even more attention in 2016 to strengthening the visibility and reputation of the University of Ljubljana abroad as well as the affiliation of employees and students. Regular meetings with employees are carried out on various levels and groups, and we publish internal bulletins for all employees which include articles by a variety of authors, such as employees of the rectorate, University Members and students, to ensure diversity of information. Internal affiliation is also strengthened by events, such as those taking place during University Week, the traditional Freshmen Welcome event, the reception of the most successful University of Ljubljana athletes and receptions of former rector teams. In order to strengthen the visibility of the University of Ljubljana, particularly abroad, we introduce ourselves at international fairs, which is why we created the image of the exhibition space. We have also devoted special attention to the design of our websites for potential foreign students, prepared promotional brochures and a promotional video for them. In order to get closer to digital generations, we are devoting more attention to communication on the University of Ljubljana Facebook page while also approaching potential foreign students via YouTube publications. We published an e-bulletin for the foreign academic public in 2016 as well. For the second year in a row, we backed up communication activities with the design and production of a line of promotional products and protocol gifts that express the research achievements of the University of Ljubljana.

Planned media coverage of the University is increasing significantly with each year, and the media generally reports on us neutrally. In the area of current topics and events regarding the University of Ljubljana, we regularly cooperate with the Slovenian media covering higher education, science and culture. Analysis of the pieces shows that the value of favourable and neutral publications in the Slovenian media has increased. Media coverage in 2016 among the University and its Members has the University of Ljubljana with the highest number of publications (3,074), followed by its Members: the Faculty of Economics (1,251), Faculty of Arts (1,235) and Faculty of Social Sciences (1,019). The other Members achieved less than one thousand publications. Our media presence is also visibly increasing abroad. In order to support internationalisation, we began targeted communication with foreign media in 2016, namely in Bosnia and Herzegovina, Croatia and Serbia.

In harmony with the environment

With a vision in *sustainable energy management*, we wish to become a reference example for public sector buildings. This refers to energy efficiency and the use of locally available renewable energy sources as well as to a quality internal environment. By doing so the University buildings will be among the most efficient ones within the public building stock, as EU and national targets for rational energy use in buildings will be surpassed before 2020. Each Member of the University will be able to identify itself with the energy strategy, and energy has been defined as one of the key areas that is the focus of applied research and commercialisation of research results.

We have cooperated with the *Faculty of Architecture* and the *Faculty of Law*, University of Ljubljana, in the targeted research programme *Implementation of urban projects using public-private partnerships*. We have also participated in the *Erasmus+ project KLABS (Creating the Network of Knowledge Labs for Sustainable and Resilient Environments)*. The goal of the project is to create a pioneering educational platform in the Balkan region that will deal with the issue of sustainability and flexibility of the built urban and rural environment and the issue of climate change in the Western Balkans.

At the University of Ljubljana students are also included in sustainable development projects.



The **Faculty of Electrical Engineering**, University of Ljubljana, conducted an **energy inspection of its building** and, based on the assessment, took up activities to reduce energy consumption and constantly monitor energy consumption. The Faculty has two solar power stations on the roof. Both are intended for the production and sale of electricity and for scientific research and teaching about photovoltaics.

The **Faculty of Mechanical Engineering**, University of Ljubljana, **renovated its heating, ventilation and air conditioning systems** in order to reduce energy consumption.

In nature conservation, the **Faculty of Social Work**, University of Ljubljana, approached a **project of eco-social work**, which focuses on the comprehensive development of a community.

Based on the performed energy inspection of the **Faculty of Administration**, University of Ljubljana, we followed the **recommendations for increased energy efficiency**. In relation to vending machines placed around the Faculty, we agreed with the providers of food and beverages to offer students healthier meals and less sweet beverages.

Responsibility to society

Responsibility to society is included in everyday work through various projects and events, thus realising the mission of the University of Ljubljana. In 2016, we organised a meeting of the members of the **University of Ljubljana Global Alumni and Associates Network (SMUL)**, which was established as one of the activities to raise the quality of study programmes and strengthen international cooperation and reputation of the University of Ljubljana, and successfully continued activities relating to the **Slovenian Innovation Hub (SIZ-EGIZ)**, the fundamental goal of which is to contribute to the development of a knowledge-based economy and to raise our international competitiveness.

The **Faculty of Arts**, University of Ljubljana, collected used paper for a **humanitarian action** by the Slovenian Friends of Youth Association to help children with behavioural and emotional problems. The funds raised in the action were spent for children's holidays at the seaside. We also helped collect toys, clothes and school supplies for children from socially deprived families. With this gesture, we continued the successful story of raising funds for marginal social groups when we started the campaign to raise humanitarian aid for refugees last year.

Participants of the regular annual meeting of the University of Ljubljana's Global Alumni and Associates Network (SMUL) 2016 with the Rector of the University of Ljubljana Prof. Dr. Ivan Svetlik and the President of SMUL Prof. Dr. Zlatko Skrbis from the Monash University



The **Faculty of Social Work**, University of Ljubljana, has carried out a **project to work with Romani people, addicts, people with mental health problems and children with problems in adolescence** for several years. We are active in the areas of homelessness, elderly people in need of assistance, and women and children who have survived violence. We dealt intensively with refugees who are being accommodated in Slovenia, primarily with their integration in society and the schooling of children. Faculty students do practical training at some 100 different non-governmental organisations across Slovenia.

The **Faculty of Sport**, University of Ljubljana, continued to conduct **annual measurements of motor functions and physical properties on a population of primary school and secondary school students**, which show the condition and changes in children and youth in Slovenia. The data is of extreme importance as it contributes to changes in nutrition and physical exercise.

At the **Faculty of Health Sciences**, University of Ljubljana, we cooperated with students in several **activities to raise awareness of healthy aspects of life and health protection**. Among other things, student volunteers cooperated with the Slovenian Red Cross in the implementation of preventive workshops to the topic of first aid at primary schools in Ljubljana, and cooperated and offered assistance to persons with spinal cord defects in setting them up and moving on a monoski, and using a ski lift.

UNIVERSITY IN FIGURES

The University of Ljubljana is well aware of the importance of developing employee competences and training. Special attention is placed on strengthening their integrity. Furthermore, legal acts have been adopted regulating the prevention of conflicts of interests among employees and work outside the University.

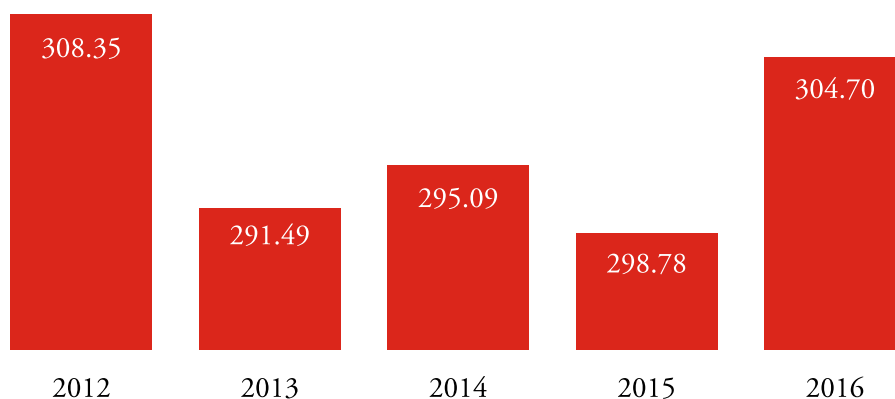


University of Ljubljana at the Slovenian Educational and Career Fair Informativa



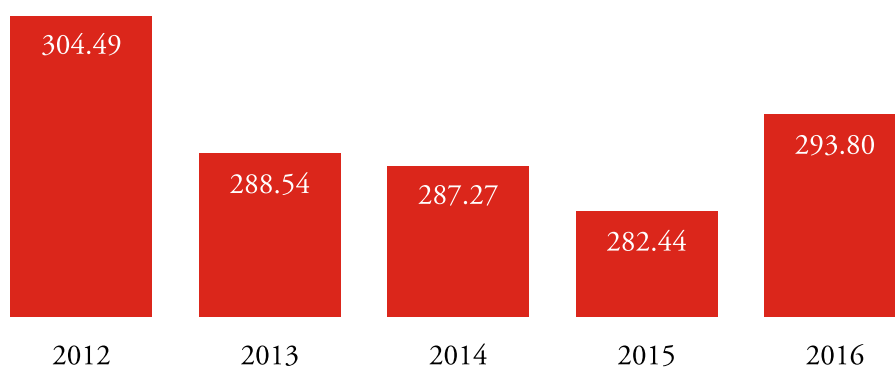
Total revenues grew after several years, but still fail to achieve the level from 2012, when the fiscal crisis started being reflected in higher education funding. Compared to 2015, total revenues increased by 5.1 percent. The operations of the University of Ljubljana in 2016 were positive; however, the funding of both educational and research activities fails to ensure the University's development.

*TOTAL REVENUES
IN € MILLION*



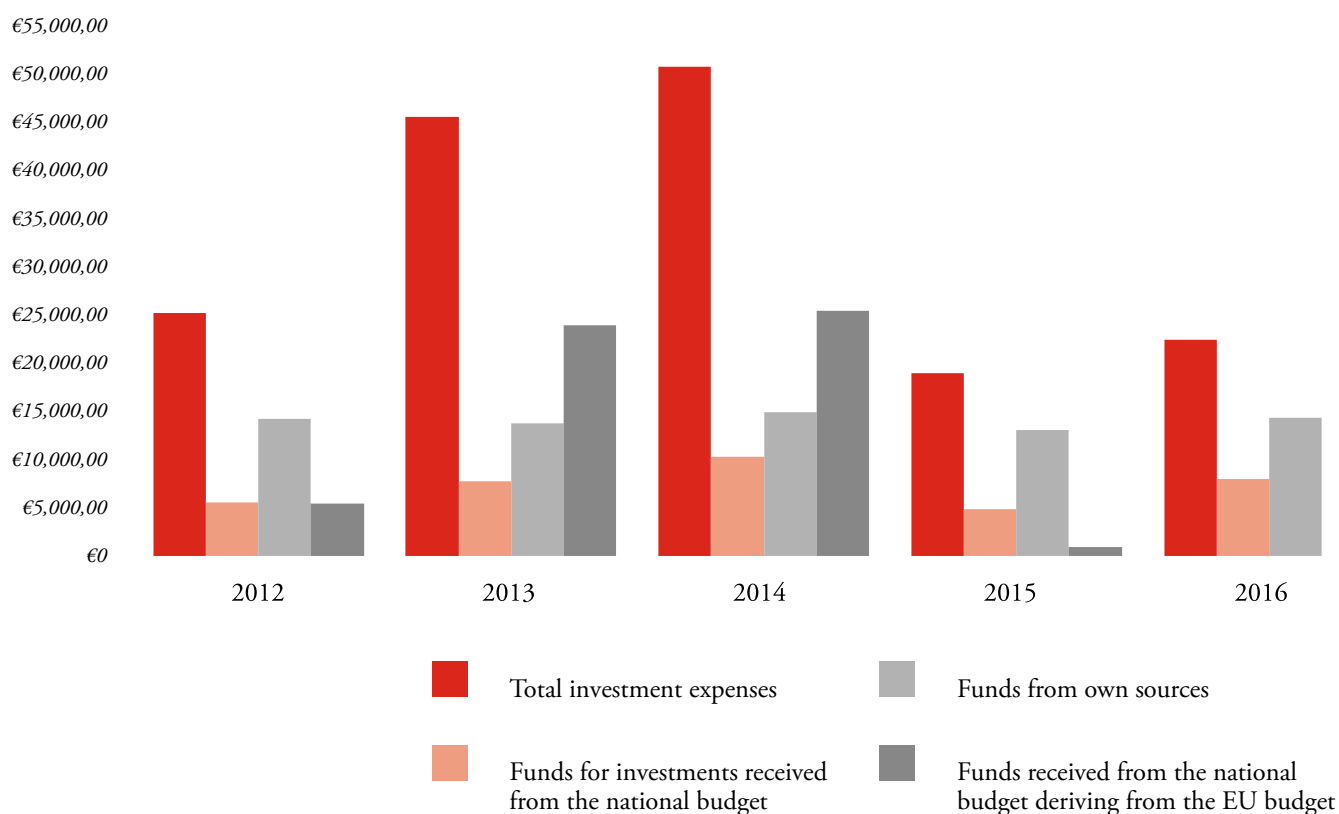
Increased revenues suffice for covering costs, whereby labour costs have increased (in 2016 by 4.3 percent) due to the elimination of remuneration measures. Reduced cost of goods and services by 1.1 percent reveals that the University still carries out measures to reduce costs, i.e. through joint public contracts, with which it achieves more favourable prices of goods and services, and by rationalising certain processes.

*TOTAL EXPENSES
IN € MILLION*



A successful financial result will at least partly alleviate the situation of a several-year-long shortage of funds for investments and equipment upgrades for the pursuit of the University's principal activity, on account of which the University renders its activity using equipment with a high depreciation rate. Despite several major investment projects in the recent period, such as the new construction of University's Faculty of Chemistry and Chemical Technology and the Faculty of Computer and Information Science, the reconstruction and new construction of the Faculty of Medicine, a new annex and renovation of a laboratory at the Biotechnical Faculty, the reconstruction and renovation of the Faculty of Social Work, and the first steps in the resolution of spatial problems of University of Ljubljana art academies, investments continued to increase and amounted to 86 percent in 2016. In 2016, the University of Ljubljana earmarked €22,223,042 for investments in real estate and equipment, €12,258,693 of which is marked equipment, in line with the funds available. Compared to 2015, the amount was 18.5 percent higher, but was still lower by 55.7 percent compared to 2014. The University covered 64.1 percent of investments from its own financing sources.

*INVESTMENTS IN ASSETS
ACCORDING TO
THE SOURCES OF FUNDING
RECEIVED*





After eliminating the legal requirement for reducing the number of employees, we are again optimistic in recruitment plans for young experts, internationally renowned scientists and teachers. We also wish to draw Slovenian graduates from the University of Ljubljana working at foreign institutions to participate.

**Mihaela Bauman
Podojsteršek,**
Secretary General

Human Resources System

The University of Ljubljana is well aware of the importance of developing employee competences and training. For this reason, it has organised training courses for teaching and non-teaching staff for several years, thus providing access to cheap and timely training. The programmes are focused on enhancing the knowledge and skills of new and modern work methods with stress placed on improving quality culture, teaching and learning. Furthermore, it provides employees with formal and informal forms of education. There were 517 employees (48 more than in 2015) included in formal education and 1,588 in informal education (81 more than in 2015). Informal training mostly included conferences, summer schools, professional courses, seminars and symposia. There were 23 teachers (22 teachers in 2015) on sabbatical leave.

Special attention is placed on strengthening employee integrity. Legal acts have been adopted regulating the prevention of conflicts of interests among employees and in work outside the University. We are gradually regulating the position of professors, associates and researchers whose employment is time-bound or inadequate with respect to the work performed and title.

After eliminating the legal requirement for reducing the number of employees, we are again optimistic in recruitment plans for young experts, internationally renowned scientists and teachers. We also wish to draw Slovenian graduates from the University of Ljubljana working at foreign institutions to participate. For this reason, we organise regular meetings of the University of Ljubljana Global Alumni and Associates Network (SMUL).

ACHIEVEMENTS OF
THE UNIVERSITY OF
LJUBLJANA IN THE
MANDATE PERIOD
2013–2017

In 2012, we adopted the University of Ljubljana Strategy 2012–2020. The current leadership of the University of Ljubljana continued with the implementations of the Strategy in 2013, at the beginning of its mandate. We have achieved more than half of the goals we are pursuing for the period until 2020. Hereinafter we stress the realization of key objectives of the University of Ljubljana Strategy in the period from 2013 until 2017.

Strategic area: **Creating knowledge and art for sustainable social and individual development**

Goals by 2020

- **Formation of three large interdisciplinary research groups**
- **Increase the number and value of international and domestic projects by one quarter**
- **Increase the number of publications and citations**

We have set up a new, interdisciplinary research infrastructure centre, the »Centre for language resources and technologies« in which the following University of Ljubljana Members are actively participate: Faculty of Arts, Faculty of Education, Faculty of Electrical Engineering, Faculty for Computer and Information Science and Faculty of Social Sciences. We observed that mere internal measures without changes in the funding policy of the Slovenian Research Agency (ARRS) are too weak.

In this period, we identified research areas with the greatest development potential and thus encouraged interdisciplinary cooperation, especially regarding applications to tenders for smart specialization projects. We established nine networks in these priority areas.

We increased the number of international projects by nine percent and their value by just under twenty percent. We also obtained the first two ERC Advanced Grants. We increased the number of publications by just under four percent and citations by fifty percent. The number and value of domestic projects have not increased, as the financing of research activities by the ARRS has decreased by more than twenty percent. The mentioned funds for research activities and the decrease in the number of young researchers have strongly affected the number of publications.

Implemented activities

Promoting the formation of three large interdisciplinary research groups

- Formation of a consortium of Central European Universities and KU Leuven to facilitate application of projects to EU funding programmes
- Identification of research areas with the highest development potential
- Inclusion of the University of Ljubljana in the association of the best European universities GUILD

Strengthening the doctoral school as an international environment and strengthening post-doctoral projects

- Signing a cooperation agreement between the doctoral school and the University of Rijeka
- Inclusion of the University of Ljubljana in the platform Western Balkans with the goal of common activities in doctoral studies
- Collaboration with the University of Graz in the area of doctoral studies
- Application to the tender for financing researchers at the beginning of their career – post-doctoral graduates

Formation of internal finance mechanisms and incentives for research work

- Creation of a development financial fund for the promotion of international projects and young researchers
- Organization of specific training programmes for applying to various projects of EU funds, with emphasis on Marie Curie, ERC and Widening participation

Strategic area: **Education (knowledge transfer) of socially responsible graduates**

Goals by 2020

- Reduce the number of students
- Increase the number of graduates by one third
- Reduce the fragmentation of study programmes

In the last four years, approximately 50,000 students graduated from the University of Ljubljana. In this mandate we also had the honour of awarding the 10,000th and 11,000th PhD titles since the University of Ljubljana was established in 1919.

We reduced the number of students by 12 percent. The number of graduates increased significantly in 2016 with respect to 2013 (from 9,904 to 17,289), which is a consequence of winding-up the pre-Bologna study programmes. The share of graduates in the total number of enrolled students in the period from 2013 to 2016 amounts on average to 21 percent while the absolute number decreased, with the exception of the year 2016. We attribute the decrease in the number of students and preservation of the number of graduates to the introduction of three-cycle studies, the reduction of fictitious enrolment and better efficiency of the studies.

The first University of Ljubljana Member to prepare the restructuring and reduce the number of study programmes was the Faculty of Social Sciences (from a total of 34 programmes to 23 programmes). The Faculty of Arts of the University of Ljubljana also reduced its number of programmes. We also opened new possibilities for setting up a doctoral degree programme in the field of art.

Implemented activities

Increase the effectiveness of the educational process

- Regularly conducting surveys on the employability of graduates
- Increasing the progression in the first study cycle (from 52 to 55.5 percent) and in doctoral studies (from 90 to 97 percent)
- Increasing the number of student tutors by 8.5 percent and teacher tutors by three percent
- Increasing the number of tutoring hours performed by teachers and students by 11 percent
- Regular implementation of education according to new teaching and learning methods (tripled the number of participants)
- Successful implementation of projects under the programme »Creative Way to Practical Knowledge«, where we include students in research work with the broader social environment

Establishing mechanisms to monitor study programmes

- Adoption of rules on regulating the programme structure
- Establishing an electronic record of study programmes
- Establishing a system of self-evaluation of study programmes

Strategic area: **Application of knowledge – the University’s third dimension**

Goals by 2020

- **Increase the number and value of projects with the economic and public sector by one third**
- **Double the number of participants in programmes of lifelong learning**

We have reduced the number of projects with the economic and public sector by five percent but increased the value of these projects by ten percent. The economic crisis had a significant effect on the scope of the collaboration. This decrease has been partially compensated with the introduction of the programme of smart specialization, for which the University of Ljubljana received approximately ten million euro from the first tender.

The number of patent applications and inventions has not increased in this period. The number of participants in accredited advanced programmes decreased from 461 to 383 in the years from 2013 to 2016. The number of participants in other forms of knowledge advancement increased by fifty percent (from 2,529 to 3,736 participants).

Implemented activities

Formation of strategic development partnerships and development groups for the implementation of development projects with the social environment

- Participation in all nine Strategic development partnerships of Smart specialization
- Incentive for and co-founding of the Slovenian Innovation Hub.
- More than two hundred implemented interdisciplinary projects in which the students tackled social challenges in the economic and public sector together with mentors
- Establishing a register of more than two hundred employers who publish information of interest to students using an information platform

- Organization and execution of the events Rector’s Award for the best innovation of the University of Ljubljana and Falling Walls Lab that strengthen the transfer of knowledge into practice

Strengthening the office responsible for transferring technologies and regulation of the role of knowledge managers as promoters of knowledge transfer to practical application

- Implemented annual consultations on managing intellectual property
- Formation of a group for the circulation of knowledge in which representatives of UL Members actively participate
- Adoption of the Regulation on managing industrial property rights

Development of the content of programmes of lifelong learning

- At least one new programme of lifelong learning is accredited annually
- Establishing an overview of summer schools at the University of Ljubljana and their promotion at the university level

Strengthening the activities of University of Ljubljana Career Centres

- Expanding and deepening the activities of Career Centres: collaboration with secondary schools, students with special needs and graduate clubs
- Preparing a consultation and an analysis of the state of graduate clubs of the University of Ljubljana for the systemic regulation of the field and creation of an information system

Strategic area: **Creative environment for work and study**

Goals by 2020

- Pay particular attention to university sport, libraries and their study spaces
- Pay even more attention to cultural activities, awards and recognitions for achievements of employees and students, collaboration with the student organization

We are increasing the number of participants in sport programmes under the centre for extracurricular activities. We award students for achievements in extracurricular activities and study achievements as part of the traditional University Week, and where we will for the first time also give out awards to professional co-workers for their work in 2017. With the Council of Art that we founded in 2014 we carried out a range of presentations of departments and study programmes of the Academy of Fine Arts and Design, University of Ljubljana (UL ALUO), organized exhibitions, concerts and shows of students of the academy, and in collaboration with UL Members we organized an academy festival and an exhibition of jewels from the UL ALUO collection for its 70th anniversary. We also joined forces with the academies of the University of Ljubljana for the national celebration on Independence and Unity Day in 2014 which we organized ourselves. The symphony orchestra of the Academy of Music performed at the concert commemorating Statehood Day and 25 years of independence of the Republic of Slovenia in the Centre for Fine Arts Bozar in Brussels.

Implemented activities

Formation of a special programme for the development of a cultural identity of the University of Ljubljana

- Implementation of a selection of the greatest research achievements of the University of Ljubljana as part of University Week
- Adopting the Code of Conduct for researchers

Implementation of a centre for extracurricular activities

- Initiation of the organization of social events for students aimed at connecting students (student balls)
- Transformation of the Centre for university sports (CUŠ) to the Center for extracurricular activities (COD).
- In addition to sport subjects (35) being awarded with credit points, we also introduced accreditations of other sport activities (10).

Formation of a university scholarship fund

- Transfer of management of the Milan Lenarčič fund to the University of Ljubljana with the aim of providing scholarships for honour students (first scholarships to be awarded in 2017)

Restoration of the University library

- Regulation of the legal basis for the restoration of the university library within the framework of the new University of Ljubljana Statute
- Adoption of the University Senate decision on founding a university library as a common organizational unit of the University of Ljubljana
- Establishing a repository of the University of Ljubljana for open access to the finishing parts of studies and employees' publications

Strategic area: **Internationalization for an international flow of knowledge and recognition**

Goals by 2020

- **Increase the number of exchange students by one third**
- **Increase the number of foreign students and the number of foreign teachers and researchers by one quarter**

The number of foreign exchange students at the University is rising steadily and had increased by 45 percent by 2016 with regard to 2013, which is more than what we planned in the Strategy 2012–2020. Strategic goals regarding number of foreign students have been already reached, as the number of foreign students increased by nearly a quarter (24.7 percent), and the number of foreign teachers and researchers has increased by 17 percent. In the employment of foreigners we must emphasize three obstacles that the University cannot influence: complex administrative procedures for employing foreigners, the use of foreign languages in the educational process and non-comparability with other payment systems.

Implemented activities

Adoption of the Internationalization Strategy

- Formation of strategic partnerships with foreign universities: The Guild, KU Leuven and Etvos Lorand Budapest, Karl Franzes University in Graz, University of Trieste and the University of Rijeka, the Platform of Western Balkans Universities, and the Chinese universities Nanjin and Sichuan and the Korean KNU

Increase of study programmes offered in a foreign language while promoting better care for the Slovenian scientific language

- In the first and second study cycles the implementation of 23 study programmes in a foreign language and in the doctoral studies the implementation of programmes for foreign students carried out completely in a foreign language

- A uniform presentation of Summer schools for foreigners
- In the new University of Ljubljana Statute, a commitment was made to prepare a language strategy of the University as well as a working group to prepare it

Increased mobility of employees and students and an increased share of foreign teachers and researchers

- Introduction of annual meetings of foreign researchers and teachers employed at the University of Ljubljana, inclusion in projects for financing visiting teachers and preparation of an action plan for researchers' career development

Enabling the priority of research activities to be embedded in international research networks

- Creation of a development financial fund for the promotion of international projects and young researchers

Strengthening the reputation and visibility of the University of Ljubljana

- Establishing a University of Ljubljana Global Alumni and Associates Network (SMUL)
- Increasing the presence abroad and establishing targeted communication with foreign media, formation of websites for potential foreign students and the creation of promotional brochures and promotional video
- Presentation of the University at international educational fairs, for which we created a design of the exhibition space
- Design and production of promotional material and protocol gifts with informative value regarding research achievements of the University of Ljubljana, publication of an e-bulletin about the University's achievements for international academic community, UL Echo
- Strengthening of communication on Facebook and YouTube channel

Strategic area: Quality for excellence in all areas of work

Goals by 2020

- **By raising the quality of research and educational activities, a better transfer of knowledge into practice, ensuring creative conditions for working and studying and above all a better internationalization, bring the University of Ljubljana among the 250 best universities in the world by various existing rankings**

The University of Ljubljana ranks among the top three percent of the recognised best universities in the world. In addition to being part of the QS ranking list (650th place), it is also ranked in the other two most influential global ranking lists. In the ARWU it has been ranked in the 401–500th place for several years in a row, and in THE it is ranked in the 601–800th place. These are good results if we take into account the University's level of allocated funds. It has been difficult to climb higher up the rankings as we suffered a significant decrease in government funding of research activities; in the last five years we saw a funding decrease of twenty percent. The drop in the number of young researchers is especially decisive – in the last five years we saw a decrease of approximately thirty percent. Investments in university activities will therefore have to be increased significantly if we wish to climb higher up the rankings. Our partner universities in Western Europe and Asia surpass us in funds per student by two to four times while Eastern European universities are also beginning to overtake us.

Implemented activities

Strengthening the comprehensive system of quality assurance

- Supplementation of habilitation criteria by increasing the requirements of research achievements and international collaboration
- Adoption of internal rules regarding adopting and ensuring a quality system, successful completion of the project Quality of the University of Ljubljana, (KUL) and continuing some activities that are

important for strengthening the quality system (consultation visits, training, etc.)

- Creation of a new system for student surveys, introduction of surveys on the employability of graduates and satisfaction regarding the work of the University Rectorate services

Promotion of international quality evaluations and the accreditations of programmes and institutions

- Implemented evaluations and accreditations of University of Ljubljana Members: Faculty of Civil and Geodetic Engineering, Faculty of Computer and Information Science, Faculty of Pharmacy, Faculty of Sport, Faculty of Mechanical Engineering and Faculty of Medicine
- Preservation of foreign accreditation at the Faculty of Economics, Faculty of Administration and the Veterinary Faculty, University of Ljubljana
- The Faculty of Economic, University of Ljubljana, becomes a business and economics faculty with triple international accreditation; only eighty similar schools in the world have achieved this

Strengthening of the University analysis and development office

- Keeping two persons employed after concluding the project KUL and planning the employment of a Head of Department

Strengthening the internal affiliation of the University of Ljubljana

- Implementation of regular meetings with employees at various levels and groups, organization and implementation of events such as University Week, the traditional event Freshmen Welcome, the reception for the most successful University's athletes and reception for former rector teams
- Publication of internal e-bulletins e-Univerzitetnik and 3+23 for employees and Študentskih 365 for students

Strategic area: **Ensuring conditions for strategy implementation**

Goals by 2020

- **Actively plan spatial development for the operation of the University of Ljubljana and better manage available facilities**
- **Develop a more active staff policy**
- **Improve information technology support of studies**

In collaboration with the Faculty of Civil and Geodetic Engineering, University of Ljubljana, we set up an electronic register of real estate. This will enable us to manage real estate more effectively and better plan future spatial project possibilities.

Under the conditions, on account of which we had to reduce the number of employees by one percent per year, we implemented training of employees, especially for educators in the field of new teaching and learning methods. We also prepared a normative basis for employment and retirement.

We improved information technology support of studies in that we have created an electronic register of study programmes, and we updated study information technologies in order to coordinate the needs of all University Members.

Implemented activities

Managing spatial planning

- We provided three housing units for visiting teachers
- Launch of investments in the pier of the Faculty of Maritime Studies and Transport, University of Ljubljana
- Partial regulation of entries in the land register
- Conclusion of the construction of new premises of the Faculty of Chemistry and Chemical Technology, the Faculty of Computer and Information Science and the Faculty of Medicine, University of Ljubljana.
- Launch of activities to arrange improved

premises for the University of Ljubljana academics and execution of the energy-related renovation of the Faculty of Arts and the Faculty of Economics, University of Ljubljana.

- Renovation of premises of the Faculty of Social Work of the University of Ljubljana
- With the assistance of the Institute for Innovation and Development of the University of Ljubljana (UL IRI) preparation of an energy concept for the University and creation of an energy accounting system

Promotion of human resource development

- Introduction of a minimum three months stay abroad as a condition for the rehabilitation of professors and associate professors
- Preparation of a new organization structure of the human resources department of the University Rectorate that will enable human resource development
- Adoption of guidelines on employment of college teachers with the requirement of open international tenders and the start of regulation of the position of higher education teachers in assistant positions
- Adopting guidelines on determining wages and norms for employment in specialist services
- Systemic implementation of education of teachers and specialist workers with emphasis on new forms of working with students
- Increase in the number of foreign teachers and researchers and the start of regulating permanent employment of researchers

Upgrade of the information system

- Preparation of a plan to integrate University's information systems, cooperation of all University of Ljubljana Members to create a unified business-information system and the implementation of an open call for tenders to choose a tenderer
- Renovation of the University's information structure
- Additional staffing of the IT department

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Members of the University of Ljubljana:

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