Univerza *v Ljubljani*

ANNUAL REPORT 2022

Business Report
and Quality Assurance Report

Rector: Professor Dr Gregor Majdič

Adopted at the session of the Senate of the University of Ljubljana of 28 March 2023, and at the meeting of the Governing Board of 30 March 2023.

University at a glance

Name of institution: UNIVERSITY OF LJUBLJANA

Abbreviated name: UL

Location (street name): Kongresni trg 12

City and postcode: 1000 Ljubljana

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INTRODUCTION

This document[1] constitutes the Annual Report, and includes the Business Report together with the Quality Assurance Report and Financial Report of the University of Ljubljana (hereinafter UL) for 2022. The purpose of this document is to provide a comprehensive and open presentation of achievements in 2022. The structure of the report follows the programme of work for 2022, with a review of activities carried out and targets achieved in the year. The UL Business Report includes a Quality Report, which is presented in the form of self-evaluation tables for each area. We evaluated the progress in individual areas, and presented measures proposed to address the deficiencies and threats identified. The system of quality assurance and the development of that system are presented in Chapter 6 (Management and development of the quality system).

The preparation of this report involved the participation of the entire University of Ljubljana, the leadership, professional departments and students of the member faculties. Based on previously prepared analytical statements drawn up for this purpose by the services within the Rectorate, the member faculties produced their own business and quality assurance reports. Self-evaluations performed at member faculty level, which are an integral part of the business and quality assurance reports, serve as the basis for preparation of the quality assurance reports. All the reports have been scrutinised by member faculties' quality committees and senates. The report was also scrutinised by the UL Quality Committee prior to being scrutinised by the UL Governing Board and UL Senate.

An evaluation of the achievement of development goals is given in Chapter 9 Development Goals 2021-2024. The development pillar of financing enables us to realise our development potentials at both university and member faculty level and, in particular, to facilitate targeted and balanced development across all faculties. In the development goals plan, with measures for their achievement for the 2021–2024 period, we defined three key development goals in three development areas (quality of study, internationalisation and cooperation with local interests): to strengthen the quality of the study process, student-focused and in cooperation with local interests; support for the academic community (students, higher education teachers) to ensure the unimpeded and effective implementation of a strengthened transnational study process with the help of modern technological solutions in the fields of quality of study and internationalisation (as the two fields are interconnected); and the social responsibility of the university in the field of cooperation with wider society.

The University of Ljubljana began drawing up a new strategy in 2020. The process of preparing the University of Ljubljana Strategy 2022−2027 has brought together members of the UL academic community, representatives of trade unions and numerous external stakeholders to devise development activities which will help consolidate the UL as a recognised and established academic institution in Europe. In its 8th session of 31 May 2022 the UL Senate adopted the new strategy for the period 2022–2027. An action plan was drawn up to provide the basis for further activities to be prepared in 2023, along with the plan for monitoring implementation and achievement of objectives.

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[1] In this text, terms used in the masculine gender shall apply equally to men and women as gender-neutral terms.

We have devised eight strategic areas to achieve the vision of the UL 2027: five development areas and three support areas.

The five development areas include:
1. develop education, integrated into the home and international environments, to promote creativity, innovation, critical thinking and social responsibility;
2. promote excellence in science and the arts, integration into the international environment, an interdisciplinary approach,
openness and social relevance;
3. enhance support for the transfer of knowledge and the arts in all spheres of public life;
4. promote an accessible, inclusive and equal academic environment; and
5. boost UL's social role and position in the national and global social dialogue.

The three support areas are:
1. strengthen autonomy and finances;
2. upgrade processes and infrastructure; and
3. support staff development.

The ultimate strategic objective is to become 'A recognised and established academic institution in Europe', which includes placement among the top 400 universities in the ARWU and QS rankings, and among the top 20 universities in the QS Emerging Europe and Central Asia rankings, along with international accreditation for UL and all its member faculties. We will achieve this by means of five specific strategic objectives:
Strategic objective 1: first-rate learning experience and high employability;
Strategic objective 2: top achievements in science and the arts;
Strategic objective 3: a prestigious partner institution for the transfer of knowledge, innovations and creativity;
Strategic objective 4: an academic institution that serves as a role model in respecting diversity;
Strategic objective 5: social effects – social prosperity and progress.
For all strategic objectives indicators were determined for controls using target values. These achievements will be co-created by effective and successful activities that have been conducted at UL thus far, and which the new Strategy does not alter.

MISSION AND VISION

The University of Ljubljana pursues the mission, vision and values set out in the University of Ljubljana Strategy 2022–2027.

Mission
- To cultivate first-rate research, achieve excellence, and meet the highest ethical standards in all areas of science and the arts. To foster the consolidation of the national identity, including through the development of Slovenian
  scientific and technical terminology, which it also achieves through its own publishing activities.
- To educate, based on own research and on national and international research achievements, creative, critically thinking superlative scientists, artists and experts, who are qualified to conduct sustainable and responsible management, while working within the traditions of the European Enlightenment, humanism and respect for human rights. Paying special attention to an inclusive research, educational and working environment as well as development of talents while adhering to humanist principles.
- To promote interdisciplinary and multidisciplinary studies and share achievements in science and the arts with other universities, and with science and research institutions. By doing so, UL will contribute to the Slovenian and global treasury of knowledge, passing this onto students and contributing to the global knowledge society.
- To collaborate with organisations from the business sphere and all other activities from the private and public sectors, and with state authorities, local communities and civil society. UL will thus be able to accelerate the application of its research and education achievements, and to contribute to the development of society. By actively responding to events taking place in its wider surroundings, the UL must serve as society's critical conscience and help shape the country's citizens so that they will tackle the development challenges of the 21st century in a decisive and responsible manner.

Vision
In 2027, UL will be one of the leading universities that help shape an innovative knowledge society and wider social prosperity based on the foundations of the values of ethical cohabitation in Central and Eastern Europe.

Values
UL bases its education, research, expert and public work, along with its relationships, on the following values:
- humanism and respect for human rights, including equal opportunities, inclusiveness and the principle of solidarity;
- an ethical and responsible attitude to the world and future generations;
- academic excellence and ensuring the highest quality;
- the academic freedom of staff and students, particularly the freedom of creativity and cultivating a critical mindset;
- autonomy in relation to the state, political parties, corporations, and religious and other groups.

ACTIVITITIES AND IMPLEMENTATION OF OBJECTIVES IN 2022 BY ACTIVITY WITH SELF-EVALUATION

1. EDUCATION

RAISING THE QUALITY OF EDUCATION AND THE IMPLEMENTATION OF STUDY PROGRAMMES

Development of study programmes

In 2022 modifications and expansions of first-cycle and integrated master's study programmes were proposed by 23 member faculties regarding 112 study programmes. The process of modification also looked at one enhancement study programme. The process covered modifications to the compulsory components of programmes, which in most cases involved changes or additions to curriculums. In 2022 the enrolment conditions were changed for the majority of first-cycle study programmes, based on the NAKVIS requirements in the procedure for extending the University's accreditation.

Based on long-term cooperation between the competent ministries, the Slovenian armed forces and universities, UL FPP introduced military studies content into three higher education professional programmes, while the academic Defence Studies programme was modified to include an elective module with military content, which in the third year will be available to all UL students enrolled in academic study programmes. Some first-cycle study programmes at UL FDV have been supplemented with a two-course stream, and in the future this will allow students to pursue a combination of two-course study in the UL FDV and UL FF programmes.

In the second cycle 15 member faculties submitted for deliberation proposals regarding modifications to 61 study programmes, with the most extensive changes being proposed by UL FF in relation to master's programmes. That member faculty also proposed new breakdowns in programmes, while other modifications covered mainly curriculums and the proportion of electives in programmes.

During the year the competent bodies of the member faculties and the University confirmed the modifications and additions for the majority of doctoral study programmes. Modifications and additions to the compulsory components of doctoral study programmes were proposed by 18 member faculties. The main changes related to modifications of curriculums, the introduction of new subjects, leaving out electives, modification of subject-specific competences, changes to individual syllabus components, including changes to course names and changes of the leaders and providers of individual study units. The new field Digital Linguistics was introduced in the doctoral programme Humanities and Social Sciences.

Specialised training programmes and other forms of lifelong learning in 2022

In 2022 member faculties provided 14 accredited specialised training study programmes. Around 400 participants were involved in them.

Accreditation of study programmes

In 2022 NAKVIS granted accreditation to the first-cycle academic study programme Man and Interpersonal Relations at UL TEOF. It received a request from UL to cancel the accreditation of 13 first-cycle and 33 master's study programmes at UL FF and two master's programmes at FDV. The first-cycle

academic study programme Physiotherapy at UL ZF is in the accreditation process at NAKVIS, and will replace the higher education programme of the same name.

No new doctoral programme was accredited this year. Following the adoption of the Professional, Scientific and Artistic Titles Act, NAKVIS continued the procedure for accreditation of the interdisciplinary doctoral programme Art.

Electronic study programme record

The EŠP electronic record is an invaluable tool for managing and communicating in procedures of developing study programmes. Transparency of data, handling and decisions in the system's procedures is ensured for each intervention in the data record, which ensures the University's credibility in developing study programmes.

Professional services staff meet regularly each month with the developers and maintainers of this tool, and develop functionalities for easier management of procedures and greater transparency of data in view of amendments to regulations or identified deficiencies in work.

In 2022 we conducted a meeting for member faculties at which we presented the new features and development of the EŠP and additional functionalities developed between 2020 and 2022, and at the same time member faculty representatives were able to share their visions and suggestions for development, which serve as the basis for further work.

In 2022 we also revived the regular monthly meetings with the representatives of NAKVIS, with whom we wish to link the EŠP and eNAKVIS for the flow of data on study programmes and their changes, which will ease and speed up the electronic review of data that need to be kept and submitted by NAKVIS in due time to the competent ministry under the Higher Education Act.

The representatives of UL and NAKVIS are united in finding that the competent ministry should also be involved in agreements on the electronic exchange of data on study programmes.

IMPLEMENTATION OF STUDY PROGRAMMES

Ensuring the quality of application and admission procedures

During 2022 the VPIS (enrolment) department provided advice and information on the application and admission procedure for Slovenian citizens, European Union citizens and citizens of non-EU countries. Between February and October we used information points to provide enrolment information to Slovenian and international candidates who had completed their secondary education abroad. We organised information days for Slovenians in neighbouring countries and for foreign nationals, and participated in a number of events organised by the Office for Internationalisation and strategic partnerships. We worked together with the RRC and Education Ministry on upgrading the eVŠ VIP higher education enrolment module.

We carried out all the requisite monthly meetings with member faculties' student affairs offices. These are designed to gather the key information necessary for ensuring that the secondary school environment obtains the best possible information and advice, as well as to improve cooperation and the transfer of information to member faculties and the specialist services within the Rectorate.

The number of students enrolled at UL fell again in 2022/23 (to a large extent in the first cycle), and approached the number enrolled before the extraordinary circumstances due to the Covid-19 epidemic. A total of 37,509 students were enrolled, which is less than the planned number (39,726), and this number comprised 22,476 female and 15,034 male students.

Number of students enrolled at the University of Ljubljana
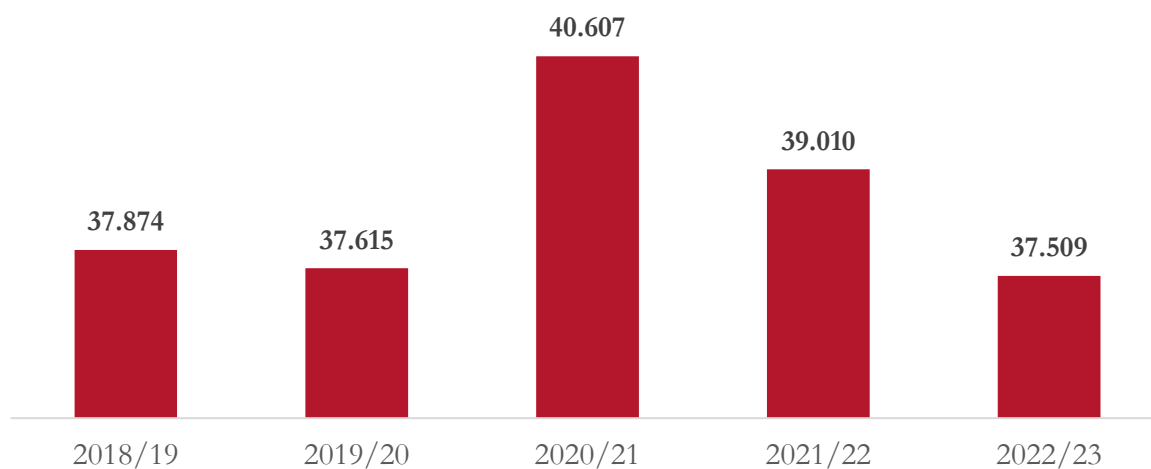
Figure 1: Number of students enrolled in study programmes in all three cycles

Number of students enrolled in the 2022/2023 academic year
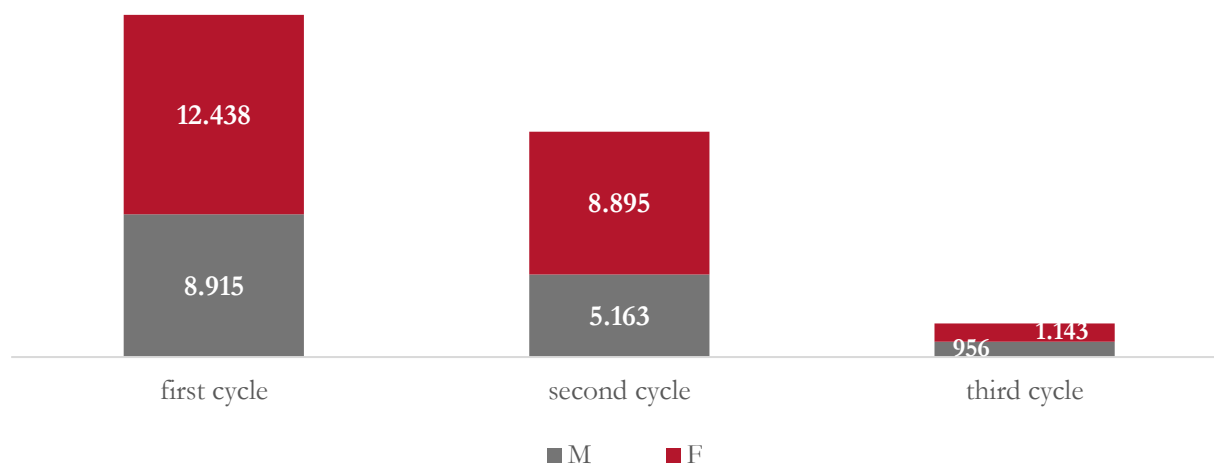
Figure 2: Number of students enrolled in the 2022/2023 academic year by gender

A total of 21,352 students were enrolled in first-cycle study programmes in the 2022/23 academic year (15,122 in academic university courses and 6,230 in professional higher education), which was slightly lower than the planned figure of 22,657.

Number of first-cycle students enrolled

	2018/19	2019/20	2020/21	2021/22	2022/23
academic higher education	15.771	15.561	16.734	16.006	15.122
professional higher education	6.370	6.352	6.809	6.484	6.230

Figure 3: Number of students enrolled in first-cycle study programmes

A total of 14,058 students were enrolled in second-cycle study programmes in the 2022/23 academic year (10,192 in master's and 3,866 in integrated master's programmes), which was lower than the planned figure of 14,804.

Number of second-cycle students enrolled

	2018/19	2019/20	2020/21	2021/22	2022/23
integrated master's	3.895	3.753	3.929	3.957	3.866
master's	9.915	9.893	10.934	10.433	10.192

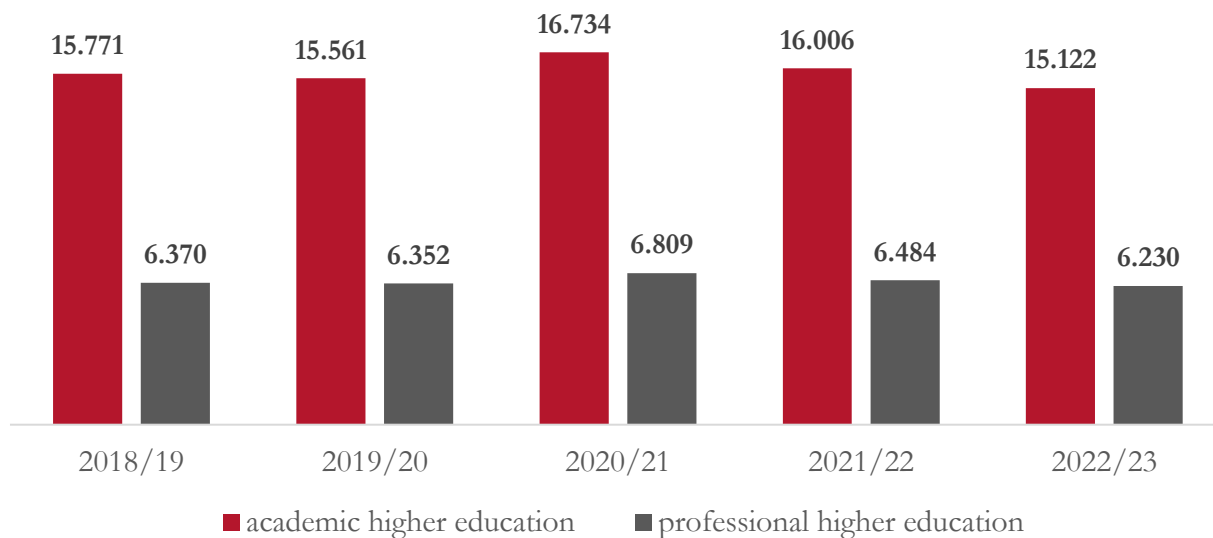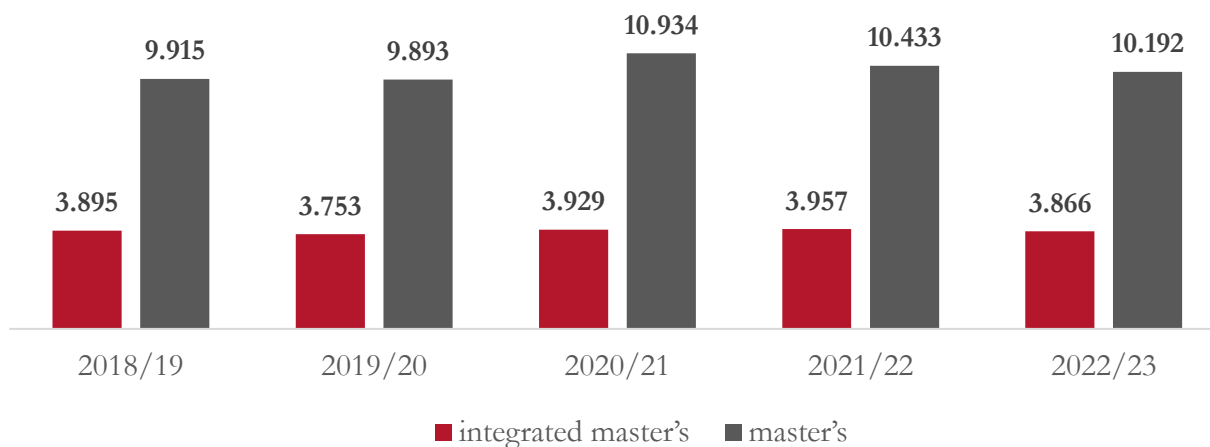*Figure 4: Number of students enrolled in second-cycle programmes*

A total of 2,099 students were enrolled in third-cycle study programmes (31 fewer than in the previous academic year), which was slightly lower than the planned figure of 2,265.

Number of third-cycle students enrolled

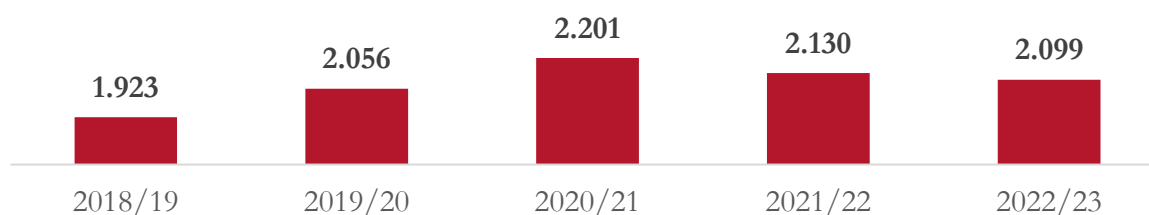| 2018/19	2019/20	2020/21	2021/22	2022/23
1.923	2.056	2.201	2.130	2.099

Figure 5: Number of students enrolled in third-cycle programmes

Financing and co-financing of doctoral study

In line with the Decree on co-financing of doctoral studies for the 2021/2022 academic year, UL was allocated funds of EUR 3,129,560.00 for co-financing doctoral studies. Based on the agreement on co-financing doctoral studies, the Ministry of Education, Science and Sport allocated to UL a total of EUR 2,760,614.90 in 2022 (based on the second request for the 2021/2022 academic year of EUR 782,389.90 and on the first request for the 2022/2023 academic year of EUR 1,978,225.00). In the 2021/22 academic year we co-financed the tuition fees of 970 doctoral students who met the requirements set out in the Decree and the requirements and criteria adopted by the UL Senate.

Milan Lenarčič scholarships

In 2022 the University's Milan Lenarčič Foundation awarded scholarships for the sixth time to second- and third-cycle University of Ljubljana students who had achieved above-average academic results. In line with the Rules on awarding scholarships, the call was published on the University's website, with the total value of available funds amounting to EUR 60,000. Applications to the call were submitted by 37 students, of whom 16 were second-cycle and 21 were third-cycle students. Compared to the previous academic year this response from students was a significant increase, with 16 candidates more applying than in 2021. In line with the proposal of the commission the Foundation's board awarded a total of 11 scholarships. The scholarships were awarded for a period of one academic year, with the possibility of obtaining scholarships again in subsequent academic years. Scholarship agreements were concluded with the selected scholars for the 2022/2023 academic year. In addition to above-average academic performance, all scholarship recipients are distinguished by a number of outstanding qualities and gifts, along with clear goals for the future and their continuing careers.

Reform of higher education for a green and resilient transition to Society 5.0: Pilot project for reforming higher education for a green and resilient transition

Within the framework of an Education Ministry call we secured funds from the Recovery and Resilience Plan for the project *UL for a sustainable society – ULTRA*, as part of which we will be conducting pilot projects for the overhauling of 29 first-cycle higher education professional study programmes, aimed at the development and acquisition of digital competences and sustainable development competences that respond to the new needs of society, in part through the implementation of more inclusive and adaptable learning approaches applying the principles of flexible study paths in an adaptable learning environment, and in line with the concepts of lifelong learning, which includes improvements in equipment and setting up new learning environments, as well as boosting support for higher education teachers for adapted teaching.

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

In 2022 the UL Senate adopted the University of Ljubljana Guidelines for implementing blended learning and the use of ICT in the academic process, with the aim of encouraging member faculties to employ good practices that arose during the period of shutdown due to Covid-19 and to get them to commit to monitoring the effects of doing such work remotely.

We were successful in our application for the project Digital UL: purchase of equipment, which was funded as part of the Recovery and Resilience Plan, whereby UL will receive equipment to support digitalisation of higher education studies and the University's administrative needs. This is a precondition for boosting digital skills and competences for the digital transformation of both teaching staff and students. The UL Digital Centre in cooperation with member faculties and the University's IT service (USI) drew up the technical specifications and detailed analysis of the needs for the purchase of hardware and software and services for the digitalisation of teaching and administrative processes in support of studies.

A variety of activities were carried out at the UL Centre for the Use of ICT in Education (UL Digital Centre) in 2022. They were designed to encourage the use of ICT in the education process at UL member faculties. In addition to regular support activities which we carry out at the UL Digital Centre in the areas of dissemination, education and development (for more see the chapter Learning and teaching), we continued to involve teachers in the 'Multipliers' community, which includes 43 higher education teachers and associates from 24 member faculties offering support for their colleagues in the use of ICT in education. We have also incorporated into the UL Digital Centre support network teachers and associates from UL who wish to test out the options for using ICT in their courses, and launch trial updates of courses with an emphasis on the use of ICT in education work. In 2022 (summer semester 2021/22, winter semester 2022/23), 52 providers from 20 member faculties took part in trial updates of course provision.

The UL Digital Centre commenced activities as part of the pilot project *Educational ecosystem for gaining digital competences of teachers and students*, which is part of ULTRA, the UL umbrella project for a sustainable society. Through the project we wish to upgrade the existing support system for teachers and students in the use of ICT, with a focus on promoting the development of digital knowledge, competence and skills. We started planning and setting up sample smart classrooms, which will be based on carefully considered, secure and didactic use of ICT. Both teachers and students at UL will be integrated into the evaluation of digital competence at the start and conclusion of the pilot project, with the aim of measuring progress in the development of digital competence and the effectiveness of the established support system. The project is closely linked to other pilot projects at UL and will supplement and support them in terms of ICT use in the education process.

In addition to offering didactic support, we provided technical support for higher education teachers and associates. We advised higher education teachers and associates on the production of multimedia educational content and the use of various ICT solutions in the education process. For six member faculties and the UL Career Centres we provided online classrooms accessible via university IDs to students as well as higher education teachers and associates on a single infrastructure, all integrated into the student information systems of the member faculties. This digital service of providing online classrooms represents one of the basic building blocks of the Integrated Study Environment (ISE), which was conceptualised in the previous year and is in development. It will constitute a linked or integrated

system of different online applications and digital services which UL students, as well as higher education teachers and associates, use in the education process, as shown in the diagram below. The aim of the ISE is to provide UL member faculties, in one place using a single login via the university digital identity, with all the necessary technical solutions for implementing blended learning. UL member faculties will join the ISE gradually, depending on their needs and wishes.
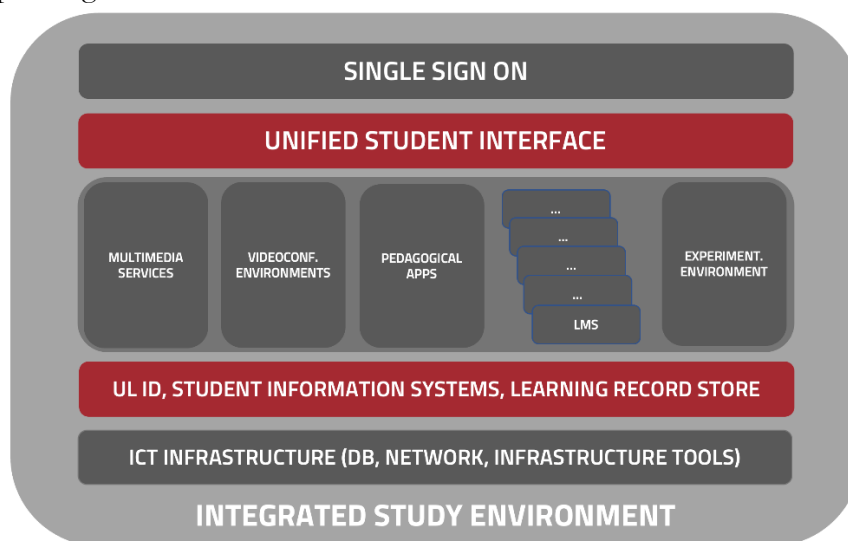
Figure 6: Diagram of Integrated Study Environment (ISE), UL Digital Centre

Learning and teaching

In 2022 the UL Digital Centre continued to provide support services, and devoted extra attention to the latest challenges in providing education in the post-covid period. We organised four Teacher to Teachers consultations with international participation, on the topic of exchange of experience with didactic use of ICT for active involvement of students in the education process and blended learning in the post-covid period, and covering various new trends and challenges in higher education teaching, which were attended by 237 higher education teachers and associates from various UL member faculties. In the area of development, which includes monitoring trends of ICT use in education, we developed 120 materials in the form of tips for didactic use of ICT and a presentation of various innovative learning approaches, methods and forms of work. We presented all the results on the UL Digital Centre website. We held 84 online and in-person workshops in the area of education in 2022, on the topic of didactic use of ICT (for more see the Training chapter). The workshops were attended by 1,055 higher education teachers and associates from various UL member faculties. In the area of advice-provision, in 2022 we held 244 one-to-one and group advisory sessions on the didactic use of ICT. We organised and supported the implementation of 52 pilot updates of providing study subjects with the didactic use of ICT, with higher education teachers and associates at various UL member faculties promoting the development of digital skills and competences of students through the interactive and inclusive implementation of activities in the education process.

Improving international cooperation

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

On the central level we concluded agreements with the University of Trieste, University of Belgrade, University of Rijeka, Stellenbosch University and Tamkang University. We met with representatives from CY Cergy Paris University, Lodz University of Technology, Stellenbosch University, University of Klagenfurt, Vietnamese-German University and Ukraine's national Igor Sikorsky Kyiv Polytechnic Institute, and strengthened contacts with existing international partner universities. Discussions were held with representatives of the University of Rijeka and the University of Belgrade on the topic of further and deepened cooperation and links within the region of the Western Balkans.

We participated actively in The Guild association, CELSA *(Central Europe Leuven Strategic Partners)*, EUTOPIA *(European University Alliance),* in working groups and activities of the international UNICA associations *(Network of Universities from the Capitals of Europe)*, the Utrecht Network and the Rectors Forum of Southeast Europe and the Western Balkans, as part of which, in cooperation with the University of Belgrade and University of Rijeka we held a meeting in September of representatives of universities from the region in Belgrade. The activities of VIU *(Venice International University)* were attended by 23 students, and as part of the Globalisation programme a teacher each from the UL Faculties of Health Sciences and Social Sciences and from the School of Economics and Business took part in providing courses for implementing summer activities.

Erasmus+ (E+) is the most important European programme for modernising and developing the education system and educational processes. UL member faculties and the Rectorate Office are actively participating in the E+ KA2-type projects Strategic Partnerships, Coalition of Knowledge, Strengthening Capacities, Jean Monnet and Sport. In 2022 we were involved in 168 projects, including 30 projects in which we were the coordinator or lead organisation.

We participated as a partner in the European project for drawing up an internationalisation strategy, support and other activities for improving the process of internationalisation and international recognition for higher education institutions in Montenegro. In 2022 as part of the project we presented dual diplomas and joint study programmes and the possibilities of exchanges for students and staff, and we also participated in the closing event in Montenegro. Project implementation was assessed in the interim quality assurance report with a grade of 98.3 (out of 100), with the conclusion that all planned activities were carried out to a high standard of quality and with outstanding cooperation, especially in the circumstances of Covid-19.

We boosted cooperation with the members of SMUL *(UL Global Network).* With the aim of drawing up the programme of work, intensifying cooperation and linking members of SMUL, we met three times online with the newly elected leadership of SMUL, held a meeting of SMUL members in December and organised four presentations of SMUL member achievements as part of the presentation 'Science for All'. We included SMUL members in the annual meeting of the UL Doctoral School, the conference for doctoral students, the expert committee for the Uroš Seljak prize and the expert committee for the Dr Ana Mayer Kansky prize for outstanding doctoral work. Through researchers, educators, contact persons at member faculties and the Government Office for Slovenians we called on new members to join SMUL, and we also updated and upgraded the website and the registration form for SMUL members, which will enable the direct linking of students and UL staff with SMUL members.

In promoting studies for international candidates we were focused principally on the region of the Western Balkans and those countries where there are Slovenians and descendants of Slovenians. We took part in presentations for international candidates that were provided under the auspices of the Study in Slovenia initiative, and carried out six online presentations, and in cooperation with the Slovenian Embassies in North Macedonia and Serbia we gave in-person presentations in Skopje, Belgrade and Niš. We also took part in an online presentation organised by the club representing Slovenian students from neighbouring countries (Klub zamejskih študentov) for school students of Slovenian upper secondary schools in Italy, gave a presentation at the virtual education fair Na koji ćeš faks (Where to go to uni), which featured a viewing of virtual stands of all UL member faculties, and participated in the EAIE conference. In cooperation with certain UL member faculties we carried out an online presentation for international candidates in English, and organised an online meeting and talk with study candidates regarding open questions concerning the application and admission procedure and the process of recognising foreign secondary education. We also focused on payable promotion via social networks and web portals in the Western Balkans region (Studomat.ba, Porta3, BOŠ karijera, Studiraj vani). On the website www.education.com in cooperation with several member faculties we published and promoted 40 study programmes and continued the promotion of master's and doctor's programmes of interested member faculties via the site Keystone Academic Education. Moreover member faculties also carried out various promotions and presentations to attract international students.

We translated information on the possibilities for studying at UL into 16 different languages and posted this on the website, and we also made up an online subpage in English and Slovenian giving details of the information days and presentations, and continued gathering registrations for presentations, with the aim of maintaining contacts and providing interested candidates with current information. We promoted online events and presentations via teachers working as Slovenian language instructors at universities abroad, the Slovenian Government Office for Slovenians Abroad, Slovenian societies and representative offices of Slovenia abroad, the club representing Slovenian students from neighbouring countries, and targeted campaigns at secondary schools abroad. We also published articles in foreign magazines (Suchana Osvita, Maturant, Higher Education Directory and MIA).

We organised a welcome day in September for international students at which we provided all the necessary information regarding studying and living in Slovenia. Following the proposals put forward by international students in response to a survey questionnaire, we took steps to improve our services. With the aim of providing support and assistance for enrolment at UL we made a video on the application and admission process, updated and upgraded the website and started creating a database of international student ambassadors who will be involved in the future in support and promotional activities for UL. We also made efforts to simplify procedures for obtaining Slovenian residence permits. To this end we drew up an overview of the challenges faced by international students and foreign staff, along with proposals for improvements, and took part in several meetings with the competent authorities. We were able to agree with the Ljubljana Administrative Unit on the opening of a special counter for international students to submit applications, and this started operation in September.

We set up a support point for study candidates from Ukraine, for whom we organised five Slovenian language courses and offered them in-person and online counselling, and also as part of the Erasmus+ programme we enrolled Ukrainian students in studies during the academic year. We also offered support to Ukrainian university staff, mainly through placement in available UL accommodation.

In 2022 individual UL member faculties again organised numerous summer schools intended for domestic and international participants. We created a joint overview of summer schools, which we published on the Slovenian and English websites and promoted through various channels.

There was a fall in the total number of students enrolled at UL in the 2022/23 academic year (including international students), although the proportion of international students rose in comparison with the previous year. In the 2022/23 academic year, we enrolled 3,508 non-Slovenian students; they account for 9.4% of all enrolled students. A total of 1,037 female and 575 male students were enrolled in first-cycle courses, 912 female and 600 male students in second-cycle courses, and 209 female and 175 male students in third-cycle courses.

Share of international students enrolled at the University of Ljubljana
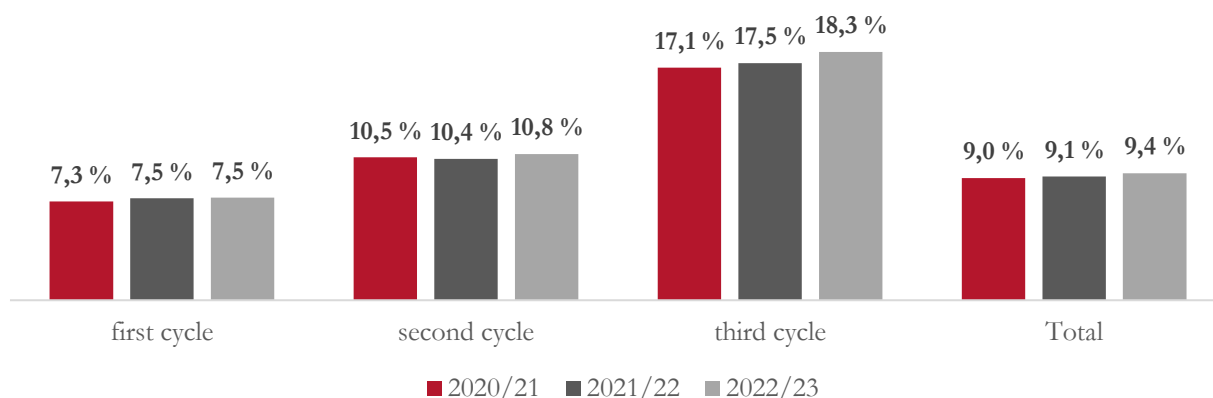
Figure 7: Share (in percentage) of international students as a proportion of all students enrolled

Number of international students enrolled at the University of Ljubljana in the 2022/23 academic year (by gender and cycle of study)
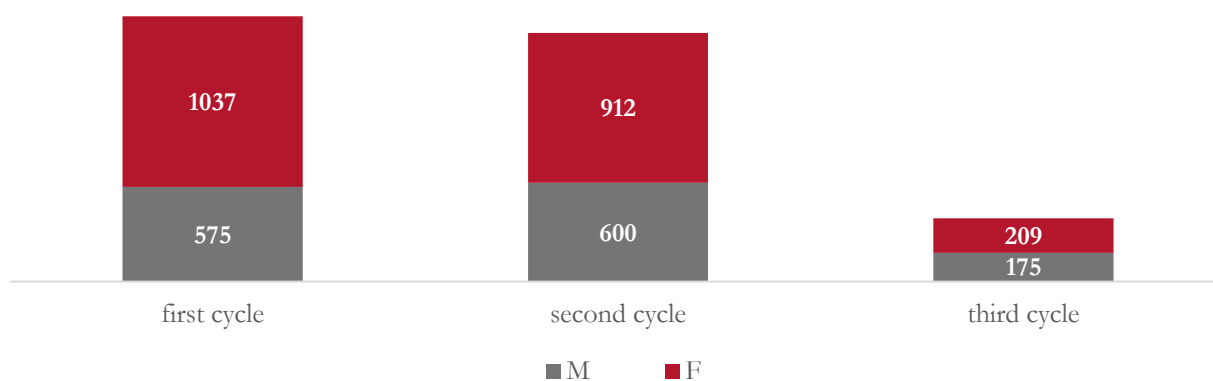
Figure 8: Number of international students enrolled in the 2022/23 academic year (by gender and cycle of study)

Following a successful application to the call issued by the National Agency for Mobility Programmes (CMEPIUS) for European individual mobility funds under the Erasmus+ programme and the call from the Slovenian Public Scholarship, Development, Disability and Maintenance Fund for funds in the Ad Futura call as a supplement to the Erasmus+ stipends, we maintained a high number of outgoing students

taking part in Erasmus+ exchanges for study and practical training in the 2021/22 academic year. To this end the member faculties stepped up their promotion of the Erasmus+ programme and of the opportunities that it offers students and staff. Some promotional and information activities were still provided remotely, which was less personal, but they were attended by a larger number of candidates than those activities conducted in-person.

We also attempted once again to bolster the number of departing mobilities for teachers and employees to partner institutions in Europe and beyond, but were only partly successful in this, since the last two years have left a considerable mark on people's willingness to be involved in physical mobility, and also on the willingness of foreign higher education institutions to host our teachers and employees. UL member faculties therefore expressed a keenness to re-establish regular teacher and staff mobility at partner institutions abroad, as well as to increase the number of teachers coming to UL from abroad, which will make a significant contribution to the internationalisation of the university.

The number of arriving international exchange students was also restored with notable rapidity, and even exceeded the number before the Covid-19 epidemic. More female than male students arrived at UL on exchange programmes in the 2021/22 academic year.

Number of students on exchange programmes
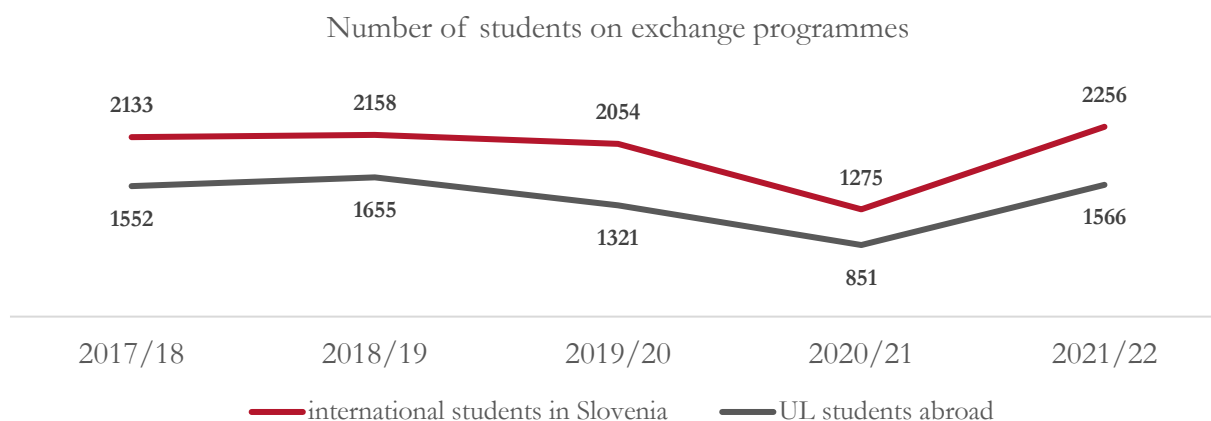
Figure 9: Student exchanges

Number of students on exchanges by gender
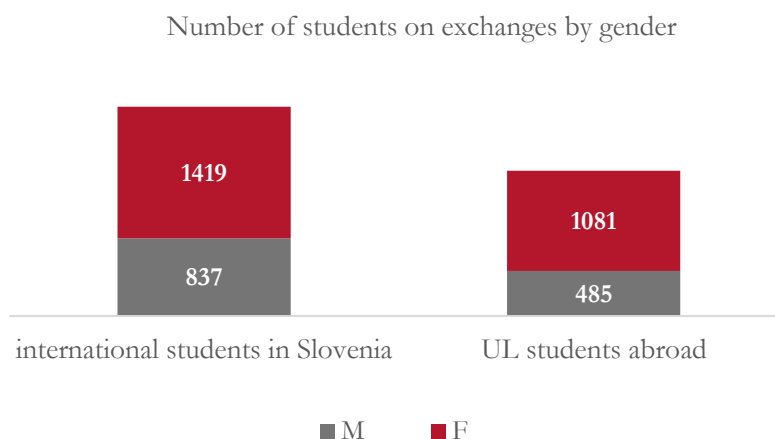
Figure 10: Number of students on exchange programmes in the 2021/22 academic year

Certain institutions with which we cooperate in candidate selection enable our students to study abroad. UL students have thus received scholarships for study at foreign universities from the Parus Foundation and the Knafelj Foundation, Tuma and Likar Fund scholarships, MAUI scholarships for institutions in the USA, AEN scholarships for institutions in Australia and REARI scholarships for institutions in Brazil. In cooperation with the US Embassy in Slovenia we also gave a presentation of the opportunities for using Fullbright Scholarships for doctoral students and postdoctoral researchers being hosted in the USA.

International activities in the area of doctoral studies
We continued implementing mobility programmes within the framework of EUTOPIA, the learning and research community of European universities of the new generation. Based on a call for short-term mobilities with partner universities, in 2022 three UL doctoral students pursued short-term (up to six weeks) research mobilities at Pompeu Fabra University, University of Gothenburg and Vrije Universiteit Brussel, while UL hosted a student from Vrije Universiteit Brussel. Within this association we started drawing up a joint training list for all participating universities, intended for doctoral students selected in EUTOPIA calls for doctoral mobility, and based on this they will be able to take part in education at foreign universities and enhance their competences.

We also pursued international cooperation in the context of concluding agreements on the joint implementation of research and co-supervision in the preparation of doctoral dissertations by UL students in cooperation with a foreign university or research institution, and we employed several foreign researchers under the Marie Curie programme. The majority of these agreements were concluded with partner universities within the EUTOPIA network and as part of MSCA projects.

We conducted the selection procedure for UL doctoral students to take part in the summer school of LERU (League of European Research Universities) in Utrecht, and this was attended by the selected doctoral student. We also participated in other international networks and institutions, in the European University Association – Council for Doctoral Education and we organised a number of international summer schools and other events for doctoral students. In cooperation with the University of Graz and University of Rijeka, at the end of October 2022 we held the sixth doctoral conference entitled Digitalisation in Science and Society, as part of which doctoral students from all three universities gave papers in the form of lectures and posters, they shared their knowledge and results, and discussed digitalisation in its broadest sense, ranging from artificial intelligence, cybersecurity, digitalisation in medicine, law, architecture, education, human resources management and sport all the way to data mining and digital inequality. In the framework of the Doctoral School we started to link up more actively with members of the University of Ljubljana Global Network (SMUL).

This year member faculties also carried out numerous activities in the area of international cooperation, with the aim of attracting a higher number of international students and invited guest lecturers. They organised a number of events aimed at promoting doctoral studies and boosting networking and interpersonal connections among doctoral students. A large number of member faculties encouraged educators and researchers to participate in international networks and consortiums, and to join in activities and mobility programmes within EUTOPIA and the ERASMUS programme. They held numerous winter and summer schools and international conferences for doctoral students, and arranged cooperation with foreign institutions, and in this way too, made it possible for doctoral students to gain international experience.

Projects to modernise the education system and study programmes as part of the Erasmus+ programme

Erasmus+ (E+) is the most important European programme for modernising and developing the education system and educational processes. UL member faculties and the Rectorate are actively participating in the E+ KA2-type projects Strategic Partnerships, Coalition of Knowledge, Strengthening Capacities, Jean Monnet and Sport. In 2022 we were involved in 168 projects, including 30 projects in which we were the coordinator or lead organisation.

Total number of Erasmus+ projects (by UL faculty)
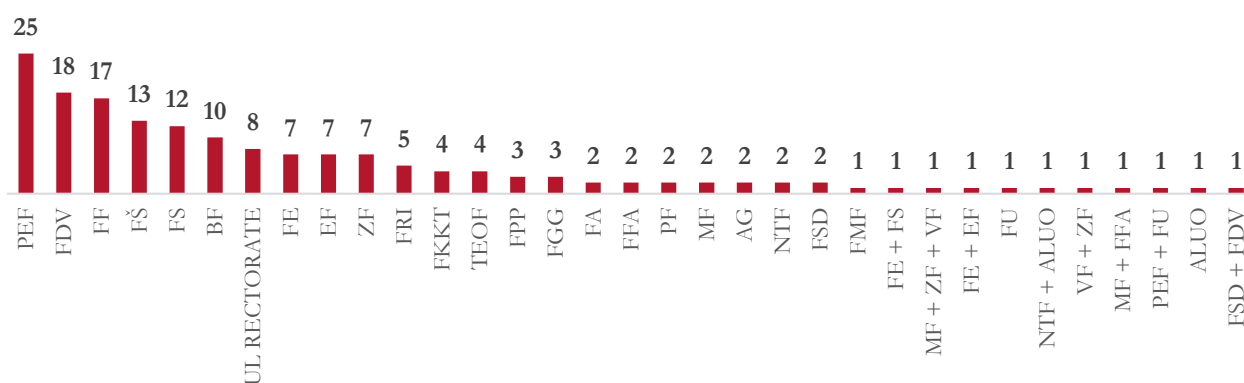
Figure 11: Total number of Erasmus+ projects for 2022

Improving the quality of the study process

The indicators of effective study, which we have monitored for a number of years, are the number of graduates, the rate of student progression into the next year of study and external selectivity. At UL a total of 7,818 students graduated in all cycles of study in 2022, which was a little less than planned (8,510). A total of 3,022 men and 4,796 women graduated.

Number of graduates
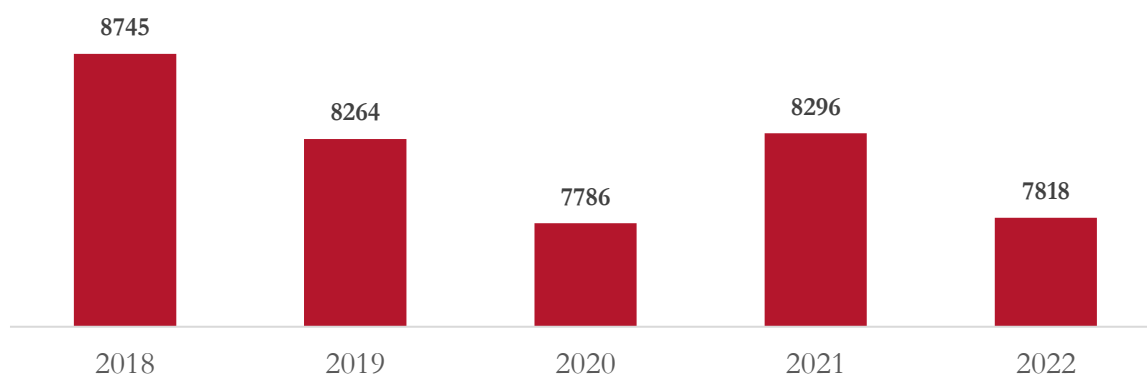
Figure 12: Number of graduates of study programmes in all cycles

Number of graduates in 2022

first cycle	second cycle	third cycle
2633 (F) / 1839 (M)	2022 (F) / 1050 (M)	141 / 133

■ M ■ F
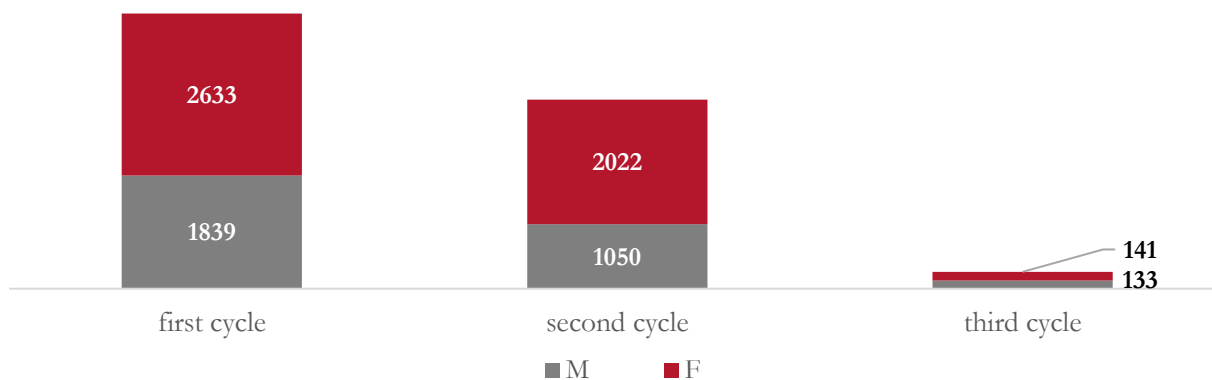
Figure 13: Number of graduates in 2022 (by study cycle and gender)

Progression within the first cycle was a little lower than in the previous academic year (5 percentage points), but a little higher in the second and third cycles (1 percentage point higher in the second and 4 higher in the third cycle). Just under 2% of students were involved in at least one course at another member faculty (external selectivity).

Table 1: Progression from the first to second year (first cycle), with information on study programme duration

First cycle	Duration of programme (excluding additional year)	2018/19	2019/20	2020/21	2021/22	2022/23
academic higher education	3	64.3%	59.8%	69.0%	58.9%	53.6%
academic higher education	4	44.1%	64.2%	72.2%	66.0%	61.8%
professional higher education	3	55.3%	53.9%	59.1%	53.9%	48.4%

Number of first-cycle graduates

	2018	2019	2020	2021	2022
academic higher education	3422	3343	3371	3532	3328
professional higher education	1329	1262	1179	1285	1144

■ academic higher education ■ professional higher education
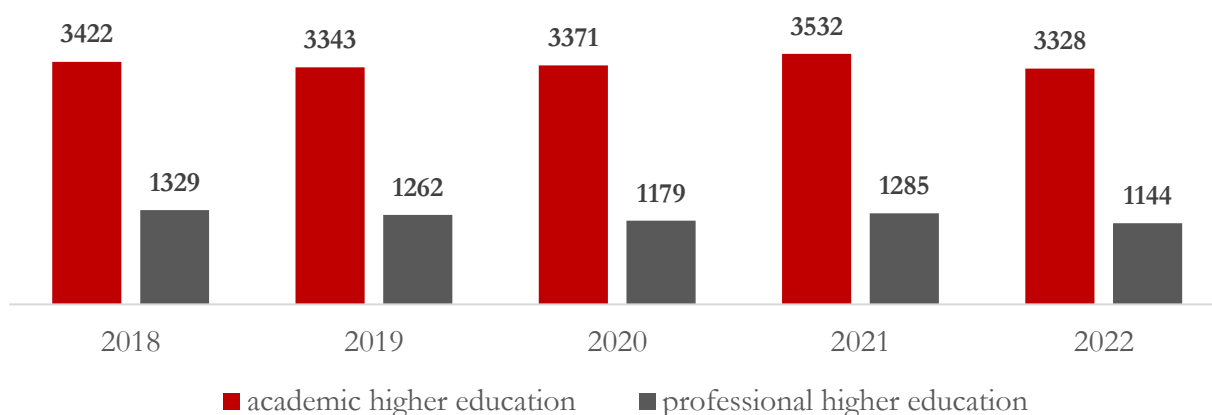
Figure 14: Number of students who completed first-cycle studies (by type of study)

Table 2: Progression from the first to second year (second cycle), with information on study programme duration

Second cycle	Duration of programme (excluding additional year)	2018/19	2019/20	2020/21	2021/22	2022/23
integrated master's	5	68.9%	74.4%	80.9%	70.2%	65.8%
integrated master's	6	85.2%	94.5%	100.3%	82.9%	76.6%
master's	2	73.9%	78.7%	87.9%	76.8%	79.0%

Number of second-cycle graduates
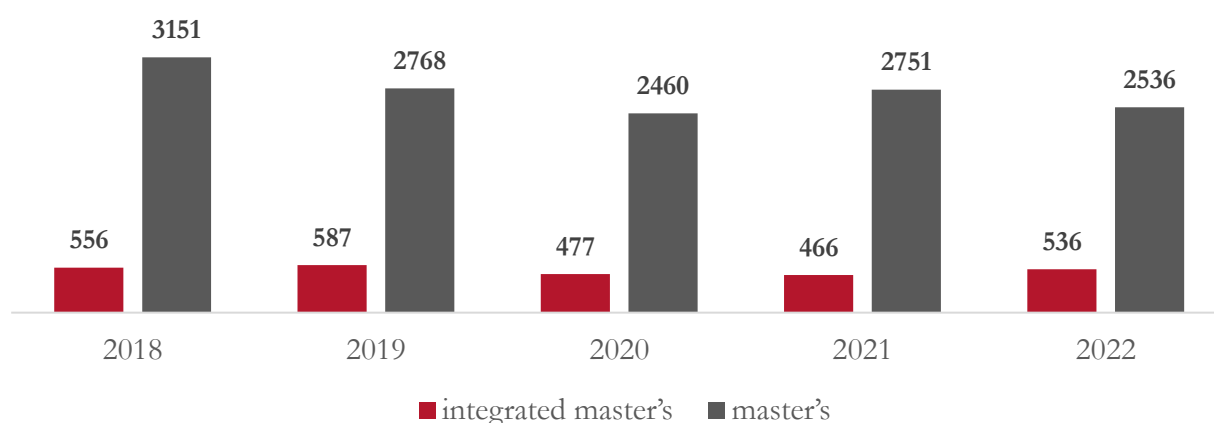
Figure 15: Number of students who completed second-cycle studies (by type of study)

Table 3: Progression from the first to second year (third cycle), with information on study programme duration

Third cycle	Duration of programme (excluding additional year)	2018/19	2019/20	2020/21	2021/22	2022/23
doctoral	4	0.0%	0.0%	88.9%	83.9%	86.8%

Number of third-cycle doctoral graduates
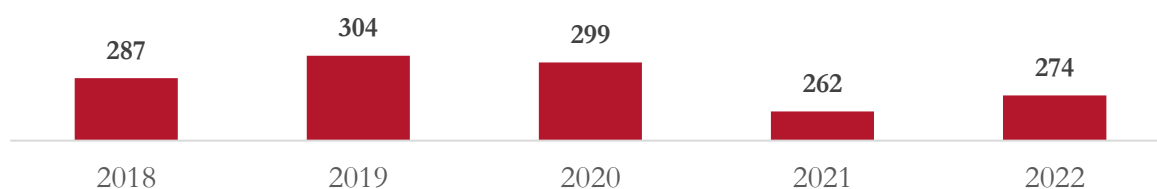
Figure 16: Number of students who completed third-cycle studies

With the aim of more prominent promotion of doctoral studies at the University of Ljubljana, along with science and the arts, on 23 June 2022 in cooperation with the UL arts academies and the City of Ljubljana we organised for the first time in Congress Square, in front of the university Rectorate, a public event in two parts, at which in addition to doctoral diplomas we conferred awards for major artistic works. On that

day we promoted 335 doctoral graduates and presented 12 awards for major artistic works, in this way ensuring the promotion of new doctors of science, the recipients for major artistic works and doctoral studies in general at the University of Ljubljana. In total we promoted 350 doctoral graduates in 2022, with three other promotions being held in addition to the public event. A total of 191 women and 159 men doctoral graduates were promoted.

Number of promoted doctors of science

2018	2019	2020	2021	2022
332	261	200	246	350
			Male doctors 114	Male doctors 159
			Female doctors 132	Female doctors 191
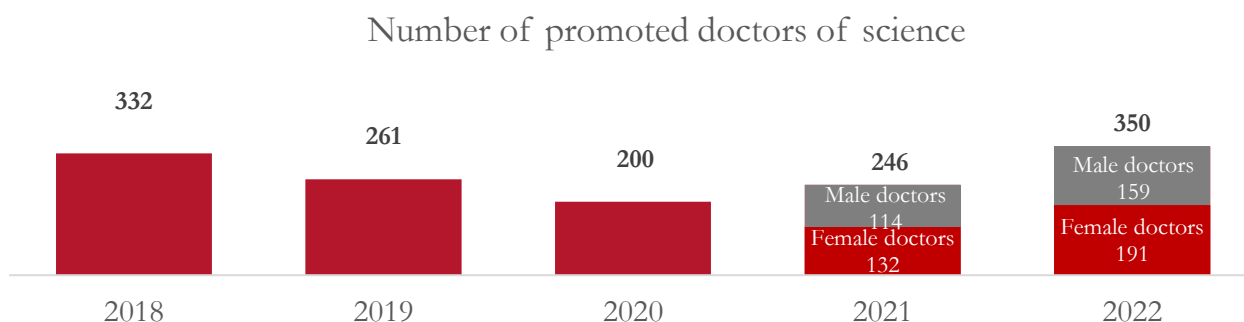
Figure 17: Number of doctoral award ceremonies

With the adoption of the *Rules on awarding Dr Ana Mayer Kansky prizes for outstanding doctoral work* we made provision for the rewarding of doctoral students at the university level. Based on the rules, once a year UL will reward doctoral graduates whose work meets the criteria of outstanding in their profession, and in which the content represents a superlative achievement and breakthrough in a scientific and/or artistic field. The first Dr Ana Mayer Kansky prizes will be awarded in 2023.

At the beginning of June 2022 after meeting online for two years we once again held an in-person meeting of the Doctoral School. The main topic of the meeting was handling research data in doctoral studies, and the challenges associated with drawing up a plan for handling research data in the context of doctoral studies at UL. In addition to doctoral students, the event was attended by their supervisors, course leaders and the administrators of doctoral study programmes.

We adopted guidelines and a form for drawing up a plan for handling research data for doctoral students, and organised a series of events on handling research data. The purpose of the educational events was to familiarise doctoral students and their supervisors with obtaining and gathering research data, both during the period of research and in the longer term (file formats, licensing, repositories, metadata), accessibility of data in line with the FAIR principles and ethics and integrity in research. On the website we posted a series of webinars and FAQs and responses related to planning how to handle research data, in order to help doctoral students and their supervisors.

As part of the INOVUP project, regular teacher training was continued for supervisors of students, with the aim of raising the quality of supervision. We started evaluating the student survey for doctoral studies and drawing up a proposal for pilot implementation of the updated questionnaire. In cooperation with the UL Career Centres, in May 2022 we held a Career Day for doctoral students and numerous other workshops and educational events that contribute to enhanced performance in the academic, personal and professional life of doctoral students.

We also continued the regular meetings of the Council of Doctoral Study Programme Administrators and the professional service departments of UL member faculties for doctoral studies and for young

researchers, with the aim of ensuring better information and sharing best practices and experiences, and we collaborated with other higher education and research institutions.

Guidance and support for pupils in selecting courses

In 2022 the Higher Education Application and Information Office offered school pupils personal and career guidance to support their selection of courses. We held more than 100 one-to-one guidance sessions with pupils and, on occasion, with their parents or guardian. Between January and December 2022, we held 10 workshops for pupils in collaboration with or at the request of secondary schools. The number of workshops for pupils, especially those aimed at supporting them in making the right study choice, was actually higher, as we sent out recordings of workshops to secondary schools, who could then use them as they saw fit. We took part in the Informativa 2022 education fair, where we held four workshops to provide more detailed information on higher education study at UL. A new development in 2022 was the introduction of the possibility of converting the expected number of points for an individual pupil intending to enrol in a limited study programme. During the autumn holidays the UL Rectorate held an Autumn School for Pupils, which featured several workshops for improved decision-making on the next steps in education, testing pupils using the Holland method, and to make it easier to identify potential we offered pupils the possibility of converting their anticipated points.

In December we organised the traditional annual meeting with secondary school counselling staff. The meeting was restored to an in-person setting in 2022. There were more than 70 participants, and the main topic of the meeting was young people – their status in the present and future. We also presented various forms of guidance and psychosocial help for students, provided by experts from UL and from the association of disabled students.

We paid special attention to the promotion of study for various groups with an emphasis on equal gender representation (STEAM). Work was designed in the form of the search for and testing of new, innovative and above all integrative and collaborative methods of promoting STEAM study/studies among primary and secondary school pupils.

For the purpose of improving mutual cooperation and obtaining vital information needed for the best possible provision of information and guidance in the secondary school environment, we carried out all monthly meetings with student affairs offices of UL member faculties.

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND AN EXPLANATION OF EFFECT ON QUALITY*
Since 2022, for a assessment of the more extensive modifications to study programmes the committees for doctoral and master's studies have been more frequently assisted in decision-making by the opinions of rapporteurs, who make a detailed and thorough review of the justifications and the proposed modifications to study programmes in terms of their long-term development with regard to the development of the discipline or the interdisciplinary dimension. The greater commitment of committee members enables more in-depth deliberation over all the modifications of study programmes.
The organisation of education events for doctoral students and their supervisors aimed at acquiring knowledge in the area of handling research data.

Changes to the organisation of conferring doctoral degrees with the aim of increased promotion of science, the arts and doctoral studies at the University of Ljubljana.	
In accordance with the new ZZRiD, research programmes can also include persons without doctoral degrees, which enables other doctoral students to be involved in research in addition to young researchers.	
Upgrading of the new eVŠ VIP module. Upgrading of the new module in 2022 facilitated improvements in work processes, reduced the amount of manual work for staff and speeded up data processing.	
Digitalisation of procedures in concluding Erasmus+ bilateral agreements (related to EWP – Erasmus without paper), opening of a special counter at the Administrative Unit for international students, additional promotion of courses on websites in Western Balkan countries, setting up a database of international student ambassadors, active inclusion of SMUL members in UL activities.	

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
A lack of cooperation with the competent ministry (Ministry of Higher Education, Science and Innovation – MVZI) in agreements on keeping records and electronic communication of data on study programmes and their modifications.	Establishing regular monthly cooperation between UL, NAKVIS and the MVZI on the operational level.	Submitting initiatives to the competent ministry for operational cooperation.
The intervention of NAKVIS in areas of UL autonomy with requirements that have no legal basis.	Establishing transparent procedures at NAKVIS and their conclusion.	Submitting proposals to NAKVIS and establishing systemic cooperation at all levels (management, professional services).
Doctoral studies are not systemically funded. The cofinancing of tuition fees depends each year on budget funds.	Ensuring systemic funding of doctoral studies.	Initiative from the MVZI to arrange for the systemic funding of doctoral studies under the new ZViS.
Enrolment in doctoral programmes is open to candidates who have completed the second cycle, regardless of field of study and without any relevant prior knowledge, for which reason students, their supervisors and course leaders have problems; consequently fewer doctoral students graduate successfully.	Amendment of conditions for enrolment in doctoral study programmes.	Follow-up proposal to MVZI to amend Article 38a of the ZViS.
Discontinuation of electronic operations after expiry of the Act on Temporary Measures to Mitigate and Eliminate the Consequences of Covid-19.	Electronic operations via the eVŠ information system.	Arguments in favour of electronic operations put to the Ministry of Education, Science and Sport and the relevant responsible bodies.
Lengthy and complex procedures for foreign nationals (staff and students) who wish to obtain documents for study and residence in Slovenia.	Simplifying and speeding up procedures.	Coordinating with the Education, Foreign Affairs and Interior Ministries to simply and speed up procedures.
Inadequate accommodation capacities for international students.	Increase accommodation capacities.	Ministry of Education, Science and Sport initiative to construct additional accommodation capacities.

Inadequate number of programmes offered in English.	Increase the number of programmes offered in English.	Encouraging member faculties to prepare and provide programmes in English.
Inadequate number of enrolment places for non-EU nationals (on certain programmes).	Increased number of enrolment places for non-EU nationals.	Coordination with UL member faculties regarding objectives relating to international students and international student numbers.
KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**
Lack of staff to support the operation of ICT systems in academic activities at the Rectorate.	Employing a person who will take care of all aspects of administration, use and linking of the EŠP programme records with other ICT environments.	Advertising the position.
Minimal conditions for demonstrating the research activity of the (co-)supervisor should have greater emphasis in qualitative indicators.	Changing the conditions for being a supervisor in doctoral studies.	A wider debate and drafting of amendments to the Rules on Doctoral Studies and a decision of the UL Senate on the minimum conditions for demonstrating the research activity of the (co-)supervisor.
Slow upgrading of the eVŠ VIP module.	More efficient support for the application and admissions procedure.	We have drawn up proposals to improve the operation of the eVŠ VIP module in collaboration with all admissions services at other universities.
Inadequate support for enrolled international students.	Improvements to support for the inclusion of international students.	Strengthening of tutoring at member faculties.
Staff have too much workload to participate in new projects.	Successful project implementation and inclusion of measures to achieve strategic objectives.	Studying the possibility of additional employment or greater inclusion of students in the second and third cycles.
Inadequate cooperation of member faculties with external partners/potential employers.	More appropriate competence models in study programmes in line with the needs and requirements of professions.	Involvement of students in company projects, involvement of external partners in the teaching process and self-evaluation.
UL still has no established system of organisation and operation for obtaining microevidence.	Establishment of system.	Drawing up starting points and inclusion of member faculties.
The EWP information system for concluding Erasmus+ bilateral agreements is not yet stable.	Ensuring a simple digitalisation process	Elimination of deficiencies

2. RESEARCH AND DEVELOPMENT

IMPROVING THE QUALITY OF RESEARCH

The biggest change for UL in the sphere of research in 2022 was the implementation of the new Scientific Research and Innovation Activities Act, which brought with it stable financing of research work and autonomy for the university so that it can itself allocate funding for research programmes, young researchers, infrastructure activities and UL administrative activities related to research. All the necessary activities were implemented in relation to stable financing of research, and the Rules on stable financing of research activity at UL were adopted.

In 2022 we had 4,406 registered researchers operating across 269 research groups. Based on Web of Science (WoS) data, in 2022 we published 3,383 articles, which is 504 fewer than in the previous year. But we are maintaining the positive trend of citations.
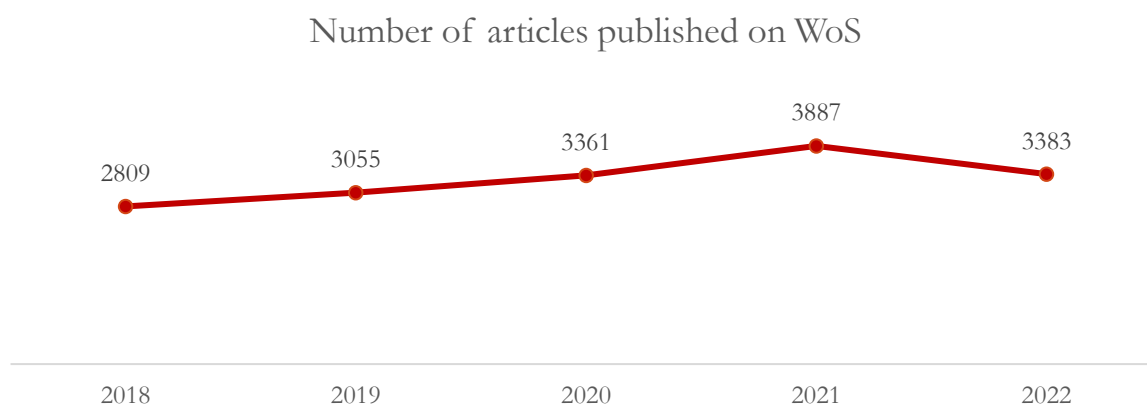
Number of articles published on WoS

Figure 18: Articles published on WoS (source: WoS)
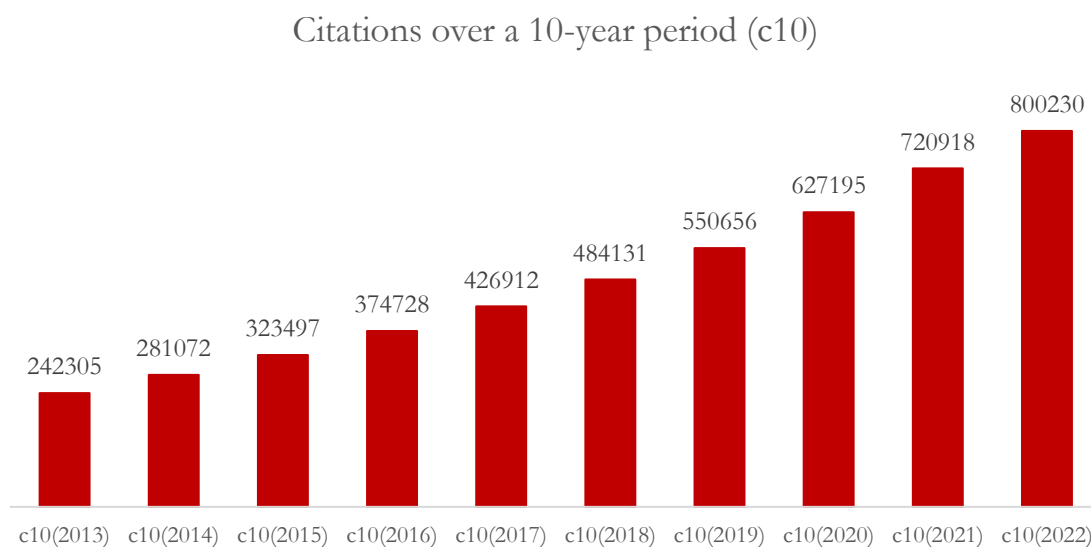
Citations over a 10-year period (c10)

Figure 19: Citations over a 10-year period (c10) (source: WoS, 2 March 2023)

UL member faculties were again active in 2022 in securing new research funding and in creating the appropriate conditions for pursuing research. With the help of stable financing, the majority of member faculties employed at least one extra person in their research offices, which in the future will greatly bolster the professional support for research. In order to improve the research potential, the member faculties in various ways encouraged researchers to take part in applications to competitive international project calls, publish in high-quality academic journals and produce outstanding research achievements.

At BF support was enhanced for research through additional substantive tasks in project preparation, alongside extra recruitment for the Project Office, while upgrades were implemented for financial, technical and administrative monitoring of project implementation and a project planning system was designed. The interpretation of habilitation criteria were also modified. The practice of organised regular consultations between the dean and lead researchers was also introduced. At EF researchers are being encouraged through rewards for outstanding publications, and additional funding is being provided for outstanding publications in the framework of individual research funds. Researchers are also being provided with financial incentives and cost reimbursement for compiling applications out of the UL Development Fund and the UL EF Research and Development Fund. The quality of research at EF will be given an additional boost with the setting up of the Behavioural Research Laboratory and the Financial Laboratory with a Bloomberg classroom in 2022. FA completed the development of conditions for collective evaluation of research as part of the project CA2RE+. A pilot presentation was created at FDV showing the link between academic publications and the aims of sustainable development. This will serve as support for researchers that need the FDV sustainability certificate for project applications. The faculty also implemented the Identification of faculty macro research topics (specifically COVID, sustainable development, the war in Ukraine, artificial intelligence and society) and an identification of research related to sustainable development and the sociological aspects of environmental and climate change. FDV also designed the concept of a project database of knowledge for current and recently completed projects and their deliberation in the FDV Academic Council. FMF in cooperation with the Jožef Stefan Institute (IJS) awarded the fourth Blinč prizes for research and expert work in physics. FMF also continued to reward the most successful researchers by allocating additional IRD funds for research and for publications in line with the internal rules. The increase of 3% over 2021 in the total number of publications in journals with a factor of influence exceeded expectations. Efforts were made at FPP to raise the level of research through the additional procurement of a supercomputer to process transport problems. Meanwhile problems in achieving improved quality of research work at VF were created by staffing issues, since some researchers left their positions, and there has been exceptionally low interest in employment in the research sphere.

NATIONAL RESEARCH PROJECTS AND PROGRAMMES

National financing of scientific research activity
This area, which is funded by the Slovenian Research Agency (ARRS), was marked in 2022 by the implementation of the Scientific Research and Innovation Activity Act (ZZrID). In accordance with the ZZrID a key factor at UL was the establishing of a process of the internal distribution of funds based on the new research activity act, the Criteria for allocation of funds, the Rules on stable financing of research and the Business instructions for 2022.

All UL member faculties were actively involved in the adopting and formulating of rules at the ARRS and UL (Rules on the selection and financing of young researchers, Rules on stable financing of research activity) and contributed to the exchange of opinions and proposals for evaluating research.

Research programmes

In 2022 a total of 133 research programmes for which UL was the lead institution and 53 where it was the co-provider came under stable financing. In the framework of stable financing funds UL allocated EUR 25,525,594.28 for financing existing research programmes.

At the beginning of the year the ARRS issued a public call for assessment of research programmes where the funding was concluded in 2022, and these were assessed. UL adopted the decision that research programmes due to expire on 31 December 2022 or 31 December 2023 would be extended in the same scope of operation, including financing, up until 31 December 2024. In accordance with the adopted rules on stable financing, procedures and activities were coordinated by the Research Office.

The arts academies also boosted their research activity. In implementing research in the field of performance art, speech and film studies and as part of the research programme Theatre and inter-arts research (ARRS, P6-0376) AGRFT continued and strengthened cooperation with other organisations (SLOGI, ZUL, Borštnik Meeting, other UL faculties and more).

Infrastructure programmes

In 2022 UL allocated the same level of funding as in 2021 for the smooth operation of the Network of Research Infrastructure Centres (MRIC). The distribution of funds for the costs of materials and depreciation among infrastructure centres at 14 UL member faculties was allotted using the same pattern as in previous years, as part of stable financing.

Activities were also ongoing within the international ESFRI infrastructure projects, which are carried out by member faculties via their own infrastructure centres: FDV (CESSDA and PLMER), FFA (EATRIS), MF (ELIXIR and SimBion) and FKKT (E-RIHS). Via its member faculties, UL is also involved in the CLARIN, LifeWatch, EPOS, PRACE and DARIAH international infrastructure programmes.

Research equipment

In the framework of the Public Call for cofinancing purchases of research equipment (Package 21), the ARRS approved 96 applications from UL. The procurement funds applied for in approved applications totalled EUR 17,761,050.42. The ARRS will cofinance equipment in the amount of EUR 6,467,784.27.

In the UL Criteria for allocating funds for stable financing of research activity (for 2022) UL retained or allocated funds of EUR 3,676,000 for cofinancing the purchase of research equipment based on the Package 21 call. From these funds UL will contribute at most half of its own financing on the application and at the same time at most 30% of the purchase value of the equipment applied for.

Research projects

In the public call for research projects in 2022 UL secured 73 new projects. Under the agreement on research funding, UL received EUR 17.3 million for project implementation, i.e. salaries, contributions, goods, services and the depreciation of research equipment in projects in 2022. In 2022 there were 331 active projects at UL. In 2022 the Research Office also provided administrative and professional support for the Research and Development Committee, which meets every month, the Committee for Monitoring, Evaluating and Supervising Research Programmes, the MRIC Expert Council and the meetings of deans for research. We were also included in working groups that drew up documents related to stable financing.

INTERNATIONALISATION OF RESEARCH

UL Development Fund

Operating at the University of Ljubljana since 2014, the Development Fund (RSUL) uses available funds to support researchers at UL in enhancing the quality of research and in crafting excellent project applications for the European framework programme for research and innovation, carrying out the following activities:

- linking UL researchers with strategic partners for the development of joint European research projects;
- interdisciplinary linking among member faculties for the development of joint European research projects;
- providing various forms of training in writing applications for EU calls and increasing research excellence;
- providing expert support for UL staff applications for calls issued by the European Framework Programme for Research and Innovation.

RSUL activities in 2022 included publishing the following calls:

- An internal call for preparatory research projects for the purpose of establishing interdisciplinary research groups. As part of this call, internal two-year preparatory research projects involving at least four member faculties are financed with the aim of preparing a coordinator project for the Horizon Europe programme. Two applications were successful, one submitted by lead researcher Assoc. Prof. Dr Jože Guna of the Faculty of Electrical Engineering with a project entitled 'User-focused development of solutions using expanded reality technologies' and one by Research Fellow Dr Špela Verovšek of the Faculty of Architecture with a project entitled 'Key Performance Indicators (KPIs) for Healthy and Sustainable Cities: Advancing urban analytics using publicly available and open data'. Each selected project received EUR 40,000 in RSUL funding for implementation.
- Internal call for preparatory research projects for the purpose of applying in ERC calls. The call is intended for those in charge of MSCA IF/PF, ERA Fellowships and ARRS Stamp of Excellence projects, for the purpose of preparing and submitting project applications in the call from the ERC (European Research Council).
- Cofinancing travel costs in order to promote participation in European and other international research projects. In 2022 the RSUL funded the travel costs of researchers who participated in the networking 'CELSA matchmaking event', which took place in Leuven (Belgium) and was aimed at making connections for applications in the CELSA Research Fund call. Travel costs were also financed for attending the Horizon Europe key technology event in Strasbourg in France and The European Sustainable Energy Week (EUSEW) in Brussels. Funding was approved for travel for the purpose of preparing for the interview for the ERC Synergy Grant for a researcher from the Faculty of Mathematics and Physics and for a researcher from the Faculty of Social Sciences to visit the successful leader of an ERC project.

As in previous years, in 2022 we enabled researchers to view Horizon Europe project proposals, which was facilitated by international experts. We also awarded six incentive packages to the supervisors of applicants who were successful in the call for HE Marie S. Curie postdoctoral fellowships (value EUR 18,000). RSUL funding was also used to cofinance CELSA Fund projects and scholarships for the EUTOPIA SIF project.

The Research Office offers researchers and professional staff at member faculties a range of expert support relating to European and international projects, covering various consultations at the stage of project concept consolidation and the consortium, preparation of project application, submission and managing an approved project, financial monitoring and reporting and ethical standards. In this way throughout the year there has been an increased desire among researchers to collaborate in European and international research programmes and to prepare competitive projects, where the guidance and coordination provided by internal and external advisors has increased the number and quality of applications.

In 2022 the University of Ljubljana was involved in 639 projects, including 107 projects in which it was the lead organisation (coordinator). The figure below shows the annual number of projects implemented by year.

Number of current European projects at UL
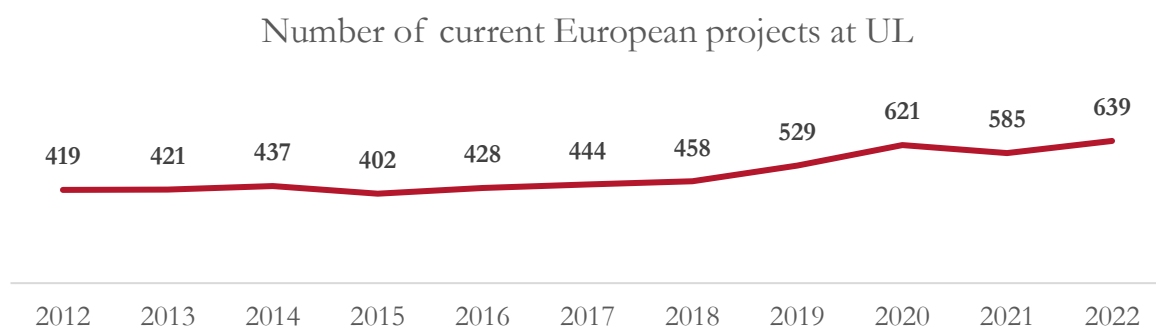
Figure 20: Number of current European projects

In the area of research, the Horizon programme is the most important and far-reaching research and innovation programme in the European Union. In 2022 UL participated in 208 Horizon 2020 and Horizon Europe projects (including projects in which it acted as a third party or associated party), including 34 projects in which it served as the lead organisation (framework funds totalling around EUR 64.7 million). In 2022 we secured 82 projects under the new Horizon Europe programme, of which UL was the coordinator of major consortiums in four projects, and we joined two projects under the Horizon 2020 programme. We also secured four ERC projects (three as lead organisation and one partner project). In addition to two 'widening' coordinator projects presented in this report below, of the Horizon Europe coordinator multipartner research projects we should note the FE project entitled *STREAM - Streaming flexibility to the power system,* headed by Asst. Dr Tomi Medved, and the BF project *ACCORDs - Green deal inspired correlative imaging-based characterization for safety profiling of 2D materials* headed by Prof. Dr Damjana Drobne. We also secured two coordinator multipartner ERA-NET projects – the Faculty of Arts with its project *DigiFREN - Digital Aestheticization in/of Fragile Environments* headed by Asst. Prof. Dr Blaž Bajič, and the Faculty of Mechanical Engineering with its project *Cool BatMan - Battery Thermal Managament System Based on High Power Density Digital Microfluidic Magnetocaloric Cooling* headed by Asst. Dr Urban Tomc. These projects involved a Horizon Europe call, then the participating countries themselves finance their participating research organisations from national funds.

Number of current Horizon 2020 and Horizon Europe projects in 2022 (by UL member faculty)
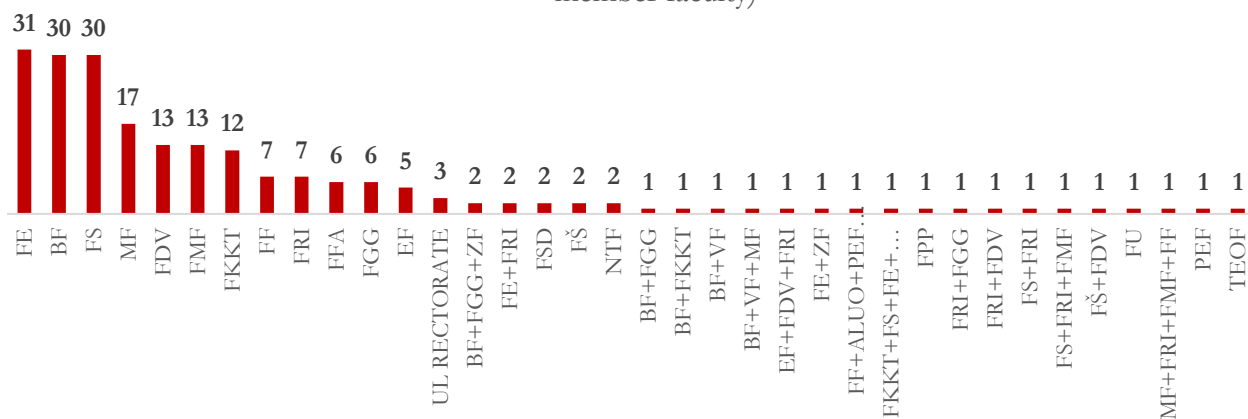
Figure 21: Number of current Horizon 2020 and Horizon Europe projects (by UL member faculty)

In 2022 we newly secured 64 projects from other European and international programmes such as Digital Europe and Creative Europe, of which eight were coordinator projects. We should note especially the approval of financing for two coordinator multipartner projects under the DIGITAL EUROPE programme, which were secured by the Faculty of Mathematics and Physics for the project *SiQUID - Slovenian Quantum Communication Infrastructure Demonstration* headed by Prof. Dr Anton Ramšak and by the Faculty of Social Sciences for the project *SIC-SI 2022-2024 - Safer Internet Centre Slovenia 2022-2024* headed by Prof. Dr Vasja Vehovar, and under the programme CREATIVE EUROPE, where the coordinator project *LINA - Learn, Interact and Network in Architecture* headed by architecture graduate Matevž Čelik was secured by the Faculty of Architecture. We were also successful as coordinator with the project of the European programme Interreg Alpine Space *SmartCommUnity - Building on the concept of Smart Villages towards a transnational and EUSALP-integrated Smart Community in the Alps*, which will be headed at the Faculty of Electrical Engineering by Asst. Dr Jure Trilar.

In 2022 UL member faculties promoted linking both within Slovenia and also with distinguished institutions abroad. In the area of European projects the consortiums that were created for project applications under the Horizon 2020 programme and which involved the participation of UL member faculties, for the monitored part stayed together and continued applications under the Horizon Europe programme. At the end of the year member faculties also employed new staff in research and project offices, which will contribute significantly to the prospect of successful applications in European and international project calls. With this bolstered staff member faculties will be able to acquire new knowledge, and in cooperation with researchers from related institutions they will be able to prepare the groundwork for applications in EU calls.

BF increased the number of projects in which it is acting as coordinator or lead organisation. UL FA was also successful in applications for several international projects, including most prominently LINA, where FA is acting as coordinator of the network of international architectural institutions. FDV provided an intensive stream of information for researchers about UL initiatives in the area of sustainable development and the sociological aspects of environmental and climate change. FDV also offered individual assistance to applicants in the context of FDV macro research topics. FE kept staff informed about open calls and encouraged researchers to use the Research Professional and CROWDHELIX platforms. With the aim

of increasing social engagement, FFA participated in the project RiskAwareTTS concerning the safety of vector vaccines against SARS-CoV-2, which UL FFA has been conducting for the European Medicines Agency. With the aim of improving the management of international projects, staff in the professional offices of FMF, for the most part the Research Office and Project Office, have been participating regularly in BESTPRAC meetings and EARMA conferences, with active involvement through presentations. They have also been actively involved in presentations, workshops and training sessions in the area of their work. FŠ has been focused on increasing the success of project applications in domestic (ARRS, FŠO, ŠIPK, PKP and more) and international research calls (Erasmus+ and Horizon Europe) by improving cooperation with the sectoral experts of the national athletics associations, and involving students in the preparation of international projects. FS set up new research platforms intended to establish project groups of various laboratories in related research fields for EU project applications and inclusion in EU partnerships. At MF specific links with European consortiums were once again pursued following the end of the Covid-19 epidemic. At PEF networks of international partner institutions were created with a research focus on the area of teacher training and educational skills. TEOF began the process of systematic gathering of interest among teaching staff regarding active involvement in research projects.

European territorial cooperation programmes

European territorial cooperation programmes promote and consolidate institutional transboundary and regional cooperation among EU Member States and countries outside the border of the EU. In 2022 there were 18 European territorial cooperation projects under way at UL, with member faculties participating in four as coordinator or lead organisation. The largest number of projects (8) fall under the transnational cooperation programme, followed by transboundary cooperation projects (6) and interregional cooperation projects (4).

UL's internal EU Project Academy and other training to increase research excellence

Each year we organise various forms of training, consultations and events aimed at promoting the securing of European and international projects and at increasing research excellence. We have also set up an internal EU Project Academy, which organises events at which researchers and other UL staff can share their experiences and showcase best practices in the preparation of and application for European projects in particular. We organised 10 events in 2022:
- a two-day *MSCA PF Masterclass* of the University of Ljubljana;
- an internal consultation with research offices of the University of Ljubljana;
- an online seminar *Strategic Networking at a European Level;*
- a webinar *Science in the media;*
- web training on *Effective visual communication of science;*
- a presentation of the *7th CELSA Fund call (CELSA Research Fund);*
- web training for use of the platform *Research Professional;*
- *ERC WORKSHOPS* for potential applicants to ERC calls:
  - *Full-day online training course on proposal preparation for the European Research Council calls*
  - *Examples of successful ERC projects (PE, LS and SSH)*
  - *How to write abstract & B1 & B2 – tips and tricks.*

STRATEGIC CONNECTING IN THE AREA OF RESEARCH AND DEVELOPMENT

The Guild of European Research-Intensive Universities
The Guild, an association that includes the University of Ljubljana, is especially active in the area of research and innovation policies. The UL Research Office is involved in the preparation of various reports and opinions as part of the *Research & Innovation Policy working group* and the *Widening Participation working group*. In 2022 we addressed the following content:
- 20 proposed *ERA policy actions*, which the European Commission proposed to Member States, especially *Action 17 - Enhance the strategic capacity of Europe's public research performing and funding organisations*, which also deals with the professional development of research managers and R&I;
- the response of the research sector to the war in Ukraine;
- experience with missions under the Horizon Europe programme;
- experience with interdisciplinary requirements and inter-sectoral cooperation in European projects;
- experience with 'widening' instruments in Horizon Europe.

We also cooperated in drafting recommendations for pillar 2 of the Horizon Europe programme. At member faculties we gathered information on practices relating to the use of the lump sum for overheads and relating to cofinancing for the depreciation of equipment in Horizon Europe projects.

LERU - CE7 link
The University of Ljubljana is also involved in the LERU – CE7 initiative, which links up the most outstanding European universities of the LERU association with the seven best central European universities. A new umbrella agreement was signed in 2022 on boosting cooperation among LERU and CE7 universities in the research and development sphere.

CELSA – Central Europe Leuven Strategic Alliance network
The strategic alliance of CELSA universities, of which the University of Ljubljana is a member, publishes a CELSA Research Fund call each year. The aim of the call is to fund two-year preparatory research projects intended for the joint preparation and application of a project in one of the calls under the Horizon Europe programme. The University of Ljubljana through its Development Fund once again in 2022 allocated funds for successful projects which involve the participation of researchers from KU Leuven, in addition to UL researchers. The Development Fund provided financing for five projects in a total value of EUR 150,000. The project *PhRACTALS – Post-Hazard power system Restoration And Control Through Advanced Learning Systems* conducted by Faculty of Electrical Engineering researcher Asst. Prof. Dr Urban Rudež, the project *The role of snoRNAs in the etiology of inflammatory bowel disease* conducted by researchers from the Faculty of Pharmacy Assoc. Prof. Dr Tomaž Bratkovič and from the Faculty of Chemistry and Chemical Technology Dr Boris Rogelj, the project conducted by researcher Asst. Prof. Dr Tine Jukič of the Faculty of Law entitled *The SIXTH project: Studying the Impact of Cross-border Digital Public Services enabling the EU Digital Single Market,* the project *A robust and efficient framework for constrained optimization with complex, multi-physics simulation models* conducted by Faculty of Mechanical Engineering researcher Asst. Prof. Dr Leon Kos and the project by Faculty of Social Sciences researcher Asst. Prof. Dr Natalija Majsova *Remembering as resistance. Inclusive commemorations versus competitive victimhood after mass atrocity in the former Yugoslavia.* The 7th CELSA call was published, with a deadline for project application submission of 15 December 2022. A total of 46 applications had been submitted by the deadline, with UL participating in 11 project applications. The outcome of the call will be known in 2023. Each year the CELSA network

also publishes a call for the 'Service to Society Award'. This prize is awarded for a contribution to the development of society.

Crowdhelix international platform linking the research and business sectors, and the Research Professional platform for searching for public calls

The Crowdhelix platform provides a space for international partners to link up, find each other and set up attractive consortiums whose main goal is to enter joint projects in calls issued under the Horizon Europe programme. Crowdhelix enables UL researchers to examine and gain access to academic and non-academic organisations, to find and publish thematic events, and to exchange opinions. At the end of 2022 there were a total of 166 UL users on the Crowdhelix platform.

In 2022 a total of 725 registered users from the University of Ljubljana were using the Research Professional platform, which represents an important database with numerous different open calls. Each year the number of users is growing, and this has been spurred in part by training to use the platform, which we organised in 2022. In 2023 we will continue to encourage researchers to use the online database and provide information about new features on the platform.

COST BESTPRAC

BESTPRAC, which serves as a platform for networking and the sharing of best practices in the area of administrative support for European research projects, has operated in recent years (since funding under the COST programme came to an end) under the auspices of the European Association of Research Managers and Administrators (EARMA). The network, which includes UL research administrators and managers, links together over 600 research managers from 41 countries. In 2022 a two-day meeting was held in Belgrade and was attended by representatives of the professional offices of member faculties.

SUPPORT FOR PRIORITY INTERNATIONAL RESEARCH PROJECTS

UL member faculties are increasingly prioritising some of the most outstanding schemes under the Horizon Europe programme.

European Research Council (ERC)

In 2022 UL researchers submitted 17 project applications in ERC calls (4 AdG, 6 CoG, 6 StG, 1 SyG), of which four were successful. Prof. Dr Matevž Dular of the Faculty of Mechanical Engineering obtained funding in 2022 for the ERC Proof of Concept (PoC) project entitled CAVIPHY - Exploitation of extreme cavitation conditions for wastewater treatment. Researchers from the Faculty of Mathematics and Physics, Prof. Dr Maruša Bradač and Prof. Dr Franc Forstnerič were both successful in the ERC Advanced Grant call. Prof. Dr Bradač applied for her project FIRSTLIGHT - Exploring Cosmic Dawn with James Webb Space Telescope and Prof. Dr Forstnerič applied for the project HPDR - Holomorphic Partial Differential Relations. Prof. Dr Bojan Mohar successfully applied for an ERC Synergy Grant with the project KARST - Predicting flow and transport in complex Karst systems, which is being coordinated by the Agencia Estatal Consejo Superior de Investigaciones of Spain.

Approval was given in 2022 to the following complementary projects submitted to the public call for the co-funding of adapted research projects under the complementary scheme for applications to calls issued by the ERC, which is published every year by the Slovenian Research Agency (ARRS):
- Dr Sebastian Dahle, University of Ljubljana, Biotechnical Faculty – Plasma treatment of porous heterogeneous substrates on a biological base.

- Dr Manja Klemenčič, University of Ljubljana, Faculty of Education – Student agency in the context of European associations of universities in higher education.
- Dr Natalija Majsova, University of Ljubljana, Faculty of Social Sciences – Remembering the beginnings of digitalisation: culturological and media archaeological aspects of technooptimism, technopessimism and technonostalgia.
- Dr Gabriela Kalčikova, University of Ljubljana, Faculty of Chemistry and Chemical Technology – Interaction of environmentally relevant microplastics and biotic surfaces in the aquatic environment.
- Dr Sandi Klavžar, University of Ljubljana, Faculty of Mathematics and Physics – Metric problems in graphs and hypergraphs.

Potential applicants attended training in 2022 on preparing project applications for European Research Council (ERC) calls given by an external provider, and two internal workshops were held with contributions from successful UL applicants. In 2022 the UL Development Fund provided financing for six researchers for reviews of their project applications, and financing for two researchers to be prepared for the interview by external experts.

Marie Skłodowska Curie Postdoctoral Fellowships

The two-day MSCA PF Masterclass was once again given by the University of Ljubljana online in 2022. The rich informative programme, which was followed by postdoctoral researchers from various countries in Europe and elsewhere (France, Greece, Austria, Germany, Romania, Ethiopia, Iran and India), included a presentation of the University of Ljubljana as the guest institution, basic information about the MSCA PF call and the procedure for submitting project applications, a presentation of the details of the MSCA PF by the national contact point at the Education Ministry, the aspect of the project application assessor and experience with assessment, the experience of a successful researcher that received this prestigious fellowship, a presentation of the requirements of open access and a presentation of intellectual property management. The practical part of the workshop was provided by WRG Europe Ltd with a presentation of important elements of the content of the call, thereby equipping applicants with the knowledge to draw up competitive project applications. With the support of the Development Fund, we also provided all foreign researchers with one-to-one guidance on improving project applications.

We were very satisfied with the results of the Marie Sklodowska Curie Postdoctoral Fellowship (MSCA PF) call in 2022. As the host institution, the University of Ljubljana obtained from the European Commission the option of funding five (5) projects. We obtained approval for the funding of three MSCA PF projects submitted by postdoctoral researchers. The successful supervisors of foreign researchers who received the prestigious MSCA PF scholarship are Prof. Dr Miha Krofel (Biotechnical Faculty), Prof. Dr Matevž Dular (Faculty of Mechanical Engineering) and Prof. Dr Marta Verginella (Faculty of Arts). In the context of call results we were also delighted by the success of one project, which will be funded via the ERA Fellowships scheme. These ERA scholarships can be obtained by project applications assessed as excellent and researchers who apply with a guest institution in what is termed a widening country. A foreign postdoctoral researcher is anticipating receipt of the Seal of Excellence. The Seal of Excellence is awarded to researchers who in the assessment process for a project application obtained a ranking of 85% or higher. Receipt of a Seal of Excellence enables the funding of a project by the ARRS via an application in the Open Call for cofinancing research projects under the Marie Skłodowska-Curie - Seal of Excellence.

UL member faculties together with Ukrainian researchers also applied in the new Marie Curie for Ukraine MSCA4U call. UL submitted a total of eight project applications for this call.

Widening Participation and strengthening the European Research Area (WIDERA)

In 2022 UL researchers submitted 16 project applications in various calls under the WIDERA programme (Twinning, Excellence Hubs, Era Chairs), which is part of the Horizon Europe programme intended for what are termed the widening countries. We should note in particular the securing of funding for coordinator projects at the Faculty of Mechanical Engineering, specifically the Twinning project entitled *SEAMAC - Strengthening the Excellence of Additive Manufacturing Capabilities* headed by Prof. Dr Joško Valentinčič and the Excellence Hubs project entitled *INNO2MARE - Strengthening the capacity for excellence of Slovenian and Croatian innovation ecosystems to support the digital and green transitions of maritime regions,* headed by Prof. Dr Marko Šimic.

UL RESEARCH AND DEVELOPMENT CENTRE

In 2022 due to problems employing foreign researchers, activities were halted on two existing multidisciplinary research centres in the framework of the Research and Development Centre (RRC UL) financed under the Horizon 2020 programme (Widening ERA Chair): The Chair of Micro Process Engineering and Technology (COMPETE) and the Chair of Neuroinformatics (CONI).

MRRC EUTOPIA – Multidisciplinary Centre for Development and International Projects

In 2022 the Centre continued its coordination of activities in three projects: EUTOPIA 2050 within the ERASMUS European Universities programme (EUR 6 million), EUTOPIA-TRAIN within the Swafs Horizon 2020 programme (EUR 2 million), and EUTOPIA-SIF within the MSCA COFUND programme (EUR 10 million). In 2022 we placed greater emphasis on the inclusion of UL member faculties (principally through internal appeals and calls aimed at employed researchers and students at UL) and on content and financial synergies with the Development Pillar of funding. From 21 to 25 November Ljubljana hosted the closing EUTOPIA Week, which was attended by a total of 409 participants from all partner universities. In total we held 88 events (23 public, 42 meetings, 10 dinners, 13 cultural events at 14 different locations). A number of professional staff from the Rectorate and member faculties, teaching staff, researchers and students were involved in organising the EUTOPIA Week. We continued our successful coordination of activities in the framework of various departments at the Rectorate:

- the Doctoral Office (research grants and co-supervision);
- the International Office (support for exchanges, development of the EUTOPIA certificate, preparation for the call for Student Individual Research Projects (ŠIRP) and Teamwork, organisation of conferences and connecting with global partners);
- the Research Office (participation in research and development support services and the search for synergies with other European programmes);
- the Knowledge Transfer Office (preparation of projects in the area of knowledge transfer and the establishment of new researcher mobility programmes);
- the HR department (preparation of guidelines to support mobility of researchers and other staff);
- the career centre (selection and coordination of students as part of the Open Innovation Challenge, organisation of network of student career ambassadors).

EUTOPIA 2050 framework project

In relation to the management and sustainable development of the alliance, we continued to coordinate project-based and associated institutional activities and carry out quality assurance activities within the EUTOPIA 2050 project. Mainly in the second half of the year the majority of activities were focused on concluding the first project both in terms of content and administration. The three-year project EUTOPIA 2050 was thus concluded successfully at the end of November, and in December work started on the new project EUTOPIA MORE, which will last until 2026 (for more on the new project see below).

In the area of education and learning the pilot selection of EUTOPIA learning communities was concluded in 2022 (30 communities with three-year duration cycles). UL teachers are participating in 24 communities, in five of which as leaders.

In the area of research, innovation and knowledge-creation, in 2022 we identified 34 researchers and students who went on innovation mobilities. We also completed 35 innovation mobilities for staff in knowledge transfer, technology and innovation offices. UL cooperated in the call and selection of Connected Research Communities, in postdoctoral and doctoral training programmes and researcher mobilities. We also participated in activities to support the implementation of research in line with the principles of open science. As the long-term Slovenian support point for OpenAIRE we provided assistance in the use of the OpenAIRE CONNECT Gateway for establishing the EUTOPIA Open Research Portal, which offers access to information on publications and other digital items from the repositories of EUTOPIA universities.

Within the framework of the EUTOPIA 2050 project a number of activities were pursued in the area of dealing with challenges and linking up with the local and global environments, and this gave rise to the student project "Designing solutions for multiple sclerosis patients" led by mentors from ALUO with assistance from the Let's Get to Know Multiple Sclerosis Society and support from the Roche company. Within the project UL students developed practical aids to make life easier for patients.

In the area of social and regional inclusion, as the coordinator of this area we participated in several international conferences and seminars, and in the opening ceremony for EUTOPIA Week, which was organised by UL, the EUTOPIA MORE INCLUSION MANIFESTO was signed, thereby binding all 10 members to maintain inclusion as the most important value of the alliance and the new project.

In 2022 we also continued regional inclusion activities. We organised four workshops intended for cooperation with the universities of the Western Balkans, where external experts from various European institutions, experts from the EUTOPIA alliance and from universities of the Western Balkans, along with students, had the opportunity to present their experiences and knowledge of various topics. The workshops were attended by more than 100 representatives and students of Western Balkans universities and EUTOPIA universities.

In the area of open science and global connections, the student conference BeEUTOPIAn took place in April, and the international online conference on undergraduate research, ICUR, took place in September. In 2022 we once again issued a call for the scheme for student research projects, the *EURSS – Eutopia Undergraduate Research Support Scheme*, through which UL students obtained grants for summer research abroad at one of the partner institutions.

Expansion of the EUTOPIA alliance and preparation of the new European University project EUTOPIA MORE

In 2019 EUTOPIA began as an alliance of six prominent European universities: CY Cergy, Paris (France), University of Gothenburg (Sweden), Pompeu Fabra University in Barcelona (Spain), University of Warwick (UK), Vrije Universiteit Brussel (Belgium) and the University of Ljubljana. Its pilot project EUTOPIA 2050, which was concluded in November 2022, was based on the principle that today's challenges demand new approaches from universities; the world is connected, and challenges are global (for instance the Covid-19 pandemic, sustainable development), even if they appear local (for instance the war in Ukraine). Solutions to modern challenges can only be found by linking knowledge, people and resources. And this is the essence of EUTOPIA – a linking up that leads to concrete solutions and proposals. The original six were joined in the autumn of 2021 by a further four: NOVA University in Lisbon (Portugal), Univerza Ca' Foscari (Italy), Dresden Technical University (Germany) and Babeş-Bolyai University (Romania), and together they drew up a new project, EUTOPIA MORE European Universities Transforming to an Open Inclusive Academy for 2050 – Making Organisational and Real Evolution. The project served to convince the European Commission, which allocated a further 14 million euros to the EUTOPIA alliance for a period of four years, up to 2026. The project EUTOPIA MORE will continue along the lines of EUTOPIA 2050, and will enable further intensification of cooperation and new activities (enhanced study programmes in all three cycles, joint projects, joint research and innovation focused on grappling with the major social challenges of today and so forth).

Despite the fact that we implemented some of the activities related to EUTOPIA MORE before the official start of the project (e.g. the first meeting in Barcelona in October, meetings in November by specific working area as part of EUTOPIA Week in Ljubljana, planning the activities needed for implementation of specific working areas and so forth), on 1 December 2022 we officially launched the EUTOPIA MORE project. We set up a clear organisational structure for the project, appointed members of the EUTOPIA MORE Project Council, identified the departments at the Rectorate and member faculties to support individual activities that we will be implementing in 2023 as part of EUTOPIA MORE and held the first talks with academics appointed to head specific working areas. We also prioritised the design of a strategy for including UL member faculties in EUTOPIA MORE activities and updating the website.

EUTOPIA-TRAIN project

In 2022 we continued the formulation of a common research and innovation strategy, and we implemented some pilot activities (training) in the area of promoting innovation among researchers and linking up with the commercial sector. We forged ahead with the inclusion of Connected Research Communities in Train activities and related projects (EUTOPIA MORE). We continued activities for creating an application for mobility within the working group for HR development. We set up EUTOPIA Open Research via the OpenAIRE Connect Gateway. We prepared a review of mobility financing programmes for researchers at all 10 members of EUTOPIA MORE and continued carrying out research mobility.

EUTOPIA-SIF project

On 10 January 2022 the second call for the project MSCA COFUND EUTOPIA-SIF postdoctoral grants 2021/2022 was concluded. More than 40 applications were received in the call. At UL we arranged for the employment of one foreign postdoctoral researcher, at the Faculty of Law (Dr Maria Victoria Inostroza). We organised a joint meeting of all employees within the framework of the project and invited researchers to participate in EUTOPIA Week. Regular meetings help us to secure the success of the research project,

include researchers from the non-academic sphere and carry out secondment activities. The project will, among other things, also help to build a wider EUTOPIA community, as candidates will work closely with research groups at at least two universities, regularly participate in joint training and other events, and transfer knowledge and experience to students.

COMMUNICATING SCIENCE

In 2022 UL and its member faculties implemented a range of activities to promote science and its research efforts, especially among young people. BF once again held the Bfestival and took part in the Researchers' Night. FA continued its intensive cooperation with the Architecture Centre organisation and its programme Playful Architecture, which works to popularise architecture among children. A large number of FA students were involved in the cooperation as part of regular practical work or as extracurricular activities. FA also participated in the promotion of the annual UL FA exhibition and organised guided tours for nursery and primary schools. FDV held a research day to which it invited external experts, and it addressed the set objectives on the topic of the Challenges of the European research sphere, the importance of open science and communication of research. Intensive dissemination of research was also carried out in the area of Covid-19 and sustainability within UL and for external audiences. FFA took part in the science festival event Znanstival and had a stand at the Garden of Experiments. FFA also submitted substantive suggestions for the purpose of establishing a 'Centre of Science'. FKKT presented its research activities through a summer school of chemical science for school pupils (in cooperation with the Association for Technical Culture of Slovenia – ZOTKS), they held an Evening of Chemical Experiments and joined in the Chemical Science and Technical Safety Days at the Technical Museum of Slovenia. FMF once again held an in-person Mafia Weekend (winter school for pupils of all years), it collaborated with institutions for the popularisation of science such as the House of Experiments and Science on the Road, and took part in television and radio shows such as Frekvenca X and Frequenza della scienza. It also organised a workshop on the topic of effective use of infographics in various media and forms of communication. It held the mathematics and physics summer school for pupils and the summer school Physics in Ljubljana. With the aim of boosting the recognition of social work as a science, FSD organised several consultations, including a highly successful social work congress. FŠ promoted its significant research achievements via the UL FŠ social networks, the e-Novičnik newsletter and UL Research News. FU created a research brochure and boosted its online presence on social networks by sharing research achievements (such as on Linkedin, and inclusion on the Research Gate platform), it shared best practices at internal events (Research Coffee, Research Forum, Research Conference) and successfully implemented activities for publishing research achievements and results, especially relating to the Linkedin platform. TEOF also organised presentations of achievements at the faculty, and held a conference to present publications for interested expert audiences. In the context of the project ReNatura – 'Renewal of a network of wetlands and grasslands important for Natura 2000 and other protected species and habitat types in the Biosphere Area of the Karst and Reka river basin and in the Pivka Intermittent Lakes Nature Park' VF created a presentation and exhibition on the renovation of the Vremščica infrastructure centre that was aimed at the general public.

Annual selection of the most outstanding research results
At the end of 2022 we gathered suggestions from UL member faculties for the most outstanding research achievements of 2022. In evaluating and making the final selection of the 10 most outstanding achievements, the Research and Development Committee set up a working group that principally takes

into account the international impact, the comprehensiveness of the achievements, how relevant they are to the wider professional audience and the general public, and their applicability. The award ceremony took place as part of University Week, and all the selected most outstanding research achievements of 2022 were also presented on the UL website and in the UL Research News.

Research News

Research News is an online University of Ljubljana platform that aims to present UL academic achievements, research projects and researchers to the general public in an accessible way. We devote particular attention to the most outstanding research achievements, recipients of ERC and MSCA project funding, interdisciplinary research, and the links between the content of research and the UN's sustainable development goals. We publish articles every two weeks, and these articles are also highlighted on the main UL website and on UL social media profiles (Facebook, LinkedIn). In 2022 we published 50 issues of Research News. Since the founding of Research News in mid-2020, the number of visitors has increased from 4,481 to 25,102 (2022). The highest numbers of readers in 2022 accessed Research News from Slovenia, followed by the USA, Italy, Germany, India, Turkey and France. The number of site visitors grew again significantly in December 2022 in response to the voting for the most interesting item of research news of the year. This year readers picked an issue entitled GREENART – green approaches to conserving and restoring. The most read issue of 2022 was the one with 'Scientific breakthrough in cooling and heating'.

Participation in European Researchers' Night

The European Researchers' Night project is organised within the framework of the Horizon European programme for research and development. It takes place every year in more than 350 European cities simultaneously and features numerous events on the topic of science and research. In 2022 researchers from ten faculties and two academies of the University of Ljubljana, working within the project 'Humanities, that's you!', prepared attractive events and workshops on the topic 'Human, animal', whereby they presented their work and tried to make it accessible to the general public. At the science bazaar in Novi trg square in Ljubljana, for the whole day of Friday 30 September 2022 there were presentations, workshops and lectures, with events accompanied by exhibitions, films and concerts. There was also a rich variety of events at various other locations in Ljubljana, with researchers opening the doors of their faculties and laboratories and presenting their work, especially to young people deciding on their careers.

Speak Science

The television programme (Spre)govori znanost (Speak Science), which is broadcast as a live stream on AKTV and is produced in cooperation with UL AGRFT, is intended for talking with UL researchers about the most burning social issues. In 2022 the shows addressed the issue of climate change, the deteriorating capacity of children for movement and the war in Ukraine. The primary basis and mission of the entire project is to provide a voice and platform for the most highly qualified experts in a given field in which they are also engaged as researchers.

International conference on communicating science

The month of October saw the first international conference on communicating science, organised by the University of Ljubljana, the online technical journal Alternator Misliti znanost and the Museum and Galleries of the City of Ljubljana. At four plenary lectures, guest lecturers touched on issues associated with communicating science and democracy, effective communication of science with examples from the

United Kingdom and Western Balkans, the role of science centres and museums and teaching the communication of science, and the nearly 50 other delegates gave presentations in ten thematic sections. In its strategy for 2022–2027 the University of Ljubljana is committed to offering researchers in science and the arts support in communicating the results of their work.

ETHICS IN RESEARCH

The Commission of the University of Ljubljana for Ethics in Research that Includes Work with People (KERL UL) met in two regular sessions in 2022. The report on the commission's work was presented at the 13th meeting of the Senate on 20 December 2022. In 2022 KERL UL processed 11 applications for an assessment of the ethical acceptability of research projects involving work with people. Though the continued work of the commission, and especially through the expansion of the commission to include representatives of technical faculties, its role was further enhanced and contributed to the development and implementation of modern ethical standards in research work at the University of Ljubljana.

Activities were conducted at UL member faculties to promote ethical principles. The School of Economics and Business strengthened the work of its Ethical Committee for Scientific Research Activities and provided regular information to researchers, teachers and doctoral students on ethical principles, the code of ethics for researchers and the guidelines for ethical conduct in research work with people, including through its overhauled website. At FDV a research day featured a debate on ethics in research. FA and other faculties provided for the ethical assessment of research plans, especially where they involved people.

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECT ON QUALITY*
The successful implementation of all necessary activities related to stable financing of research and the adoption of the Rules on stable financing of research at UL established a basis for successful drawing down of stable financing funds in accordance with the ZZRiD.
The securing of three ERC, three MSCA Postdoctoral Fellowship and one ERA Fellowship projects, four Horizon Europe coordinator projects and eight coordinator projects under other European and international programmes – by securing the prestigious ERC, MSCA and ERA projects and coordinator multipartner projects under European and international programmes UL is boosting its standing and excellence as well as its international recognition in research and development spheres, and expanding its options for a future leading role in international consortiums.
Application submitted in the call NOO Activities to strengthen project offices in public research organisations – applying in this call opens up opportunities to strengthen professional support for researchers in the area of project applications for centralised European programmes.
New recruitment of professional staff to support research at certain member faculties – strengthening research support will boost opportunities for obtaining and implementing new high-quality research projects and programmes.

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
Due to a lack of specialised legal capacities for the needs of national and European projects, there is a danger of poor representation of UL interests in contracts.	Specialised legal support for the research and international areas.	Employment of a qualified lawyer specialised in the research and international spheres to provide support both for Rectorate and member faculty departments.
Deficient internal system for planning, reporting and monitoring stable financing funds within UL.	An internal system designed for planning, reporting and monitoring stable financing funds for research.	Supplement the internal rules and establish an information system for stable financing.
Possible infringements of research integrity.	Constant enhancement of ethical principles in research, zero tolerance for unethical practices.	The functioning of existing ethics committees, establishing new committees for integrity in science; Maintaining appropriate education and training; Organising discussions of the issues of ethics and integrity in research; Drawing up guidelines for researchers on ethical conduct in academic publications.
KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
A lack of professional support in the area of project applications in centralised European programmes; Staff shortages, high staff turnover.	Boosting professional support through new recruitment.	Additional employment and reorganisation of the research sector.
Inadequate training of professional staff (especially new staff) to support applications in European calls, and less than optimal organisation of work in the research sector due to new tasks and rules of management in existing series of projects.	Better training of professional staff in the research area and increased involvement of professional departments in application procedures for national and international projects.	Training of professional staff in the area of project applications in calls and administrative management of projects. Cooperation of professional departments in networks of research administrators (EARMA, BESTPRAC, UNICA, The GUILD etc.) and exchange of best practices with R&D offices abroad.
Deficient support from the Development Fund for various strategic activities.	Boosting support from the Development Fund for various strategic development purposes.	Increase the level of annual funds in the Development Fund.
Worn-out research equipment that does not allow for competitive research and consequently publication.	Raising the level of research infrastructure and equipment.	Invest additional funds in new equipment and further development of laboratories.
Development pillar fund calls are spread across a large number of activities. This excessively fragments the funds intended for identified development goals, and on the other hand increases the workload of teachers, researchers and professional staff.	Development pillar calls to be appropriately evaluated in view of the scope of teaching, development, administrative and professional work.	Creating a numerically smaller selection of activities within recognised development pillar objectives, but with greater financial support.

3. ARTISTIC ACTIVITY

IMPROVING THE QUALITY OF ARTISTIC WORK

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

UL Arts Council

We successfully carried out 21 projects financed and co-financed through the second internal call for the allocation of funds from the UL Fund for the Arts for 2022. The TUTTI concert cycle (UL AG) was given added value by the Academy's original cycle programming concept clustered around 20 student soloists (instrumentalists and singers) selected at an annual audition, which is a unique concept globally.

'Stanovanje na dlani' ('Apartment in the Palm of Your Hand', UL FA) was a project realised in the form of an online stanblok.si platform, while the MINUTNICA – ONE MINUTE PLAY project (UL AGRFT) staged winning plays from an international competition in co-production with the national Borštnikovo Srečanje – SNG Drama Maribor festival.

The KINOFILM project (UL AGRFT) involved the opening of a cinema hall in the new Academy building in 2022 (open first to university and professional circles and later to the public).

The 'Mehke forme' ('Soft Forms', UL NTF) project addresses the incorporation of sustainable development principles into everyday life through the exploration of soft textile forms derived from the nature of the textiles themselves and from actual nature, which represents an inexhaustible source of inspiration both to artistic creation and scientific research.

The NARAVA/NAZAJ (NATURE/BACK, UL NTF) project presents the complex relationship between fashion and nature: on the one hand, fascination with the beauty, incredible forms, miracles and power of nature that inspire fashion in ever newer ways; on the other, an awareness of the fragility of nature, concern for its preservation and the resolution of environmental problems.

The first AGRFT festival (UL AGRFT) was organised and featured 11 repeat performances of seven plays, a reading performance, a performance, an overview exhibition of interpretations of students' art works and plays, three film evenings and a tour of UL AGRFT premises.

The 'Moda prihodnosti' ('Fashion of the Future') project at UL NTF aimed to provoke reflection on the fashion of the future and the coexistence of nature and technology, and to highlight modern technological processes and content with a response to the times, to the current situation in fashion and the need to introduce innovative and sustainable elements, approaches and processes.

The SOLO E DA CAMERA (UL AG) concert cycle showcased the best and most gifted students from the Academy of Music's vocal and instrumental departments and the UL AG Chair, with public presentations and the affirmation and evaluation of their artistic achievements within the wider musical and cultural space.

At the UL AG contemporary music studio, the 'Darmstadt in njegovi vplivi' ('Darmstadt and its Influences', UL AG) project focused on the phenomenon of Darmstadt and the developments it has fostered, with an overall analysis of the main topic and its exploration through musicology, the visual arts and music.

The 'Open Show II. / 2022' project (UL ALUO) showed the development of photography over an extended period of time. The installation of the exhibition was part of the exhibition itself, and the exhibition will be transformed, as a completed (collective) work into a performative event.

AKADEMSKA TELEVIZIJA (AKTV) – Broadcast of a Journalistic Television Programme is a UL AGRFT project that tackles a range of UL issues in a wider context. Students joined forces to create a television studio set and prepare broadcast items, bringing the content together in the form of a self-created show with journalistic content.

The purpose of the KipAktiviti II exhibition project (UL ALUO) is to seek out, create and give form and space to sculpture, addressing the public directly and raising awareness of contemporary sculpture and its absence in Slovenia. The project also promotes the study of sculpture, as UL ALUO is the only educational institution in the country that offers a study programme in the discipline.

The 'Tableau vivant' project (UL FRI) showcased experimental reflections on a range of themes from the history of art interpreted using artificial intelligence and neural networks.

The 'Extraordinary Graphic Techniques for Extraordinary Conditions' project (UL PEF) addresses Covid times and remote working, which caused problems with the adaptation of studio items that have special technical requirements. This also includes graphic arts, where a whole series of machines, tools and apparatuses had to be replaced with domestic items available in nearby stores.

The 'Pigment Sitarjevec v slikarski tehnologiji in praksi' project ('Sitarjevec Pigment in Painting Technology and Practice', UL PEF) is based on the direct and indirect knowledge of Sitarjevec pigment, which is found in surplus mining sludge at the Sitarjevec mine in Litija.

The 'Človek # žival' project ('Man # Animal', UL ALUO) addresses the topics of anthropocentrism, genetics, robotics and new interactions between mankind and the animal world enabled by these scientific disciplines.

Through a series of drawings with the same motif, which the student gradually approaches, the 'Približevanja' project ('Approach', UL BF) strengthened the relationship to space and its components, and to the building blocks of vegetation and their characteristics.

In the 'Designing in Concrete' project (UL FA), participants explored the potentials of concrete as a material from which different useful objects and sculptures of various dimensions can be made, thereby showing the new potentials of concrete, which is mostly used as a rough construction material.

The 'Sočutje' ('Compassion', UL PEF) project was a group exhibition of work by fourth-year students at UL PEF and UM PEF executed using woodcut techniques and presented as part of a group table symbolising connection, harmonisation, discussion and community.

The UL Arts Council published the third internal call for applications for the allocation of funds from the UL Fund for the Arts for 2023. The internal call and (co-)financing aim to extend the spread and depth of artistic work and follow the adopted guidelines and work programmes of the UL Arts Council.

The call is therefore intended to encourage additional artistic activity among students going beyond their work as part of study programmes.

In line with the conditions of the call, the committee processed and assessed timely and complete applications and, based on a points system, passed a decision on the (co-)financing of 23 projects, which was also approved by the Arts Council at its meeting.

Mala Galerija BS – joint project of the University of Ljubljana and Banka Slovenije
Mala Galerija BS (Bank of Slovenia Little Gallery) continued to function in 2022 as an official exhibition space for UL, showcasing the artistic production of students from member faculties.

Eight exhibitions were held, five of them directly produced by students from UL member faculties: 'Nasledstvo: dialog z grafiko' ('Succession: Dialogue with the Graphic Arts', an exhibition by master's students at the UL Academy of Fine Arts and Design), 'Odd Lots: Vienna/Ljubljana' (exhibition by students from the UL Faculty of Architecture and the Faculty of Architecture at Vienna University of Technology), 'Kuli' (exhibition by students of art education at the UL Faculty of Education), 'Odboj' ('Rebound', exhibition by students of photography at the UL Academy of Fine Arts and Design), 'Algorizmi' (exhibition by students from the Faculty of Computer and Information Science, the Academy of Fine Arts and Design, and the Faculty of Electrical Engineering).

In 2022 we continued to collaborate with external partners, involving various institutions, non-governmental organisations, festivals and shows in the area of modern art and culture in Slovenia. We therefore expanded the gallery programme for 2022 with the following exhibitions: 'In si tu' (exhibition by students of video, animation and new media at the UL Academy of Fine Arts and Design, Lighting Guerrilla Festival), 'Plaza protokol' (the result of a collaboration between Arts Studio IV (UMPRUM) and the New Aesthetics Studio (FAMU) from Prague and agents from the UL Academy of Fine Arts and Design), 'Jug v nas: GREEN' (part of the 28th International Festival of Contemporary Arts – City of Women). The exhibitions, which were held as part of larger exhibition projects in Ljubljana, involved UL students at different stages of project preparation and execution.

In 2022, in addition to the regular gallery programme, we hosted two musical matinees at Mala Galerija BS as part of the 4th Accordion Days organised by the UL Academy of Music.

Interconnections, collaboration with the wider environment and international dimensions
The *Agripina* opera, which was performed in April at Cankarjev Dom and involved UL AG, UL NTF, UL ALUO, VIST (Faculty of Applied Sciences) and the Secondary Hairdressing School, was one of the larger interdisciplinary projects.

At UL AG we collaborated with the Slovenian Philharmonic Orchestra, the RTV Slovenia Symphony Orchestra, the SNG Maribor Symphony Orchestra and the Orchestra of the Slovenian National Opera and Ballet Theatre on the 'Tutti' concert cycle. To mark the opening of the new premises, we organised open days and brought them to a close with a two-day international symposium titled 'Odprimo vrata glasbeni umetnosti in znanosti' ('Let's Open the Door to Musical Creativity and Science').

At UL AGRFT we showed our productions at 22 domestic theatre and film festivals including the most important theatre festival (Borštnikovo Srečanje) and the most important film festival (Festival of Slovene Film). Students from the AGRFT took part in 31 film festivals abroad.

In collaboration with TAM-TAM and the Institute for Design and Communication at the Joanneum University of Applied Sciences in Graz, UL ALUO opened an international poster exhibition titled 'Študenti za strpnost/Students for Tolerance'. We opened an exhibition titled 'Od blizu: Ohranjanje, varovanje in konserviranje-restavriranje del moderne in sodobne umetnosti' ('Up Close: The Preservation, Protection and Conservation/Restoration of Modern and Contemporary Art') at the Museum of Modern Art, where we presented the results of a major interdisciplinary project with six partner institutions, including UL FKKT, and a number of other participants (UL NTF, UL PEF, UL FF, UL AGRFT, UL AG).

UL FA became the coordinator of the new LINA (Learning, Interacting and Networking in Architecture) platform, and organised its first conference. We held a two-day international symposium to mark the 150th anniversary of architect Jože Plečnik's birth. We also took the anniversary as the starting point for the 8th Cultural Management Summer School at UL EF, which was again organised in close collaboration with institutions and individuals outside UL.

To mark the 50th anniversary of the establishment of landscape architecture studies (at that time it was still known as landscaping), UL BF organised a European Council of Landscape Architecture (ECLAS) international conference. The UL NTF Chair of Textile and Fashion Design, which carries out artistic activities, implemented a project titled 'SOSESKA/SOTESKA – SENCE IN REFLEKSIJE' ('NEIGHBOURHOOD – SHADOWS AND REFLECTIONS') at the Lighting Guerilla Festival in collaboration with UL FA. The UL FF library began a cycle of exhibitions by students attending various courses at UL ALUO, while UL PEF continued to organise exhibitions by its students outside faculty premises, e.g. the 5L22 exhibition in Galerija Srečišče in the Celica hostel. UL FDV marked the gallery's 15th anniversary by opening an exhibition.

We strengthened cooperation within the EUTOPIA Alliance in 2022. In collaboration with UL FKKT, UL ALUO set up the first model learning community in the field of the arts (the Design & Science learning unit). As part of the EUTOPIA Knowledge Bazaar project, we worked on bringing science and art together, with students from UL faculties showcasing three technologies through art. As part of EUTOPIA Week, which was hosted by the University of Ljubljana, we organised the first meeting of representatives of arts fields within the EUTOPIA Alliance.
We also joined the ELIA association.

kULturnica
We designed a monthly e-bulletin, kULturnica, publishing articles on the arts under the 'Za uvod', 'V središču' and 'Odmev' columns. We also included a graphic column, 'Galerija' in the bulletin, as well as listings for arts events at the UL academies and other member faculties.

Museum space and artistic decoration at the UL Rectorate
We relocated and expanded the University's museum space, which we used to present the history of UL to visitors to the Rectorate, and continued to decorate the office with art in order to showcase UL's arts activities to visitors.

Cankar Prize
The prize for the best original literary work in Slovenian in 2022 went to dramatist and performer Simona Semenič, author of a collection of plays titled *Tri igre za punce* ('Three Games for Girls').
The Cankar Prize (Cankarjeva nagrada) was established in 2019 by the Slovenian PEN Centre, the Slovenian Academy
of Sciences and Arts, the University of Ljubljana and the SAZU Scientific Research Centre.

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECT ON QUALITY*
We introduced the option for students to apply for funds from the UL Fund for the Arts directly, further supported student participation, and encouraged students to be creative and proactive.
We set up the UL Committee for Gallery Activities, which assesses and selects proposals received to the internal call for inclusion in the regular programme at Mala Galerija BS. This increased the transparency of the selection process and (consequently) ensured that the quality of the selection and gallery programme was high.
We designed the kULturnica e-bulletin, which addresses various areas of the arts every month across a series of columns and contains listings of arts events at UL academies and other member faculties. This boosted the promotion of artistic creation and operation at the University.
We relocated and expanded the UL Museum Space and continued to decorate the Rector'ate with art in order to present the history of the University and its arts activities to outside visitors.
We joined the international ELIA association and, as part of EUTOPIA Week, which we hosted, we organised the first meeting of representatives of arts fields within the EUTOPIA Alliance. We therefore strengthened the opportunities for international cooperation and partnership.
We relocated UL AG to Palača Kazina, marked the move with open days featuring a cycle of events and took the opportunity to present the faculty to the public.
We held the first AGRFT festival, which opened the academy up to the public and gave us the opportunity to compare our work with that of other similar academies around Europe.

KEY THREATS	*OBJECTIVES*	*PROPOSED MEASURES*
Modest funds available for the development of artistic activities as a result of the funding of study programmes exclusively (via the Ministry of Education, Science and Sport).	Increase in the volume of funds from the inclusion of new funding sources.	Systemic inclusion in financing and co-financing programmes of national culture as a national institution that brings together the highest number of working artists in the country who, independently and in collaboration, are ranked at the peak of national cultural achievement. Regulation of the status of academies and other member faculties that operate in the field of artistic creation and research. Provision of additional funding sources via European Cohesion Policy 2021–2027 measures.
Arts missing from the ARRS coding system.	Strengthening of artistic research.	Review of options and preparation of proposals for the entry of arts fields/arts in the ARRS coding table.
KEY WEAKNESSES	*OBJECTIVES*	*PROPOSED MEASURES*
Insufficient promotion of arts activities and of UL itself as a partner/leader of artistic production at Mala Galerija BS.	Inform the (general) public about the working and production of UL students.	To strengthen appearance/information via UL promotional channels; links with other institutions and partnerships.
Spatial pressures at UL ALUO.	Put adequate premises in place for the unhindered operation and high-quality provision of study programmes at UL ALUO.	Continuing activities required for the new UL ALUO building.

4. TRANSFER AND APPLICATION OF KNOWLEDGE

INTELLECTUAL PROPERTY, SPIN-OUT COMPANIES AND COOPERATION WITH THE BUSINESS SECTOR

Intellectual property and inventions – Knowledge Transfer Office (KTO)

Performance indicators

In 2022 researchers disclosed 14 new inventions to the Knowledge Transfer Office (seven fewer than in the previous year). A total of 11 patent applications (first application for an individual invention) were submitted, two in Slovenia and nine abroad. Three patents with full testing were awarded, along with one Slovenian patent. In addition to inventions, we also registered five innovations (including one social innovation) and one software program. In the area of intellectual property, we registered four licensing agreements (all cases involved University of Ljubljana spin-out companies), and signed one optional licensing agreement with a company abroad. Income from the marketing of intellectual property totalled EUR 25,030.77 in 2021. We actively took part in reviewing/concluding 20 developmental research contracts and 18 material transfer and confidential data protection agreements, and reviewed 30 consortium agreements for various European projects. We established 15 contacts between Slovenian or foreign companies and researchers for the purpose of R&D collaboration.

Providing information and raising awareness

We organised the 4th 'Inovator.UL' workshop, which provides basic information on the legal protection of inventions. Within the framework of the Slovenian Rectors' Conference, we organised a conference titled 'Successful Commercialisation of University Knowledge', which focused on the topic of establishing spin-out companies.

Collaboration with the commercial sector and wider society

In November, for the third year running, we hosted the UNI.MINDS online festival in cooperation with the University of Maribor and the University of Primorska. Over three successive days, we presented best practices of collaboration with the commercial sector, linked the challenges facing companies to knowledge at the universities, and presented university knowledge to the local environment. We also bolstered cooperation with industry by preparing and initiating student projects as part of the 'Project-based work for the acquisition of practical experience and knowledge by students in the work environment 2022/23' call, which featured cooperation between member faculties and partners from the commercial and non-commercial sectors.

Together with Novartis in Slovenia, we were highly rated in the 'Best of the Best' programme (ESG section) for the 'Building a Society of Knowledge and Prosperity' project and earned the title of 'Best Business Practice' in 2022.

In addition to one-page descriptions of the technologies, we promoted two of our technologies using a video presenting the 'Vanilin' and 'Kavitacija' technologies.

Encouraging innovation

We conducted the third UL Innovation Fund call (aimed at attaining a higher level of development of technology and thereby increasing the scope for marketing) and financed four promising projects in the area of knowledge transfer (from a total of five projects). At the same time, most of the recipients of funds

from 2021 completed their projects successfully and made considerable progress in marketing their technologies.

We organised the second HUD call for students within the new Rector's Award category, which focuses on non-technological innovations.

Systemic measures
In 2022 the Knowledge Transfer Office successfully completed the 'Consortium for Technology Transfer from Public Research Organisations to the Business Sector 2017–2022' project, with the help of which the office was set up as a pilot project and also financed. At the end of the project, the KTO shifted to a systemic financing model. This will secure funds for its work, funds for the UL Innovation Fund and funds to cover patent protection costs.

Measures at member faculty level
In the field of innovation, encouraging an entrepreneurial mindset and establishing spin-out companies, measures were also carried out by member faculties independently or in cooperation with the Knowledge Transfer Office. BF partly established an innovation registration system, was active in promoting enterprise among students (mainly by organising workshops via the EIT Food Hub), and registered two new spin-out companies. FRI increased the number of participants at knowledge transfer events, and also registered a new spin-out company.

COOPERATION WITH WIDER SOCIETY

In 2022 a total of 895 research and development projects were implemented with Slovenian and international entities. The annual value of these projects exceeded EUR 15 million. A total of 764 projects were carried out with Slovenian entities (102 in partnership and 662 on commission), and there were 45 partnership and 86 commission projects with foreign entities. We planned 354 projects with Slovenian entities longer than one year (implementing 214), and planned 441 projects shorter than one year (implementing 550). In 2022 we hosted 1,371 visiting specialists from the commercial and non-commercial sectors in the teaching process, along with 589 visiting teachers, associates and researchers from domestic research institutions. A total of 240 UL higher education teachers, associates and researchers carried out work at other research institutions in Slovenia.

Implementation of projects with the commercial sector or other users of knowledge
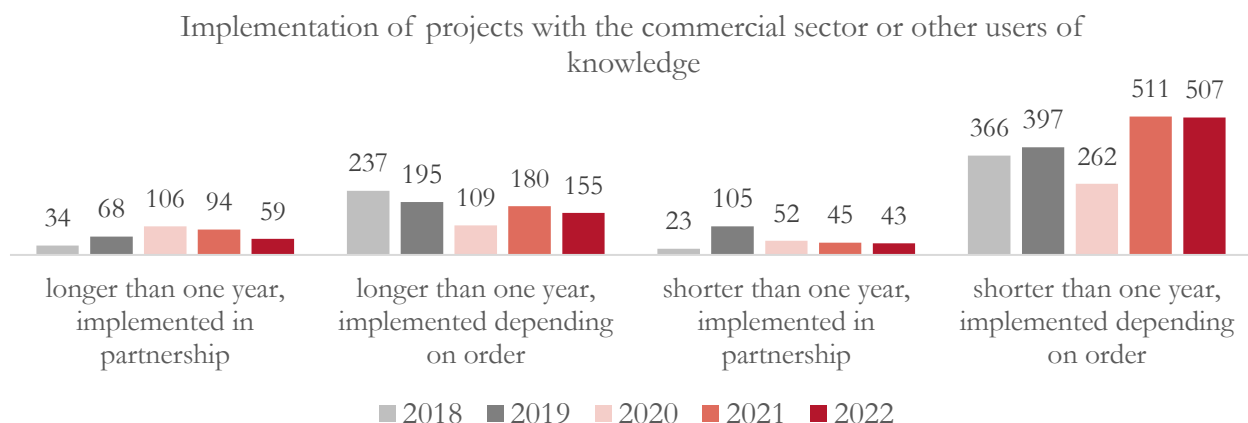
Figure 22: Number of projects implemented with the commercial sector or other users of knowledge with Slovenian entities

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

Careers centres

In 2022 we continued to carry out and develop activities to bolster careers advice to UL students. In doing so we linked up with UL member faculties, employers, external professional institutions and other external partners.

This year a total of 7,875 UL students took part in activities provided by the careers centres (7,331 full-time students and 544 students without student status). Their numbers included 722 international students, as well as 405 exchange students.

We conducted:
– 649 one-to-one consultations on continuing study, transition to the labour market and other career opportunities;
– 230 events of varying dimensions, such as workshops to develop career management skills and other skills for Society 5.0, 'careers days' with employers and employers' representatives, presentations of employers and of alumni career paths, the 'Challenges Abroad' and 3P (Ready for the Entrepreneurial Path) events, Careers Camp, etc.;
– 8 events for UL staff – training of trusted persons and a working consultation on the topic of gifted students.

We are continuing to work with member faculties' representatives (staff and students) on the planning and implementation of activities. In addition to regular workshops and one-to-one consultations, careers advisors organise or are involved in the organisation of various careers-related events at the majority of member faculties. We hold a series of different workshops for students of several member faculties relating to compulsory (elective) courses and aimed at strengthening their soft skills (FS, FE, FDV – several study programmes, FU, FGG).

We collaborate on a regular basis with the Higher Education Application Information Service, providing support to school pupils as they make a decision about further study. At the annual conference with secondary school counsellors, we outlined the support that the University of Ljubljana offers students with special needs and special statuses, and held workshops as part of the 'Autumn School' for school pupils.

In 2022, as part of the 'Strengthening the Role of Careers Centres as Part of a Comprehensive Approach to Students' call, we further bolstered activities for establishing a system for identifying special groups of students and their support needs.

We held two calls for students and one for member faculties. In collaboration with the European Patent Office (EPO) and the European Union Intellectual Property Office (EUIPO), we held a call for paid internships in their organisations and drew up a list of proposed candidates in the areas of the humanities, social sciences, natural sciences and technical sciences. Fourteen students from nine member faculties applied to the call. As all 14 candidates met the requirements of the call for applications, the committee proposed that a shortlist be drawn up. Ten were invited to undertake work experience at the EPO and

EUIPO. As part of EUTOPIA 2050, we implemented TeamWork2022, a call for international virtual work experience over the summer. Eighty-eight students from 19 member faculties applied to the call. We invited 18 students from 13 member faculties and 18 courses, with the work experience being successfully completed by 13 students from 12 member faculties. Students undertook the work experience at 13 organisations. The Slovenian organisations involved were Novartis Slovenija and the CER Sustainable Development Partnership.

Cooperation with the social environment
We realise that communication and cooperation with individuals and organisations outside the University is vital to the future development of our services and to the development and improvement of skills for students and staff. We are therefore establishing and strengthening relationships with professional and business circles and with the general public at home and abroad.
We take part on a regular basis in professional careers guidance associations, where we present examples of good practice at UL careers centres (Euroguidance Conference, Study Travel Academy) and forge links with other organisations active in professionally related fields (ZRSZS, CMEPIUS, ambassadors, etc.).
A total of 147 employers, who published 605 opportunities on the POPR portal (full-time employment, student work, company scholarships), were involved in the careers centre activities. Students at UL member faculties were kept abreast of the opportunities on offer via our weekly e-bulletin.
As part of EUTOPIA 2050, we organised and coordinated activities within the 'Designing solutions for improved, independent and unstigmatised care or self-care for multiple sclerosis patients' project. Under the supervision of teaching staff at ALUO and in cooperation with the 'Spoznajmo multiplo sklerozo' (Get to Know MS) association, students designed solutions for devices and other items for MS sufferers. We link up with various organisations involved in working with young people with special needs and statuses in Slovenia. We have therefore taken part in the open days organised by the Slovenian Olympic Committee – Association of Sports Federations and used the events to present careers opportunities for athletes. During the 'Welcome Freshers' event, we invited the National Institute of Public Health to take part in activities under the 'Nisi OK? Povej naprej!' ('Not OK? Tell Someone!') campaign.

In its capacity as an employer, the University of Ljubljana recognises the importance of diversity in the work environment, which is why we responded to the invitation from Legebitra to take part in the Workplace Equality Week campaign from 11 to 18 October 2022.
The aim of the campaign is to draw attention to the decisive role played by organisational factors (support of management, protection against discrimination, ensuring that employees are informed, interpersonal relations) in making sure that the work environment is a place where LGBTIQ people can feel safe and accepted. During the campaign the Workplace Equality Index was made available for the first time. It enables a rapid assessment of the situation to be made and helps organisations identify opportunities for improvement.
By taking part in the campaign, we are continuing on our path towards ensuring equality for LGBTIQ staff and students. We wish to act as a role model for other organisations keen to ensure a safe and inclusive work environment for all.

Upgrading careers advice services and quality assurance
UL careers centres offer a wide array of different activities, from consultation and advice to workshops and meetings with employers. We began upgrading ongoing activities covering the area of careers advice, career planning and career development through the 'Careers Centres at the University of Ljubljana:

Equipped for the Career Path' project, with the aim of encouraging special groups of students to become involved and to carry out and organise activities that further raise the awareness of staff and students of the importance of considering and ensuring equal opportunities and diversity.

Careers advisers take part in education and training in the various areas of operation of the careers centre, the careers information point or other forms of provision of careers advice, training or other forms of support available to students who contact the careers centre (non-violent communication, use of the Gestalt approach to advice, advisory interviews, coaching).

We also continued upgrading the functionalities of the POPR portal: we developed additional functionalities, in collaboration with technical providers, for implementation of the TeamWork and ŠIRP – mobility calls that enable all substantive and administrative activities to be managed; and together with the Sociology study programme (HR management in the third-year syllabus at FDV) we set up a module for compulsory practical training and for the more efficient administrative and substantive monitoring of the progress of the practical training.

Alumni

We maintain contact with our alumni through 63 alumni clubs at the University of Ljubljana's faculties and academies, which in turn are part of the UL Alumni Clubs Association, which was founded in 2018. In 2022 we organised education and training for the heads of alumni clubs on the topic of improving the promotion of the clubs and encouraging alumni club members to take part in activities, several working meetings on the topic of optimising use of the alumniUL portal, and ten regular monthly meetings in support of the management of the alumni clubs. Representatives of the alumni clubs of most member faculties regularly attend and actively take part in meetings. We focused particularly on the mutual exchange of best practices, on the use of existing databases from old alumni clubs (societies) and on promotional campaigns to raise the profile of the alumni clubs among students and alumni themselves. These activities have helped increase membership numbers in the alumni database.

We designed two overarching promotional campaigns (spring and autumn) inviting students in the last years of study to enrol in an alumni club. At the same time we supported the main campaign with promotional content on social media. We also invited alumni to doctoral award ceremonies, which took place on Kongresni trg in Ljubljana in June, and to a careers fair for alumni organised at the Centre of Business Excellence (CPOEF). We also sent automated congratulations messages to students who had completed their studies and invitations to join an alumni club (via VIS), which relieved part of the burden from alumni club managers.

We began a cycle of Alumniteka events in which alumni from different members faculties talk about selected current social topics. The Alumniteka events were recorded and published in the form of a podcast. We held two Alumniteka events in 2022: the first in collaboration with the Biotechnical Faculty in May and the second in collaboration with the School of Economics and Business and the Faculty of Electrical Engineering in November. As the response by visitors as well as member faculties was positive, quite a few such events have been planned for 2023 (nine member faculties have applied to take part in Alumniteka events in 2023).

We continued to provide regular information to UL alumni regarding new developments at UL, promoting the association on websites and social networks, and promoting the benefits that we offer to alumni. In 2022 we continued 'Wise Faculty' activities and, with the help of funds from the development pillar of financing, successfully carried out the 'Alumni for Students' mentoring programme.

In cooperation with the University IT Office, we established an interface for the swifter and more straightforward authentication of alumni signing up for the portal.

A total of 3,156 UL alumni registered on the alumniUL portal in 2022, giving a total of 12,357 by the end of the year. A total of 163 events, 758 job vacancies and 87 items of news were published on the portal. Alumni exchanged 3,079 private messages on the portal.

Wise Faculty

The number of older adults is growing every year and their lives are getting longer. We are keen to use the Wise Faculty ('Modra fakulteta') project to respond to the educational needs and interests of this new older population, which demands new opportunities and innovative practices of teaching, research and cooperation with communities.

In 2022 we carried out three programmes in the spring and eight programmes in the autumn, with applications arriving from more than 100 participants. Response to the programmes was extremely positive, with older alumni regularly organising other alumni events (e.g. 'Alumniteka').

Anyone who is over the age of 60 has been able to enrol in the Wise Faculty programmes. Charges are made for participation in the programmes (EUR 50 plus VAT per semester), which last for one semester (20 hours). Teaching staff from a number of member faculties (AGRFT, FF, FSD, PEF, FRI, FDV, FMF) are involved in designing Wise Faculty education programmes.

In September we presented Wise Faculty at the Festival of the Third Age, and also organised an exhibition titled 'Images of Active Wisdom' in November in collaboration with an ALUO student and the Fužine Activity Centre. In December we provided Wise Faculty members with free ICT advice (in collaboration with FRI), which is still ongoing.

Alumni student mentoring

In collaboration with 23 member faculties, the Alumni Club Network started up the Alumni for Students mentoring programme in November 2021. The core of the project involves shedding light on the workplace, with alumni offering students the chance to enter their working environment for one day. This will enable students to familiarise themselves with the work and career paths of alumni and will, in turn, help them when it comes to making career choices in the future.

A total of 214 mentoring pairs were created in collaboration with 23 member faculties as part of the 'Alumni for Students' mentoring programme in 2022. More than 700 mentors and more than 500 students were involved in the mentoring programme throughout the year. Around 300 mentoring pairs were created, with just over two-thirds completing the programme. Mentors and students both gave positive feedback on the mentoring programme.

All mentoring programme activities are financed under the development pillar of financing. As a result of the successful implementation of the project, we managed to extend financing into 2023.

UNIVERSITY PUBLISHING

Online bookshop

In its second year, Založba UL upgraded its online bookshop (https://knjigarna.uni-lj.si). By December 2022, 15 faculties were involved (AGRFT, ALUO, BF, EF, FA, FDV, FE, FF, FGG, FKKT, FMF, FSD, FU, NTF, PEF). All these member faculties accept orders via the APIS joint business information system

(SAP S/4HANA). In 2022 the online store became fully integrated with the business information system, which means that information on books (metadata, stock levels, prices, etc.) are transmitted from the information system to the online store. Sales orders are then automatically generated from the store back to the information system. This has significantly simplified the online sale of textbooks and also enabled the sale of services (registration fees, membership fees, etc.). More than 1,400 different books, items of promotional material and services were available from the online bookshop at the end of December 2022. The member faculties that do not use the online bookshop either have not yet joined the APIS business information system, do not have publications for sale or do not yet have organised sales in place. We sold 2,006 books and 71 different services (membership fees, parking fees) through the online bookshop in 2022. The total value of all contracts was EUR 38,568.77.

Communication between staff involved in publishing at UL
In 2022 Založba UL forged even more links with professional staff, researchers, teachers and the editors of academic journals involved in publishing activities at UL member faculties. It has also become a reference point to which faculty publishing houses turn for help in migrating to the APIS (SAP S/4HANA) single business information system, and is preparing updated instructions in the joint business information system. Information is regularly provided on public publishing calls for applications to which individual member faculties can apply; this was also one of the reasons why the subsidies that UL gets as a whole for publishing activities rose in 2022.

Joint subscription to CrossRef for the registration of DOI numbers
The single CrossRef subscription fee for the registration of DOI numbers for all UL member faculties has become fully established. It saves UL considerable amounts of money and cuts down on administrative work. Eighteen member faculties and the Rectorate currently make use of the joint subscription to CrossRef. In 2022 we registered a total of 1,243 DOI numbers (articles, books, chapters).

Joint Založba UL portal for journals and e-books
In 2022 we successfully established two portals for the publication of UL open access academic journals and Založba UL open access e-books. Both portals are based on the Open Journals Systems and Open Monograph Press open code systems. The Založba UL Journals portal (https://journals.uni-lj.si/) began to be used by 26 academic journals in 2022 (of the 50 published at UL). Of this number, five are in the process of migrating old articles to the new online portal, which is a protracted task (transfer of all metadata for each article). The Založba UL e-books portal (https://ebooks.uni-lj.si/) is designed for open access e-books published by Založba UL. More than 350 freely accessible monographs (including from previous years) had been published on the portal by the end of 2022.

Slovenian Book Fair and promotion of Založba UL
Založba UL presented its activities to the public on a joint stand at the 2022 Slovenian Book Fair, which took place at Ljubljana Exhibition and Convention Centre. Before that, in May, it appeared at the 2021 Liber.ac trade book fair. Založba UL appeared at the fair on a joint stand, where it exhibited almost 300 new published items from 21 UL member faculties. There was very considerable interest in the stand among visitors, with around 600 books being sold. We also received very positive responses to the integration of library activities at the University of Ljubljana.

Založba UL regularly presents its new works in the Bukla literary magazine, where it advertises new publications from all faculty publishing houses. The Založba UL brand is slowly gaining profile among the general public.

The issuing of publications under the joint Založba UL name (journals and monographs) began in earnest in 2022. The following came out under the Založba UL name in 2022:

1. 83 monographs (half with open access). In 2022 books were published under the Založba UL name by FF, FE, FSD, TOEF, ZF and the UL Rectorate. Ten member faculties have so far published their own publications under the Založba UL name.

2. 42 academic journal volumes. In 2022 academic journals were published under the Založba UL name by BF, FF, NTF and VF.

Table 4: Number of books and volumes published at UL (including electronic publications and reprints)

Member faculty	Publications issued under the Založba UL name (books with an ISBN)	Publications issued under a member faculty's name (books with an ISBN)	Number of volumes of academic journals issued under the Založba UL name (duplicates not counted)	Number of volumes of academic journals issued under a member faculty's name (duplicates not counted)
AG				1
AGRFT	2			2
ALUO		2		
BF		20	6	5
EF		11		4
FA		6		2
FDV		20		10
FE	1	13		
FFA		2		
FGG		3		2
FKKT		11		
FMF		1		
FPP		3		
FRI	2			
FSD	1	2		3
FŠ		7		8
FS		11		17
FU		9		2
FF	69	10	28	
MF		14		
NTF		7	4	
PEF		18		4
PF		8		4
RECTORATE	7			
TEOF	1	6		7
VF		4	4	

ZF	3	6		
TOTAL	**86**	**194**	**42**	**71**
TOTAL	**280** all publications issued in 2022 (31% under the name of Založba UL)		**113** all volumes of journals in 2022 (37% under the name of Založba UL)	

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECT ON QUALITY*		
In 2022 the European Commission recognised three examples of good practice at the University of Ljubljana relating to knowledge transfer: the UNI.MINDS Festival, the Innovation Fund and the HUD call for applications. All three were published on the 'EU Knowledge Valorisation Platform'.		
Successful implementation of a pilot mentoring project involving alumni and students, in cooperation with 23 member faculties.		
Expansion of 'Wise Faculty' programmes and a growth in enrolment. This is 'opening up' UL to a variety of public groups and making us an 'age-friendly' university.		
Education and training of 'trusted persons', thereby empowering them to work.		
Acquisition of funds for 'Careers Centres at the University of Ljubljana: Equipped for the Career Path', an ESF project aimed at raising the awareness of and supporting special groups of students.		
Successful establishment of basic infrastructure for the professionalisation of publishing activities at UL member faculties (Založba UL online bookshop, Založba UL journals portal, Založba UL e-books portal).		
Strengthening of the Založba UL brand name via publication under a joint publishing name, joint appearance at the book fair, promotion in the Bukla literary magazine and the promotion of online publishing portals.		
KEY THREATS	**OBJECTIVES**	**PROPOSED MEASURES**
The workshops co-financed from the development pillar of financing measure Society 5.0 were well-received by students and member faculties. We were able to extend the measure (and the funding) into 2023, when it will come to an end.	Securing further funding for activities.	Provision of additional funds for the co-financing of activities from the development pillar of financing.
Workshops for the career development of doctoral students are not funded, which means that there are very few of them (despite demand).	Securing further funding for activities.	Provision of additional funds for the co-financing of activities from the development pillar of financing or projects.
Owing to the discontinuation of the SAP Upscale Commerce platform, Založba UL will have to find an alternative platform by December 2023 to ensure that all current functionalities of the online bookshop can be retained.	Launch a new online bookshop on a new platform by December 2023 at the latest, to be wholly integrated with the APIS joint business information system (SAP S/4HANA).	In the first quarter of the year, to draft a public call for applications specifying all the functionalities that we require to operate the online bookshop successfully.

KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
Reduction in the number of staff at the Knowledge Transfer Office in 2022 despite the increasing workload.	Acquisition of calls for applications.	Employment of new people on projects.
The contract with the external contractor responsible for the POPR portal runs out in 2023. If we decide not to continue cooperation, users of the portal will lose their entire activity history, and the Office for Students and Alumni (USŠA) and other services that use the portal will remain without technical support for the implementation and monitoring of activities.	Retention of the portal.	Implementation of a public contract.
Mentorship programme involving alumni and students has proved to be necessary and successful (23 member faculties took part). Is also part of the UL strategy. We were able to extend the measure (and the funding) into 2023, when it will come to an end.	Securing further funding for activities.	Ensuring basic funds for preservation of the programme.
Because of the growth of the 'Wise Faculty' (more programmes and more participants), the volume of work has increased.	Acquisition of calls for applications.	Employment of new people on the project.
'Warm-Hearted University' is a charity campaign that collects funds for UL students. The campaign would be larger in scale and be more successful if there was a uniform approach to it and to its presentation at university-wide level.	Collect as many funds as possible for UL students. To identify the 'Warm-Hearted University' campaign as a project of the entire University.	Following the example of the Faculty of Public Administration, all UL member faculties could support the charity campaign in December and collect funds for it at their own faculty. A variety of charity campaigns not connected to 'Warm-Hearted University' took place at member faculties in 2022.
Issuing of publications at UL member faculties not standardised by names.	At least 125 publications at the University will be issued under the Založba UL name in 2023.	Emphasising the advantages of publishing under a joint name. Entry of Založba UL on the list of international publishing houses at ARRS.
Inability to sell e-books.	Adequately protected sales of Založba UL e-books.	Adding e-book sales functionalities to the call for applications for the new online bookshop platform.

5. CREATIVE CONDITIONS FOR WORK AND STUDY

LIBRARIES

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

Open science

Open science is included in the UL Strategy 2022–2027. We did not draft any other UL rules on open science in 2022. We are planning to align UL operations, including the legal bases and instructions, to open science principles within the Recovery and Resilience Plan for Open Science (2023–2026) project.

In 2022 and January 2023, the UL Doctoral School and the University Office for Library Activities held a series of five webinars for UL doctoral students on handling research data.

In 2022, in order to establish open science at UL, we drew up plans to join the European Open Science Cloud (EOSC Association). We have not yet joined (membership is subject to a fee) because we would like to increase the number of teachers and researchers undertaking academic research work in accordance with open science principles and use EOSC services or contribute our own applications to the EOSC.

The UL libraries and the University Office for Library Activities provided support to the storing of publications in the UL Repository, mainly by providing explanations to authors of articles regarding compliance with financers' requirements on open access and instructions to UL librarians on the production of records and the storing of appropriate article variants in the UL Repository. In 2022 the UL Repository received for storage 2,665 new undergraduate dissertations (cumulative total of 52,189 as at 31 December 2022), along with 2,604 new master's dissertations (total of 24,635), 293 new doctoral dissertations (total of 3,022) and approx. 2,560 peer-reviewed articles and other publications by UL member faculty staff. In 2022 the UL Repository's statistical office logged 20,245,060 views of entries for works and 1,804,544 file downloads.

As the National Open Access Desk for the OpenAIRE AMKE non-profit partnership, we provided explanations of open access within the Horizon 2020 and Horizon Europe programmes.

Ensuring access to scholarly journals and concessions for the publication of open-access articles

UL is the largest member of all the Slovenian consortiums for journals from international academic publishers. Following the decision of the Slovenian Rectors' Conference in April 2019 regarding the basis for negotiations with publishers, we made efforts to conclude reformation contracts in 2022. These should, along with the right to read journals, grant open access to articles by UL correspondent authors in 2023. With the cooperation of the UL Rectorate negotiations with the Springer publishing house concluded with the signing of a one-year transformation contract for 2023, with the option of extending for a second or third year, in accordance with which APC vouchers will be available to UL corresponding authors for the publication of open access articles. Concessions regarding open access for UL corresponding authors were also agreed with other international academic publishers (in the form of vouchers for free open source articles or a reduction on the price of open-access articles).

In cooperation with UL member faculties, the services within the Rectorate carried out a joint public procurement process for subscriptions to electronic journals published by Elsevier for 22 UL member faculties for 2023 and 2024.

UL students can use all libraries of the member faculties, the National and University Library, and the UL Central Technical Library. The process of registering at UL libraries and using library services (including remotely) is made easier for students by the frequent updating of reference databases with student data in COBISS3/Loans, which the libraries use to simplify student registration.

UL member faculties report the following important library activities in 2022:

- provision of high-quality information sources for teaching, learning and research (ALUO, BF, EF, FKKT, FPP, FRI, FSD, FF, PF, VF);
- updating of library services (ALUO, BF, FA, FKKT, FMF, FPP, FRI, FSP, FU, FF, NTF, TEOF);
- (online) user training (FDV);
- support for open science (BF, FDV, ZF);
- updating of library premises (ALUO, FDV, FS, PEF);
- relocation of the library to Palača Kazina (AG).

TUTOR SYSTEM

Some member faculties have devoted particular attention to strengthening the course tutoring system and tutoring for students with special needs, and to promoting the tutor system. In addition to the advice and training that the UL Careers Centres organise to support tutors and tutor coordinators, some member faculties have provided additional training with the express purpose of improving flow in student affairs.

Table 5: Tutoring at UL by academic year

	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22
	number of coordinators			number of tutors			total number of tutorial hours		
STUDENT	**121**	**127**	**112**	**1,243**	**1,349**	**1,408**	**23,668**	**27,201**	**28,665**
course tutoring	11	19	12	187	179	220	3,716	4,623	6,098
international students	16	18	24	238	234	288	3,943	4,611	4,221
special needs	13	9	10	25	19	27	632	397	515
introductory	62	53	48	637	736	686	14,409	16,444	17,203
other	19	28	18	156	181	187	968	1,126	628
TEACHER	**143**	**135**	**125**	**1,310**	**1,228**	**1,006**	**16,150**	**16,671**	**16,307**
course tutoring	13	9	3	139	83	47	1,298	1,293	1,432
international students	31	32	35	82	95	33	905	924	524
special needs	32	32	30	61	61	34	636	631	583
introductory	56	49	47	789	776	817	9,974	9,327	10,357
other	11	12	10	239	213	75	3,337	4,496	3,411
TOTAL	**264**	**262**	**237**	**2,553**	**2,577**	**2,414**	**39,818**	**43,872**	**44,972**

EXTRACURRICULAR ACTIVITIES

Expansion of the range of credit-earning extracurricular activities

Between April and June 2022, the team at the University of Ljubljana Centre for Extracurricular Activities (COD UL) have led one-hour discussions at member faculties on the topic of extra-curricular activities. The discussions were attended by vice-deans, secretaries, heads of student offices, representatives of PR and students services, and representatives proposed by member faculties. Twenty-three UL member faculties hosted discussions. The results gave an insight into the extra-curricular activities on offer, an understanding of the area at member faculties, opportunities for integration and proposals for the further development of extra-curricular activities at UL. Summer schools, tutoring, work placements, development pillar of financing projects and other specific member faculty content make up the bulk of the ECTS offer for extra-curricular activities at member faculties. The activities are evaluated differently, with the number of credits available ranging from 2 to 15. The inclusion of leaders and providers is voluntary and not part of their direct teaching workload. The elements they offer are generally only available to students of member faculties. Extra-curricular activities that do not earn credits take place mainly in student organisations/associations (Student Council and Student organisation, professional societies, etc.).

The analysis strengthened the links between the centre and member faculties. Before the analysis, 15 member faculties permitted their students to enrol in COD UL ECTS activities. The number is now 24. In the future we would like to provide students from the remaining two member faculties with the opportunity to enrol in extra-curricular activities that the UL Senate has approved as credit-earning activities.

According to the Rules on extra-curricular activities at UL, we submitted an application for the re-accreditation of 34 credit-earning extra-curricular sports activity syllabuses, as they have come to the end of their seven-year period of validity (they were approved at the Senate in 2015 or later). Updated syllabuses with changes to the names of activities, the replacement of activity leaders, updates to content and the amalgamation of fields were approved by the UL Senate in April 2022.

In 2022, with the aim of strengthening the area and expanding credit-earning activities to other areas, the UL Senate approved the following activities at the proposal of COD UL:
• Social dimensions: Social innovations for the challenges of a long-lived society.
• Culture and art: Orchestral performance.
• Culture and art: Spoken production and performance.

We accepted 450 UL students into credit-earning extra-curricular activities in the 2022/23 academic year.

Establishment of a working group for university sport

The working group for university sport began operating in March 2022. The group, which is led by the Dean of the Faculty of Sport, Professor Damir Karpljuk, brings together representatives of sports educators, vice-deans, deans, the Centre for Extra-Curricular Activities and the UL student representative. The purpose of the group is to organise university sport in such a way as to encourage and enable as many students as possible to take part in active sports and to actively promote healthy lifestyles across the whole of the university population.

Objectives and policies of the working group for university sport:
- to organise university sport for students (and staff);
- to increase exercise and sports activities and promote healthy lifestyles across the whole of the university population;
- introduce regular exercise and sports activities during students' first year at all UL member faculties.

Following the first two meetings of the working group and a meeting between the Rector and sports educators, efforts are continuing to put sport at UL on a form footing under the leadership of Professor Janez Vodičar, head of the sports educators' group.

Establishment of an online COD UL classroom
At the start of the 2022/23 academic year, we set up the Centre for Extra-Curricular Activities online classroom (https://ucilnica-cod.uni-lj.si) in collaboration with the Digital UL Centre. The classroom constitutes the central communications point for students enrolled in credit-earning extra-curricular activities. Information is available at the classroom on subject-related matters, e.g. materials, checking of attendance, communication between activity leaders/providers and other activity-related content. Establishment of the online classroom has optimised administration of the centre and established a transparent method of providing information to all stakeholders for specific activities.

Encouraging students to participate in extracurricular activities
In collaboration with member faculties, students and university centres, we offered a varied programme of extra-curricular activities and events to encourage students to acquire additional knowledge and skills, expand their network of acquaintances, develop areas of interest and strengthen individuals' psychophysical condition (digital workshops, artistic competitions, presentations, exhibitions, first-aid workshops, presentations of the psychosocial counselling service, lectures on ecological topics, etc.).
Events are published on the UL registration portal (POPR). In 2022 we announced 3,259 events and registered 27,955 visits.
UL students had daily opportunities to involve themselves in daily recreation activities, with a wide range of opportunities for exercise and relaxation. Most of the activities take place at the University Sports Hall in Rožna Dolina. One new development in the 2022/23 academic year is the provision of programmes at the Bežigrad site, i.e. in the Faculty of Education hall and swimming at the Faculty of Sport swimming pool. All guided exercises take place in a hybrid manner (i.e. also online).
In April, 424 runners took part in the traditional relaxed charity 'Faculty-to-Faculty Run'. Runners followed one of three routes (5, 10 and 15 km) that led past the University's faculties. In May we organised the first UL 'Path Along the Wire' hike, with more than 100 people taking part.
In December, vice-dean Matjaž Drevenšek awarded the Rector's Prize for the #100xULaktiven competition at the University New Year Dance to a student from the Faculty of Medicine who had taken part in 100 different extra-curricular activities between 21 December 2021 and 21 November 2022.
The 2022 Extra-Curricular Activities Fair also took place in December, with 21 organisations, societies and projects presenting the various extra-curricular opportunities on offer for students to acquire new knowledge and skills in different areas.

Management of the University Sports Hall in Rožna Dolina

The University Sports Hall in Rožna Dolina has been at the heart of university sport for the last 50 years. The hall can take up to 1,000 people a day attending member faculties' programmes, COD UL ECTS programmes or daily recreation programmes. Several discussions were held with UL management, the investment department, UL FGG and the UL FGG Institute in 2022 regarding the options for the remediation or reconstruction of the University Sports Hall in Rožna Dolina. As the hall requires complete reconstruction, procedures are under way at the investment department to compile project design and other documentation. We will endeavour to obtain funds for reconstruction of the hall.

Students with special status

Irrespective of gender identity, nationality, health status, age, socio-economic or other circumstance, we all deserve the opportunity to develop fully our abilities and talents, and to function in a supportive and inclusive environment. We strengthened activities to encourage the involvement of students with special needs and special statuses in the UL community through the activation of networks within and outside the university and measures aimed at promoting access to and the use of different approaches to study.

Within the 'Careers Centres at the University of Ljubljana: Equipped for the Career Path' project, we designed and began implementing additional content connected with support for students with special needs and statuses and the raising of awareness of the support available during study (also involving outside stakeholders): on the psychosocial counselling service, the role of trusted and contact persons, and on the role of the Student Rights' Ombudsman. One of the objectives of the project is to formulate systemic measures in this area.

The Student Status Act (ZUPŠ-1) came into force in 2022. Among other things, it introduces changes in relation to students with special needs and special statuses. We drafted new Rules on students with special needs and special statuses at the University of Ljubljana and Rules for granting the status of candidate with special needs and status of candidate with special status in the application and admissions procedure for enrolment in master's and doctoral study programmes at UL.

Education, awareness and the sharing of good practice, which are effective solutions for responding to special needs and for different approaches, are vital to the upgrading and effectiveness of activities. We therefore spread then among students, teachers and professional staff via specialist consultations, meetings, training programmes, materials, the Student Affairs Committee and the Student Ombudsman's Office.

Representatives of the Committee for Students with Special Status began visiting UL member faculties in order to identify examples of good practice and the challenges to the involvement of students with special status in the study process, etc. The visits will continue in 2023, when an analysis will be drawn up to serve as the basis for a plan for future activities.

In 2022 the Students Affairs Committee approved co-financing of the purchase of equipment and accessories to support special needs students in their studies, for which special funds of EUR 40,000 were provided. Most of the equipment purchases by member faculties in 2022 went towards making physical access easier and for the purchase of devices to ease the study process.

Recreational swimming practice under professional guidance is offered to students with special needs.

In 2022 we drafted a report containing examples of good practice, a snapshot analysis of the way gifted students are addressed at UL member faculties and a set of proposals for starting points for university-wide measures to encourage gifted students in the future in a more targeted way. A consultation meeting was also organised.

Table 6: Number of students with special status

Types of status	2017/18	2018/19	2019/20	2020/21	2021/22
partial or total loss of hearing	14	19	15	6	14
partial or total loss of sight	14	17	17	29	33
long-term or chronic illness	144	154	149	205	208
mobility impairments	40	49	41	44	44
speech and language impediments	30	17	17	24	21
physical and mental health disorders	21	23	25	40	52
specific learning difficulties	71	110	121	146	191
emotional and behavioural disorders	21	56	66	81	79
exceptional social circumstances	1	0	6	9	3
autism spectrum disorders	6	4	9	21	26
physical injury and/or long-term rehabilitation	8	4	23	1	4
Total number of students with special needs	**370**	**468**	**489**	**606**	**675**
recognised artist status	20	28	24	10	19
elite athlete status	367	372	327	343	259
parent student status	23	64	60	98	130
status of student participating in (sectoral) international competitions	0	4	2	0	3
Total number of students with other statuses	**410**	**468**	**413**	**451**	**411**
Total	**780**	**921**	**902**	**1,057**	**1,086**

'Srčna UL'

In 2022 we published three calls for applications: two 'Srčna UL' ('Warm-Hearted University') calls for assistance to students in distress as a result of the Ukrainian crisis (summer and end of the year) and one 'Srčna UL' call for UL students in financial difficulties (end of the year). The assistance is provided in the form of the co-financing of rent and living expenses (full or partial reimbursement of expenses), the purchase of food and clothing, study materials (full or partial reimbursement of the costs) and/or computer equipment for study (full or partial reimbursement of the costs). By the end of 2022, EUR 26,293.91 had been collected and 45 applications approved.

Psychosocial Counselling Service

At the Psychosocial Counselling Service, a team of 16 experts provide psychosocial assistance to students and staff. To make the service more accessible to students and staff, counsellors are also available at AGRFT. This means that support is now available at four locations (as well as online). A total of 1,000 one-to-one counselling sessions were provided in 2022.

Identifying and preventing violence

The University of Ljubljana has a zero-tolerance policy for all forms of violence, sexual and other harassment, and bullying. In response to this policy, we appointed trusted persons at member faculties and the UL Rectorate in 2021 and began training them. In 2022 UL adopted the Rules on measures against violence, harassment and mobbing, which sets out measures through which UL can create an environment in which the dignity of all is protected and procedures/measures are in place to tackle instances of non-compliance. Sixty-seven trusted persons have been appointed across the University. We have organised get-togethers and training on the topic of conducting conversations with people who have experienced violence and on writing about/reporting conversations.

Student Ombudsman's Office

The Student Ombudsman's Office is the UL centre that serves to enforce the principles of equality and inclusion, protection of dignity, and respect of and custodianship over the rights of students. It is based on the enforcement and promotion of legal documents and guidelines for the development of an inclusive academic community. Its fields of work are equality and inclusion, enforcement of the Gender Equality Plan (GEP), the prevention of violence, harassment and bullying, and support for the search for formal and informal forms of assistance. Since April, when the Student Ombudsman's Office was established, the Ombudsman has received 30 questions; she has also had one-to-one meetings with students and staff and conducted one training session for member faculties. The questions received related to the regulation of legal status (re-enrolment, recognition of exams, exceptional progress), the search for psychosocial assistance to deal with mental health problems, and the search for professional help for students with special needs.

At the end of November a Students' Ombudsman Committee was appointed to set up a system for identifying and supporting special groups of students. The committee's role is to draft guidelines for ensuring that these special groups are integrated at a system-wide level and that ways are found to reduce the drop-out of students from such groups.

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECT ON QUALITY*
An analysis of extra-curricular activities provided an insight into those activities at member faculties and identified opportunities for integration and cooperation (increase in the number of member faculties that recognise COD UL ECTS activities) to enable a wider student population to become involved in credit-earning extra-curricular activities.
The establishment of the online classroom helped to optimise the centre's processes and created a transparent site for the exchange of materials and information, and the monitoring of student attendance in credit-earning extra-curricular activities.
Implementation of the 'Warm-Hearted University' project and the rapid response to the crisis in Ukraine through organisation of the project, which is aimed at UL students affected by the crisis. In addition to the all-important financial assistance that enables students to continue their studies, the project has established UL as a socially active and responsible organisation.
Bolstering of psychosocial assistance to students – expansion to an additional location.

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
The funds earmarked for the work of trusted persons and the Committee and for additional support for the establishment of the identification system and support to special groups of students are modest and are currently obtained from the ESF from a project that is coming to an end in 2023.	Increase in funds or ensuring continuity.	Provision of funds.
Need for support to students and staff suffering mental health difficulties is on the rise (psychosocial counselling service).	Provision of additional funds.	Provision of additional funds for the co-financing of activities from the development pillar of financing or projects, for the recruitment of more associates.

KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
Some UL member faculties do not enable their students to enrol and get recognition for credit-earning COD UL extra-curricular activities, even though all ECTS activities are in line with the rules adopted and approved by the UL Senate.	Twenty-six member faculties recognise credit-earning COD UL extra-curricular activities as part of the requirements fulfilled within a particular course or in the form of an annex to the degree certificate.	Standardisation of the system at UL level. Discussion at UL and UL member faculty management level. Presentation of activities at member faculties that do not enable their students to enrol and get ECTS recognition for extra-curricular activities.
Maintenance of the existing state of the University Sports Hall.	Preparation of project design and other documentation, search for funding sources.	Continuation of discussions and harmonisation procedures within the relevant departments and bodies. Communication with the ministry regarding options for acquiring funds for reconstruction of the hall. Regulation of sponsorship – marketing of advertising space in the hall.
Awareness (understanding) of staff and students of the role of the Student Ombudsman.	Increase in the level of awareness of the role of the Student Ombudsman.	Preparation of informational material and intensification of information-provision to students, teaching and management staff and associates.

6. QUALITY SYSTEM MANAGEMENT AND DEVELOPMENT

Improving the quality loop

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

In order to improve the quality loop and raise awareness of the quality system, in 2022 we prepared a series of upgrades and updates for the UL Reporting application. On the basis of suggestions from the member faculties – users of the application, we have further ensured that the quality loop is closed, so that measures from the work programme and business report are shared and applied in the documents for better coherence, transparency and more effective monitoring of their implementation. By integrating these processes within the application, we reinforced the analytical field of self-evaluations, increased their impacts and continued to reduce their administrative burden. In 2022, the UL Reporting application was also tested for the first time by the member faculties across all three modules (Business Reporting, Annual Work Programme and Self-Evaluation of Study Programmes).

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

Due to amendments to the Quality System Rules of the University of Ljubljana relating to the evaluation period for self-evaluation of study programmes (end of 2021), we failed to receive a sufficient number of self-evaluation reports on study programmes in 2022 to prepare a meta-analysis of such reports. A total of 310 of the 378 study programmes implemented in the 2021/22 academic year have prepared their self-evaluation reports. In order to provide stronger support to member faculties and the university as a whole in drawing up self-evaluation reports and carrying out self-evaluation, we updated and upgraded the module Self-Evaluation of Study Programmes in the UL Reporting application. The application is an important milestone, especially in the context of the coherence of planning measures and monitoring their implementation, as was acknowledged by multiple member faculties that prepared their reports in the application (13 in 2021, and 19 in 2022).

With regard to the evaluation of the sample of study programmes in procedures of external quality assurance (NAKVIS), we successfully conducted virtual visits by experts and concluded the evaluation of four third-cycle study programmes: Biomedicine (UL BF, UL FFA, UL FKKT, UL MF and UL VF), Maritime Studies and Transport (UL FPP), Kinesiology (UL FŠ) and Administration and Public Sector Economics (UL FU). In addition, we completed an extraordinary evaluation of the second-cycle study programme Management in Administration (UL FU).

For the coming period (2023), NAKVIS re-selected some third-cycle programmes, i.e. a total of six programmes: Law (UL PF), Chemical Sciences (UL FKKT), Computer and Information Science (UL FRI), Teacher Education and Educational Sciences (UL PEF), Materials Science and Engineering (UL FKKT, UL FMF, UL NTF) and Humanities and Social Sciences (UL AG, UL AGRFT, UL ALUO, UL FDV, UL FSD, UL FF, UL TEOF). Member faculties began preparing applications for the review of external reporters and coordination at UL bodies.

National and international institutional accreditation of the university

As part of the assessment of the application for extension of the University of Ljubljana's accreditation, all assessment procedures were completed and, in accordance with Article 38 of the Higher Education Act (hereinafter: the ZViS), the enrolment conditions for the first-cycle study programmes and the single master's degree study programmes were amended accordingly. In July 2022, the UL received a decision

extending its accreditation for a new five-year period (until 30 September 2027). In its decision, the NAVKIS Council highlighted a number of strengths and suggestions for improvement both at the level of the university as a whole and at the level of the study programmes under review. On the basis of the review of the selection of study programmes in the process of extending the UL's accreditation, NAKVIS began the process of the extraordinary evaluation of the first-cycle study programme Painting at the UL ALUO and, as a proposal for improvement, ordered the UL to regulate the enrolment conditions for the second-cycle programmes until the next call for enrolment in accordance with Article 38a of the ZViS. Based on the decision to extend accreditation, we have prepared an action plan to implement the NAKVIS recommendations.

Development of learning, teaching and training for a culture of quality, and management
In 2022, as the lead consortium partner, we continued the implementation of the INOVUP project (Innovative Forms of Learning and Teaching in Higher Education), which we ended on 30 September 2022, in accordance with the contractual provisions. The consortium partners conducted 124 training courses in 2022 for higher education teachers and staff as part of the INOVUP project, which involved 1,693 participants, of which 929 were from the UL. We also continued to coordinate the preparation of materials in the area of general and special higher education teaching, and to analyse the state of learning and teaching in higher education, which offers insight into the frequency of use, viewpoints, practices and needs of higher education teachers in introducing forms of learning, methods and education strategies into higher education lessons. The INOVUP project council under the coordination of the UL met regularly and organised the last national consultation and the final international conference in the area of learning and teaching.

We continued implementing the programme of training for a culture of quality, which is aimed both at teaching and non-teaching staff in terms of developing their skills. In 2022, we conducted fewer training courses in this area, as most of our time was spent on completing the INOVUP project. We conducted 10 different trainings giving a total of 12 sessions on three main topics: the system and culture of quality, communication and taking care of health. A total of 308 participants attended the training (621 in 2021 and 439 in 2020). In addition to remote training, some of the training sessions were again delivered in lecture rooms.

A three-year evaluation of trainings showed that participants were very pleased with them, both in terms of choice of topics and form of training and of the selection of providers. They suggest more training with a similar, interactive and experiential way of working, and deepening and broadening the selection to similar related topics.

Enhancement-led visits - organisational development of UL member faculties
In 2022, we continued to carry out enhancement-led visits at the UL, which were carried out at four member faculties (UL VF, UL AGRFT, UL PEF and UL MF), thereby concluding our first visit to each of the member faculties. Most activities were conducted in the second half of the year (selection of current topics, preparation of materials for member faculties, refreshment training courses for register members and two visits). A total of 18 people actively participated in each of the visits. In addition to experienced member faculties, we included no less than 15 new member faculties in the implementation.

Most of the proposed measures for improvement are intended for member faculties, as they focus on improvements to study programmes and to the study process in general, on the organisational development of member faculties, improvement of the quality system, the monitoring of the study process

and improvements in various areas (this year in research, lifelong learning and cooperation with the environment).

At the end of the first cycle of enhancement-led visits, the report will be addressed by the UL Quality Assurance Committee and a proposal for measures to be taken to implement the next cycle of enhancement-led visits will be formulated.

International cooperation in the area of quality

In 2022, the UL participated in quality assurance activities in the scope of the EUTOPIA project. For more information, see section 2. Research and development activity, EUTOPIA2050 framework project. The UL continued its work on the project "*Flexible Learning Communities Supporting Lifelong Learning Across Borders" (FLECSLAB)* within the Erasmus+ scheme. In line with the project plan and timeline, the UL organised three kick-off meetings (February 2022 - online) and two transnational meetings (June 2022 online and November 2022 in Ljubljana, during EUTOPIA Week). In the context of working set (WS) 1, an expert panel composed of external experts in the field of lifelong learning within the EU and experts from EUTOPIA universities was set up together with partners to analyse the potential of lifelong learning within the transnational model of "EUTOPIA Learning Communities". In the context of the UL-led WS 2, we have set up a project advisory committee and started an analysis where we will work with our partner the University of Gothenburg to identify the barriers and strengths of lifelong learning capacity (within the EUTOPIA partnership), leading to the final result of WS 2 – the development of a business model. Together with partners from the University of Warwick (UoW) and the Vrije Universiteit Brussel (VUB), the UL has applied for a project entitled "*Quality Enhancement for a model of Transnational Education*" (INQAAHE Funding Scheme).

In the context of the second phase of the project – EUTOPIA MORE – for WS 2 on Task T.2.3 "*Promoting Connection*", the UL, as the responsible partner, has prepared a draft action plan identifying a roadmap for 2023 for the preparation of a study on the main needs and challenges in the field of coordination in the EUTOPIA Alliance. The aim of the study is to analyse available documents and data in the field of quality assurance of the first phase of the EUTOPIA2050 project (external and internal evaluations), to provide a baseline and measures to address needs and challenges.

After the end of the Covid-19 pandemic, in 2022 the UL continued preparations for its external evaluation through the Finnish accreditation body FINEEC, which will take place in 2023.

Other activities

Based on a cooperation agreement concluded between the ASEF Institute for Education and Research (hereinafter: ASEF Institute) and the UL, the main purpose of which in 2021 was to establish academic cooperation, and within the framework of the accredited extracurricular activity course "*Research in the framework of the ASEF (American-Slovenian Educational Foundation) Programme*" (in the academic year 2021/2022), a certificate of completing credit-earning extracurricular activity was issued to six UL students (five of them from UL FMF, and one student from UL FF). Most of them were hosted at foreign universities by ASEF mentors (Stanford University, Simon Fraser University, Berkeley Center for Cosmological Physics, Charles University) in the framework of solving a research problem; two students from UL FMF completed the requirements in a tutoring programme run by ASEF mentors at the UL.

In November 2022, we organised an international symposium on *Talent and Distributive Justice and Education Systems*, where speakers (several authors of a special issue of *Educational Philosophy and Theory*) addressed a range of issues, problems and challenges arising from reductionist understandings of the anatomy of talent, the global war for talent (especially in higher education), and related issues.

UL student surveys

In accordance with the UL Student Survey Rules and the implementation timeline, all student surveys were conducted and data processed. Interim and final reports were prepared and submitted to the UL faculties via the GC system. At the end of 2022, we prepared the surveys for the new academic year and started their implementation. Student survey data at both the member faculty and UL level are used for the updating and development of study programmes, as well as for self-evaluation and planning (Annual Work Programme, Annual Business Report).

In addition, we have also conducted a survey for *Leto plus* (Year Plus) students and a survey for international students. In order to develop evidence-based gender equality policies, we have prepared a situation analysis, which forms the basis for a document entitled the Gender Equality Plan (GEP). We asked both employees and students about the drivers and barriers to gender equality through two different surveys.

Quality in the field of art

In 2022, we continued to support the study programme of both art academies and other member faculties that offer study programmes in the field of or with elements of the arts, through the processes of self-evaluation of study programmes and the related implementation of the self-evaluation mechanism for study programmes, and the extraordinary evaluation of a study programme in external quality assurance procedures (NAKVIS). We continued the review and design of indicators for the field of the arts, which are modelled on comparable European educational institutions and address the specifics of artistic work and activities in the arts.

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECT ON QUALITY*	
Upgrading and modernising the application for self-evaluation of study programmes.	Submission of a self-evaluation report in electronic form enables simpler submission and long-term traceability in terms of monitoring the content and in particular the defined measures.
Carrying out training, and specifically 54 trainings for learning and teaching (INOVUP and other), as well as technical support for teaching and non-teaching staff (USKAP).	Training in a virtual environment allows the participation of larger groups of individuals, trains them in key areas, and serves as a linking factor and strengthens a sense of loyalty to the university.
Preparation of an action plan to implement the recommendations from the decision to extend accreditation.	Based on the recommendations for improvement, we have prepared an action plan to implement the recommendations to improve monitoring of implementation and transparent interim and final reporting of the results.
Completion of a full cycle of enhancement-led visits at the UL that support the organisational development of member faculties.	Developing quality in a collaborative way, supporting the organisational development of member faculties, training participants in the use of connective communication in different contexts, building a more positive attitude towards quality development and the university.
Implementation of multiplier activities in the INOVUP project, despite the delay in implementation caused by the pandemic.	Opportunity to comprehensively get to know how similar institutions abroad take care of the implementation and development of the study process, didactic support, etc., as the training was specifically dedicated to these topics; transfer of experience and reflections from the training workshops to the Slovenian higher education area.

Workshop with experts from the European agency EQ-Arts (Enhancing Quality in the Arts).	For the art academies, we have conducted a one-day training on the quality system by EQ-Arts as an opportunity to improve their understanding of the quality loop processes. EQ-Arts is the only European arts agency accredited by EQAR (accreditations, evaluations, enhancement-led visits/workshops).	
KEY THREATS	***OBJECTIVE(S)***	***PROPOSED MEASURES***
Limited understanding of quality in line with the model of satisfying "minimum standards".	Establish a system of quality that is 'tailored to the institution' and facilitates development support for more ambitious higher education institutions.	Organisation of consultations and preparation of discussions on deficiencies and development opportunities for external quality assurance. Facilitating strategic considerations regarding a development-oriented quality assurance system.
KEY WEAKNESSES	***OBJECTIVE(S)***	***PROPOSED MEASURES***
Non-internalisation of the quality system at important stakeholders of this process.	Ensure that academic staff and other relevant stakeholders act in line with the principles of quality in their operations in all areas.	Implementing awareness-raising activities regarding the operation of the quality assurance system and the principles of quality. Synchronising the principles of quality with the principles of management in all areas of operations.
The realisation among teaching staff that implementing processes of quality is an activity for professional staff and external evaluators.	Instil a higher level of awareness of the positive sides of evaluation and self-evaluation.	Providing training in the area of quality system operation at the beginning of processes for teaching staff, managers and professional staff responsible for this area.
Lack of IT support for important processes of quality assurance (annual self-evaluation, quality of learning and teaching, integration of reporting systems into support for quality processes).	Introduce more effective management and development of higher education institutions and study programmes.	Upgrading and development of the UL Reporting application for managing and supporting quality processes.
Delayed management and training.	Good IT support for managing and implementing training.	Reviewing and comparing options for introducing IT support for the management and implementation of training.
Limited understanding of quality in line with the model of satisfying "minimum standards".	Develop quality in a collaborative way, taking into account the needs of those involved and by activating the power of UL member faculties.	Preparation of a new cycle of enhancement-led visits to support the development of the quality of member faculties (public call for UL member faculties, training for new register members, four enhancement-led visits). Preparation of a proposal for the implementation of enhancement-led visits at the UL level too, and for the Rectorate (reflection on the choice of topics, participants, process).
Limited understanding of quality in line with the model of satisfying "minimum standards".	Establish a system of quality that is 'tailored to the institution' and facilitates development support for more ambitious higher education institutions.	Organisation of consultations and preparation of discussions on deficiencies and development opportunities for external quality assurance. Facilitating strategic considerations regarding a development-oriented quality assurance system.

7. OPERATIONS

7.1. MANAGEMENT AND GOVERNANCE OF UL

Improvement of the financial operation system

In 2022, the criteria adopted by the University of Ljubljana's Governing Board have also been used to distribute funds for study activities in a transparent manner and on the basis of clear criteria. Some of the funds were earmarked for common tasks, some were distributed to the member faculties according to the fixed part of the core pillar of the previous year, some according to certain indicators such as research efficiency, internationalisation, and some of the funds were assigned to a reserve fund, which was allocated on the basis of applications from member faculties for specific risks that could affect the smooth implementation of the teaching process.

On 1 January 2022, the Scientific Research and Innovation Activities Act came into force, which gave the University of Ljubljana, as a research organisation, not only more competences in the field of scientific research and innovation, but also additional financial resources for the operation of these areas – the institutional pillar of financing. We have adopted the necessary internal legal acts and for the first time distributed stable funding. The management of these funds is changing significantly with the new legislation, and we have therefore prepared "business guides" to help understand these changes in implementation, as well as organising specific meetings to address this subject. We have contacted ARRS representatives with the aim of holding a joint workshop in 2023.

Additional development funding was obtained by applying for funding calls for projects under the Recovery and Resilience Plan (RRP). This funding will be used to modernise, upgrade and improve the teaching process, and to provide adequate facilities through new investments.

We have been successful in applying for open calls for co-financing from the European Social Fund and have obtained additional funding to finance the activities of the career centres, with a focus on students with a special status.

The Governing Board's Finance System Committee has started to prepare a comprehensive analysis of the funding of study activities, which will be used as a basis for deciding on possible systemic changes to the distribution of funds.

In addition to this committee, the other Governing Board committees are also active: the HR Committee L, the Spatial Development Committee the Audit Committee.

Increasing prudence and the efficiency of operations

The implementation of the unified business information system APIS is still ongoing. At the end of the year, the penultimate group of member faculties prepared for the transition to the new system. During the implementation process we have identified a number of deficiencies in the current systems – i.e. in the form of incomplete databases, different ways of storing data that do not represent a secure way of storing them, and different practices in processes that should be uniform, as the methodologies are known (wages and employment rights, methods of depreciation, keeping fixed asset records, etc.). Although the implementation is very demanding and places a heavy burden on the staff, it is necessary to ensure compliance with the high demands of financial backers, to ensure comparability with European universities, and to ensure IT security and consistency of operations among UL member faculties.

As of March 2022, the UL has Internal Rules for Capture and e-Storage approved by the Archives of the Republic of Slovenia. The approved internal rules make certain procedures run faster, e-materials easier and faster to access, and information more secure in the long term.

Due to the complexity of business processes, and with the aim of operating in a unified and coordinated way in all areas while at the same time efficiently allocating our human resources, the UL Rectorate specialist services are in constant contact with the specialist services of member faculties in their respective fields. As such, regular monthly meetings are held between the deans of the Rector's colleges, the vice-deans for fields of study with the vice-rector for that respective field, the secretaries of the member faculties in the college of the chief secretary, the human resources departments, the financial accounting departments, the student offices, the IT specialists, the data protection officers and the communication and promotion officers.

Actively contributing to changes in legislation
In 2022, the University of Ljubljana, as the presiding institution for the Rector's Conference (*Rektorska konferenca Republike Slovenije* – RKRS), was the initiator of a number of activities to develop initiatives for legislative change: changes to the salary system, amendments to the Higher Education Act, initiatives to adopt the Personal Data Protection Act, initiatives to adopt a working time (clocking) records act, and initiatives to amend the Professional and Academic Titles Act.

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECT ON QUALITY*		
Finalising the development of the Annual Personal Work Plan module and its introduction at member faculties, which will allow for the technologically unified monitoring of staff workloads and automated data transfer for payroll and correct posting (booking) by cost centre and those responsible.		
Adoption of the legal basis for the implementation of the ZZrID.		
KEY THREATS	**OBJECTIVES**	**PROPOSED MEASURES**
Complex and non-transparent legislation, which poses additional legal compliance risks.	Operations that comply with legislation.	Actively develop and coordinate initiatives at the level of the RKRS and Coordination of Independent Research Institutes of Slovenia (*Koordinacija samostojnih raziskovalnih inštitutov Slovenije* – KOsRIS).
Inappropriately short deadlines for the implementation of RRP projects.	Quality development and modernisation of the education process.	Ongoing evaluation of activities and active cooperation with the ministry.
KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**
The way of working and thinking about stable funding for research has not changed, resulting in many significant unresolved issues.	Establishing an autonomous system for managing research funds.	Organise a workshop with ARRS (*Javna agencija za raziskovalno dejavnost RS*, the Slovenian Research Agency) and set up an information system to monitor the data.

Overburdened staff due to a large number of strategically major and important projects: APIS; RRP, investments, transposition of the ZZrID.	Employee satisfaction.	Staff reinforcement, fair remuneration for completed work, various training courses.

7.2. HUMAN RESOURCES DEVELOPMENT AND HR PLAN

Legal arrangements

In the field of prevention of violence, harassment and bullying (hereinafter also: violation of dignity), in the spirit of zero tolerance towards the above-mentioned forms, which is advocated by the UL, the Rules on Measures against Violence, Harassment and Bullying were adopted, which entered into force on 1 March 2022 and led to the comprehensive regulation of the subject area at the entire UL, also in terms of the UL's obligation to regularly educate and inform employees and students with regard to the violation of dignity. These rules also apply to UL students, which means that they also cover the later amendments introduced to the Higher Education Act by the Student Status Act. The rules introduce, among other things, the new institution of a confidant, which is intended to support, assist and inform the victim about their rights and possible informal remedies to the problems they face. On the basis of the adopted rules, we have started drafting the rules of procedure that will govern procedural issues in the event of a report of a violation of dignity, which are expected to be adopted in 2023.

In the area of habilitation procedures, amendments and additions were adopted and a clean copy of the Criteria for appointment to the titles of university teachers, researchers and associates at the University of Ljubljana was adopted as a result of the harmonisation of the Act amending the minimum standards for election to titles of higher education teachers, scientific workers and higher education associates at higher education institutions of 30 September 2021. The amendments and additions further clarified some outstanding issues and defined some concepts more precisely. In this area, a working group was set up in 2022 to examine the possibility of reforming or modernising the habilitation procedures.

As a result of the entry into force of the Scientific Research and Innovation Activities Act (ZZrID) on 1 January 2022, which also brought major amendments to human resources, internal legal acts have been aligned with the ZZrID, including amendments and additions to the Rules on the Bridging Fund for Researchers, the Instructions for determining wages at the UL have been updated, the Rules on Sabbatical Years and Other Staff Absences for Development and Training are still being harmonised, and some measures, such as the possibility of supplementary work for researchers, had to be implemented accordingly.

In November 2022 amendments and additions to the Public Sector Salary System Act entered into force, bringing important changes, in particular in the area of determining the number of promotions/advancements in the event of re-employment in the public sector and the elimination of the ceiling on the salary grade. This, together with the annexes to the collective agreement for the public sector, the collective agreement for the non-economic sector and the sectoral collective agreements applicable to the UL, adopted in October 2022, which, among other things, changed the level of payment of the meal allowance, the annual leave allowance, the *per diem*, and, above all, the new job classifications for all wage groups at the UL, resulted in the corresponding adjustments in the area of human resources and the

payment of wages (payroll), as well as in a change in the overall systematisation of jobs at the UL. Activities and coordination on the basis of these changes also continued into 2023.

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

The UL continued employing international personnel in accordance with the Instructions for implementing HR procedures, so that in line with the Strategy of Internationalisation at the University of Ljubljana and the Strategy for Developing the Careers of Researchers we could facilitate greater inclusion of international researchers and teachers in research and educational work. Despite the new Aliens Act (ZTuj-2), we still had problems recruiting foreign nationals in 2022. To address the challenges of recruiting foreign researchers, the UL has joined a newly established inter-ministerial group at the national level to harmonise regulations and practices.

In 2022 the UL employed a total of 251 full-time international staff (221 in 2021, 189 in 2020 and 143 in 2019), of whom 52 were teachers, 159 were researchers, 44 were professional staff and six were staff employed in healthcare positions.

In cooperation with the Centre for Slovene as a Second Foreign Language we continued providing Slovene language courses for all employed international educators and researchers. This year the course was attended by 77 participants (in 2021 there were 91 participants, and in 2020 there were 74).

Moreover in the 2021/22 academic year a total of 330 foreign higher education teachers and associates participated in one such course, in whole or in part, which was 169 more than the previous year, this being a consequence of the epidemic. A total of 358 higher education teachers and staff and scientific associates and staff went on exchanges abroad, which is 187 more than in the previous year. Detailed figures are given in the table below.

Table 7: Exchange of teachers and staff in the study process for the 2021/22 academic year

	Number of international higher education teachers, associates and scientific workers who participated in the educational process for at least one course	Number of international higher education teachers, associates and academic staff who took part in the educational process for at least part of a course	Number of international academic staff and research associates who were on exchange and took part in the teaching process	Number of higher education teachers and associates who were on exchange, pursued education or participated in the teaching or academic research process or in artistic work at higher education institutions abroad	Number of academic staff and research associates who were on exchange or participated in the teaching or academic research process or in artistic work at higher education institutions abroad
Up to one month	10	255	58	236	49
1 to 3 months	2	9	13	52	6
3 to 6 months	12	16	0	10	5
over 6 months	22	4	1	0	0
Total	**46**	**284**	**72**	**298**	**60**

Training

In 2022 we conducted 124 training sessions for higher education teachers and staff as part of the INOVUP project, which involved 1,693 participants, of which 929 were from the UL. We continued implementing the programme of training for a culture of quality, which is aimed at both teaching and non-teaching staff in terms of developing their skills. In 2022, we conducted fewer training courses in this area, as most of our time was spent on completing the INOVUP project. We conducted 10 different trainings giving a total of 12 sessions on three main topics: the system and culture of quality, communication and taking care of health. A total of 312 participants attended the training (621 in 2021 and 439 in 2020). In addition to remote training, some of the training sessions were again delivered in lecture rooms.

In the framework of the UL Digital Centre, 84 workshops (24 thematic online workshops in the form of MOOCs on the didactic use of ICT and 60 live workshops or webinars) were held for UL higher education teachers and associates in 2022, with a total of 1,055 participants from 25 UL member faculties. The thematic online workshops were focused on the presentation of selected topics in the field of the didactic use of ICT within the educational process and on the digital competences of educators. The live workshops or webinars also addressed specific issues and challenges related to the didactic use of the different ICT available at UL. With the transition to the new version of Moodle (4.0), we have put a special emphasis on introducing new functionalities in the online classroom for use in the teaching process.

In 2022 member faculties provided for the continuous professional development of personnel and their training, which in turn boosted employee loyalty to the university.

Career development for researchers and teachers

We have continued with activities to meet our commitments in the UL Human Resources Strategy for Researchers and Teachers 2021–2023 with Action Plan. In 2022 we were granted an extension of the "HR Excellence in Research" logo by the European Commission, until November 2025. This logo is evidence that we are an institution with a stimulating and inclusive work environment, and that when recruiting we comply with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

We continued the projects Guest Foreign Experts at the University of Ljubljana 2019–2022 and Mobility of University of Ljubljana Teachers, thus hosting 44 short- and four longer-stay foreign experts at member faculties, and carried out seven three-month mobilities of higher education teachers abroad. The higher education teachers involved in mobility at institutions abroad were integrated directly into teaching work, and also developed various forms of cooperation with staff in the educational, research and professional fields.

Young researchers

Following the entry into force of the Scientific Research and Innovation Activities Act, we have adopted the Rules on the Selection and Financing of Young Researchers from the University of Ljubljana, which govern the procedures for selecting new young researchers and the financing of young researchers already in employment. We successfully launched two calls for young researchers with the aim of selecting 90 of them. A total of 461 candidates applied, more than half of them foreign nationals. Most applications from foreign candidates came from Pakistan, India and Iran. In accordance with the Rules on the Selection and Financing of Young Researchers, we selected 91 young researchers, 14 of whom were foreign nationals.

Most of the selected young researchers started their training on 1 October. At the end of 2022 six foreign citizens were still waiting for a single permit for residence and work, which prevented them from concluding an employment contract and starting their training.

Linking professional services

Among member faculties and the university we continued the regular periodical meetings of the HR departments of the members and university aimed at better coordination, information and exchange of best practices. In 2022 we conducted two meetings with all member faculties. As part of the introduction of the HR information system we also created several working groups with the representatives of employees from the Rectorate and from various member faculties, which had the objective of standardising practices across the entire university. For this reason we organised a greater number of meetings, at which we coordinated solutions for the entire UL and at the same time provided support for the inclusion of individual member faculties in the new information system.

In the area of human resources, the Rectorate has been involved in the upgrading of HR functionalities within the SAP business information system and in the further digitisation of HR operations, both in SAP and in the introduction of the Personal Folders module within the GovernmentConnect system. We also conducted preparations and testing for implementation of the HR module and GC Personal Folders module for eight member faculties which during 2022 migrated to the new SAP business information system, and for six member faculties that migrated to the new business information system in January 2023. We have assisted member faculties who have already migrated to SAP to resolve their HR issues and, with their participation, we have also prepared an inventory for upgrading the HR functionalities. We have set up several teams for different HR modules to help resolve substantive HR issues in the SAP system and in the GC Personnel Folders module.

The number of employees increased most at the UL in the area of projects, for researchers and at positions related to healthcare. The main reasons for the increase in staff are new projects and an increase in the number of healthcare posts. At the same time, we find that the UL as a whole is facing an increase in the number of employee departures leaving the university for other sectors – most notably in the IT and financial accounting services – and difficulties in recruiting new staff in these same areas, due to uncompetitive working conditions for staff compared to those in other sectors. In addition to the above, the demands of business processes, the complexity of work and the workload in most positions have been increasing for several years.

IMPLEMENTATION OF THE HR PLAN

In the UL Work Programme for 2023 we planned for 7,249 employees as at 31 December 2022, and actually had a headcount of 6,661 persons, or in terms of FTE 6,321.88.

Table 8: Number of all employees at the University of Ljubljana from 2019 to 2022 by salary group

SALARY GROUP	No. of employees as at 31 December 2019	No. of employees as at 31 December 2020	No. of employees as at 31 December 2021	No. of employees as at 31 December 2022	Index 2019/20	Index 2020/21	Index 2021/22
B	6	7	6	8	117	86	133
D	2,770	2,836	2,867	2,916	102	101	102
E	204	218	224	245	107	103	109
H	1,303	1,349	1,436	1,428	104	106	99
J	2,013	2,048	2,075	2,064	102	101	99
Total	**6,296**	**6,458**	**6,608**	**6,661**	**103**	**102**	**101**

Table 9: Implementation of HR Plan in FTE by source of reporting (methodology under the Budget Implementation Act)

Sources	Actual 1 January 2022	Plan 1 January 2023	Actual 1 January 2023
1. state budget	4,288.46	4,474,10	4,279,04
2. municipal budgets	0.00	0.03	0.00
3. ZZZS (Health Insurance Institute) and ZPIZ (Pension and Disability Insurance Institute)	2.00	0.00	2.50
4. other public funds for public service provision (e.g. taxes, fees, concession fees, RTV licence fee)	7.15	9.13	16.38
5. funds from the sale of goods and services on the market	344.65	424.77	480.08
6. non-public funds for public service provision	177.07	206.32	129.40
7. donations received	0.00	0.50	0.00
8. EU or other international funds, including co-financing funds from the state budget	321.09	523.59	328.42
9. budget funds for employees under the first, second and third paragraphs of Article 25 of the Medical Practitioners Act (Official Gazette of the Republic of Slovenia, No. 72/06 – official consolidated text, 15/08 – ZPacP, 58/08, 107/10 – ZPPKZ, 40/12 – ZUJF, 88/16 – ZdZPZD, 40/17, 64/17 – ZZDej-K, 49/18 and 66/19) and the third paragraph of Article 34 of the ZZDej	0.00	0.00	0.00
10. funds from the public works system	0.00	0.00	0.00
11. funds for research projects and programmes and funds for projects and programmes intended for internationalisation and quality in education and science	1,117,12	1,332,74	1,111,74
Total number of all employees under points 1 to 11	**6,257.55**	**6,971.18**	**6,347.55**
Total number of employees under points 1 to 4	**4,297.61**	**4,483.26**	**4,297.92**
Total number of employees under points 5 to 11	**1,959.93**	**2,487.92**	**2,049.64**

"The Budget Implementation Act for 2023 and 2024" requires the UL, as a budget user, to abide by limitations when preparing its HR plan, namely that the HR plan for 2023 may not exceed in terms of the number of employees the HR plan from 2022, in all sources of public financing (1–4). However, the number of employees in the other sources of financing (5-11), i.e. funds from the sale of goods and services on the market, non-public funds, EU funds or other international sources and research project funds, are assessed in FTE.

In view of the "Decree on the method of drafting human resource plans of indirect budget users and the methodology for monitoring the implementation thereof for 2023 and 2024" and "The Budget Implementation Act for 2023 and 2024", and in line with the instructions of the Ministry of Higher Education, Science and Innovation, based on the source state budget and other public funds for performing public service in 2022, we planned the employment of 4,483.26 persons in FTE (in the Work Programme for 2022), which was 185.34 persons more in FTE than what we actually implemented in 2022.

On 19 April 2022, the Ministry of Education, Science and Sport (MESS) gave its consent to the 2022 HR plan in terms of 4,483.26 FTE on sources 1 to 4. As at 1 January 2023 the actual number of employees was 4,279.04 FTE, which is 204.22 FTE less than the number approved by the MESS.

The table above is set out in proportions of employees by source of financing, since often employee salaries at the University of Ljubljana are covered from different sources.
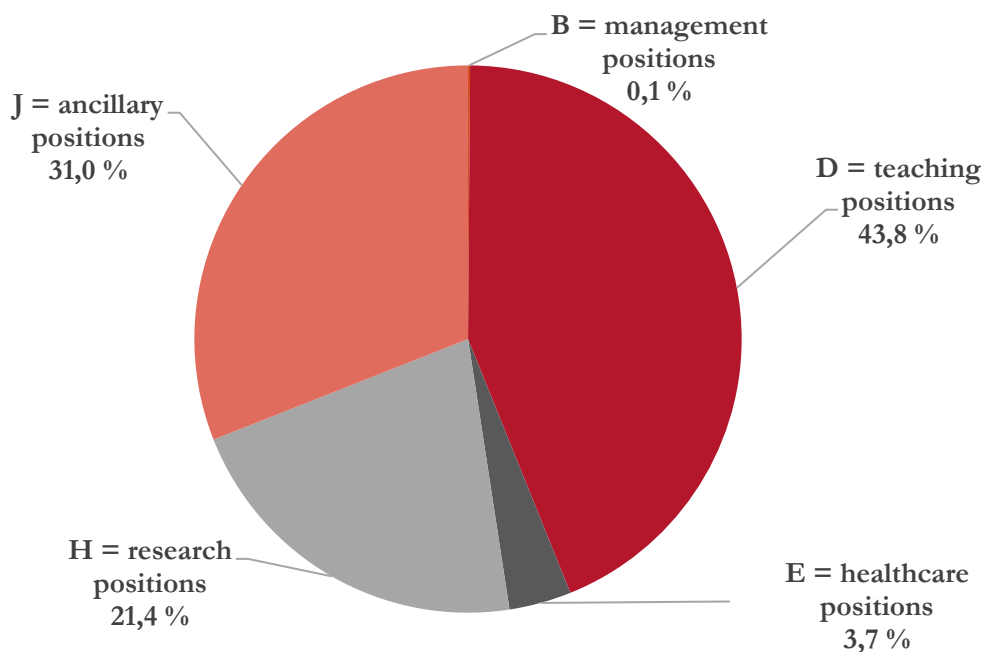
Figure 23: Proportion of employees as at 31 December 2022, by salary group

Employees by gender
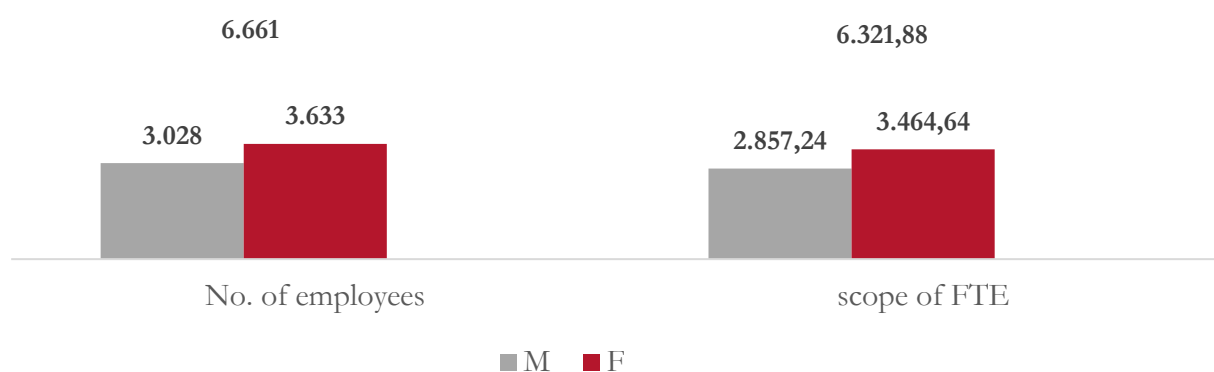
Figure 24: Number of employees and FTE by gender

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECT ON QUALITY*		
The migration to a single HR information system SAP and the introduction of Personal Folders (in GC) facilitate standardised HR operations at the UL. By the end of 2022, 14 member faculties and the Rectorate out of the UL's 27 organisational units had migrated to the new HR IS. Explanation of effects on quality The SAP system is built on uniform rules for the entire UL, which significantly contributes to raising the quality of HR operations and to optimised reporting of HR data.		
Continued shifting of employment from fixed term to permanent for researchers. Ensuring compliance with the updated Instructions on implementing HR procedures for higher education teachers, scientific workers and associates. Explanation of effects on quality: harmonisation of the status of researchers with the Instructions, ensuring job stability.		
Regular meetings with HR departments at member faculties and with working groups under the APIS project. Explanation of effects on quality: exchange of best practices, coordinated operation of member faculties and the university in HR. Ensuring one common system in the SAP information programme in which all member faculties will be included.		
Continuing the arrangement of formal employment with regard to teaching obligations. Explanation of effects on quality: harmonisation with legislation, raising employee motivation.		
KEY THREATS	*OBJECTIVES*	*PROPOSED MEASURES*
Departure of good personnel owing to the weakness of the public sector wage system: IT workers, auditors, and employees working in financial accounting positions earn much better wages not just in the private sector, but also in the public sector, through collective agreements, which enable higher wage brackets for the same type of work.	Retaining competent and expert personnel, and providing competitive wages.	Overhaul of the wage system Introducing new jobs (and therefore salary brackets) in the Collective Agreement for the Education Sector. Timely identification of reasons for possible employee departures – by conducting annual interviews – where managers will preventively identify the reasons for departure, in order to prevent the departure of good personnel due to possible internal weaknesses that could be eliminated.

Employment of researchers is restricted to the duration of the project, so it is difficult to offer them permanent employment (insufficient funding for permanent employment and projects do not provide funds for severance pay).	Achieve financial stability for the employment of researchers.	Drawing competent ministries' attention to the issue of the permanent employment and the project-based work of researchers (which is tied to fixed-term projects); this leads to the issue of ensuring funds for cases of possible termination of employment for business reasons. Updating of the Rules on the Bridging Fund at UL and member faculties, and the securing of ISF funding for this purpose.
KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**
In view of the importance of HR procedures, inadequate attention is focused on their professional, correct and timely implementation.	Ensure that procedures are transparent and in line with the law and the principles of integrity.	Continuous work to improve internal communication. Short-term: resolving such individual cases through training with regard to professional services and clear definition of competences. Long-term: training professional services based on need or at least once every two years.
Inconsistent implementation of legislative provisions in the area of labour law.	Standardisation at the level of the whole UL.	With the introduction of APIS, standardising all aspects in relation to the rights and obligations of employees.

7.3. INFORMATION SYSTEM

Harmonisation of information systems

In the further harmonisation of the information systems we are continuing to focus our main attention on introducing the SAP single common business information system as part of the project called APIS. Introduction of the business system is divided among member faculties into several sets. First we began using the systems at the Rectorate, i.e. on 1 June 2020, and at the end of 2020 we were joined by the member faculties FE and FF, then in multiple phases in 2021 by FRI, BF, FSD, FKKT, NTF, FFA, FGG and PF, and in 2022 by EF, FS, AG and ALUO, and after the 2023 New Year's also by FDV, PEF, FA, FU, ZF, FMF and MF. It is planned that the member faculties TEOF, FPP, AGRFT, FŠ and VFT will take part in the final migration on 1 May 2023. For successful implementation, existing business data such as the business partner code lists, chart of accounts, service and material code lists, fixed asset register, cost centre adjustment, profit centres, project structure, job systematisation, staff and student code lists and other smaller code lists had to be cleaned up and transferred to the new system. The SAP system has been integrated with other internal and external systems, in particular the GC document system, all three study systems VIS, Studis and Student.NET, the common online store, the online library (COBISS), the external AJPES system (exchange of data on business partners and submission of reports), the UJP for the exchange of payment data, the records of presence (clocking), the IT support for travel orders and the active directory, which allows for user-friendly registration with a single common identity. Integrations have also been implemented with a common system for carrying out fixed asset inventories and the printing of fixed asset labels.

We paid special attention to the implementation of the SAP system at the Faculty of Medicine, where we encountered the rather unusual organisation of the faculty, as some institutes operate as independent organisational units:

- Institute of Pathology,
- Institute of Forensic Medicine,
- Institute of Microbiology and Immunology.

In 2022 we focused, among other things, on improving and automating certain business processes for member faculties who are already successfully integrated in SAP, making the work process easier and less time-consuming for users. To this end, we have developed a process for making mass entries (booking) in the general ledger and the mass creation of sales orders.

Work is conducted in workshops devoted to individual modules of the SAP system. Due to circumstances associated with the COVID-19 epidemic, we carried out these workshops remotely, using IT tools, in 2022. Joint coordination workshops are organised by individual content-based module and are held weekly and remotely in the presence of SAP users and representatives of contractors.

In implementing APIS, we took into account the needs for a common and uniform system, except where the specifics of member faculties are justified. It is clear that the experience gained from this project can help to make the transition and start of work on the new business system even easier for member faculties in any future migration. New users are provided with training materials with instructions and videos with examples of how to get started.

We have set up a new internal team dedicated to helping users use SAP. The team helps with the gap analysis to identify and implement the most appropriate existing solutions to facilitate the work of the member faculties. After the transition of the member faculties to the production stage, the team helps with instructions and advice for work in special cases, resolves errors and problems in the use of IT solutions, and spreads good practices and approaches.

The team responsible for data migration assistance continues to provide assistance to the member faculties that are still migrating to SAP. To that end, we provide technical and organisational assistance in data migration, using our past experience to help them clean up, unify and internally harmonise their data using special tools, while still ensuring that the member faculties retain control and decision-making power.

We continue to help the member faculties that have already migrated to SAP to overcome barriers to using the system, to maintain common data or code lists, and to respond to requests for substantive or technical assistance. We cleaned up the business, HR and financial data of the Rectorate such that it will be possible to raise the level of automation and eliminate differences among member faculties, where these differences hinder operations. Applying the principle of a unique single identification number for the employee, we introduced and expanded the standardised view of the employee with regard to IT.

The introduction of a single business solution has had a positive impact on the flow of information and communication among individual users of the system across the whole university.

Due to the identified need for additional reports that users want and need to have from the SAP system, we conducted a market survey on the possibilities of implementing business intelligence reporting (BI) systems.

We also carried out market research on upgrading the SAP system with a solution that would be as compatible as possible with the existing SAP system, and would allow users to work as efficiently and systematically as possible in the assessment, development and training of human resources.

In relation to the act governing personal data protection and the data in the SAP system, we have explored the possibilities offered by SAP for concealing sensitive data, such as the personal data of individuals.

A presentation was organised on the possibility of integrating an audit trail in the SAP system, which means detailed traceability of changes and accesses to data and records in the database.

To make the new system efficient, we have put in place an appropriate way of solving problems when using the system. This means that when users have problems we encourage them to seek help themselves, so that users first turn to their direct colleagues. If they cannot find a solution together, they then use the system for reporting claims with a selection of standard claim forms on the SharePoint portal to contact the support service at USI, and then an external SAP service provider. This system of sequential problem-solving has helped speed up the search for solutions and cut the cost of external assistance.

Crucial and successful changes also continued this year in the direction of reducing the unnecessary differences between member faculty IT systems. The necessary and envisaged upgrades and updates to the common application software were carried out. All member faculties have moved to a common staff and student identity within a common AD server forest, a major success after many years of effort.
Due to the insurmountable problems still caused by different, disparate or unconnected messaging systems, we have reduced their diversity, so that only the MF uses its own email system, while a single common email infrastructure is used in the Rectorate, the student domain and by 25 member faculties and three associate member institutions, with the exception of the MF. This integrated infrastructure allows users to access the single directory of users, share the calendar and use the common video conference system, with a wide variety of devices being supported. Users have 100 GB mailboxes and unlimited archive space at their disposal. All O365 users always have the latest version of Office software available to install on five desktop systems and five mobile devices. In addition, the email system is integrated with the MS Teams videoconferencing system and shared calendars.

The Rectorate and all member faculties also use the document system GovernmentConnect GC, at least to a minimal extent. Its use is continuing to expand in terms of scope of functionalities used by each member faculty, and in terms of the level of integration of GC with external systems, especially with the SAP business system. We have further expanded the use of employee personal folders to new member faculties, allowing employees to receive sensitive electronic personal documents, including pay slips. In this way employees have simple access to all key documents in one place, and these are in digital form. We have offered users a new session support module and, with the latest upgrade in autumn 2022, support for use and signing on macOS, iOS and Android devices. The speed of operation, the overview of the traceability of activities on a document as well as the ease of use for member faculties where users have multiple identifiers in the AD have also been improved. In 2022, more than 540,000 documents were uploaded to the GovernmentConnect system, an increase of more than 26% compared to the previous year, reflecting the increased level of digitisation of business.

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

Out of 22 member faculties, 20 are already using the VIS installation on the common infrastructure at the Rectoate, while FDV and FF are still using their own infrastructure. The installation on the common infrastructure for Studis is used by member faculties FRI, FE and FKKT, but not yet by FU.

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

We have renewed the joint public procurement for the printing of student ID cards for the whole UL. We have entered into a joint public procurement for mobile telephony, which has significantly improved our commercial terms compared to the market. We have newly concluded or renewed licences for Exam.net, Simply Voting, Amebis Besana, Microsoft, MATLAB and Turnitin. The licences thus obtained are available to those member faculties who have expressed a need for them. A new public procurement was concluded for the protection of web content and a load balancer, as well as for the maintenance of edge firewalls of the member faculties and the Rectorate of the University of Ljubljana. We upgraded the active network equipment at the UL Rectorate. We successfully implemented the public procurement for virtual environment maintenance and backup management, providing management, maintenance and support services for the IT systems on the server infrastructure. Through joint public orders we make it possible for member faculties to pursue more coordinated technological development and more economical investment.

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

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

Table 10: Level of harmonisation of basic infrastructure software at the end of 2022

Abbreviation of entity	Entity	ŠIS study information system	Placement of ŠIS on the common infrastructure	Included in the single authentication system for the AD	Upgrade of AD DC servers in 2022	Common email	Common data centre	Common firewall	Common telephone exchange	Common SAP business information system
UL	Rectorate	VIS	YES	YES	YES	YES	YES	YES	YES	YES
AG	member faculty	VIS	YES	YES	YES	YES	YES	YES	YES	YES
AGRFT	member faculty	VIS	YES	YES	YES	YES	NO	NO	YES	PENDING
ALUO	member faculty	VIS	YES	YES	NO	YES	IN PROGRESS	IN PROGRESS	IN PROGRESS	YES
BF	member faculty	VIS	YES	YES	YES	YES	NO	NO	YES	YES
EF	member faculty	Student.net	NO	YES	NO	YES	NO	NO	NO	YES

FA	member faculty	VIS	YES	YES	YES	YES	NO	NO	NO	IN PROGRESS
FDV	member faculty	VIS	NO	YES	YES	YES	NO	NO	NO	IN PROGRESS
FE	member faculty	STUDIS	YES	YES	YES	YES	NO	IN PROGRESS	NO	YES
FF	member faculty	VIS	NO	YES	YES	YES	NO	NO	NO	YES
FFA	member faculty	VIS	YES	YES	YES	YES	NO	NO	NO	YES
FGG	member faculty	VIS	YES	YES	YES	YES	NO	NO	NO	YES
FKKT	member faculty	STUDIS	YES	YES	YES	YES	NO	IN PROGRESS	YES	YES
FMF	member faculty	VIS	YES	YES	YES	YES	NO	NO	NO	IN PROGRESS
FPP	member faculty	VIS	YES	YES	YES	YES	NO	NO	NO	PENDING
FRI	member faculty	STUDIS	YES	YES	YES	YES	NO	NO	YES	YES
FS	member faculty	VIS	YES	YES	YES	YES	NO	NO	NO	YES
FSD	member faculty	VIS	YES	YES	YES	YES	YES	YES	NO	YES
FŠ	member faculty	VIS	YES	YES	YES	YES	NO	YES	NO	PENDING
FU	member faculty	STUDIS	NO	YES	YES	YES	NO	NO	NO	IN PROGRESS
MF	member faculty	VIS	YES	YES	NO	NO	NO	NO	NO	IN PROGRESS
NTF	member faculty	VIS	YES	YES	YES	YES	NO	NO	NO	YES
PEF	member faculty	VIS	YES	YES	YES	YES	NO	NO	NO	IN PROGRESS
PF	member faculty	VIS	YES	YES	YES	YES	PENDING	YES	NO	YES
TEOF	member faculty	VIS	YES	YES	YES	YES	YES	YES	NO	PENDING
VF	member faculty	VIS	YES	YES	YES	YES	YES	NO	NO	PENDING
ZF	member faculty	VIS	YES	YES	NO	YES	NO	NO	NO	IN PROGRESS
student	student domain	--	--	YES	YES	YES	YES	NO	NO	--
CTK	associate member institution	--	--	--	--	YES	PENDING	PENDING	--	--
IRI	associate member institution	--	--	--	--	YES	--	--	--	--
LUI	UL Incubator	--	--	--	--	YES	--	--	--	--
NIB	associate member institution	--	--	--	--	--	--	--	--	--
NUK	associate member institution	--	--	--	--	--	--	--	--	--

We set up and expanded an online store for selling books, where 15 UL member faculties are already selling their books.

During the period of measures to combat COVID-19 and teleworking, we supported the video conference systems MS Teams and Zoom, the remote exam tool Exam.net and the digital voting tool Simply Voting. Since special multimedia software was needed for remote teaching, we conducted a joint public procurement order for obtaining standardised and uniform special software, and distributed the software to member faculties. With the introduction of the required verification of digital COVID certificates, we enabled member faculties to purchase suitable mobile devices at affordable prices.

We helped interested member faculties to introduce a single clocking system, which could also be used to record student access as an anti-COVID-19 measure.
We expanded the use of Simply Voting for cases where an appropriate level of election security needs to be ensured. The system will be used for elections or voting at member faculties or for the work of the student council and other similar bodies.

Together with the UL Digital Centre, we launched the project "Single Study Interface" (hereinafter: SSI). It is an important building block of the Integrated Study Environment (ISE), with a single mobile and online entry point to digital services used by students and teachers in the teaching process. We plan that these users will have access to their schedules, selected services offered by student information systems, course content in online classrooms and various notifications and messages in the context of their teaching process, all in one place.

Safety assurance
In 2022, we increased the security of the network and server equipment by upgrading firewalls in the core segment of the network and at member faculties that have expressed an interest in this. We upgraded our server infrastructure, increasing reliability in the functioning of servers and reducing power consumption. The servers are collocated in two places. Member faculties have the possibility to use shared server rooms. Following the installation of the WAF (Web Application Firewall) for verifying access to web content, we monitored the operation of the system and made a number of improvements to increase the security of internal web servers.
In March 2022, the Archives of the Republic of Slovenia issued a decision on the approval of the Internal Rules for Capture and e-Storage of the University of Ljubljana, which also include the information security policy. We have expanded the use and functionalities of the GovernmentConnect GC document system. We helped the last member faculty AGRFT with the implementation of the GC system, while actively monitoring its use at other member faculties and supporting the introduction of additional modules, such as support for meetings.

We continued to provide services under existing joint public procurement for personal computer equipment and licences from Microsoft, Adobe and other service providers. Hardware deliveries have been delayed due to the global geopolitical situation, but the overall volume of our operations has meant that we have tried to prioritise and secure the necessary equipment regardless of the situation.

User support and ensuring smooth operation
Given the needs of other users, the OTRS (Open-Source Ticket Request System) supporting the operation of the user support service was expanded to new processes, especially in the area of study IT and in introducing Digital UL. Through standardised reports and statistics we are monitoring the quality of

services provided to help users. With the ISL Online tool the user support service is able to remotely access users, regardless of their location, if they are working remotely.

Table 11: Number of requests for help for users by year

Year	2016	2017	2018	2019	2020	2021	2022
Number of requests	18,632	18,090	20,853	19,711	27,000	24,592	23,134

In 2022, a revised "Identity Management" for students – the ID portal – was implemented and put into production. The new system introduced new identity takeover procedures that have proven to be the best practices over the years of working with the old system. Since then, the helpdesk has received fewer requests related to problems with students' digital identities.

The quality of using the PRTG system for monitoring the operation of information and communication systems was improved, such that the system includes 3,500 sensors that offer ongoing monitoring of the quality of operation, and in the event of recognised warnings or identified difficulties we can respond appropriately. We included in the system the monitoring of those common systems used by member faculties. For the critical main infrastructure we achieve on an annual level availability of operation that is higher than 99.9%, and already on the threshold of the measurement error of systems for monitoring operations.
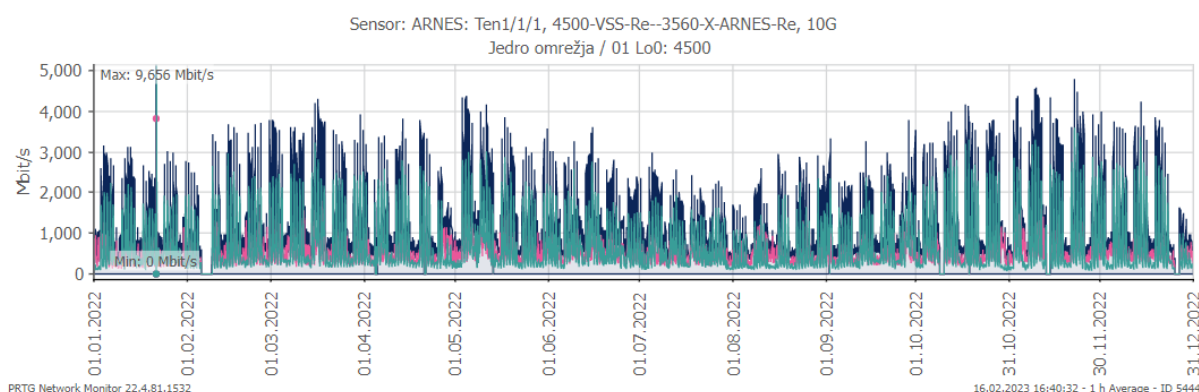
Figure 25: Quality of the functioning of information and communication systems, showing the permeability of the main communication network. Peaks during highest load increased in 2022 relative to 2021 by one third.

We improved the quality of monitoring the consumption of electricity and the operation of climate systems for cooling the system room and other premises in the Rectorate building. Through timely preventive and service measures we improved cooling. We have completed the transfer of server equipment from the systems rooms at the Rectorate to a secure location. The Lansweeper tool has made it easier to monitor the performance and record-keeping of ICT equipment.

We responded to the needs of the member faculty FSD by enabling it to transfer its entire IT environment to the common system room USI. Our aim was to ensure a secure IT environment for the member faculty. The following diagrams show the key activities in terms of their timing and status of implementation.

Infrastructure

Activity	First quarter			Second quarter			Third quarter			Fourth quarter		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Regular/recurring activities												
KMS server upgrade for support of the 2022 environment		▬										
Upgrade/migration of all UL DC servers from 2016 to 2022 (save for four member faculties – 8 servers)						▬▬▬▬▬▬▬▬▬▬▬▬▬						
Upgrade of the FreeRADIUS server to the current version	▬											
Upgrade of the SimpleSAML server to the current version	▬											
Arrangement of AD attributes and OUs: standardisation of naming			▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬									
Projects												
Establishment of a single messaging system on the o365 platform: migration of EF student.uni-lj.si. MF did not join the project.	▬▬▬▬▬▬▬▬▬▬▬▬									▬▬▬▬▬		
Migration of member faculties to the common DataCenter	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Migration of member faculties to a common firewall	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Migration of Studis to SQL and to the common infrastructure. FE, FRI and FKKT. FU at a later time			▬▬▬▬									
Upgrading the IDportal	▬▬▬▬▬▬▬▬▬▬▬▬											
Migration of all VIS to the common infrastructure. FF and FDV being the exception	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬ cv									▬▬▬		
Upgrading the Metulj network to 100 GB									▬▬▬▬▬▬			
Standardisation of segmentation in the Metulj network			▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬									
Upgrading CA AD servers	▬											

Figure 26: Overview of activities focusing on Infrastructure

Applications 2022

Activity	First quarter			Second quarter			Third quarter			Fourth quarter		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Regular/recurring activities												
Coordination of GC	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Coordination of SIS	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Inclusion of EŠP	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Inclusion of LODN	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Administration of eVŠ	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Coordination of PAUL	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Projekti												
GC: MESS (- recognition of education	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Digital transformation of UL (Dr Dečman)										▬▬▬▬▬▬		
GC Module Meetings	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Personal folders P7		▬▬▬▬▬▬▬▬▬										
Personal folders MF										▬▬▬▬▬▬		
Migration MF BC-GC								▬▬▬▬▬▬▬▬				
Personal folders FMF										▬▬▬▬▬▬		
Personal folders P8										▬▬▬▬▬▬		
Signing by the Rector at members faculties							▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬					
GC-APIS: Project folders	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
GC-APIS: Signing	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
GC-APIS: Copyright/work contracts		▬▬▬▬▬▬										
Edico HR document				▬▬▬▬▬▬▬▬▬▬								
Arrangement of business partners			▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬									
AD identifier										▬▬▬▬▬▬		
SAP-ŠIS P8										▬▬▬▬▬▬▬▬		
Student medical examinations								▬▬▬▬▬▬▬▬				
Student statuses								▬▬▬▬▬▬▬▬				
IFGG transfer to the UL infrastructure		▬▬▬▬▬▬										
Tulipan - Phase 3								▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬				
EŠP analitical module				▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬								
ID portal	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
ID portal Phase 2										▬▬▬▬▬▬		
P8 support (processes)										▬▬▬▬▬▬		
FE student applications								▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬				
e-insurance: REK forms	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
the number of students on ŠP modules		▬▬▬▬▬▬▬▬▬▬▬▬▬										
Combination of courses (subjects)		▬▬▬▬▬▬▬▬▬										
Approval of the PN statement by FRS	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬											
Enrolment sheet			▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬									
GC new contract										▬▬▬		
eArchPS										▬▬▬▬▬▬		
Printout of records of enrolments										▬▬▬▬▬▬		

Figure 27: Overview of activities focused on Applications

Figure 28: Overview of activities focused on Support

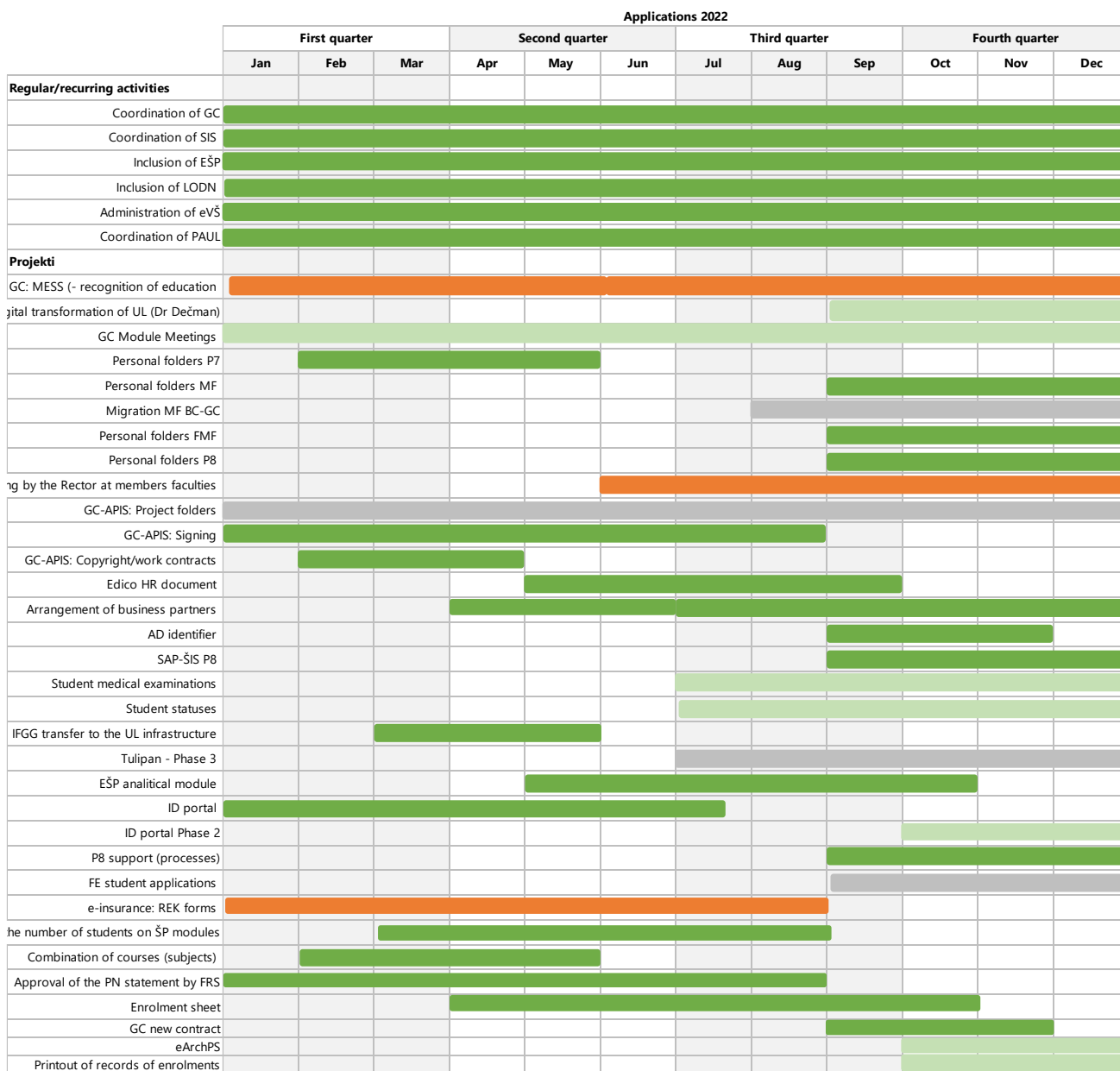| Support	First quarter			Second quarter			Third quarter			Fourth quarter		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Regular/recurring activities												
Student enrolment (ID portal)							■	■	■			
Support for events in the assembly hall	■	■	■	■	■	■				■	■	■
Projects												
Migration of IDportal								■				
Updating utilised A3 licences			■					■			■	
Migration of student mail								■	■			
Upgrade of switches and replacement of cabinets in the systems room											■	■
Replacement of the conference system in the assembly hall										■	■	
Removal of waste equipment to the waste dump					■				■			
EUTOPIA Week										■	■	
Restriction of space on Google One Drive for students											■	■
UL Week										■	■	

Table 12: Public contracts (procurement) implemented in 2022

Date	Public contract
28 January 2022	Purchase of software (Amebis Besana)
11 February 2022	SJN MJU mobile telephony services
28 February 2022	Maintenance of virtual environment and management of backup copies
2 June 2022	Purchase of software (MATLAB)
27 May 2022	Protection of web content and a load balancer, and maintenance of for the maintenance of edge firewalls
21 July 2022	Managing the implementation of the business information system
29 June 2022	Master contract for the maintenance and development of Studis software, Processes, Records of study programmes, System for the arrangement of student insurance
12 May 2022	Purchase of software (Turnitin)
28 June 2022	Lease of non-illuminated optical fibres for the backbone network needs of the University of Ljubljana Metulj
22 June 2022	ERP services for the migration of data to SAP
31 July 2022	Purchase of network equipment for the expansion of the network to international networks according to member faculty needs (Eliksir, Prace, higher band width, BGP protocol)
31 August 2022	IdM - management of digital identities
31 August 2022	Additional purchase of server and disk hardware
17 October 2022	PIS assistance to member faculties
17 November 2022	Active network equipment
30 September 2022	PRTG monitoring system – development and maintenance
17 November 2022	Conference system
28 October 2022	Maintenance of the Exchange mail server, Office 365 and Active Directory
30 October 2022	Lease of software licences for the needs of Microsoft educational institutes (SJN MESS)
31 October 2022	Transition to O365
20 December 2022	Universal telephone system
20 November 2022	Need of certain member faculties to migrate their IT services to USI
30 November 2022	Segmentation of the network and consolidation of domain space
23 November 2022	SJN GC
26 September 2022	Paul
30 December 2022	Additional purchase of server and disk hardware
30 December 2022	APIS 2
31 December 2022	Purchase of network equipment for the expansion of the network to international networks according to member faculty needs (Eliksir, Prace, higher band width, BGP protocol)

KEY IMPROVEMENTS AND BEST PRACTICES *THAT DEMONSTRABLY CONTRIBUTED TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECTS ON QUALITY*		
Introduction and expansion of the SAP business system to the Rectorate and 20 member faculties.		
Transfer of the main server and disk hardware to new premises and standardisation of the common active directory AD. Updating of the main common communication network.		
KEY THREATS	**OBJECTIVE(S)**	**PROPOSED MEASURES**
Increased risks to IT security due to the ICT system at UL, which for historical reasons is still very complex.	Continuously reduce the complexity of the common information system.	Introducing common, single and tested solutions, sharing best practices, and increasing the level of automation by reducing unnecessary differences.
KEY WEAKNESSES	**OBJECTIVE(S)**	**PROPOSED MEASURES**
The barriers and limitations in recruiting IT personnel in the public sector do not allow us to secure our own appropriate professional personnel support.	Obtain and employ professionally trained IT personnel.	Installing an environment in which it will be possible to recruit competent IT staff.
Long-term supplies in the hardware market.	Ensure acceptable supply deadlines for hardware.	Securing a better bargaining position with suppliers and principals by combining individual orders into joint public contracts.

7.4. COMMUNICATION WITH THE PUBLIC

In the area of communication with the public, in 2022 we focused primarily on:
- active revision and content supplementation of the UL website with current content, announcement of coming events and achievements of UL;
- updated communication among employees and students and with external circles during the COVID-19 epidemic (appealing for people to get vaccinated, clear information on the progress of studies via all key communication channels at the UL (website, social networks, email), words from the Rector, communications to the media);
- traditional events such as the Welcome Freshmen event, the University Week (presentation of the most outstanding research achievements at the University of Ljubljana, the celebratory session the UL Senate, the awarding special certificates for the best study achievements, and presenting awards to students for special achievements and actions in extracurricular activities, the appointment ceremony for new Professors Emeriti, prize-giving ceremony for the University of Ljubljana's Prešeren Award for students, awarding the title of full professor, the Rector's prize for the top innovation at the University of Ljubljana; global conference on communicating science and the Portraits of Science photography exhibition (at Krakowsko nabrežje);
- for the first time, we have also organised some new events that we would like to become traditional, such as: public debates of the Slovenian Rectors' Conference (RKRS) on higher education and the

knowledge society, Speak Science, M-oder, the awarding of the Dr Uroš Seljak Prize, promotion of PhDs (outside event at Kongresni trg);

- participation in the PR activities of other departments (RRP projects – construction of UL VF and UL MF, Srčna UL ("Warm-hearted UL"), etc.);
- celebrating the 120th anniversary of the provincial palace with guided tours;
- production of a new UL promotional video;
- organising the opening ceremony and providing communication support for EUTOPIA Week;
- strengthening internal communication through formal meetings with employees (Rector's college, college of deans and vice-deans, college of chief secretary and college of secretaries, meetings with representatives of the UL Student Council and representative unions); meeting of Rector teams, informal gathering with employees, revival of PR colleges face-to-face (also in the field), New Year's Eve reception of the Rector and issuing of two internal e-newsletters: e-Univerzitetnik (includes important information from the Rectorate and is intended for all employees), 23+3 (provides important information from UL member faculties);
- participation in the communication teams/boards of the international university networks UNICA, The Guild and EUTOPIA;
- analysing the current website and preparation of a wireframe model and standard pages for the new website, which were used to prepare for the call to tender;
- analysing the current state of use of the UL's corporate identity by member faculty and preparing the basis for a call to tender;
- boosting active communication on UL social networks;
- preparation of promotional materials, printed matter and documents of UL.

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

KEY IMPROVEMENTS AND BEST PRACTICES THAT DEMONSTRABY CONTRIBUTED TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECTS ON QUALITY
1. Key improvements and best practices:
2. in the second half of 2022, we saw a 35% increase in UL publications compared to the same period last year; the proportion of favourable reports increased by 15%; we also saw a decline in neutral and unfavourable reports;
3. cessation of untargeted sending of content from UL's general email addresses (GDPR, ZVOP);
4. opening of the Rector'ate to the public on 3 December on the anniversary of the establishment of the University of Ljubljana – including five tours guided by students of UL PeF.
1. Explanation of effects on quality:
2. raising the UL's public reputation, restoring public trust in science;
3. communications from the UL's general email addresses should focus on targeted audiences;
4. connecting the UL with citizens; communicating openness, transparency.

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
Prolonged periods with the absence of social (live) events have changed people's habits.	Promoting events in person and mutual contacts.	Strengthening communication among employees and students and with external parties by means of key messages and aims.

Lack of trust in science due to the growth of misinformation in the media, especially on social networks.	Strengthening public trust in science.	Strengthening the promotion of scientific achievements at UL, including continuation of the round tables Science Speaks events and public presentations of outstanding final dissertations by UL alumni (M-oder).
Staff's lack of acceptance of the new website, understanding of its functionality, structure and editorial policy.	Departments should adopt the new structure and functionality and adhere to the editorial policy.	Meetings with departments, measurement of visits, communication of results, organisation of training (copywriting, use of the new CMS).
The second competition for the new CGP will not lead to the selection of a suitable design solution.	The UL selects the CGP, implementation of the CGB by member faculty and the Rectorate.	Approach renowned designers or agencies for the task.
KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**
The current website serves an internal public (becoming a pseudo-intranet) and not an external one.	Introduction of an editorial policy.	An editorial policy is put in place for the current website; the technical requirements for publishing texts are also clearly outlined.
Non-compliance with the current CGP by member faculties.	Member faculties will comply with the instructions and guidelines for use.	Appoint administrators at each member faculty. Revise the instructions and guidelines as required; update the UL website sub-page.
Loyalty to the UL from employees and connection between the UL and its member faculties is still too weak.	Strengthening a sense of belonging and connection among employees.	Fulfil the possibility of the easier provision of information to the UL management and two-way communication (such as regular meetings of the UL management with employees, including at member faculties, Rector's open day and so on).
The schedules of the committees selecting the best research achievements and the Prešeren Prizes are not aligned with the timeline of University Week. Recipients of the prizes/recognition are decided at the last minute.	Timely information on recipients, which does not lead to excessive exhaustion of staff directly before events.	Align the schedules of the committees selecting the best research achievement and the Prešeren Prizes with the schedule of the PR service or the Rectorate.
Outdated photo archive.	Updating of photos.	Organisation of staged photo shoots (Rector, Rectorate, architecture, internationalisation, education, quality, library, research, arts, economy, first and second cycle, third cycle, tutoring, alumni, UL student council, support for students with special needs, etc.). The needs of the new website will have to be taken into account in the scenarios.

7.5. PLAN OF MANAGING MATERIAL ASSETS

We implemented the following short-term objectives and activities in 2022:
- efficient and economical management of assets by areas set out below.

I. REAL ESTATE MANAGEMENT

Records of real estate
According to the existing records "UL Real Estate", which lists plots of land, buildings and parts of buildings owned by the UL and its member faculties, comprised at the end of 2022 approximately 2,280,000 m² of land and 255 buildings with approximately 490 parts of buildings with a total area of approximately 340,000 m². Real estate is recorded in a specific information system, which includes information on plots, buildings and parts of buildings, such as surface area, actual and intended use, information about the owner, etc.

In 2022 we continued activities such as maintaining and arranging the records of real estate under the title "UL Real Estate", arranging the ownership of real estate in the land register, arranging real estate data in the cadastre of real estate, settling of strata title (floor) ownership and land pertaining to buildings through regular procedures and procedures under the ZVEtL, and dealing with applications for various easements and so forth. We also continued the archiving of the digital database with documents, overhauling the graphic part of the database and updating and upgrading of the information system.

We highlight just the major activities carried out, while the rest can be seen in the annex *"Plan of managing material assets for 2022 – REALISATION'" in tables 1 and 2.*

In 2022 we continued settling floor ownership (UL PEF, UL FDV), with procedures for determining the land pertaining to buildings under the ZVEtL (UL FSD, UL FDV, UL AGRFT at Aškerčeva 5, UL AG at Kongresni trg 1, garages in Trnovo, Ilirska ulica 6, Ulica 28. maja, etc.), and with procedures for harmonising the land register status with the actual situation with the Government (UL NTF - Lepi pot 11, UL ZF, UL BF, UL VF, UL FPP).

Disposal and purchase of real estate
In 2022 we continued our activities for the sale of real estate on Gerbičeva ulica, the sale of land in Murgle and Ptuj, all managed by UL VF, a part of the land managed by UL ALUO on Dolenjska cesta, and we examined the feasibility of selling other real estate (land, office space and flats) that the UL or its member faculties do not need to carry out their study activities. We continued our activities for the purchase of land for UL FS and UL FFA at Brdo and examined the feasibility of other potential purchases for the needs of the UL member faculties, and purchased land for the new building at UL VF.

Detailed data are given in the annex *"Plan of managing material assets for 2022 – REALISATION" in tables 1 and 2.*

Real estate encumbrance
In 2022 we handled applications already received and new ones for easements concerning real estate owned by UL and member faculties, and prepared appropriate material for deliberation by the UL Governing Board and for securing the consent of the UL founder, i.e. the Slovenian Government.

Detailed data are given in the annex "*Plan of managing material assets for 2022 – REALISATION*" in table 1.

Leasing of land, buildings and parts of buildings (premises)
For study requirements the UL member faculties lease premises at various locations in Ljubljana (whole year lease), and occasionally they rent, in particular, spaces intended for sports.
For those faculties and academies that lack sufficient space for providing study activities, and where investment in new premises is in progress or in preparation, the MESS provides co-financing of lease and rent costs from the budget, in 2022 co-financing:
  − the UL AG premises in the Stiški dvorec mansion at Stari trg 34 in Ljubljana and in the Glasbena matica Cultural Society at Vegova ulica 5 and Gosposka ulica 8 in Ljubljana;
  − the UL ALUO for leasing premises at Svetčeva ulica 1 in Ljubljana and Tobačna ulica 5 in Ljubljana;
  − the UL FF for leasing premises in the building at Tobačna ulica 5 in Ljubljana.

Detailed data are given in the annex "*Plan of managing material assets for 2022 – REALISATION*" in table 5.

Energy management of buildings
In 2022 we continued with activities for the energy management of UL buildings, which include the management of the UL energy information system, energy management in UL buildings through the support of appointed energy managers by member faculty, energy accounting with analytics, support, preparation and implementation of energy renovation projects, information and training of UL building users and technical staff, support for the installation of energy management systems for member faculties at a time when this will become more appealing due to higher energy prices, support for ensuring the safe operation of buildings from the point of view of infection risks through ventilation systems, etc.

We continued to advise the UL member faculties, conduct audits of the power consumption of UL buildings, support the production of energy audits and acquisition of energy performance certificates for UL buildings, advise on the content and assist in project applications in calls for gaining non-refundable (grants) and refundable funds. We also continued to monitor and analyse the effectiveness of the measures, implement the energy accounting and energy management system, organise and conduct training and information events, introduce measures to reduce energy consumption, promote, organise and coordinate the implementation of projects for the gradual renovation of some of UL's energy inefficient buildings in line with progress in securing funds and the UL energy concept. In 2022, 13 UL member faculties achieved reductions of 3% per year in electricity consumption and 12 UL member faculties in heat consumption, in line with the energy concept.

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

In 2022 we completed the first part of the UL AG project, the reconstruction of the Kazina building, the delivery of the first part of the musical instruments, and the relocation of the academy from Stiški dvorec to the renovated Kazina building. The delivery of musical equipment was completed in part in 2022 and is expected to be fully completed in 2023. We continued activities to gain the necessary conditions for the second part of this project, i.e. the construction of an extension to the Kazina building.

For the new UL ALUO project, we were involved in the activities for the implementation and adoption of the Roška OPPN (municipal detailed spatial plan) in 2022.

For the project "Repair of pier and setting up equipment for training in personal survival techniques" for UL FPP and GEPŠ, the construction and finishing works have been completed and the project will be fully completed in 2023 with the delivery of the equipment.

The project "New construction of UL VF" continued with the obtaining of the building permit and, after the signing of the contract for the provision of funds under the Recovery and Resilience Plan in November, preparatory works and deep foundation works commenced in December 2022.

The project "New construction of UL FFA" continued with the activities for the implementation and adoption of the OPPN for the construction area and the preparation of the investment and design documentation. The project was financed from own resources or through a loan, which was repaid from own resources. We have submitted an application for funding following the call received from the Ministry of Education, Science and Sport and in accordance with the Act Ensuring Funds for Investment in Slovenian Healthcare in the period 2021 to 2031, which provides a source of financing for the project in question, which is a potential source pending the selection of the projects. The 2022 selection has not yet been finalised.

The project "New construction of UL FS" continued with the activities for the implementation and adoption of the OPPN for the construction area and the preparation of the investment and design documentation. The project was financed from own resources or through a loan, which was repaid from own resources.

The UL MF project "Vrazov trg campus" continued with the acquisition of investment and design documentation, the submission of the application for a building permit and the implementation of relocation and settling of ownership relationships. In 2022 we signed a project co-financing agreement with the Ministry of Education, Science and Sport. This provided part of the funding under the Recovery and Resilience Plan. We have submitted an application for funding following the call received from the Ministry of Education, Science and Sport and in accordance with the Act Ensuring Funds for Investment in Slovenian Healthcare in the period 2021 to 2031, which provides an additional source of financing for the project in question, which is a potential source pending the selection of the projects. The 2022 selection has not yet been finalised.

The project "Zaloška campus" of the UL MF continued with the acquisition of the investment documentation and started the activities for the architectural competition. The project activities were financed from own resources. We have submitted an application for funding following the call received from the Ministry of Education, Science and Sport and in accordance with the Act Ensuring Funds for Investment in Slovenian Healthcare in the period 2021 to 2031, which provides a source of financing for the project in question, which is a potential source pending the selection of the projects. The 2022 selection has not yet been finalised.

The UL MF "Korytkova 1 campus" project continued with the acquisition of investment and design documentation and obtained a building permit for the relocation of the container building from Vrazov trg 2. We have carried out all the necessary activities to regularise ownership, which included the purchase of real estate for this project. The project activities were financed from own resources. We have submitted

an application for funding following the call received from the Ministry of Education, Science and Sport and in accordance with the Act Ensuring Funds for Investment in Slovenian Healthcare in the period 2021 to 2031, which provides a source of financing for the project in question, which is a potential source pending the selection of the projects. The 2022 selection has not yet been finalised.

The project "Covering the atrium on Rimska Street" to set up a reading and study space for the UL FF was not continued in 2022 due to the ongoing procedure for the identification of the adjacent land at Rimska 11.

The project "Energy and fire refurbishing of the University Sports Hall in Rožna dolina" was not continued in 2022 due to lack of funding.

Data are given in the annex *"Plan of managing material assets for 2022 – REALISATION" in table 3.*

III.   RENOVATION OF BUILDINGS

Energy-efficient renovation of buildings
Member faculties were informed about the current public to tender for grants for the energy renovation of buildings.

Structural renovation of buildings
In order to ensure adequate earthquake safety for the entire UL building stock, further analyses of the seismic safety of UL buildings were carried out in 2022 in order to draw up a priority list of buildings in need of retrofitting with earthquake protection and a preliminary investment or renovation plan.

IV.   INVESTMENT MAINTENANCE AND INVESTMENT IN PURCHASE OF EQUIPMENT

IVD
In 2022 we made a record of the most urgently needed investment maintenance works on UL buildings, to a total value of around EUR 15 million, with actual execution progressing in line with the available funds.

Data are given in the annex *"Plan of managing material assets for 2022 – REALISATION" in table 4.*

Purchase of equipment
In 2022 we planned to purchase equipment to a total amount of approximately EUR 24.4 million.

Data on realisation are given in the annex *"Plan of managing material assets for 2022 – REALISATION" in table 6.*

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECT ON QUALITY*
Funding secured for two investment projects: New construction of UL VF and the new construction of UL MF Vrazov trg.
Completed project for the reconstruction of the Kazina building. UL AG thus gained modern facilities for its activities.

KEY THREATS	**OBJECTIVES**	**PROPOSED MEASURES**
Funding not yet secured for ensuring earthquake safety for the entire building stock of the UL and the associated activities: inspections, drafting the investment and design documentation, anti-earthquake rehabilitation and associated works. Seismic instability of buildings thus prevents the energy renovation of UL buildings.	Ensuring budget funds for the earthquake-proofing of buildings.	Ensuring the financing of investment and design documentation for the three most structurally unstable buildings to ensure that as much documentation as possible is compiled when funding is available for the rehabilitation/renovation (EU or other funding).
The financing of investment maintenance has not been available for a number of years now, resulting in the deterioration of the state of buildings and impairment of working conditions and reduced safety of students and employees.	Securing funding from the relevant ministry.	We supplement the list of necessary maintenance works found in the tables of annual work programmes by identifying the problems by member faculty due to inadequate financing of investment maintenance, and inform the Education Ministry thereof through our application for a funding solution.

KEY WEAKNESSES	**OBJECTIVES**	**PROPOSED MEASURES**
Lack of IT support for the management and financial monitoring of investment and maintenance projects.	Effective control over the financial structure of investment projects. Effective monitoring of contractual limit values.	Presentation of problems identified in relation to the management of UL investment projects, and the provision of adequate support within the APIS.
Due to delays in procedures and an unknown date of funding being secured, member faculties use their own resources to finance projects in the initial phase with existing staff from member faculties and the Rectorate, which means an added workload on existing staff, as additional recruitment is not possible until funding is secured.	Defining the time frame for securing funding for the projects.	Presentation of the problems to the competent ministry.

7.6. INTERNAL CONTROL AND PROTECTION OF PERSONAL DATA

INTERNAL CONTROLS

Despite multiple calls for applications, we have not been able to recruit the head of the internal audit department. The key reasons for this lie in the inappropriate classification of this post in the catalogue of positions. The post is lower in the collective agreement applicable to higher education than other internal audit management posts in the public sector. However, a university is a very complex institution, and from this perspective the complexity and responsibility of the internal auditor is great.

Internal audits are carried out by an external service provider, i.e. Deloitte, but the coordination of plans and follow-up of actions on the basis of findings is very difficult due to the inadequate staffing of their own service (in-house).

The following internal audits were completed or started in 2022:

1. The internal audits of the financial statements of the UL member faculties were conducted with the objective of making findings and recommendations on the appropriateness of the control environment in ensuring the accuracy of the financial statements in the areas agreed.
   Risks that were identified: lack of controls in the process of issuing, approving and booking (posting) accounting documents and the incorrect disclosure of financial statement categories.
   The audit covered 12 member faculties.
2. Internal audits of the HR function of the UL member faculties were carried out with the objective of verifying the control environment, compliance with the set rules, compliance with the legal bases and the monitoring of costs by source of financing.
   Risks that were identified: the absence of an adequate control environment, non-compliance with rules and regulations, non-compliance in the payroll system and inadequate documentation.
   The audit covered five member faculties.
3. Internal audits of the procurement function of the UL member faculties were carried out with the objective of verifying that the control environment and public procurement system was in place.
   Risks that were identified: the absence of an adequate supplier selection system, lack of adequate internal controls, inadequate monitoring of contractual provisions, inadequate legal compliance, inadequate documentation and reporting.
   The audit covered seven member faculties.
4. The objectives of the internal audits of change management and project management in the area of IT solutions were to verify the adequacy of project management in the development and deployment of new software solutions, to verify the adequacy of the design and implementation of the change management process, and to verify the adequacy of the implementation and control of data backups and data backup restoration.
   Risks that were identified: the failure to achieve the UL's strategic objectives or delays in achieving the strategic objectives, the risk of the irrational use of resources and an unclear current and future role of the USI, the risk of inadequate current and future IT solutions, the risk of unclear priorities in the deployment of new IT technologies and the risk of unclear definitions of common IT security policies.
   The audit covered four member faculties.

In addition, two extraordinary audits were carried out on the earmarking of the programme group's funding and on the migration of data to the new IT system.

The findings of the procurement function were presented to the college of secretaries and measures were prepared, as well as the findings of the IT project management function.

An important new feature that contributes significantly to improving internal control is the functioning of the audit committee of the Governing Board, which comprises three internal members (the President of the Governing Board and two members who are experts in the field of auditing or the functioning of audit committees) and one external member who is an expert in the field of auditing. The committee met several times in the past year and adopted important documents for the committee's work, monitored the work of external contractors, advised on the preparation of the call for applications for the head of the internal audit department and on the preparation of the public contract for an external contractor for internal auditing services, as the contract with the current contractor was coming to an end.

PERSONAL DATA PROTECTION

In 2022 the UL continued its awareness-raising activities for staff and students in the area of personal data protection. Regular monthly thematic meetings were held with the data protection coordinators in each member faculty and chaired by the data protection officer, which also discussed topics relating to information security and upcoming legislative changes.

Regular staff briefings, training and advice were provided on current adopted measures, instructions, guidelines and case law. Regular monitoring of the obligations of UL or of an individual member faculty as a controller and processor of personal data was carried out (review of consortium and international treaties and other contracts and agreements on the processing of personal data, review of the adequacy and updating of records of processing activities, monitoring of the personal data protection impact assessments that had been drafted, notification and documenting of detected breaches).

Compliance reviews of specific areas at member faculties, and examination of documentation such as the student enrolment form, various approval or consent forms, personal information forms and privacy policies, were carried out.

Advice was provided to staff and students on a regular basis on questions received concerning the processing of individuals' personal data by various fields and concerning the correct use of the legal bases for the processing of personal data. Cooperation was established with the supervisory body in cases of reports of personal data protection breaches and obtaining opinions regarding the appropriateness of actions in cases of personal data processing at the university.

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

KEY THREATS	OBJECTIVES	PROPOSED MEASURES
Non-responsiveness to the recommendations of the data protection officer.	Effective and timely risk identification and management.	Regular implementation of the recommendations of the data protection officer.
Insufficient action taken to implement safety requirements.	Increased involvement of the data protection officer in risk management activities at all levels.	Familiarising users with and alerting them of new processes for processing personal data, in particular when introducing new technologies.
KEY WEAKNESSES	OBJECTIVES	PROPOSED MEASURES
Lack of awareness of the importance of the field and insufficient training of staff.	Employees are familiarised with the basic requirements for the protection of personal data.	Conducting training by area.

8. CARRYING OUT TASKS UNDER AUTHORISATION (nationally important tasks)

CONCERN FOR THE SLOVENIAN LANGUAGE

In 2022 the Centre for Slovene as a Second and Foreign Language (CSDTJ) provided several different courses of Slovene language for adults attended by 867 people from 66 countries. The Slovene Courses programme carried out 27 regular courses (four schools, two also carried out simultaneously online, one afternoon course, two online afternoon courses, two morning courses, two online morning courses, two intensive courses, five exam preparation sessions, two courses for students, two courses for exchange students, two courses for foreigners employed at the University of Ljubljana, the course Let's Taste Slovene), four courses for special groups (Banka Slovenije employees, and a group from Cairo that had an online course, two courses for future students from Ukraine, and a conversation and poetry course for participants with a higher level of proficiency in Slovene who are employees of UL), and 62 individual courses. Free participation in a conversation course with poetry was offered to seven employees of the University of Ljubljana and to a participant from Hungary, while a participant from Ukraine, who needed a higher level course in the Slovenian language in order to integrate into the Slovenian environment as quickly as possible, was offered free participation in the Autumn School of the Slovenian Language. The programme's collaborators are involved in the Korpus KOST project, which collects and analyses texts written by participants of Slovenian language courses. The free Slovenian e-course *Slovene Learning Online* (www.slonline.si) already has almost 34,000 registered users from all over the world. Every month on average around 3,000 users learn Slovene by means of the e-course. The content for the third part of the course - *Slovene Learning Online 3* - is being prepared and will be published in early 2023.

Within the *Slovene for Children and Adolescents* programme, the ESS project OBJEM (2017–2022), which developed approaches for language-sensitive teaching, has been completed as partners of the Slovenian National Education Institute. The publication *Slovene as a Language of Instruction for Speakers of Slovene as a Second Language* was produced and the results of the project were presented to the wider school community at the project's closing conference. The preparation of guidelines for the beginner learning of Slovene in kindergarten was also completed and the material was submitted to the Slovenian National Education Institute for validation. In September, a new development project (financed by the Ministry of Culture) was launched: *Upgrading the teaching material for Čas za slovenščino 1 in a digital environment and adapting the material for the blind*, in order to enable blind adolescents to learn Slovene as well.

Several seminars for teachers were held under the Education programme. We also held two training sessions for volunteers helping to teach Slovene as a second language, which 29 volunteers attended.

As part of the programme of Slovene language at foreign universities (STU), they coordinated the operation of 58 Slovene language departments and courses at foreign universities; at 29 universities, Slovene studies has the status of an independent undergraduate and/or postgraduate course. In the 2021/2022 academic year the Slovene language departments and Slovene studies at foreign universities involved the participation of around 1,800 students. The 11th World Days of Slovenian Literature, a joint project of all Slovene studies at foreign universities, was held, with around 60 different events taking place around the world.

By the end of October 2022, the Examination Centre (IC) had conducted just over 3,500 examinations of knowledge of Slovene as a foreign language at four levels.

We organised the 58th *Seminar of Slovene Language, Literature and Culture*, which was attended by 91 participants – students, teachers, researchers of Slovene and Slavic studies – from 22 countries, and the 41st *Obdobja* (Periods) symposium, attended by 59 specialists and more than 100 other participants; the two events generated monograph publications with the proceedings.

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

KEY IMPROVEMENTS AND BEST PRACTICES *THAT CONTRIBUTED VISIBLY TO RAISING QUALITY IN THE FIELD, AND EXPLANATION OF EFFECT ON QUALITY*
Recommendations for beginner learning of Slovenian in kindergarten. The document provides a basis for the implementation of support for beginner learning of Slovenian in kindergartens and represents an important substantive filling of the gap in this area of education and training.
Publication *Slovene as a Language of Instruction for Speakers of Slovene as a Second Language* (OBJEM project). The publication provides expert reflections and guidance on the linguistic adaptation of teaching material for different subjects and will help teachers who have immigrant pupils and students in their classes to plan and implement their lessons.
In terms of content, the grammar part of the free online Slovenian course Slovene Learning Online 3 has been prepared and will be published in early 2023. By providing free online Slovenian courses, the CSDTJ aims to also disseminate and promote the Slovenian language, literature and culture among those who cannot attend traditional classroom courses.
Drafting a workshop to raise employers' awareness on language support for immigrant workers in the Language in the Workplace project. Raising employers' awareness of the need to help immigrant workers learn Slovenian is an important step in developing guidelines for the preparation and implementation of language training (courses); an important objective of such training is – in addition to improving their job performance – to empower foreign workers to become active members of society in general.
Development of tools for the identification of people with low literacy levels; translation and adaptation for use in the Slovenian linguistic and cultural environment. Such tools are very helpful in guiding immigrant adults into appropriate language programmes and in monitoring their progress in these.
Adaptation of the *Čas za slovenščino 1* teaching material for the blind and its upgrade in the i-environment. The compilation of such materials means providing opportunities for the most vulnerable adolescents to learn Slovenian, and the upgrading of the materials in the i-environment is a significant gain in the field of i-learning.

KEY THREATS	**OBJECTIVE(S)**	**PROPOSED MEASURES**
The development of the field of Slovene as a second and foreign language for children, students and adults is only possible through high-quality teaching and research activities, which require sufficient and continuous funding, as well as adequate spatial and organisational conditions. It is therefore essential that funding for such development is also systematically provided in the future.	Develop the field through research and expertise in line with the needs of stakeholders and the profession.	To ensure systemic funding from the government to enable stable and high-quality core activities in the scope of tasks of national importance within the *Slovene for Children and Adolescents* and *Education* programmes, as the need for in-depth and continuous work in the field of Slovene as a second and foreign language is evident both within Slovenia and beyond its borders.
For distance-learning courses, there is a lack of e-learning materials for the different course formats (depending on the number of hours and the level of knowledge), which are partly	Adapt as soon as possible some of the existing teaching materials with the	Within the framework of Založba UL (scientific publishing) and the establishment of the UL online bookstore, set up a suitable portal for

interactive, adapted for distance learning via the distance-learning applications and adequately protected against unauthorised dissemination of content.	possibility of minor text editing (e.g. adding text) and place them on the appropriate portal (flipping book).	the safe and properly protected uploading and use of learning content (e-bookshelf).
It is not possible to administer the Slovene language exams remotely, as the existing platforms do not allow for reliable identification of the participants in the exams, nor can immigrants be expected to have adequate technical equipment.	Develop tools that will enable the Slovene as a foreign language examinations to (also) be conducted at a distance/remotely (long-term objective).	Funding the development of tools that will enable Slovenian as a foreign language exams to be conducted, including remotely.
KEY WEAKNESSES	***OBJECTIVE(S)***	***PROPOSED MEASURES***
The Centre for Slovene as a Second and Foreign Language (CSDTJ) is facing spatial constraints, as it has a shortage of regular classrooms. When conducting courses and other forms of training and examinations in the field of Slovene as a second and foreign language, they are time-restricted to the available lecture halls at the UL FF and thus in the morning, when most of the CSDTJ courses are held, they are limited to examination periods or have to lease the premises, which increases the costs of the courses and makes it impossible to distribute the teaching load of the teachers in an optimal manner.	Ensure suitable premises for the classrooms in the shortest possible period.	With the help of the Faculty of Arts, the University of Ljubljana and the Ministry of Education, Science and Sports, providing the necessary infrastructure for the implementation of activities (classrooms).

HIGHER EDUCATION ENROLMENT AND INFORMATION SERVICE (UL ENROLMENT)

The Higher Education Enrolment and Information Service is a professional department at the University of Ljubljana Rectorate, which again in 2022 performed the application and admission procedure for enrolment in the first year of undergraduate and integrated master's study programmes. It conducted procedures for the enrolment of Slovenian citizens, citizens of EU Member States and Slovenians without Slovenian citizenship on the national level (in the first and second application periods), and for foreign citizens from non-EU countries (in the first application period for the University of Ljubljana).

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

We organised two expert consultations for secondary school counsellors, presenting important new developments and dates in the application and admission procedure, the status of candidates with special needs, legislative changes and the introductory provisions of the call for applications, and substantive changes to study programmes. We organised information days for Slovenians living in neighbouring countries and for foreign nationals. Via information points we provided enrolment information by phone to Slovenian and international candidates who had completed their secondary education abroad. In 2022 we also carried out a large number of counselling sessions for displaced persons with temporary protection from Ukraine.

Parallel to these activities, we provided information and guidance to enrolment candidates regarding the application and admission procedure, and advised candidates multiple times regarding their choice of study.

Conducting of application and admission procedure

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

- the preparation of the schedule for the application and admission procedure and the call for applications for enrolment in undergraduate and integrated master's study programmes for Slovenian and EU member state citizens and Slovenians without Slovenian citizenship on the national level;
- the selection procedure for enrolment on the national level via the eVŠ VIP module in the first and second application periods for Slovenian and EU member state citizens and Slovenians without Slovenian citizenship for enrolment in the first year of undergraduate and integrated master's degree programmes for six universities (UL, UM, UP, UNG, NU and UNM) and 15 independent higher education institutions. Number of applications: 14,386 applications (1st deadline) and 3,436 applications (2nd deadline), 227 applications (application deadline for displaced persons with temporary protection from Ukraine);
- the application and admission procedure and selection procedure for foreign nationals from non-EU member state countries and for Slovenians without Slovenian citizenship for UL (1st deadline) – 1,315 applications
- the complete first and second application procedures for all member faculties of the University of Ljubljana, the University of Novo mesto, New University and 15 independent higher education institutions for study programmes holding a concession;
- cooperation with higher education institutions and the ministry in drafting the wording of the call for enrolment in undergraduate and integrated master's study programmes, and the Rules on the call for enrolment and enrolment in higher education;
- coordination and implementation of professional meetings with secondary school counsellors and Employment Service advisors regarding the application and admission procedure;
- information and guidance was provided to candidates for enrolment regarding the application and admission procedure;
- advising member faculties regarding the drafting of admission requirements and selection criteria for limited enrolment;
- subsequent ranking of candidates in the first and second application periods;
- operation of the Committee for Awarding Special Status to Candidates (handling applications and preparation of decisions for candidates with special status);
- upgrading the eVŠ VIP module in line with the evaluation of the eVŠ VIP application;
- conducting education recognition procedures for the purpose of further education;
- evaluating international secondary school certificates, updating and review of foreign assessment scales and rules for evaluating international secondary school certificates;
- preparation of the publication Analysis of Applications and Enrolment.

In 2022, after the first application deadline, an additional application period was opened for applicants from Ukraine, exclusively for displaced persons with temporary protection from Ukraine. Candidates applied for undergraduate and master's study programmes in a total of four application periods, which were managed by the UL's ENROLMENT department.

9. DEVELOPMENT OBJECTIVES 2021–2024

In the development goals plan, with measures for their achievement for the 2021–2024 period, we defined three key development goals in three development areas (*Quality of study, Internationalisation* and *Cooperation with the wider society*): (i) to strengthen the quality of the study process, student-focused and in cooperation with the wider society in the area of *Quality of study*; (ii) support for the academic community (students, higher education teachers) to ensure the unimpeded and effective implementation of a strengthened transnational study process with the help of modern technological solutions in the fields of *Quality of study* and *Internationalisation* (as the two fields are interconnected); and (iii) a socially responsible university in the field of *Cooperation with the wider society*.

In development areas of national importance we set out the following objectives: (i) popularisation (promotion) of STE(A)M programmes with an emphasis on their promotion and on raising awareness of the importance of these profiles in the area of *Promoting studies and increasing enrolment in the area of STE(A)M for occupations of the future/for balancing knowledge for Society 5.0*; (ii) establishing activities and mechanisms for ensuring inclusive and balanced societies in the area of *Developing solutions for inclusion of non-traditional groups of candidates in higher education (e.g. adapted study programmes)*; (iii) recognition of gifted students in the area of *Additional activities for encouraging gifted students*; (iv) developing new forms of pedagogical cooperation in the context of transnational inter-institutional learning programmes; (v) establishing administrative guidelines/models for joint administration of international programmes and associations; (vi) designing a common set of associated communities for creating knowledge based on challenges within the EUTOPIA alliance; (vii) creating a common employment space within the EUTOPIA alliance; (viii) developing local and global internationalisation of the EUTOPIA alliance; and (ix) establishing a new form of operation of the international university in the area of *Cooperation of the higher education institution in strategic partnerships, specifically preparation for applying in the call or implementing activities of the European University project, which has obtained funds from the Erasmus+ programme*.

A. QUALITY OF STUDY

Development goal: Strengthening the quality of the student-focused study process and working in cooperation with the wider society
The measures to achieve the development goal are:
- Designing a support system and mechanisms and implementing pilot cases of providing a student-focused study process;
- Harmonisation of quality standards of teaching with the standards of international agencies, and introducing collegial disciplinary reviews of study programmes;
- Introducing and enhancing approaches to learning ergonomics in the study process.

We carried out an internal call for the UL member faculties to list good practices and applications for pilot projects to introduce research-based curriculum approaches. We received 24 pilot projects from nine member faculties (ALUO, EF, FDV, FFA, FRI, FS, FŠ, NTF and PEF). Two days of distance training were also held for the pilot project applicants on 23 November and 15 December.

We carried out an internal call for the UL member faculties to list good practices and applications for pilot projects to introduce student-focused learning and teaching approaches. We received 68 pilot projects from 14 member faculties (AG, ALUO, BF, FDV, FE, FF, FPP, FRI, FŠ, NTF, PEF, PF, TEOF and VF). Two days of distance training were held for the pilot project applicants on 20 October and 10 November.

In the area of harmonising teaching quality standards with international standards of foreign agencies and introducing a collegial disciplinary review of study programmes, we prepared a legal opinion on the composition of the working bodies involved in accreditation and evaluation procedures at the UL and its member faculties.

In the area of introducing and strengthening learning ergonomics approaches, we held a consultation on the ergonomics of learning and teaching, and launched an internal call for applications for pilot runs for introducing learning ergonomics in the study process. A total of 12 applications were selected from 10 member faculties (AGRFT, ALUO, BF, EF, FA, FKKT, FMF, FRI, FU and NTF). Project activities will be carried out in 2023.

Development goal: Supporting the academic community (students, higher education teachers) for unimpeded and effective implementation of an enhanced transnational study process using modern technological solutions

For the introduction of changes and high-quality implementation of the study process, we must ensure support for all stakeholders in the education process, both in the context of preparing and implementing activities within the study process and in the context of ensuring greater security and preventing hacks of ICT systems, greater accessibility of materials, greater effectiveness of forms of learning and teaching by means of ICT and a general raising of quality in the study process. We will do this by implementing a series of measures focused on high-quality studies and at the same time on internationalisation of the study process.

The measures to achieve the goal are:
  – Use and development of open learning materials at the UL in the light of promoting their co-creation with students;
  – Development of a support system for teachers and students in the area of including ICT and modern technology in the education process.

In 2022 work continued at the UL Digital Centre, which is ensuring comprehensive support in the area of the didactic use of ICT in the education process in all fields of study at the UL. The operation of the UL Digital Centre facilitates the continuity of updating study programmes through didactic use of the ICT, and thereby contributes to improving the quality of studies. A variety of activities were carried out in 2022 at the UL Digital Centre to promote the use of ICT in the education process at the UL member faculties, including:

  – Four Teacher to Teacher consultations (online), with a total of 309 participants;
  – 71 workshops with various implementations and forms (in-person and online), with a total of 1,238 participants;
  – 20 online workshops (MOOCs), with a total of 85 participants;
  – 217 advisory sessions;

- 145 materials that are freely available online for all higher education teachers and UL staff (examples of best practices and instructions for use of various ICT)

We established the "Multipliers" community, which includes 43 higher education teachers and associates from 24 member faculties who offer support to other teachers and associates in the use of ICT to update and upgrade courses. We have also incorporated into the UL Digital Centre teachers and associates from the university who wish to test the options for using ICT in their courses, and launch trial updates of courses with an emphasis on the use of ICT in education work. In 2022 (winter semester 2022/23, summer semester 2021/22), 52 providers from 20 member faculties took part in trial updates of course provision.

B. INTERNATIONALISATION

Development goal: Supporting the academic community (students, higher education teachers) for unimpeded and effective implementation of an enhanced transnational study process using modern technological solutions

The measures to achieve the development goal are:
- Enhancement of the *LETO PLUS* programme with content that addresses students from various cultural areas and the development of linguistic competences;
- Development of a model for implementing combined education and distance learning in the light of internationalisation and virtual mobility;
- Development and boosting of cooperation as part of transnational inter-institutional learning communities and between already accredited study programmes of partner universities through the structured mobility of students;
- Upgrading of the system of machine translation for the needs of learning communities (including for students with special needs).

In September we held an intensive Slovene language online course. This special version of the course Slovene as a Foreign Language – Class 1 was intended for applicants for study at the University of Ljubljana who were applying for the first time to first or second cycle programmes and who met the requirements for participation in *Leto Plus* (Year Plus). This trial (pilot) run partly fulfilled the requirement to upgrade and develop Year Plus, which also envisaged the development of online forms of work. A total of 26 candidates attended the course regularly and successfully completed it.

By the end of 2022, the Slovene Learning Online course had 35,605 registered users from 190 countries. With the online course, we strive to make it possible for foreign students, professors, researchers and other collaborators of the University of Ljubljana to learn Slovene even before their arrival in Slovenia, for Slovenians living in neighbouring countries and Slovenian emigrants, for immigrants, and for all those who want to learn Slovene but for various reasons cannot (yet) attend a conventional classroom course.

In the academic year 2022/2023, 326 students enrolled in Year Plus and were categorised into 15 groups.

In the development of the Integrated Study Environment (hereinafter: ISE), the UL Digital Centre has carried out an analysis of possible solutions for the professionalisation of the Moodle online classroom environment as one of the basic building blocks of the ISE, an analysis of possible technological solutions for the introduction/development of the ILE study interface, in which individual students will be provided with tailored access to all the content for their teaching process in a single web or mobile interface. A review of the UL member faculties' business processes was carried out. Alongside work on the ISE

infrastructure, the online classroom building block and integration with back-end systems, we have launched the Single Study Interface (SSI) design project in the scope of our activities. A rough functional specification and information architecture of the solution was designed, and at the same time an analysis of the technical needs for the implementation of the SSI carried out, especially in terms of the ability to use a single sign-on (university identity) and the related authentication and authorisation (access rights for users to the information resources or services of the UL). Within the project "Accessibility of ICT for use in the teaching process" we identified the structure of all the technological solutions addressed by the project and designed a methodology for obtaining data from students on their needs and requirements. All these activities were carried out together with an expanded group of integrators, which includes representatives of most of the UL member faculties. A major part of the activities was devoted to the organisation and collection of data on requirements for multimedia equipment at the UL member faculties. A consultation on multimedia equipment was carried out for member faculties and the requirements collected were further reviewed and consolidated into a single document at the UL level. We continued to upgrade the pilot integrated study environment used by six UL member faculties (AG, ALUO, FPP, NTF, PF and VF). Additional adaptation services and new functionalities were provided to individual member faculties, and the application interface between VIS and Moodle was upgraded to allow more flexible organisation of courses in online classrooms.

In 2022, activities for cooperation with international partners/universities between already accredited study programmes of both partners through structured mobility of students were carried out by eight member faculties (EF, FDV, FF, FFA, FGG, FMF, NTF, PEF and VF). Member faculties conducted the following activities:

- promoting study in study programmes that cooperate with programmes of foreign institutions that lead to two degrees,
- the implementation of this study in Slovenia,
- providing help and support to students on structured exchanges,
- finding new partner institutions to either set up or continue participation in structured mobility,
- organising summer schools or materials,
- holding conferences and consultations to exchange good practices or for promotional purposes.

Following the successful pilot test of the Online Notes (ON) system for two social science and three natural science and technology subjects (courses) and the evaluation of the results in 2021, the objectives for 2022 focused on upgrading the recognition and machine translation models by capturing additional terminology and testing for new subjects, improving the functionality of the student, professor and administrator portals based on the observations of the pilot deployment in 2021 (professor portal: possibility of correcting translations and synchronisation with transcripts; student portal: upgrade of functionality for adding notes; redesign and implementation of the process of student involvement at each start of the academic year; admin portal: timetable display, filtering of displays by lecture hall, lecturer and subject) and classroom console and control system (console: development of support for borderline cases/e.g. invited lectures, lectures outside the timetable; control panel: further development according to the 2021 plan). Within the ON project, 12 pilot lectures were held at eight member faculties (FSD, PF, BF, FDV, VF, FGG, FRI, FE), where the system for the machine translation of Slovenian lectures into English was tested in practice. At the end of the lectures, students and professors also participated in the

evaluation of the pilot lectures. An inventory of the audio equipment of lecture halls, in which pilot lectures took place using the ON system, was also conducted at some member faculties.

C. COOPERATION WITH WIDER SOCIETY

Development goal: Socially responsible university
The measures to achieve the development goal are:
- The inclusion of local, regional and global challenges of sustainable development, interdisciplinarity, STE(A)M approaches and practical training in the study process;
- Strengthening student competences for Society 5.0.

In the field of integrating local, regional and global sustainable development challenges, interdisciplinarity, STE(A)M approaches and practical training into the study process, in July we published an internal call for member faculties entitled "Student Projects for Sustainable Development". The call was aimed at co-financing interdisciplinary student projects in which students worked outside the normal study process, in collaboration with partners from their environment, and studied creative and innovative solutions for sustainable development at local, regional and global level. Student projects for sustainable development were carried out by students from different fields of study (four to eight students) under the mentorship of at least two educational mentors and at least one work mentor. The student projects are expected to take three months. A total of 18 member faculties applied for the call for application (AGRFT, ALUO, EF, FA, FDV, FF, FFA, FGG, FKKT, FPP, FRI, FS, FŠ, FU, PEF, PF, TEOF and VF). The project activities are expected to end by February 2023.

UNESCO department staff participate in providing the international master's study programme Flood Risk Management. The preparation of study material for one course (Social-economic Assessment of Flood Protection) has started. In implementing this programme they have linked up with lecturers from other member faculties (EF, FDV) and included them in providing the programme, since an interdisciplinary approach is essential for strengthening student competences in this field. They continued work on the preparation of an international waters glossary. In October, colleagues participated in the ResiliEnhance programme workshop at the University of Udine, where the ResiliEnhance Platform was established and the platform declaration adopted, together with other UNESCO Chairs from Central Europe. They actively participated at the first meeting of scientific UNESCO Centres and Chairs from Central Europe and the Mediterranean at UNESCO's regional office in Venice. They adopted guidelines for the future networking of Chairs and Centres and endorsed the declaration presented in Paris in early November to celebrate the 30th anniversary of the UNITWIN networks and UNESCO Chairs. They began planning activities to incorporate the Chair into the GROW network: International Joint Group of Researchers "UNESCO Chair on Open Water Science and Education", which is coordinated by the UNESCO Chair at Vrije Universiteit Brussels, a member of the EUTOPIA European University. Preparations were also made for the hydrology summer school, which is expected to be carried out in 2023.

A total of 13 member faculties (ALUO, BF, EF, FA, FF, FFA, FGG, FMF, FPP, FSD, NTF, PEF and VF) participated in the measure to increase the scope of practical training in university study programmes. Member faculties conducted the following activities:

- evaluation of previous courses/practical training;
- finding partners to deliver practical training;
- expanding the list of partners for this purpose, attracting new partners;
- developing new syllabi for practical training,
- ICT support for planning, monitoring and delivery of practical training, and
- workshops/trainings for work mentors in the practical training environment.

In January, we launched an internal call for member faculties "Acquiring practical competences for students in collaboration with the community", to which 21 member faculties applied. The main objective of the call was to systematically bring together students, educational mentors and representatives of the working environment (economic, non-economic and non-profit sector) under mentoring, where students outside the teaching process collaborated, studied or otherwise learned about creative and innovative solutions to challenges in the working environment and thus acquired additional practical competences. This has also raised the profile of the university and its work and impact on the community. Member faculties carried out 62 different activities involving 906 first-cycle students and 459 second-cycle students, 178 teaching and 117 work mentors.

To help graduates make a more successful transition to the labour market, the UL Career Centres organised and held 191 different workshops covering a variety of soft skills and competences (public appearance and communication, project management, entrepreneurial skills, digital skills, resolution of conflicts). In total, more than 3,300 students attended the workshops.

The system of mentoring between alumni and students (mentor pairs), which includes shadowing in the workplace, was implemented by 23 member faculties. Several work meetings and training sessions were held with participating member faculties. This year saw intensive linking between mentors and mentorees thus providing the latter with greater understanding of the workplace. In October, an evaluation of the alumni-student mentoring system was carried out. A total of 214 mentoring pairs were formed.

D. PROMOTING STUDIES AND INCREASING ENROLMENT IN THE AREA OF 'STE(A)M' FOR OCCUPATIONS OF THE FUTURE / FOR BALANCING KNOWLEDGE FOR SOCIETY 5.0

Development goal: Popularisation (promotion) of STE(A)M programmes with emphasis on their promotion and raising awareness of the importance of these profiles

The implementation involved the participation of 15 member faculties (ALUO, BF, FE, FF, FFA, FGG, FKKT, FMF, FPP, FRI, FS, FSD, NTF, PEF and VF). Member faculties carried out various activities: workshops for primary and secondary school students on various topics, summer schools, direct study promotion, hackathlon (FPP). In August, the STE(A)M Projects – Workshops and Materials for Primary and Secondary School Teachers event was held at FRI, with the direct and indirect participation of more than 200 students and pupils. In September, the conference "Towards sustainability through co-creation in STEAM" was held at the PEF. In November, the Higher Education Application and Information Service organised an autumn school for students prior to them choosing their studies, which included a series of different workshops. A total of 42 students attended the autumn school.

E. DEVELOPMENT OF SOLUTIONS FOR INCLUDING NON-TRADITIONAL GROUPS OF CANDIDATES IN HIGHER EDUCATION (e.g. adapted study programmes)

Development goal: Establish activities and mechanisms for ensuring inclusive and balanced societies

The measures to achieve the development goal are:

- Development of open educational material for promoting the inclusion of non-traditional groups in higher education;
- Adaptation of study programmes to the needs of non-traditional groups;
- Promoting the inclusion of non-traditional/underprivileged groups in higher education.

We have carried out an analysis of the situation and reviewed examples of good practice.

The 7th International Summer School Academia Aestiva Internationalis, organised by FDV, took place from 27 June to 3 July. The central theme was democracy, chosen on the basis of the current international situation. The summer school was attended by 14 participants, eight of them from the Western Balkans.

F. ADDITIONAL ACTIVITIES TO ENCOURAGE GIFTED STUDENTS

Development goal: Recognition of gifted students

The measures to achieve the development goal are:

- Formulation of principles for national/local/university measures to encourage gifted students;
- Development and implementation of pilot activities to encourage gifted students.

In cooperation with the PEF, we conducted an empirical analysis of the situation of work with gifted students within the UL and prepared a report on identifying and working with gifted students. In September, we organised a consultation on this topic. Preparations are also underway for a new consultation to be held in early 2023.

In September, we published the internal call "Additional activities to encourage gifted 1st- and 2nd-cycle students", which aims to co-finance additional activities to encourage gifted students in academic and other circles. A total of 17 member faculties (AGRFT, ALUO, BF, EF, FA, FDV, FSD, FPP, FKKT, FS, FU, FF, NTF, PEF, PF, TEOF and VF) registered their activities. Most of the activities will be carried out in 2023.

G. COOPERATION OF HIGHER EDUCATION INSTITUTION IN STRATEGIC PARTNERSHIPS

Development goal: Development of new forms of educational cooperation in conditions of transnational inter-institutional learning programmes

The measures to achieve the goal are:

- Develop cooperation in transnational learning communities;
- Develop content of innovative transnational learning communities in the area of challenge-based research and innovations within the EUTOPIA partnership of European universities;
- Develop the concept of challenge-based research for students within the EUTOPIA partnership of European universities.

FF participates in the transnational learning unit "Epistemology of Everyday Life", within which new teaching approaches have been developed, and the EUTOPIA digital platform for the learning unit in question has been developed. The Creative Research Methods learning community (also FF) has produced video blogs and podcasts on innovative research methods and approaches. The "Design+Science Summer School" took place in the scope of the "Design in Science" learning community (ALUO and FKKT). As part of the "Europe in the Word" learning community, EF held a lecture in English on "European EU Policies".

In the spring, the EUTOPIA learning communities (i.e. those that resulted from a spillover from the first six learning units selected in 2019) participated in a workshop – Reflecting back and strategising forward (reflection and strategy sessions). The event took place at the University of Warwick and was attended by 36 participants. The communities undertook several structured breakout and plenary workshops aimed at "looking back", where they reflected on their community's activities, evaluating what was done, what worked, what did not; as well as sessions on "looking forward", and exploring future scenarios for the communities' activities, strengths, opportunities, threats and weaknesses and the support they would need.

PF students, under the guidance of an educational mentor and an external institution, excelled by performing at the main event of the EUTOPIA (Connected Learning Communities) pilot project of the European University Alliance on the topic of minorities, "Forging self-declaration strategies on Minorities/Nationalities bottom up": Congress of European Nationalities 1925–1938 (based on archival documents from the legacy of Josip Vilfan, the President of the Congress).

In cooperation with Roche, students from eight UL member faculties participated in the project "Designing solutions for multiple sclerosis patients". The aim was intersectoral cooperation and interdisciplinary research focused on planning creative and innovative solutions for dealing with current social problems. The students found 11 answers (concepts, solutions) to the challenge of improving the quality of life of multiple sclerosis patients, which were also exhibited in front of the Rectorate of the University of Ljubljana, in Plečnik's passageway and at the Roche consultation in Stegne. ALUO students, under the guidance of the mentor, prepared an exhibition with the results of the project at the Union Hotel during EUTOPIA week in Ljubljana, which we hosted at the end of November.

Development goal: Establish administrative guidelines/models for joint administration of international programmes and associations

The measures to achieve the goal are:

- Standardisation of procedures (guidelines and instructions) regarding the preparation and implementation of joint international programmes, independently or as part of international associations;
- Establish a department for Research Education Policy;
- Include students in the preparation of international projects.

We have developed a protocol for transferring the guidelines and related practices to universities in the Western Balkans, which we presented at the Rectors' Forum in Belgrade in September.

Within EUTOPIA, we have prepared and coordinated four modules of Extracurricular Activities. We have worked with the University of Warwick to produce the Internationalisation Certificate.

At the end of November, we hosted EUTOPIA Week, which covered a wide range of activities (workshops, consultations, panels, meetings of EUTOPIA partner representatives, etc.).

Development goal: Create a common set of associated communities for creating knowledge based on challenges within the EUTOPIA network

We shared good practices with the participants and the winner of the HUD Call 2021, while connecting the winner with the relevant institutions to try to develop her innovation and move it towards commercialisation and implementation in practice.

The HUD Call for the Best Social Science/Humanities Innovation will be implemented as a sub-category of the Rector's Award for the Best Innovation at the University of Ljubljana from 2022 onwards. This year's competition title was "Persistent path towards a better society – with a focus on the sustainability aspect of non-technological and social innovation". A total of six teams applied for the call, with students from BF, FDV, FFA, FF and PEF. Numerous workshops were organised for the teams (in cooperation with researchers employed at member faculties and the UL Rectorate) along with help preparing for the final part of the competition, in which they presented their ideas.

Development goal: Create a common employment space within the EUTOPIA alliance

The measure to achieve the goal is:

– Establish a EUTOPIA network of employment ambassadors and local contact points.

On 14 and 15 July, at the second annual Career Ambassador Student Meeting in Ljubljana, we held three workshops for Career Ambassador students.

Development goal: Develop local and global internationalisation of the EUTOPIA alliance

The measures to achieve the goal are:

– Promoting the inclusion of 1st- and 2nd-cycle students and mentors in exchanges within the EUTOPIA network;
– Boosting the participation of students at student conferences.

In February, we published a call for students from EUTOPIA partners for "Student Individual Research Projects (ŠIRP)" with mobility funding. The aim of the call was to develop an individual student research project, which also included a mobility component at one of the EUTOPIA universities. Physical or virtual mobility lasted from 15 to 30 days. A total of 13 UL students underwent the mobility programme under the ŠIRP call.

In March, we published the EUTOPIA TeamWork call for students to form a multidisciplinary and multi-university team of up to eight students from EUTOPIA universities to spend four weeks in the summer doing a paid part-time summer internship on an EUTOPIA project. A total of 87 UL students applied, and 13 were finally selected. Before leaving for the summer internship, the selected students attended preparatory workshops and an introductory meeting with a representative of the organisation about the internship process itself.

The University of Ljubljana became an official sponsor of the Warwick Economics Summit (WES), a global conference held in a virtual format. More than 50 UL students joined the debate and watched some of the world's most respected and inspiring speakers from 4–6 February.

On 25–26 April, the BeEutopian Student Conference on "The New Possible, At Hand" took place live at the Vrije Universiteit Brussels. The main themes were technology, artificial intelligence and mental health in the post-pandemic era. Two UL professors also hosted a panel at the conference. A total of 23 EUTOPIA students participated in the conference, three UL students being among them.

The inaugural Student Assembly took place in Strasbourg on 2 and 3 March, in the scope of the Conference on the Future of Europe. Students took part in one of 10 panels covering health, the environment, education, digital democracy and cyber security. The final report was discussed at the Conference on the Future of Europe. The University of Ljubljana, as one of the EUTOPIA members, was represented by two UL students.

Development goal: Establish a new form of operation of the international university

The measure to achieve the goal is:

– Develop a model of the virtual campus.

We continued with the design of the virtual campus model, with the aim that the technological solutions support the whole teaching process as much as possible, with two focuses: 1. *Interdisciplinary study programmes* and 2. *International study, coordination with other EUTOPIA project partners*. To this end, an analysis was carried out in the following areas:

a) Possibilities of introducing a single interactive application for the preparation and display of timetables at member faculties, which could be used by all interested member faculties. Meaningful integration of this application into the online environments used for the teaching process.

b) Possibilities to integrate different student information sources (e.g. student information system, timetables, attendance in courses) into a single user interface and to integrate them into the web-based environments used for the teaching process.

c) Accessibility of online environments used in the teaching process and comprehensive support for students with special needs.

d) The field of digital assessment of knowledge, introduction of new solutions, didactic approaches and the necessary technological solutions.

e) The field of virtual laboratories and remote practical work.

f) Minimum network infrastructure needs of the UL member faculties for the use of multimedia services and hybrid forms of the teaching process.

These areas were addressed in the form of bilateral or multilateral projects with the UL member faculties that have practical experience in these areas, applied solutions and knowledge that could be either transferred to other member institutions or implemented in the virtual campus model. Projects have been designed together with FS, FE, MF, PEF and FF. This year, we have begun the implementation of projects at FS and FE.

10. ASSESSMENT OF SUCCESS IN ACHIEVEMENT OF GOALS SET

A. ASSESSMENT OF SUCCESS IN ACHIEVEMENT OF GOALS SET

The assessment of success and the achievement of goals are defined in the chapter Achievement of Goals in 2022 by activity with an overview of the realised objectives.

A. The occurrence of any inadmissible or unexpected consequences in the implementation of the work programme

There were no inadmissible or unexpected consequences in the implementation of the 2022 work programme.

B. Assessment of success in the achievement of goals relative to the goals achieved in the report from last year or over several years

In 2022, we achieved the goals set in the work programme, which were designed for the short term and were largely dependent on our internal activities. An overview of the goals achieved is given in a separate annex, and only the most notable ones are mentioned here:

1. Extension of institutional accreditation.
2. Completion of the Kazina palace investment for UL AG and successful bids for new building projects for UL MF, UL FFA, UL FS and UL VF.
3. Endorsement of the UL Strategy until 2027 and preparation of the Strategy Action Plan.
4. Preparation of all internal acts for the management of stable funding for research activities and the first distribution of these funds.
5. A single information system is introduced at eight member faculties.
6. We have paid special attention to the most vulnerable groups and to preserving the dignity of staff and students. We have adopted formal legal instruments and introduced a network of trusted persons, psychosocial assistance for students and a student ombudsman.
7. We have drafted initiatives on new legislation and have been actively involved in its development.
8. The University of Ljubljana chairs the Rectors' Conference and, through various initiatives, draws attention to systemic problems. One of these is the wage system.

Some tasks could not be foreseen in the work programme because we had no information that circumstances would arise that would require unforeseen tasks to be carried out. These tasks mainly concern the application for development projects under the Recovery and Resilience Plan, the application for projects in the scope of cohesion funds to further strengthen the work of the career centres with a focus on students with special status, and the preparation of all internal bases due to amendments to the act regulating students' rights.

C. Assessment of the economy and efficiency of operations according to the standards and criteria defined by the competent ministry and measures to improve the efficiency and quality of operations

The competent ministry has not adopted standards and criteria for assessing economy and efficiency of operations. The University of Ljubljana is taking a series of measures to ensure this:

- We bring together certain business functions, such as the internal audit function, the implementation of complex procurement procedures.
- We are digitising certain business functions with the introduction of APIS, thereby ensuring uniform operating standards, the correct implementation of certain processes and the transparency of operations.
- We are optimising our ICT infrastructure by gradually migrating systems from multiple sites where maintenance and security needs to be managed to a single site, thereby reducing costs and security risks.
- We carry out self-evaluation processes with the aim of continuously monitoring progress in each area, strengths and risks, and formulating measures for improvement.

D. Explanations for areas where the goals set were not achieved

Other goals that have not been realised or have been realised in part are those related to external institutions and decision-makers (e.g. NAKVIS, ministries regarding the funding of artistic research work, funding of structural renovations, arrangement of procedures for foreign nationals) or are longer-term objectives that we plan to achieve in 2023.

E. Assessment of the impact of operations on other areas, notably the economy, social affairs, environmental protection, regional development and spatial planning

The UL is embedded in the wider social environment with a large number of students who, through the knowledge and values that they have acquired, jointly shape the social and cultural image of the environment and influence environmental and regional development measures, as well as the economy through their work as students.

We share our numerous achievements in science and art with the business sector and society in general. We achieve this through research and development work and expertise, by employing our graduates in a wide range of fields, by promoting entrepreneurship, and through various lifelong learning, further education and training programmes. Our alumni hold senior management positions in companies, hold important positions in various institutions and are representatives of various bodies and authorities at both the national and European levels.

Art academy students play an important role in connecting with the community by presenting their work to a wider audience through their productions.

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

Self-assessment was conducted for 2022 under unchanged methodology published by the Ministry of Finance [2] (hereinafter: MF methodology), supplemented by specifics for UL. We performed self-assessment at member faculties and the Rectorate for individual business functions separately (studies, research, HR, finance, accounting, public procurement, IT systems, libraries, publishing and other activities). In the self-assessment the assessors (deans, secretaries, heads of professional services, other management) took into account the findings of the internal audit department and external supervisory institutions. The overall assessment on the UL level is an aggregate of the self-assessments of all member faculties and the Rectorate, i.e. 27 self-assessments.

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

Internal (control) environment
COSO[3] defines the control environment as a set of standards, processes and structures that create a basis for implementing internal control throughout the organisation. The supervisory and management bodies determine from the top the importance of internal controls together with the expected standards of conduct. The management underpins these expectations at various levels of the organisation.

The control environment covers:
−   the integrity and ethical values of the organisation;
−   parameters that enable the supervisory body to implement controls over management tasks;
−   the organisational machinery and allocation of powers and responsibilities;
−   procedures for attracting, developing and retaining capable individuals; and
−   consistency in the criteria of success, initiatives and rewards for responsibility for success.

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

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

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[2] The methodology for preparing a Statement on the assessment of internal supervision of public finances under the Instructions on preparing the closing account of the state and municipal budgets and methodology for preparing a report on achieved objectives and results of direct and indirect budget users, Article 10, point 8 and Article 16, point 8 (Official Gazette of the Republic of Slovenia No 12/01 and 10/06), Rules on guidelines for harmonised functioning of the system of internal supervision of public finances.
[3] Comprehensive internal control framework, COSO 2013 (hereinafter: COSO (2013)).

control environment the member institutions believe that an adequate control environment has been developed ***over the majority of operations***. At the UL several rules have been adopted to manage risk deriving from conflicts of interest, and these apply to all the UL member faculties.

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

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

Most of them believe that the objectives set are realistic and measurable **in most areas of operation** and that the risks affecting the achievement of the objectives are adequately identified **in most areas of operation**.

Control activities
COSO (2013) defines control activities as measures established through guidelines and procedures that assist in ensuring the implementation of instructions from the management and leadership to mitigate risk in achieving objectives. Control activities are pursued at all levels of the organisation, at various points in business processes and over the technological environment. They can prevent or detect certain issues, and some include a whole range of manual and automatic activities such as authorisation and approval, verification and confirmation, coordination and reviews of business performance. Separating tasks is commonly built into the selection and preparation of control activities. Where such separation is not feasible, the management and leadership select and prepare other possible control activities.
At the university, and in view of the results of self-assessment, the majority of the assessors take the view that the member faculties have detailed descriptions of procedures for business processes drawn up in the form of work manuals, that the instructions contain descriptions of internal controls, that tasks are appropriately delineated, that the bylaws, organisational schemes and procedures are regularly updated, that control of access to data and records exists and that there are procedures of supervision by the management over the implementation of internal controls ***in most areas of operation***.

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

Notification and communication

Information is needed for the organisation to be able to carry out internal control tasks intended to support the attainment of objectives. The management obtains or creates and uses appropriate and high-quality information from internal and external sources to support other components of internal controls. Communication is a constant, recurring process of ensuring, disseminating and obtaining the necessary information. Internal communication is a means by which information is spread throughout the organisation, from the bottom up, from the top down and across the entire organisation. Communication enables staff to receive a clear message from the organisation's management that control tasks must be taken seriously. External communication has a double effect: it enables important external information to enter the organisation, and ensures information to external parties in response to their demands and expectations. Notification and communication enable the adequate functioning of the internal control system and in this way ensure the reliability and effectiveness of operations. On average the assessment of the member faculties indicates that **in most areas of operation** the management receives appropriate information, and that communication within and outside the organisation is good. The information system enables effective, reliable and updated performance of tasks and the implementation of effective control over operations. The process of monitoring complaints and suggestions for improvements to operations on the part of other organisational units or external parties and the method of dealing with complaints are appropriate. By individual business function/activity the system of notification and communication is assessed to be the best in study and library activities.

Oversight:

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

The majority of those asked believe that UL has an adequate system of oversight established **for the majority or entirety of operations**. The internal audit function has been organised and implemented, and an adequate internal control environment has been established. Within the organisation measures are implemented based upon findings of irregularities or deficiencies. Regarding the criteria for assessment, at the University of Ljubljana we painstakingly implement the measures and recommendations of audits, inspections and Court of Audit scrutiny. By individual function the assessors view as well provided (across the majority of the function's operation) the activities of accounting, libraries, public procurement and the HR, financial, study and research functions (in that order). The assessments show negligible variances between functions. For the other three functions (publishing, other activities and the IT system) the self-assessments show that to a certain extent the area of operation (viewed functionally) is regulated properly in part or in individual sections.

STATISTICAL DATA (REALISATION IN 2022)

Table 13: Number of enrolled students, by cycle, type and method for the 2022/23 academic year

	FULL-TIME	PART-TIME	Total
First cycle	**20,294**	**1,058**	**21,352**
academic higher education	14,584	538	15,122
professional higher education	5,710	520	6,230
Second cycle	**13,472**	**586**	**14,058**
integrated master's	3,850	16	3,866
master's	9,622	570	10,192
Third cycle	**269**	**1,830**	**2,099**
doctoral	269	1,830	2,099
Total	**34,035**	**3,474**	**37,509**

Table 14: Number of students enrolled in 2022/23, by cycle and member faculty

	First cycle		Second cycle		Third cycle	**Total**
	academic higher education	professional higher education	integrated master's	master's	doctoral	
Academy of Music	293	0	0	164	5	**462**
Academy of Theatre, Radio, Film and Television	101	0	0	81	10	**192**
Academy of Fine Arts and Design	285	0	0	189	14	**488**
Biotechnical Faculty	1,284	462	0	917	219	**2,882**
School of Economics and Business	1,709	855	0	2,091	71	**4,726**
Faculty of Architecture	94	0	784	63	29	**970**
Faculty of Social Sciences	1,250	0	0	637	109	**1,996**
Faculty of Electrical Engineering	570	464	0	421	70	**1,525**
Faculty of Pharmacy	286	0	932	224	81	**1,523**
Faculty of Civil and Geodetic Engineering	294	173	0	200	70	**737**
Faculty of Chemistry and Chemical Technology	647	214	0	418	88	**1,367**
Faculty of Mathematics and Physics	575	105	35	311	133	**1,159**
Faculty of Maritime Studies and Transport	71	328	0	67	6	**472**
Faculty of Computer and Information Science	738	575	0	316	34	**1,663**
Faculty of Social Work	406	0	0	228	27	**661**
Faculty of Mechanical Engineering	552	547	0	541	97	**1,737**
Faculty of Sport	624	0	0	302	28	**954**
Faculty of Public Administration	254	437	0	240	26	**957**

Faculty of Arts	2,473	0	0	1,214	254	**3,941**
Faculty of Medicine	0	0	1,651	0	487	**2,138**
Faculty of Natural Sciences and Engineering	366	433	0	291	35	**1,125**
Faculty of Education	1,203	359	0	672	92	**2,326**
Faculty of Law	856	0	0	243	57	**1,156**
Faculty of Theology	24	0	39	139	37	**239**
Veterinary Faculty	0	0	425	0	20	**445**
Faculty of Health Sciences	167	1,278	0	223	0	**1,668**
Total	**15,122**	**6,230**	**3,866**	**10,192**	**2,099**	**37,509**

Table 15: Number of international students enrolled, by cycle and type in the 2021/22 academic year

Line designation	Number of international students enrolled
First cycle	**1,612**
academic higher education	1,228
professional higher education	384
Second cycle	**1,512**
integrated master's	338
master's	1,174
Third cycle	**384**
doctoral	384
Total	**3,508**

Table 16: Number of international students enrolled by member faculty and cycle in the 2021/22 academic year

	First cycle	Second cycle	Third cycle	Total
Academy of Music	53	38	0	91
Academy of Theatre, Radio, Film and Television	1	3	13	5
Academy of Fine Arts and Design	21	22	5	48
Biotechnical Faculty	84	35	24	143
School of Economics and Business	362	485	28	875
Faculty of Architecture	16	159	10	185
Faculty of Social Sciences	144	93	36	273
Faculty of Electrical Engineering	89	43	16	148
Faculty of Pharmacy	14	43	8	65
Faculty of Civil and Geodetic Engineering	46	88	13	147
Faculty of Chemistry and Chemical Technology	50	34	19	103
Faculty of Mathematics and Physics	26	29	35	90
Faculty of Maritime Studies and Transport	61	10	2	73
Faculty of Computer and Information Science	151	37	7	195
Faculty of Social Work	12	10	10	32
Faculty of Mechanical Engineering	58	42	26	126
Faculty of Sport	30	5	6	41

Faculty of Public Administration	53	19	13	85
Faculty of Arts	166	72	36	274
Faculty of Medicine	0	157	39	196
Faculty of Natural Sciences and Engineering	61	19	4	84
Faculty of Education	47	20	39	106
Faculty of Law	9	12	1	22
Faculty of Theology	1	5	5	11
Veterinary Faculty		22	1	23
Faculty of Health Sciences	57	10	0	67
Total	1,612	1,512	384	3,508

Table 17: Number of students who completed their studies in 2022, by cycle and type

	Number of graduates
First cycle	**4,472**
academic higher education	3,328
professional higher education	1,144
Second cycle	**3,072**
integrated master's	536
master's	2,536
Third cycle	**274**
doctoral	274
Total	**7,818**

Table 18: Number of students who completed their studies in 2022, by member faculty and cycle

	First cycle		Second cycle		Third cycle	**Total**
	academic higher education	professional higher education	integrated master's	master's	doctoral	
Academy of Music	65	0	0	61	0	**126**
Academy of Theatre, Radio, Film and Television	18	0	0	21	1	**40**
Academy of Fine Arts and Design	77	0	0	29	0	**106**
Biotechnical Faculty	302	73	0	251	35	**661**
School of Economics and Business	428	129	0	347	16	**920**
Faculty of Architecture	16	0	75	12	2	**105**
Faculty of Social Sciences	374	1	0	169	11	**555**
Faculty of Electrical Engineering	113	108	0	90	12	**323**
Faculty of Pharmacy	83	0	177	64	13	**337**
Faculty of Civil and Geodetic Engineering	47	18	0	90	13	**168**
Faculty of Chemistry and Chemical Technology	164	41	0	138	10	**353**
Faculty of Mathematics and Physics	138	18	5	57	17	**235**

Faculty of Maritime Studies and Transport	12	40	0	17	1	**70**
Faculty of Computer and Information Science	121	96	0	53	6	**276**
Faculty of Social Work	87	0	0	72	1	**160**
Faculty of Mechanical Engineering	147	139	0	142	14	**442**
Faculty of Sport	139	0	0	67	3	**209**
Faculty of Public Administration	37	44	0	27	1	**109**
Faculty of Arts	439.5	0	0	291	38	**768.5**
Faculty of Medicine	0	0	225	0	38	**263**
Faculty of Natural Sciences and Engineering	90	69	0	62	5	**226**
Faculty of Education	281	77	0	267	9	**634**
Faculty of Law	113	0	0	121	12	**246**
Faculty of Theology	6.5	0	5	32	8	**51.5**
Veterinary Faculty	0	0	49	0	8	**57**
Faculty of Health Sciences	30	291	0	56	0	**377**
Total	**3,328**	**1,144**	**536**	**2,536**	**274**	**7,818**

Table 19: Teachers, associates and researchers on exchange in 2022 (to/from other countries)

	Up to 1 month	1 to 3 months	3 to 6 months	Over 6 months	Total
Number of international higher education teachers, associates and academic staff who took part in the teaching process on at least one course	10	2	12	22	46
Number of international higher education teachers, associates and academic staff who took part in the teaching process on at least part of a course	255	9	16	4	284
Number of international academic staff and research associates who were on exchange and took part in the teaching process	58	13	0	1	72
Number of international academic staff and research associates who were on exchange and took part in the academic research process	103	16	3	3	125
Number of international academic staff and research associates who were on exchange and took part in	24	0	0	0	24

artistic work at a member faculty					
Number of international administrative staff (ancillary positions) who arrived on exchange from abroad	83	4	0	0	87
Number of higher education teachers and associates who were on exchange, pursued education or participated in the teaching or academic research process or in artistic work at higher education institutions abroad	236	52	10	0	298
Number of academic staff and research associates who were on exchange or participated in the teaching or academic research process or in artistic work at higher education institutions abroad	49	6	5	0	60
Number of administrative staff (in ancillary positions) at member faculties who went on exchange abroad	65	4	0	0	69

Table 20: Number of students with special status

Types of status	2017/18	2018/19	2019/20	2020/21	2021/22
partial or total loss of hearing	14	19	15	6	14
partial or total loss of sight	14	17	17	29	33
long-term or chronic illness	144	154	149	205	208
mobility impairments	40	49	41	44	44
speech and language impediments	30	17	17	24	21
physical and mental health disorders	21	23	25	40	52
specific learning difficulties	71	110	121	146	191
emotional and behavioural disorders	21	56	66	81	79
exceptional social circumstances	1	0	6	9	3
autism spectrum disorders	6	4	9	21	26
physical injury and/or long-term rehabilitation	8	4	23	1	4
Total number of students with special needs	**370**	**468**	**489**	**606**	**675**
recognised artist status	20	28	24	10	19
elite athlete status	367	372	327	343	259
parent student status	23	64	60	98	130
status of student participating in (sectoral) international competitions	0	4	2	0	3
Total number of students with other statuses	**410**	**468**	**413**	**451**	**411**
Total	**780**	**921**	**902**	**1,057**	**1,086**

ABOUT THE UNIVERSITY

The University of Ljubljana (UL) is the only Slovenian university ranked among the 500 best universities according to the Academic Ranking of World Universities (ARWU/Shanghai Ranking), which indicates that it adheres to high standards of quality, particularly in the academic research fields.

UL comprises 23 faculties, three arts academies and four associate member institutions (a list of member faculties is given in the 'UL member faculties' annex). It employs more than 6,000 people: three quarters are higher education teachers, associates and researchers and a quarter are professional staff. Teachers and associates are, for the most part, registered as researchers at the Slovenian Research Agency (ARRS). Almost 40,000 students are enrolled across all three cycles in a total of 339 study programmes,

and UL undoubtedly has the greatest research and development potential in the country. More than half of all Slovenian students in the first, second and third cycles and in integrated master's programmes study at UL. The University fosters basic, applied and developmental research, and strives to achieve excellence and the highest quality, and to meet the highest ethical standards in all areas of the arts and sciences. In 2022 the University of Ljubljana had 3,383 articles published on WoS. It is engaged in 331 projects and 186 programmes financed by ARRS, along with 639 EU and other European programme projects. These indicators therefore rank it among the larger European higher education institutions.

The University's commitment to notions of social responsibility can be seen in its cooperation with knowledge users in cultural, economic and social fields. As it is keen to maintain and strengthen this role in the future, and to maintain and increase its standing in the international arena, the University is involved in international associations and partnerships.

Organisation

The University of Ljubljana is home to an academic community of teachers and students and a community of professional staff. Equality among them is defined by the Statutes, which enable professional staff and students to take part in electing the Rector and the deans.

The bodies of the University are the Rector, the Senate, the Governing Board and the Student Council. The Rector heads and represents the University, with Vice-Rectors standing in for them in their absence on the basis of written authorisation. The Governing Board (UO UL) primarily decides on economic matters and helps to ensure that the University runs smoothly. The Student Council (ŠS UL) is the body representing UL students, and consists of the chairs and vice-chairs of the various member faculties' student councils.

The bodies of the UL member faculties are the Dean, the Senate, the Academic Assembly, the Governing Board and the Student Council. The Dean heads and represents the member faculty and is, at the same time, the faculty's management authority when it operates on the market (Annex to Article 26 of the UL Statutes). UL member faculties have one or more vice-deans. In addition to the bodies referred to above, UL member faculties may create other bodies whose composition and powers are defined by rules.

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

OVERVIEW OF FOLLOW-UP ON PROPOSED MEASURES FROM THE 2021 REPORT

AREA	Objectives from previous report	Proposed measures from previous report	Status of measure	Additional explanation of fulfilment
01. EDUCATION	To establish feedback on the reports produced by professional services on modifications to study programmes.	Proposing regular meetings with representatives from NAKVIS and the University Office for First and Second Cycle Studies (USPDS) on the topic of modifications to study programmes.	Not implemented	Lack of response from NAKVIS to the initiatives.
	To establish communication between UL leadership and the Ministry of Education, Science and Sport, and between professional services.	Meeting with representatives of the Ministry of Education, Science and Sport.	Not implemented	Lack of response to the initiatives from the Ministry of Higher Education, Science and Innovation.
	To re-establish regular meetings between NAKVIS and Rectorate services of the University of Ljubljana and University of Maribor.	Initiative for regular meetings.	Implemented in 2022	Regular monthly meetings on the topic of the flow of information between eNAKVIS and the EPO.
	To determine specialist support to the Rectorate for this purpose (substantive, legal).	Identifying people with skills and knowledge in the legal and substantive field, and with sufficient knowledge of the English language and of international law.	Not implemented	/
	To prepare plans for the handling of research data collected, acquired or created in the course of research work for a doctoral dissertation.	Organising regular education and training for doctoral students and supervisors on the topic of the handling of research data.	Implemented in 2022	Guidelines have been adopted, a form produced for the preparation of a plan for the handling of research data, six events for doctoral graduates and their supervisors have been organised, and responses to frequently asked questions have been compiled and posted on the website.
	To reduce the number of people awaiting award	Changes to the organisation of doctoral award	Implemented in 2022	The first public event was held in front of the UL

				Rectorate. It was
ceremonies and promote science through award ceremonies.	ceremonies (organisation of a larger event in collaboration with Ljubljana city council).			organised in two parts, with the collaboration of the arts academies and Ljubljana city council, and featured the awarding of 335 doctoral certificates and 12 recognitions for important artistic work.
To produce a revised survey questionnaire for doctoral students.	Updating of the survey questionnaire for doctoral students.	Partly implemented in 2022, included in the 2023 programme of work		A working group comprising members of the Council of Doctoral Study Programme Administrators drafted a proposal for the updating of the survey questionnaire for doctoral students. It was approved by that council and readied for pilot implementation. Amendments to the Rules on student surveys had to be prepared in order for the questionnaire to be implemented. These are planned for adoption in 2023.
To engage in electronic operations via the eVŠ information system and VIP module.	Arguments in favour of electronic operations put to the Ministry of Education, Science and Sport and the relevant responsible bodies.	Partly implemented in 2022, included in the 2023 programme of work		/
To provide more effective support to the application and admissions procedure.	Proposals to improve the operation of the eVŠ VIP module in collaboration with all admissions services at other universities ('Evaluation of the eVŠ VIP' report).	Partly implemented in 2022, included in the 2023 programme of work		/
To simplify procedures.	Coordination with the Ministry of Education, Science and Sport, the Ministry of Foreign Affairs, the Ministry of Public Administration, administrative units and the Ministry of the Interior with	Partly implemented in 2022, included in the 2023 programme of work		Establishment of a special counter for the submission of applications by international students.

		the aim of simplifying procedures.		
	To increase accommodation capacities.	Ministry of Education, Science and Sport initiative to construct additional accommodation capacities.	Remains at proposal level and has been included in the 2023 programme of work	/
	To increase the number of enrolment places for third-country nationals.	Coordination with UL member faculties regarding objectives relating to international students and international student numbers.	Remains at proposal level and has been included in the 2023 programme of work	In the call for enrolment in undergraduate and integrated master's programmes for the 2023/24 academic year, fewer places were available to non-EU students than the year before.
	To increase the number of programmes offered in English.	Encouraging all member faculties to prepare and provide programmes in English.	Remains at proposal level	/
	To make improvements to support the inclusion of international students.	Strengthening of tutorial processes at member faculties, establishment of student ambassadors.	Partly implemented in 2022, included in the 2023 programme of work	/
	To strengthen student mobility and offer a greater range of course units in a foreign language (all member faculties).	Improvements to provision and promotion of international mobility.	Partly implemented in 2022, included in the 2023 programme of work	Some member faculties increased the range of courses offered in a foreign language for exchange students in 2022. We will continue to encourage all member faculties to increase the range of courses and course units offered in a foreign language.
02. RESEARCH AND DEVELOPMENT	To establish an internal system for the use and allocation of funds for the stable financing of research.	Internal rules adopted and a system formulated for the stable allocation of funding.	Partly implemented in 2022, included in the 2023 programme of work	Internal Rules on the stable financing of academic research at the University of Ljubljana were adopted, as were the criteria and plan for the

			division of stable financing funds for 2022.
To secure stronger legal support for the research and international legal fields.	Putting forward initiatives to management for one lawyer to specialise in these fields and provide support for the Rectorate/member faculties.	Remains at proposal level	/
To strengthen professional support.	Employing new staff.	Partly implemented in 2022, included in the 2023 programme of work	An application requesting the recruitment of two new professional associates was submitted to the RRP call for applications to strengthen project offices at public research organisations.
To establish a network of expert associates, the student Think Tank and researchers/evaluators from the Western Balkans.	Design of a new EUTOPIA project and management of the Western Balkans package – establishment of a regional centre/network of excellence.	Included in the 2023 programme of work	Validated within the Eutopia More project.
To evaluate achievements in relation to arts research.	Beginning the process of inserting arts research into ARRS.	Remains at proposal level	/
To increase the number of research projects secured, particularly European research projects (and especially Horizon and ERC), and to strengthen research groups at member faculties.	Relieving the administrative burden from researchers, increasing the number of applications to competitive EU project calls, strengthening project offices in order to provide for effective support for project call applications, establishing a centre of excellence at the Biotechnical Faculty.	Partly implemented in 2022	/

	To re-establish international mobility to pre-pandemic levels.	Re-establishing in-person academic gatherings and international conferences together with institutions from abroad, and employing more foreign nationals.	Implemented in 2022	/
	To improve public awareness of and popularise science among young people.	Member faculties are planning the organisation of various programmes and events, such as Researchers' Night, Bfestival, Playful Architecture ('Igriva arhitektura'), Znanstival, maths and physics weekends ('Mafijski vikendi') for secondary school students, cooperation with primary and secondary school teachers, the revision of faculty website content, an increase in the public dissemination of research results, the establishment of the planned cooperation with larger Slovenian media outlets, and an increase in social media activity.	Implemented in 2022	/
	To adhere to ethical principles in research work.	Member faculties are planning the organisation of seminars on ethics in research, as well as various education and awareness-raising campaigns for researchers and students, add content on research ethics to online faculty content, ensure that member faculties' ethics committees continue to operate, and organise at least two public discussions on issues of ethics, integrity and equal opportunities.	Implemented in 2022	/

	To strengthen the participation of students and staff at member faculties in events and other EUTOPIA Alliance initiatives, and increase the profile of and interest in centralised and inter-institutional pilot activities and initiatives from EUTOPIA.	Organising an information day for member faculties and designing an attractive website containing all information on EUTOPIA Alliance projects.	Implemented in 2022	Establishment of a EUTOPIA website in the Slovenian language. Presentation of activities at various events: College of Deans, College of Public Relations, the 'Challenges Abroad' (Izzivi v tujini, organised by KC UL) event, organisation of EUTOPIA Week, etc.
	To draw up an inventory of in-house specialists (from member faculties), external experts and international training programmes for specific areas of deficit.	Selecting specialists at member faculties interested in areas of deficit/topics, and guiding them towards international training programmes.	Implemented in 2022	Inclusion of specialists from member faculties in various expert groups within the EUTOPIA Alliance.
	To improve communication within member faculties.	Establishing a direct link between the EUTOPIA website and member faculties' websites.	Implemented in 2022	Establishment of a EUTOPIA website in the Slovenian language.
03. THE ARTS	To increase the volume of funds by including new funding sources.	Ensuring systemic inclusion in programmes of financing and co-financing of national culture as a national institution that brings together a large number of working artists in the country who, independently and in mutual collaboration, are ranked at the peak of national cultural achievement. Regulation of the status of academies and other member faculties that operate in the field of artistic creation and research with the aim of applying to (ministry) calls.	Included in the 2023 programme of work	Communication commenced with the Ministry of Culture regarding the options for responding to their calls for applications. We have also established links with the former government department (now the Ministry of Cohesion and Regional Development) regarding the possibility of applying through European Cohesion Policy 2021–2027 measures.

	To inform the (general) public about the artistic activities and production of UL students.	Additional promotional activities – online monthly kULturnica newsletter dedicated to art and culture, links with other institutions, partnerships.	Implemented in 2022	Continuing inadequate promotion of UL as a partner in the Mala Galerija BS (Bank of Slovenia Little Gallery) project.
	To put adequate premises in place for the unhindered operation and high-quality provision of study programmes at UL academies.	Successfully completing renovation work, relocating UL AG to Palača Kazina and continuing with activities required for the construction of new UL ALUO premises.	Partly implemented in 2022	We successfully completed renovation work and the relocation of UL AG to Palača Kazina. Activities for new UL ALUO premises must be continued.
04. TRANSFER AND APPLICATION OF KNOWLEDGE	To arrange permanent funding at systemic level to foster the long-term development of knowledge transfer.	Securing funding for knowledge transfer from systemic financing in accordance with the new Scientific Research and Innovation Act (ZZrID).	Implemented in 2022	Under the Scientific Research and Innovation Activities Act (ZZrID), funds have been secured for the basic operations of the Knowledge Transfer Office, for covering patent costs and for the Innovation Fund.
	To prepare an analysis and proposal for the protected sale of e-books on the online bookshop.	Most cost-effective use possible of the funds available for the development of the online store, search for additional funding options.	Partly implemented	Market analysis and research was carried out. We will add e-book sales functionalities to the call for applications for the new online bookshop platform.
	To secure further funding for activities.	Extension of the measure and securing of additional funds for the co-financing of activities from the development pillar of financing.	Implemented	/
	To secure further funding for activities.	Extension of the measure and securing of additional funds for the co-financing of activities from the development pillar of financing.	Implemented	/

	At least one third of all publications (approx. 80) at the university will be issued under the Založba UL name in 2022.	Emphasising the advantages of publishing under a joint name. Entry of Založba UL on the list of international publishing houses at ARRS.	Implemented	In 2022, 83 monographs were published under the Založba UL name, along with 42 academic journal volumes.
	Adequately protected sales of Založba UL e-books.	Preparing an analysis of the project and proposal for the sale of e-books in the new online bookshop.	Partly implemented	Market analysis and research was carried out. We will add e-book sales functionalities to the call for applications for the new online bookshop platform.
05. CREATIVE CONDITIONS FOR WORK AND STUDY	When drawing up a record for a researcher's bibliography in the COBISS system, UL librarians also save the appropriate version of the peer-reviewed publication in the UL Repository.	Encouraging authors from member faculties to store peer-reviewed publications in the UL Repository.	Partly implemented	Some of the publications by UL authors with year of publication 2022 and with Typologies 1 and 2 are stored in the UL Repository. The proportion will have to be increased if we are to achieve the objective of the UL Strategy 2022–2027 (i.e. 90% of publications published in 2026 and with Typologies 1 and 2 to be stored in the UL Repository).
	Organisation of BF, FF and TEOF library activities in line with work tasks.	Reorganisation of BF, FF and TEOF library activities.	Included in the new annual programme of work (BF, FF) or remains at proposal level (TEOF)	BF: Systemic reorganisation of the library system, continuation of the procedure FF: The effective spatial reorganisation of staff and of librarians' work will lead to higher-quality services, improve support to teaching and research processes, and increase the competitiveness of the Central Humanities Library (OHK).
06. QUALITY MANAGEMENT AND	To establish a system of quality that is 'tailored to the institution' and facilitates development support for more ambitious higher education institutions.	Organising consultations and preparing of discussions on shortcomings and development opportunities for external quality assurance. Facilitating strategic considerations	Remains at proposal level	/

		regarding a development-oriented quality assurance system.		
	To increase the student survey completion rate.	Promoting the results of UL student surveys and encouraging their completion.	Other	Continuous measure
	To carry out an employee satisfaction survey.	Carrying out and using the results of the employee satisfaction survey.	Remains at proposal level	/
	To ensure that academic staff and other relevant stakeholders act in line with the principles of quality in their operations in all areas.	Implementing awareness-raising activities regarding the operation of the quality assurance system and the principles of quality. Synchronising the principles of quality with the principles of management in all areas of operations. Bolstering forums for exchange of information on the quality assurance system and enhancing quality at UL (vice-deans for quality assurance, creating a pool of experts on quality at UL).	Other	Continuous measure
	To instil a higher level of awareness of the positive sides of evaluation and self-evaluation.	Preparing interactive informative materials on the planning and implementation of quality assurance system activities. Providing training in the area of quality assurance system operation for teaching staff, managers and professional staff responsible for this area.	Other	This is a continuous measure, with a workshop/training session being organised for all relevant stakeholders in every reporting or planning period. The UL reporting application has relieved the administrative burden from professional staff.
	To introduce more effective management and development of higher education institutions and study programmes.	Upgrading and developing applications for managing and supporting quality assurance processes.	Implemented in 2022	We are constantly upgrading and updating the UL reporting application for managing and supporting all quality assurance processes.

	To ensure high-quality IT support for the management and implementation of training.	Reviewing and comparing options for introducing IT support for the management and implementation of training.	Remains at proposal level	/
	To harmonise the internal quality assurance system, which is supported through knowledge of best practices within the European Higher Education Area (EHEA).	Implementing new practices and continuing the processes of existing practices of reciprocal learning within UL and between UL and other EHEA universities. Eliminating identified discrepancies.	Remains at proposal level	/
	To enhance capacities (knowledge, competences, skills) for managing and for learning and teaching among employees, especially for younger staff (learning and teaching) and new or future leadership staff (management).	Providing training in the areas of learning, teaching, management and administration.	Other	Continuous measure
07.01 MANAGEMENT AND ADMINISTRATION	To maintain operations to the extent and in the manner in place before the pandemic.	Promoting vaccinations, observing protective measures, allowing work from home.	Implemented in 2022	/
	To retain key personnel.	Regular meetings of the UL management with deans and key personnel. Pay for additional work performed.	Partly implemented in 2022	Meetings are being held for the APIS project, with additional payments being made available for the project.
07.02 HUMAN RESOURCES DEVELOPMENT AND PLAN	To retain competent and highly qualified personnel.	Introducing new jobs (and therefore salary brackets) in the Collective Agreement for the Education Sector. Timely identification of reasons for possible employee departures – by conducting annual interviews – where managers will preventively identify the reasons for	Partly implemented in 2022, included in the 2023 programme of work	There are also increasing problems with finding good staff in other areas (not only in IT).

		departure, in order to prevent the departure of good personnel due to possible internal shortcomings that could be eliminated.		
	To achieve financial stability for the employment of researchers.	Drawing competent ministries' attention to the issue of the permanent employment and the project-based work of researchers (which is tied to fixed-term projects); this leads to the issue of ensuring funds for cases of possible termination of employment for business reasons.	Partly implemented in 2022, included in the 2023 programme of work	/
	To ensure that procedures are transparent and in line with the law and the principles of integrity.	Improving in internal communication. Short-term: resolving individual cases by educating professional services and producing a clear definition of responsibility. Long-term: training professional services based on need or at least once every two years.	Partly implemented in 2022, included in the 2023 programme of work	/
	To standardise the area across the whole of the University.	With the introduction of APIS, standardising all aspects in relation to the rights and obligations of employees.	Partly implemented in 2022, included in the 2023 programme of work	/
07.03 INFORMATION SYSTEM	To continuously reduce the complexity of the common information system.	Introducing common, single and tested solutions, sharing best practices, and increasing the level of automation by reducing unnecessary differences.	Implemented in 2022 in accordance with the plan, with continuation of the activity included in the 2023 programme of work	As a key multiannual project, the first phase of the APIS project will be completed in the middle of 2023. It will be followed by continuation of the project towards increasing the automation and digital transformation of operations. Reducing outlying specificities and complexities at some member faculties will take

				place over the course of several years.
	To obtain and employ professionally trained IT personnel.	Installing an environment in which it will be possible to recruit competent IT staff.	Implemented in 2022 in accordance with the plan, with continuation of the activity included in the 2023 programme of work	Support to IT in the area of human resources is expected to be strengthened 2023.
	To ensure acceptable supply deadlines for hardware.	Securing a better bargaining position with suppliers and principals by combining individual orders into joint public contracts.	Implemented in 2022	Supply times for special equipment are still long and combining orders is not shortening them.
07.04 PUBLIC RELATIONS	To promote in-person events/meetings and mutual contacts.	Strengthening communication among employees and students and with external parties by means of key messages and aims.	Implemented in 2022	/
	To draw attention, through consistent communication and discussion, to the threats to higher education with the aim of maintaining and upgrading the quality of higher education in Slovenia, which is key to helping develop a knowledge-based society.	A series of public debates on current issues and the future of higher education under the aegis of the Slovenian Rectors' Conference (chaired by UL).	Implemented in 2022	/
	To restore public trust in science.	Boosting the promotion of scientific achievements at UL, including by continuing the 'Science Speaks' round tables and public presentations of outstanding final dissertations by UL alumni. Regular informal meetings with the media (briefings).	Implemented in 2022	/

	To strengthen a sense of belonging and connection among employees.	Realising the possibility of easier provision of information to UL management and two-way communication (such as an anonymous box for ideas, suggestions and comments, regular meetings of UL management with employees, including at member faculties, Rector's open day, etc.).	Partly implemented in 2022	In progress
	To arranging visible messages from UL and its member faculties with the aim of raising the reputation of the institution and rationalising processes.	Creating core and wider working groups to enhance the corporate image of the University. Identifying project aims, and analysing the existing state of the visual appearance of UL and its member faculties. Preparing points of departure and a competition. Formulating the concept and implementing the project.	Implemented in 2022	/
07.05 MATERIAL ASSETS MANAGEMENT PLAN	To obtain funding from the Ministry of Education, Science and Sport.	Supplementing the list of necessary maintenance works contained in the tables of the annual programme of works with an identification of the problems (on a faculty-by-faculty basis) resulting from the inadequate funding of investment maintenance, and sending a letter to the Ministry of Education, Science and Sport containing a proposal for a meeting or a request to settle the financing.	Remains at proposal level	The ministry has been apprised of the issue and promised emergency funding for urgent cases.
	To secure budget funds for the earthquake-proofing of buildings.	An inspection of the building stock and a priority list are being prepared. Financing development and project design documents for the three structurally least stable buildings so that	Remains at proposal level	The ministry has been apprised of the issue and is expected to try to secure the funds in the next few years.

		we will be ready when funds for renovation become available (EU or other funds). Briefing the Ministry of Education, Science and Sport on inspections prepared and on the materials for structural renovation.		
	To ensure the efficient planning, monitoring and analysis of implementation of property maintenance tasks, and the effective adoption, monitoring and resolution of the demands of end-users.	Presenting problems identified in relation to the overall management and maintenance of UL properties in order to secure financial resources for purchase, in cooperation with the energy management provider.	Abandoned	Owing to the large number of ongoing projects and projects in preparation, this measure has been temporarily suspended.
	Effective supervision of the financial structure of development projects. Effective monitoring of limits on contractual values.	Presenting problems identified in relation to the management of UL development projects, and the provision of adequate support within APIS.	Remains at proposal level	The issue has been discussed and this requirement is provisionally set for resolution in 2023.
07.06 INTERNAL AUDIT DEPARTMENT	To establish our own internal audit department within five years.	Studying the possibility of establishing appropriate positions within the UL job classification structure.	Implemented in 2022	We have inserted the position of rector's assistant for internal audits into the university's official job classification system.
	To ensure timely risk prevention action by management.	Putting in place an appropriate review of findings and recommendations.	Partly implemented in 2022	We have prepared an overview of audit in the areas of procurement and IT, and presented it to the secretaries' council.
	Effective risk management.	Implementation of workshops for establishing a register of risks.	Not implemented	We were unable to employ an internal auditor.
SUPPORT FOR THE SLOVENIAN LANGUAGE	/	With the help of the Faculty of Arts, the University of Ljubljana and the Ministry of Education, Science and Sports, providing the necessary infrastructure for the implementation of activities (classrooms).	Remains at proposal level and has been included in the 2023 programme of work	The search for adequate classroom premises is still ongoing.

	/	Ensuring systemic funding from the government to enable stable and high-quality core activities as part of tasks of national importance within 'Slovenian for Children and Adolescents' and 'Education' programmes, as the need for in-depth and continuous work in the field of Slovenian as a second and foreign language is evident both within Slovenia and beyond its borders.	Implemented in 2022, included in the 2023 programme of work	The Ministry of Education, Science and Sport has provided funding for 2022. Discussions are currently taking place on the longer-term/systemic funding of the area. This method of financing is a necessary precondition for ensuring that this highly necessary area is adequately developed.
	/	Within the framework of Založba UL (scientific publishing) and the establishment of the UL online bookshop, setting up a suitable portal for the secure and properly protected uploading and use of learning content (e-bookshelf).	Remains at proposal level and has been included in the 2023 programme of work	The UL online bookshop has been set up and we are expecting to see it further develop in 2023, including towards the establishment of a suitable portal for the secure and properly protected uploading and use of learning content (e-bookshelf).
	/	Funding the development of tools that will enable Slovenian as a foreign language exams to be conducted, including remotely.	Remains at proposal level and has been included in the 2023 programme of work	A longer-term objective conditional upon the acquisition of funding (development of a special secure platform).

STATUTORY AND OTHER LEGAL BASES GOVERNING UL OPERATIONS

1. Constitution of the Republic of Slovenia (Uradni list RS, Nos 33/91-I, 42/97 [UZS68], 66/00 [UZ80], 24/03 [UZ3a], 47, 68, 69/04 [UZ14], 69/04 [UZ43], 69/04 [UZ50], 68/06 [UZ121], 140,143, 47/13 [UZ148], 47/13 [UZ90], 97, 99, 75/16 [UZ70a] and 92/21 [UZ62a])

2. Higher Education Act (Uradni list RS, Nos 32/12 [official consolidated version], 40/12 [ZUJF], 57/12 [ZPCP-2D], 109/12, 85/14, 75/16, 61/17 [ZUPŠ], 65/17, 175/20 [ZIUOPDVE], 57/21 [Constitutional Court Decision], 54/22 [ZUPŠ-1] and 100/22 [ZSZUN])

3. Decree on the public financing of higher education and other institutions (Uradni list RS, Nos 35/17, 24/19 and 65/22)

4. Resolution on the National Higher Education Programme of the Republic of Slovenia 2030 (Uradni list RS, No 49/22)

5. Statutes of the University of Ljubljana (Uradni list RS, Nos 4/17, 56/17, 56/17, 14/18, 39/18, 57/18, 66/18, 10/19, 22/19, 36/19, 47/19, 82/20, 104/20, 168/20, 54/21, 97/21, 159/21, 162/21, 163/21 [corrigenda], 202/21, 39/22, 49/22, 60/22, 135/22 and 156/22)

6. Ordinance on the reorganisation of the University of Ljubljana (Uradni list RS, Nos 28/00, 33/03, 79/04, 36/06, 18/09, 83/10, 8/19 and 36/21)

7. Scientific Research and Innovation Activities Act (Uradni list RS, No 186/21)

8. Resolution on the Research and Innovation Strategy of Slovenia 2030 (Uradni list RS, No 49/22);

9. other regulations on higher education, research and development activities

UL departments and offices are also subject to other laws and rules governing specific fields, such as those in HR, finance, veterinary practices and the arts. UL publishes all regulations governing its operations as a whole online at the following address:
http://www.uni-lj.si/o_univerzi_v_ljubljani/organizacija__pravilniki_in_porocila/predpisi_statut_ul_in_pravilniki/.

MEMBER FACULTIES

UL member faculty	Abbreviation
UNIVERSITY OF LJUBLJANA ACADEMY OF MUSIC, Kongresni trg 1, Ljubljana	UL AG
UNIVERSITY OF LJUBLJANA ACADEMY OF THEATRE, RADIO, FILM AND TELEVISION, Trubarjeva 3, Ljubljana	UL AGRFT
UNIVERSITY OF LJUBLJANA ACADEMY OF FINE ARTS AND DESIGN, Erjavčeva ulica 23, Ljubljana	UL ALUO
UNIVERSITY OF LJUBLJANA BIOTECHNICAL FACULTY, Jamnikarjeva ulica 101, Ljubljana	UL BF
UNIVERSITY OF LJUBLJANA SCHOOL OF ECONOMICS AND BUSINESS, Kardeljeva ploščad 17, Ljubljana	UL EF
UNIVERSITY OF LJUBLJANA FACULTY OF ARCHITECTURE, Zoisova ulica 12, Ljubljana	UL FA
UNIVERSITY OF LJUBLJANA FACULTY OF SOCIAL SCIENCES, Kardeljeva ploščad 5, Ljubljana	UL FDV
UNIVERSITY OF LJUBLJANA FACULTY OF ELECTRICAL ENGINEERING, Tržaška cesta 25, Ljubljana	UL FE
UNIVERSITY OF LJUBLJANA FACULTY OF PHARMACY, Aškerčeva cesta 7, Ljubljana	UL FFA
UNIVERSITY OF LJUBLJANA FACULTY OF CIVIL AND GEODETIC ENGINEERING, Jamova cesta 2, Ljubljana	UL FGG
UNIVERSITY OF LJUBLJANA FACULTY OF CHEMISTRY AND CHEMICAL ENGINEERING, Večna pot 113, Ljubljana	UL FKKT
UNIVERSITY OF LJUBLJANA FACULTY OF MATHEMATICS AND PHYSICS, Jadranska ulica 19, Ljubljana	UL FMF
UNIVERSITY OF LJUBLJANA FACULTY OF MARITIME STUDIES AND TRANSPORT, Pot pomorščakov 4, Portorož	UL FPP
UNIVERSITY OF LJUBLJANA FACULTY OF COMPUTER AND INFORMATION SCIENCE, Večna pot 113, Ljubljana	UL FRI
UNIVERSITY OF LJUBLJANA FACULTY OF SOCIAL WORK, Topniška ulica 31, Ljubljana	UL FSD
UNIVERSITY OF LJUBLJANA FACULTY OF MECHANICAL ENGINEERING, Aškerčeva cesta 6, Ljubljana	UL FS
UNIVERSITY OF LJUBLJANA FACULTY OF SPORT, Gortanova ulica 22, Ljubljana	UL FŠ
UNIVERSITY OF LJUBLJANA FACULTY OF PUBLIC ADMINISTRATION, Gosarjeva ulica 5, Ljubljana	UL FU
UNIVERSITY OF LJUBLJANA FACULTY OF ARTS, Aškerčeva cesta 2, Ljubljana	UL FF
UNIVERSITY OF LJUBLJANA FACULTY OF MEDICINE, Vrazov trg 2, Ljubljana	UL MF
UNIVERSITY OF LJUBLJANA FACULTY OF NATURAL SCIENCES AND ENGINEERING, Aškerčeva cesta 12, Ljubljana	UL NTF
UNIVERSITY OF LJUBLJANA FACULTY OF EDUCATION, Kardeljeva ploščad 16, Ljubljana	UL PEF
UNIVERSITY OF LJUBLJANA FACULTY OF LAW, Poljanski nasip 2, Ljubljana	UL PF

UNIVERSITY OF LJUBLJANA FACULTY OF THEOLOGY, Poljanska cesta 4, Ljubljana	UL TEOF
UNIVERSITY OF LJUBLJANA VETERINARY FACULTY, Gerbičeva ulica 60, Ljubljana	UL VF
UNIVERSITY OF LJUBLJANA FACULTY OF HEALTH SCIENCES, Zdravstvena pot 5, Ljubljana	UL ZF

Associated UL member institution

University of Ljubljana Central Technical Library, Trg republike 3, Ljubljana	CTK
University of Ljubljana Innovation and Development Institute, Kongresni trg 12, Ljubljana	IRI
National Institute of Biology, Večna pot 111, Ljubljana.	NIB
National and University Library, Turjaška 1, Ljubljana	NUK

REPORT BY THE UL STUDENT COUNCIL LEADERSHIP COMMITTEE

In the past academic year the University of Ljubljana Student Council (ŠS UL) held four regular and two correspondence meetings. The correspondence meetings were convened with the aim of promptly addressing issues that had been discussed at the regular meetings.

This year the ŠS UL worked to carry out the tasks set out in the University of Ljubljana Statutes (hereinafter: Statutes). It adhered to the ŠS UL Rules of Procedure and other documents governing its operation. The successful return of in-person ŠS UL meetings, after the two-year hiatus caused by the Covid-19 pandemic, should be highlighted as one of the main features of the Council's work this year. The ŠS UL encouraged all student representatives to take part in the regular meetings. Given the relatively short terms of office of student representatives, the ŠS UL leadership board, particularly at the start of those terms of office, focused on easing student council members who were encountering problems into the tasks necessary for leading student councils at all member faculties.

We should highlight at the start of the report the reduced effectiveness of the leadership committee's work at the end of its mandate, which can be attributed to shortcomings in the organisation and allocation of tasks. We hope, therefore, that the committee will be more successful from this point of view in its next term of office.

The ŠS UL successfully represented all UL students at the official level in line with its annual programme of work. Through communication between all stakeholders at the level of individual projects or at the level of the active participation of students in specific UL bodies, we discharged the duties of the ŠS UL, as the body that strives to represent all UL students, in an adequate, effective and uniform manner.

In the course of the term of office we made every effort to provide assistance and deal promptly with the problems that students encountered. At the start of the term of office, and in response to the worsening situation in Ukraine, we partnered with other UL departments and services to offer assistance to all Ukrainian students who wished to continue their studies at any of the university's member faculties. We also asked council members about the current number of Ukrainian and Russian students enrolled, and reminded them of the importance of engaging with all students from the areas affected by the war. We welcome the active engagement of the representatives of all faculties, since active engagement makes it easier for faculties to provide help to those who need it.

At the initiative of the representatives, we issued a public response to the amendments to the Professional and Academic Titles Act that called for action and highlighted the lack of activity in addressing shortcomings regarding academic titles in comparison with our peers abroad. After coordinating with Ministry of Education, Science and Sport representatives, we reached agreement on amendments to the act, which will now adequately regulate the area in question.

During the term of office we reported on the work carried out at all levels of decision-making at UL at every regular meeting. Despite publishing invitations to regular ŠS UL meetings, we were unable to fill all representative positions in the UL Senate's working bodies in the current academic year. The issue of unfilled positions has been going on for several terms of office. We should perhaps therefore repeat what was said in the previous leadership's report, and certainly highlight this as a problem that needs to be

addressed in course of the next term of office. The next ŠS UL leadership committee should be called upon to convene the first regular meeting as quickly as possible in order to fill the missing positions. In the course of the year, the ŠS UL also published a call for applications for the co-financing of projects by member faculties' student councils. We were successful in allocating some of the planned ŠS UL budget to member faculties' projects. Following minor corrections to some decisions regarding funding allocation, we were successful in allocating the necessary funds to member faculties' student councils. At the end of the last academic year, we also issued all council members with a certificate of participation as a council representative and student representative within the working bodies of the UL Senate.

At the beginning of October the traditional 'Welcome Freshers' event was once again held as a live event, after a three-year hiatus. In light of the lack of interest on the part of ŠS UL representatives in joining the organising team, a different approach to assembling a team should be proposed during the next term of office. The UL Public Relations Office, without which the event would not have taken place, more than made up for the fact that there were fewer student representatives on the organising team.

In cooperation with UL and the Slovenian Friends of Youth Association, the ŠS UL took part (and will continue to do so in the coming months) in the 'Srčna UL' ('Warm-Hearted University') project. In light of the positive responses to past implementation of the project, we welcome its continuation, as it provides help to everyone who really needs it.

At the end of the year we successfully chose a new ŠS UL electoral committee. In cooperation with the Rectorate, it took part in the implementation and supervision of elections to UL member faculties' student councils. The activities of the ŠS UL electoral committee are described in full in the committee's own report.

Brief summary of all ŠS UL activities:
– formulation of a ŠS UL financial plan and implementation of the annual work programme (including assembling the financial plans of member faculty student councils and compiling the final financial report);
– elections of representatives to UL committees and bodies (in addition to elections at the first meeting, elections were conducted regularly upon the expiry of individual terms throughout the year);
– organisation of the traditional 'Welcome Freshers' event;
– formulation of a response and call for action regarding the amendments to the Professional and Academic titles Act and coordination with the competent departments at the Ministry of Education, Science and Sport regarding possible solutions;
– participation in the introductory information days for international students;
– project-based collaboration with UL member faculties and their deans;
– prompt provision of all relevant information to student representatives;
– establishment of a communication network and regular cooperation with the student councils of member faculties and other universities;
– organisation of an internal ŠS UL call for the funding of member faculties' projects;
– purchase of promotional materials for council members and the distribution of those materials;
– provision of opinions on rules affecting student activities;
– participation at the extracurricular activities fair organised by the UL Extracurricular Activities Centre.

We should highlight the fact that some of the objectives set out in the annual plan of work were not met. We strongly support monthly workshops for ŠS UL representatives, which would make transition periods at member faculties at which council leaderships have changed easier, thereby improving inter-faculty relations at UL member faculties.

The specialist services at the ŠS UL were of considerable help to all activities of the leadership committee in the current term of office, with particular thanks going to associate Tina Drganc for her prompt and conscientious assistance and her tireless readiness to help whenever the committee needed it. The ŠS UL also thanks the legal department for its help with legal issues during the whole of the term of office, the entire public relations office for help in answering press questions and in organising the 'Welcome Freshers' event, and everyone whose work helped the ŠS UL to operate more fruitfully in the course of its term of office.

In conclusion, the entire leadership committee would like to give sincere thanks to all student representatives, those at the ŠS UL as well as those on specific committees, whose constant desire to improve the student environment at all levels of ŠS UL operation helped the council to operate successfully during its term of office. With your considerable enthusiasm and desire to do good work, it is you who helped to improve the biggest and best university in Slovenia: the University of Ljubljana.

<div align="center">

Nejc Donaval,

Chair of the ŠS UL, on behalf of the ŠS UL Leadership Board

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