

WORK PROGRAMME 2021–2025



(Photo: personal archive)

IGOR PAPIČ

Candidate for Rector of the University of
Ljubljana

<https://igorpavic.si>

*Dear colleagues,
Dear students,*

The University of Ljubljana is a diverse academic community of teaching, research, administrative and technical staff, and students. This diversity is our competitive advantage, and to sustain it we must further enhance cooperation and mutual respect, and endeavour to ensure equal opportunities for all. I have always championed a respectful and constructive dialogue with the members of the academic community and in general, as well as creative and development-oriented solutions which enable the University of Ljubljana to remain among the best universities in the world.

One of the most important characteristics of my current leadership of the University of Ljubljana is our commitment to a comprehensive university. This is the University's real asset and at the same time a very demanding task for its management. I have successfully maintained the sometimes fragile balance between its faculties and academies by consistently stressing the significance of individual sciences and arts within the University.

Together with you, I would like to co-create a university tailored to the needs of all of us, a university that provides a supportive environment for study and work, where cooperation and networking are the values guiding our activities. Only by being united and connected can we maintain our academic freedom and autonomy which, as highlighted in the Magna Charta Universitatum, are the cornerstones of an independent quest for the truth. We must continue to implement the UNESCO Recommendation concerning the Status of Higher-Education Teaching Personnel who, in order to perform their work effectively, require full academic freedom, including the freedom of teaching and discussion, research, dissemination of research results, and freedom to express their opinion.

My programme of work for the 2021-2025 mandate is like the current one composed of five parts: working conditions at individual faculties, academies and at the rectorate; education; research; arts; and cooperation with the University's environment. In all these areas I will complete the ongoing projects, strategically position the University of Ljubljana, contribute to its development within the framework of international strategic cooperation in the Eutopia alliance and, by further integrating the sciences and arts of its members as its greatest asset, contribute to the realisation of the vision of Society 5.0.

Science and art constitute an indivisible whole. There are far too many interest groups aspiring to judge, based on their own narrow interests, which sciences and arts should be eliminated and which kept alive. As a building block of my programme I will consistently advocate the view that knowledge is a value in itself.

Prof. dr. Igor Papič

Ljubljana, March 2021

WORKING CONDITIONS AT FACULTIES AND ACADEMIES AND AT THE RECTORATE

The University of Ljubljana will retain its place as one of the best educational and scientific research institutions in Slovenia and globally if it provides appropriate working conditions, focuses on development, promotes internationalisation and international projects, and respects diversity. I consider the latter to be the University's key asset and not an obstacle to future development. In addition to stable funding and adequate infrastructure, quality in higher education requires successful teaching and research staff, efficient administrative and technical services, and motivated students. This is the essential framework enabling us to achieve our vision and excel in our work, while it is the responsibility of the Rector to provide in cooperation with the faculties and academies the working conditions needed for such performance.

In this context, I will champion the following priorities:

Autonomy

- Unwavering support for the University's autonomy;
- Special attention will be paid to the University's financial autonomy.

Cooperation

- Promotion of a dialogue between all the faculties and academies and the members of the academic community with the establishment of a special internal forum to discuss topical issues concerning us;
- Development of constructive and transparent cooperation with the unions, the Student Council and the entire student community;
- Establishment of a partnership with the University's joint administrative services, which are key to successful study, education and research work.

Development

- Completion and adoption of the Development Strategy of the University of Ljubljana (2021-2027);
- Continuation of internationalisation processes, focusing on Eutopia;
- Introduction of new inter- and transdisciplinary study programmes and mechanisms for their financial sustainability;
- Further development of publishing and library activities;
- Support for development-oriented human resources and financial policies, and tackling the issue of lack of staff at faculties and academies;
- Promotion of creative, sustainable and development-oriented solutions, and a level playing field for all the University's faculties and academies in terms of their needs and interests;
- Promotion of international quality assurance accreditations;
- Further development of the application for monitoring the University's international rankings;
- Introduction of a system used to monitor the competences and employability of our graduates.

Premises and investments

- Continuation of investments in the construction of new buildings of faculties and academies (Academy of Music, Academy of Fine Arts and Design, Faculty of Veterinary Medicine, Faculty of Pharmacy, Faculty of Mechanical Engineering, Faculty of Medicine), and tackling of other spatial issues of faculties and academies;
- Preparation of common guidelines for investment planning based on sustainable planning and construction principles;
- Preparation of the programme and urban planning strategy of spatial development of the University of Ljubljana;
- Preparation of an action plan for the energy rehabilitation of buildings and anti-earthquake renovations.

Financial issues

- Introduction of a new concept of sustainable and transparent financing of faculties and academies based on uniform data in the APIS business information system;
- Improvement of the charging system for education work between faculties and academies;
- Systemic provision of loans for small and large investments in buildings, construction project documentation, and teaching and research equipment;
- Efforts to raise EU funds for investment and development.

Optimizing work processes and procedures

- Less red tape in all areas of our work and a more rational implementation of administrative, technical and other tasks;
- Provision of efficient administrative support by the rectorate to the faculties and academies;
- Digitalisation of administrative procedures and promotion of paperless business.

Equal opportunities

- Establishment of a commission of the Senate of the University of Ljubljana for equal opportunities and career development;
- Adoption of a Plan for Gender Equality at the University of Ljubljana;
- Introduction of mediation for amicable resolution of disputes in all areas of the activity of the University of Ljubljana;
- Efforts to create an inclusive academic environment for students with special status;
- Further reduction of differences in status between higher education teachers and researchers;
- Regulation of the status of the employees at the University of Ljubljana, including the teaching staff at the Faculty of Medicine and employees in the pay grade J;
- Provision of good and stimulating conditions, especially for younger colleagues.

Sustainable university

- Adoption of the University of Ljubljana action plan for sustainable development;
- Promotion of sustainable practices in all aspects of university life;
- Education for sustainable development and publication of calls for sustainable development projects targeting students.

EDUCATION ACTIVITIES

The University of Ljubljana as a comprehensive university offers an exceptional variety of study programmes. This diversity is the foundation for building a better organised and even better performing interdisciplinary university that attracts domestic and foreign students, researchers and professors, a university that is able to agree on the basic development paths, transfers research-based new knowledge to students, and educates them not only to pursue a profession but also to prosper in an extremely complex and rapidly changing world.

With respect to education activities, I will, in addition to well-established processes, focus on:

Adequate evaluation of education work

- Definition of direct forms of education work which introduce modern forms of knowledge transfer and reduce the workload of teaching staff by taking into account other work besides lectures, practical work and seminars;
- In order to complement classical education work with new methods and technologies, the definition of the workload replacing classical and direct forms of education;
- Taking into account the indicators of evaluation of education work in the APIS system as a common criteria for promotion, remuneration and habilitation at all the faculties and academies;
- Self-evaluation as part of regular monitoring and preparation of programmes instead of additional administrative tasks for the teaching staff. However, qualitative data must be prepared and evaluated in advance.

Counselling, assistance and support for teaching staff

- Provide (young) teaching personnel with training for quality education work in cooperation with the faculties developing pedagogical and psychological disciplines, and following innovations in the field of higher education didactics;
- The Digital University project as a permanent source of support and education for those who would like to use new technologies in their work;
- The position of assistant intern is re-introduced in the new draft law.

Study process

- Motivate talented students for research work at all the faculties and academies;
- Arrange practical training in the field of health and education and in other areas where such practice is an obligatory part of the study programme;
- Set up a system for the recognition of extracurricular activities and special statuses for the quality and adjusted inclusion of all students in the study process;
- Recognise students who successfully coordinate their studies with their second career;
- Provide support to students enjoying a special status;
- Guarantee the material conditions for sports activities and promotion of a healthy life style of students as well as employees.

Internationalisation

- Promotion of internationalisation as a form of study as well as the social, cultural and personal development of students and employees, foremost in relations with the partner universities of Eutopia;
- Effective implementation of blended mobility under the Erasmus programme for the period 2021-2027, i.e. a combination of physical and distance mobility using ICT tools;
- Adoption of a language strategy of the University of Ljubljana enabling quality higher education in the Slovenian language, while ensuring multilingualism and multiculturalism aimed at improving the foreign language competences of Slovenian students and increasing student and teacher exchanges;
- Introduction of a set of subjects for exchange students at the level of the University.

RESEARCH ACTIVITIES

With the establishment of closer ties between its faculties and academies, the University of Ljubljana as a research university must improve its interdisciplinary dimension and visibility. To achieve this goal it must adopt a proactive approach to dissemination of research results and include them in the education process and the environment. Teaching staff must be provided with better research opportunities and researchers with job stability and predictability.

In the field of scientific research, I will work towards:

High-quality doctoral studies

- Unification of standards in the design, organisation, complexity and implementation of doctoral studies. Special attention will be paid to the quality of mentorship;
- Provision of systemic funding of doctoral studies in the amended law;
- Organisation of funding of the doctoral school;
- Involvement of doctoral students in basic and applied research.

Habilitations

- Simplification of habilitation criteria, including efforts to increase the weight of qualitative evaluation and greater emphasis on specific scientific and artistic elements (especially with reference to indicators of international involvement);
- Completion of the project for not only quantitative but above all qualitative evaluations in habilitation procedures, and regulation of transitions between pedagogical and scientific titles;
- Adjustment of habilitation criteria to the principles of open science;
- Update of habilitation criteria in the field of arts and introduction of interdisciplinary habilitations;
- Definition of indicators of international involvement and inclusion of the specifics of the different habilitation areas;
- Improved evaluation of knowledge transfer into the wider environment and achievement of pedagogical excellence.

Conditions for research work

- The Development Fund of the University of Ljubljana will support research conducted by faculties and academies with fewer projects and programme groups;
- A clear commitment by the University of Ljubljana to stable funding of research and to have an adequate law on research;
- Introduction of stable financing of the Development Fund of the University of Ljubljana;
- Publications in *Nature* and *Science* will be promoted by the Development Fund of University of Ljubljana (an important criterion in Shanghai ranking);
- Establishment of an academic environment for exchanges of research and teaching staff;
- Financing of internal interdisciplinary preparatory projects for applications for EU funding;
- Provision of postdoctoral research posts;
- Provision of stable research jobs;
- Further development of a support system for researchers applying for funding at international calls;
- Continuous and active presentation of research achievements of the University's faculties and academies.

ART ACTIVITIES

The promotion and consolidation of art activities remains one of the important tasks and a competitive advantage of the University of Ljubljana. Linking scientific disciplines with art activities is an important catalyst for the development and change of the environment in which the University of Ljubljana operates, while at the same time this kind of creative cooperation enables the establishment of unconventional, creative and critical practices that are a precondition for breakthroughs in science and art. The implementation of such creative cooperative practices must become a framework for the activities of all the members of the University of Ljubljana.

In the field of art activities, I will endeavour to promote the art and design professions:

Cooperation with art academies and faculties

- Fostering cooperation between students and employees of art academies and faculties and their cooperation with the other members of the University of Ljubljana (interdisciplinary projects, joint summer schools, etc.);
- Establishment of a "free chair" for the promotion of art;
- Fostering active participation within international art and design organisations.

Art Council of the University of Ljubljana

- Extension of project funding to interdisciplinary projects linking art and science;
- Establishment of an interdisciplinary platform for critical analysis and examination of art practices in the local and wider environment.

University of Ljubljana Press

- Promotion of the further development of the University of Ljubljana Press and the establishment of an online bookstore and shop;
- Promotion of publications of the University of Ljubljana at fairs in Slovenia and abroad, and organisation of talks about books.

SERVICE TO SOCIETY

The post-corona society which will emerge in the aftermath of the current epidemiological crisis will in many ways change the established patterns of action and accelerate the overcoming of monodisciplinary approaches in science. We are facing the challenge of Society 5.0, a self-sufficient and sustainable society that will require close inter- and transdisciplinary cooperation of individuals with broad and in-depth basic knowledge, critical thinking, ability to work with complex information and adapt rapidly to an environment that will be anything but fixed and stable. All these challenges are actually advantages for the University of Ljubljana due to its disciplinary diversity, so it is crucial that we cooperate with each other, and at the same time open up and establish a dialogue with the external environment in order to realise the potential of our university. We need to develop the University into an open space, with interesting activities for the wider society. In this way, the results of our work and activities will be recognised by the general public.

In order to achieve this objective, I plan to carry out the following activities:

Cooperation

- Promotion of interdisciplinary and transdisciplinary cooperation between the faculties and academies of the University of Ljubljana in both pedagogical (study programmes) and research fields (research projects);
- Implementation of external selection in study programmes at the University of Ljubljana in a manner allowing students to choose subjects from other faculties;
- Promotion of enhanced cooperation between students and employees at all faculties and academies of the University of Ljubljana, including cultural events and sports activities.

Knowledge transfer

- Provision of good conditions for knowledge transfer and cooperation with the external environment (especially in applied areas of action);
- Promotion and facilitation of projects within which employers learn about the competences of our students, and students about the working environment and employment opportunities;
- Strengthening of alumni clubs;
- Strengthening the development of the Innovation and Development Institute of the University of Ljubljana (IRI UL) and the Ljubljana University Incubator (LUI), and connecting them with the Technology Transfer Office;
- Preserving the historical role of a critical intellectual centre that responds in an engaged way to developments in the wider environment.

Promotion of science and art

- Organisation of interdisciplinary round tables on current social and professional issues, including international participation;
- Establishment of a multimedia channel of the University of Ljubljana for the presentation and promotion of achievements in research and art, pedagogical excellence and the like.

Team of Vice Rectors

I am pleased that participation in the implementation of the programme presented has been accepted at my invitation by:

- prof. Almira Sadar (Art),
- prof. dr. Monika Kalin Golob (Education),
- prof. dr. Matjaž Krajnc (Research),
- prof. dr. Roman Kuhar (Service to Society).

WORK DONE IN THE CURRENT MANDATE

In the past four years, the University of Ljubljana has faced important historical turning points, unique crisis situations and opportunities, which we used to ensure a quality study process and the best possible conditions for research work. In 2019, we celebrated the centenary of the University of Ljubljana and together with the university members organized a series of events to introduce ourselves to the general public and consolidate our reputation in society as the oldest, largest and best university in Slovenia.

Shortly afterwards, the entire society was hit by the Covid-19 epidemic, which, virtually overnight, required a rapid change in our daily work. Despite many obstacles, we managed to complete the academic year and prepare accordingly. From the very beginning of the epidemic, a special group Covid-19 has been operating at the university to help university members manage problems related to the pandemic, at the same time, we designed and adopted legal bases for work at home, equipped lecture halls with audio-visual equipment and organized testing for employees.

Among the opportunities we also see as an opportunity for future work within the European University Networks, we highlight the Eutopia Alliance. This is the learning and research community of six European universities of the new generation (Vrije Universiteit Brussel, CY Cergy Paris Université, University of Gothenburg, Pompeu Fabra University in Barcelona, University of Warwick and University of Ljubljana), which has successfully acquired the pilot project EUTOPIA 2050 (Erasmus+) and the University of Ljubljana is the project coordinator. Eutopia aims to promote the mobility of students and university staff through new ways of joint teaching and learning and cross-border cooperation. All six universities will work together to address local and global issues, working together not only as institutions, but also as European regions with businesses, the wider environment and policy makers. In the second year of implementation of the pilot project, we can already boast some new joint projects:

- the EUTOPIA-SIF project (Horizon 2020 – MSCA COFUND Fellowship Programmes) to establish funding for postdoctoral scholarships is the first project of its kind in Slovenia, worth €10 million;
- the EUTOPIA-TRAIN project (Horizon 2020 – Science with and for Society – SwafS) focuses on the research cooperation of the members of the Alliance with local and international public and private partners in all six countries and is worth €2 million;
- joint doctorate programme – EUTOPIA PhD co-tutelle programme;
- Green deal project application (currently under evaluation).

In the remaining areas of our engagement, the following are only selected achievements and work done, and the full substantive work report of the last four years is available in *Work programmes* and *Annual reports*.

WORKING CONDITIONS AT FACULTIES AND ACADEMIES AND AT THE RECTORATE

Some highlights of our accomplishments and work are presented below.

Financial transparency of operations

- For financial transparency, we used the reserve fund and previous audits to eliminate financial imbalances from the past.
- We carried out a full reorganisation of the internal audit service and increased the number of routine audits.
- We successfully drew funds from the Development Pillar of Funding earmarked to achieve our development goals: quality study, internationalisation and cooperation with the wider environment.
- We introduced the Academic Business Information System (APIS) which is already used by some university members, with the rest joining this year and next.
- We introduced the training for deans when they assume office.

Position of researchers

- We systematically regulated the employment of senior researchers as permanent positions.
- We prepared and adopted the Rules on bridging funds of university members for research work.

Premises and investments

- We continued to tackle the spatial constraints of the art academies (with the purchase of a building on Trubarjeva cesta and construction of a new building on Aškerčeva cesta for the Academy of Theatre, Radio, Film and Television, the start of the renovation of the Kazina building for the Academy of Music and the initiation of procedures for the construction of the new building of the Academy of Fine Arts and Design on Roška cesta).
- We launched a new cycle of investments in new buildings. We exchanged more than 40 plots of land with the Municipality of Ljubljana, enabling us to successfully carry out the planned investments (the Faculty of Veterinary Medicine prepared the project documentation, the Faculty of Pharmacy and the Faculty of Machine Engineering carried out calls for the preparation of building documentation, the Faculty of Medicine is preparing to build a new campus, and the lack of premises at the Faculty of Arts will be resolved by moving the Faculties of Pharmacy and Mechanical Engineering into new buildings).

Other

- We regulated the market activities and work of our employees outside the University of Ljubljana.
- We concluded an association agreement with the National Institute of Biology – NIB.
- We established the Centre of the University of Ljubljana for the use of ICT in the education process.
- We founded the University of Ljubljana Press, and an online bookshop and the publication of e-books are in the pipeline.
- We prepared a draft of the new strategy of the University of Ljubljana for the period 2021-2027.

EDUCATION ACTIVITIES

In the field of education activities, some of our achievements and work are highlighted below.

Evaluation of education work

- Since proper evaluation of education work often remains behind the scenes and unappreciated, we prepared a list of indicators that will allow for substantive evaluations of education work. The evaluation system will be introduced in its entirety together with the APIS information system.

Internationalisation

- We joined the Venice International University (VIU) to increase the mobility of students and employees.
- We increased the number of places and provided additional funding for the Year Plus programme allowing students from abroad to learn Slovenian.
- We increased the number of lectures in foreign language.
- We compiled an analysis and conducted a review of our joint master's study programmes, which provides the basis for the inclusion of the University's sample study unit in the Eutopia project.
- We participated in the applications of two EU Erasmus+ projects ("CoLeCO" and "DigiLAB"), complementary activities to obtain funding for the strengthening and further development of learning communities within Eutopia.
- We created three learning units that will become part of the wider network of learning communities in the Eutopia project.

Reaccreditation

- We started the institutional accreditation process (NAKVIS) while preparing for accreditation with the National Agency for Quality in Higher Education in Finland – Fineec.

RESEARCH ACTIVITIES

In the field of scientific research, some of our achievements and work are highlighted below.

Doctoral studies

- We extended the implementation of 20 doctoral study programmes (changed to four-year programmes).
- We adopted common Rules on doctoral studies.

International calls

- Within the framework of the Development Fund, preparatory interdisciplinary projects for applications for EU calls were successfully introduced.
- We introduced individual preparatory-research projects for future applications for ERC calls, and we were awarded a series of new prestigious ERC grants.

Open science and information resources

- We successfully coordinated activities to provide access to electronic information resources (Elsevier Science Direct, Springer Nature, Wiley Online) and negotiated the benefits of open access with publishers.
- We developed support for open science in accordance with the orientations of the European Research Area, FAIR guidelines (findability, accessibility, interoperability, reusability) and Plan S.

Habilitations

- We introduced some simplifications of the habilitation criteria and revised their content.
- We cancelled the payment for habilitation procedures.
- We introduced the requirement that important works must include the affiliation of the University of Ljubljana, whereby external candidates also demonstrate cooperation with the University of Ljubljana in research.
- We introduced an appropriate evaluation of the actual transfer of knowledge to the wider society (e.g. mentoring of start-ups, and sale or licensing of industrial property rights).
- We introduced an appropriate evaluation of project cooperation with innovative products and services in private or public education, cultural, art, health, humanitarian or state institutions, thus equally positioning the transfer of knowledge of researchers in the fields of social sciences, humanities and the arts.
- We made suitable adjustments to habilitation criteria in terms of the COVID-19 epidemic.

Commissions and centres

- We established the Ethical committee on research involving human subjects and prepared an action plan for researchers' career development.
- We established the Research and Development Centre of the University of Ljubljana (RRC UL), which already has several operational multidisciplinary research and development centres.

ART ACTIVITIES

Some of our achievements and work in the field of arts are highlighted below.

Doctoral studies

- We prepared and filed an accreditation application for the new doctoral study programme Art.
- We prepared an application for an EU call for the funding of the joint doctoral study programme Art with the universities involved in the Western Balkans Platform and Eutopia.

Financing

- We changed the method of financing the Art Council.
- We introduced financial support for art projects.
- We adopted the Rules on the Management of the Fund of the University of Ljubljana in the field of art.

Participation in culture

- Cooperation between the University of Ljubljana and the Bank of Slovenia resulted in the opening of the Little Gallery (Mala galerija) exhibiting the work of students from the faculties and academies of the University of Ljubljana.

SERVICE TO SOCIETY

With regard to the University's cooperation with the environment, some of the greatest achievements are highlighted below.

- We established the Innovation Fund of the University of Ljubljana and financially supported four promising projects in the field of knowledge transfer as part of the first call.
- We significantly increased the operations of the Innovation and Development Institute of the University of Ljubljana (IRI UL);
- We reorganised the Ljubljana University Incubator (LUI) and thus enabled its successful operation.
- With the help of the Technology Transfer Office, we provided outstanding support to our faculties and academies in the transfer of knowledge.



(Photo: UL website)

IGOR PAPIČ

Candidate for Rector of the University of Ljubljana

Igor Papič is a Professor at the Faculty of Electrical Engineering of the University of Ljubljana and the head of the Laboratory of Electrical Networks and Devices. From 2011 to 2013, he was the Vice Dean for education, and from 2013 to 2017, the Dean of the Faculty. Since 2017 he has been the Rector of the University of Ljubljana.

He received his bachelor's degree in 1992, his master's degree in 1995 and his doctorate in 1998 from the Faculty of Electrical Engineering, University of Ljubljana. From 1994 to 1996, he trained at Siemens' Power Transmission and Distribution Department in Erlangen, Germany. In 2001, he was a visiting professor at the University of Manitoba in Winnipeg, Canada. His research includes active compensators, FACTS devices (Flexible AC Transmission System), power quality and smart grid concepts.

He has led numerous domestic and international R&D projects. In 2009, he and his partners founded Reinhausen 2e, a spin-off company of the University of Ljubljana. The company specialises in the engineering and development of passive, hybrid and active compensators. He has been invited to lecture at the University of Manitoba, the University of Manchester, SmartGrids Austria, TNB Research Kuala Lumpur, the University of Alberta, Sichuan University and elsewhere.

From 2006 to 2017, he chaired the Programme Council of the Technology Platform for Smart Grids in Slovenia. He is currently a member of the Energy Council of the Slovenian Academy of Sciences and Arts. He is also the editor of the international journal IEEE Transactions on Power Delivery, the chairman of the International Working Group »Cigre Joint Working Group C4.42/CIREN Continuous assessment of low-order harmonic emissions from customer installations« and the vice president of the IEEE Harmonics Modelling and Simulation Task Force.

He was one of the initiators and the first president of the Rector's Forum of South-East Europe and the Western Balkans. In 2020, Rector Papič was also the first president of the European university alliance EUTOPIA. The University of Ljubljana is the coordinator of the pilot project of the same name.

Contact:

igor.papic@fe.uni-lj.si

<https://iqorpapic.si>