



MID-TERM DEVELOPMENT STRATEGY OF THE UNIVERSITY OF PRIMORSKA

2014-2020

(Working translation)



Koper, June 2014



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LIST OF ABBREVIATIONS AND LOANWORDS

A&HCI	Arts & Humanities Citation Index
ARRS	Slovenian Research Agency
EHEA	European Higher Education Area
ERA	European Research Area
EU	European Union
FD	Faculty of Design
H-index	H-index is an index which measures the productivity and influence of scientists' or researchers' publications. The index is based on a set of most cited publications and number of scientists' and researchers' citations in other publications. The index can be applied also for the assessment of the productivity and of the influence of groups of scientists (of a particular department, a university or country, a scientific journal).
YR	Young researcher
NTU Ranking	National Taiwan University Ranking
Horizon 2020	New EU framework programme for research and innovation "Horizon 2020"
7 th FP	Seventh framework programme of the European Union for research, technology development and demonstration activities
SCI-EXPANDED	Science Citation Index Expanded
SRC ARWU Ranking	Academic Ranking of World Universities
SSCI	Social Sciences Citation Index
WoS	Service Web of Science (WoS) provides access to a multidisciplinary bibliographic database with citation indexes: (SCI-EXPANDED), (SSCI) and Arts & Humanities Citation Index (A&HCI). It includes data from about 10.000 world's most prestigious and influential scientific papers since 1970.
THE Ranking	Times Higher Education World University Rankings
UP	University of Primorska
UP FHŠ	University of Primorska Faculty of Humanities
UP FM	University of Primorska Faculty of Management
UP FAMNIT	University of Primorska Faculty Of Mathematics, Natural Sciences and Information Technologies
UP FTŠ-Turistica	University of Primorska Faculty of Tourism Studies – Turistica
UP PEF	University of Primorska Faculty of Education
UP FVZ	University of Primorska Faculty of Health Sciences
UP ZRS	University of Primorska Science and Research Centre
UP IAM	University of Primorska Andrej Marušič Institute
UP ŠD	University of Primorska Student Residences
UP UK	University of Primorska University library
LLL	Life-long learning

INTRODUCTION

In 2013 the Mid-term development strategy of the University of Primorska for the period 2009-2013 was completed. After a five-year period the University of Primorska (UP) has to draw up a new development plan which will determine its future as an educational, research and art institution.

In the previous development period the University achieved visible results in the field of research, which has to be further promoted, particularly with the aim to develop high potential scientific disciplines, interdisciplinarity and a higher synergetic effect with community stakeholders. The University was successful also in acquiring EU funds (especially for projects related to cross-border cooperation), however, it was less successful in acquiring funds through the Seventh framework programme of the European Union for research, technology development and demonstration activities (7OP), which is due to the minor strategic role of the University in comparison to larger and more established European universities.

As for educational activity in the period 2009-2013 two UP members – colleges – became faculties (the College of Tourism became the Faculty of Tourism Studies - UP FTŠ Turistica and the College of Health Care became the Faculty of Health Sciences - UP FVZ), the University founded the University library (UP UK) and a new faculty (the Faculty of Built Environment - FGO), and accredited the Faculty of Ergonomic and Kinesiology Studies (UP FENIKS). The University also began to cooperate with two associate members (the Faculty of Design and the Orthopaedic Hospital Valdoltra). The University completed the renewal of its study programmes in accordance with the Bologna process, increased the number of undergraduate and postgraduate study programmes, and three of its members expanded their study areas. The University also established a tutoring system and a life-long learning network.

The priority of the new development period is a faster development and the increment of activities aimed at the internationalisation of the UP, particularly the increment of study contents in a foreign language (with priority to English), the promotion of cooperation with experts in the teaching and research process, the increment of the number of foreign students and the strengthening of the University's recognisability on the international level.

Further measures must promote the already successful research activity with the aim to increase top quality research activities on a global scale. The priority is to considerably increase successful cooperation with the environment, particularly the economy, in the form of mutual development and technology nuclei. Research and scientific results will represent the basis for the planning of study fields with more emphasis on current social challenges.

MISSION, VALUES AND VISION

MISSION

In accordance with the Statutes of the University of Primorska (Official Gazette of the Republic of Slovenia, no. 124/2008-UPB1, 21/2011, 96/2011, 57/2012) the University is carrying out its mission through educational, scientific, research, expert and artistic work and is thus responsible for the harmonious development of Slovenia on the regional, European and worldwide level. The activities of the University are determined by the national programme on higher education, the national research and development programme, the strategic documents of the Republic of Slovenia and the development guidelines of the uniform European higher education and research environment, with particular emphasis on the Mediterranean region.

VALUES

The values of the University of Primorska are closely related the University's presence in the intersection of historical, cultural, linguistic and international paths and its openness to the world:

- **Freedom:** the University is an environment which is home to the highest achievements of human creativity and to the freedom of expression of thought, which is independent of capital, politics, citizenship or religion;
- **Responsibility:** the University carries out its mission with the highest level of social responsibility and in accordance with ethical principles;
- **Diversity:** the University is a united community of teachers, researchers, students and professional staff whose imperative is the diversity as contributor to the personal and professional growth of each member of the academic community;
- **Openness:** the University is open to the national and international academic and wider social environment;
- **Excellence:** one of the values of the University is excellence, which is a measure of its activity.

VISION

With its scientific and research activity and its cooperation with the local and wider environment the University of Primorska will become one of the important intersection points in the global academic network. This goal will be achieved through the following measures:

- increment of the number of study programmes which are implemented at the highest quality level and with parallel implementation of lectures in English;
- the increment of high quality scientific production with the aim to achieve the highest quality level on a global scale in at least three scientific fields;
- the development of artistic activity and educational activity in the field of art.

THE STATUS OF THE UNIVERSITY OF PRIMORSKA

UP is a public university, which was founded by the Republic of Slovenia. It is a public higher education institution, responsible for the implementation of the national programme on higher education, however, the responsibility and the operation of the University are at the same time related to its environment. In order for the University to carry out its mission with the highest level of responsibility the state has to provide suitable legal basis and the stable funding of higher education institutions. The Slovenian higher education sphere has to undergo a modernization which has to be based on openness, quality and excellence. The obstacles towards achieving this goal are an outdated legislation on higher education and an outdated funding system of educational and research activity. As for the former, this is reflected in the state's excessive regulation of the University's operation and in the legal obstacles which are slowing down the process of internationalisation. The current political and legal situation does not sufficiently promote the internationalisation of the Slovenian higher education environment as it is excessively regulated by the state. The legislation and excessively long procedures represent an insurmountable obstacle for Slovenian universities, particularly regarding the development of professional cooperation and collaboration with foreign partners (the employment of foreign experts, the implementation of study programmes in cooperation with foreign universities etc.). The valid Higher Education Act regulates the University's internal organisation and operation to a considerable extent.

The economic crisis which began in 2008 has severely jeopardized the political and economic stability. Since 2008 Slovenia has been facing a general social crisis and a severe economic recession. The economic recovery is additionally slowed down by the scarce availability of financial resources. The economic and financial crisis has negatively influenced also the living conditions, aggravated the situation in the job market, caused high unemployment etc. The University has not been immune to the consequences of the general crisis, which has been having an influence on its development. Due to austerity measures the state provided less financial resources for the University's educational and research activity, although higher education should remain a priority even in a time of economic crisis. The proposal of the Slovenia's Development Strategy 2014-2020 analyses Slovenia's situation in the new development period and provides the following evaluation: *"In comparison to the pre-crisis period Slovenia has entered a new development period which is characterized by lower macroeconomic stability, a difficulty of the Slovenian economy to adapt to the situation on the global market, a lower level of competitiveness, lower shares on the global market and a malfunctioning banking system. However, Slovenia has a relatively good educational structure of its population and a low income inequality."*¹ The University of Primorska is aware of this framework as it is struggling with the structural inadequacy of its activity. Particularly in the field of cooperation with the economy the results are not satisfactory. The reasons for this are low innovation activity, the non-utilisation of the University's intellectual property, inadequate infrastructure and low added value to the researches on the solution of current social challenges. The structural inadequacy of the University is reflected also in the imbalance of the development of social sciences, and natural and technical sciences. On the other hand Slovenia has a very low number of technology companies which could achieve a high level of growth and through which the University could found technology incubators. In the future the University will strive towards the intensifying of partnership with different social stakeholders, particularly by cooperating with the economy and increasing cross-border as well as international collaboration.

¹ The proposal of the cover strategic document "Slovenia's Development Strategy 2014-2020", Ministry of Economic Development and Technology.

ADVANTEGES, DISADVANTAGES, OPPORTUNITIES AND RISKS

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> - The University is young and its structure allows a higher level of freedom as regards experimenting and pursuing difficult challenges. - The size of the University contributes to a faster process of reaching an agreement about the strategic priorities and decisions, better communication and better collaboration between the staff and the students. - The University's study programmes enable a fast and high-level employability of its graduates (over 70%). - In the research field the University has been among the top national institutions and has been having excellent results on international level. - The University plays an important role in the development of the Coastal-Karst region and the increment of its intellectual property. - The strategic position of the University in an environment with great economic potential, a rich historical and cultural heritage, multiculturalism and multilingualism. - The University represents an innovative environment for a faster economic development and provides social stability and cohesion within the region and Slovenia. - The University is an established strategic partner in the area of cross-border cooperation and in integration processes (operational programme for cross-border cooperation between Slovenia and Italy, Slovenia and Croatia, IPA). - The staff structure of the University represents high potential for the long-term development. 	<ul style="list-style-type: none"> - The lack of academic tradition, a low sense of belonging to the University and an insufficient recognisability of the University. - The Bologna study reform did not increase the quality of the study (approximately 10% of the programmes are not being implemented, there has been a fragmentation of the study at sociology and humanities and a very low interdisciplinary cooperation between the members). - The low international mobility of the staff and of the students. - The insufficient productivity in the research field in comparison to last year (1 publication in WoS per 3.23 researcher, the percentage of researchers with publications in WoS is low, i.e. 21% of all registered researchers). - The low use and the non-transparent management of the University's intellectual property. - The low rate of knowledge exchange and transfer with the environment: 5% of all income is earned through cooperation with the economic and non-economic sector, of which 1% from the cooperation with the economy in the field of research; the low cooperation with experts from the economic and the non-economic sector in the educational process. - The lack of a personnel policy for the planning of human resources development and a low number of fully-employed (in FTE). - The inadequate organisational structure and information support for the implementation of the work process. - The low number of the University's own facilities for the implementation of educational and research activity a lack of accommodations for students and higher education teachers, university associates and researchers. - The underfinancing of the educational activity in comparison to the other two Slovenian public universities.

OPPORTUNITIES	RISKS
<ul style="list-style-type: none"> - To intensify the activity in the area of life-long learning and the role of the University as an educational environment for life-long learning. - To speed up the integration of the University into the internationalisation process and, to this end, increase the success of acquiring financial resources from national, European and international projects for educational and research activity. - To intensify the role and the recognisability of the University as an important educational institution (a centre of knowledge) in Slovenia as well as in the wider region, and, together with strategic partners from the environment, co-form a polycentric model for the development of network cooperation in the field of science, education and economy (clustering and integration of the University's potential, the business environment and the public sector). - To improve knowledge management (copyright, patents, models, trademarks, service marks, 	<ul style="list-style-type: none"> - The reduction of the generation of students due to a negative demographic trend and the reduction of available places at part-time study programmes. - The relatively high closeness of the Slovenian higher education environment: legal obstacles with long-term procedures at the State level slow down the cooperation with foreign experts in the research and the educational process and the process of internationalisation. - Due to the financial crisis a more significant and further dependency of the university (the State provides 90% of the University's financial resources). - Reduction of the state's financial resources which has negative effects on the quality of research and education, and on human resources development.

OPPORTUNITIES	RISKS
<p>geographical marks) and propagate scientific results.</p> <ul style="list-style-type: none">- To achieve a faster responsiveness and a higher level of flexibility in relation to the challenges of the environment by improving the internal organization, the management and the operation of the University- Improve the material conditions and increase the number of facilities owned by the University.	

MID-TERM DEVELOPMENT STRATEGY OF THE UNIVERSITY OF PRIMORSKA 2014-2020

The Mid-term development strategy of the University of Primorska 2014-2020 represents the development orientation of the University in the following seven-year period and the undertaking of the students, the employees and the management to fruitfully contribute to the achievement of its goals.

ABSTRACT²

*Knowledge is a public good, higher education is a public responsibility.*³

Globalisation and technological progress set new requirements on the job market and the need for active and responsible citizens to develop new competences which have to be continuously upgraded. As a developed society we are facing also the issue of population ageing. All these factors require the increment of talents and capabilities of different social groups, the increment of tertiary education in the population structure and a long-term educational strategy (life-long learning). The principle of equal access to quality education, which is a basic human right, has to take into consideration the individual's social and cultural diversity. The modified circumstances require the development of new forms of education, which are centred on the student (Student-centred Learning) and the free exchange of students and highly-qualified staff inside and outside the European Union.

The European higher education and research environment is included in the agenda of key EU strategic documents which address the following topics: economic development, higher competitiveness, creation of new jobs, social integration and security. The financial crisis has emphasised the importance and the role of the higher education and research environment in seeking the solution for the general crisis, which can be obtained only by a dynamic, flexible and innovative higher education which is closely linked to the research field. Public investments in higher education have to remain a State's priority even in such a difficult period as higher education is the responsibility of the State and it contributes to the general, cultural, economic and social development.

For higher education institutions openness to the international environment is a necessity since its effects contribute to a higher quality of the studies (joint degrees and joint programmes) and of the research activity, as well as to the internationalisation of professions and to the exchange of cultural values and knowledge. The renewal of study programmes has to be a continuous process, with the aim to offer new knowledge and help the development of the society as a whole in the broader sense and of the job market in the narrow sense. The study process therefore has to be adapted to the needs of each individual and higher education institutions have to provide a higher degree of individual work, as well as more flexible and innovative teaching methods which include more tutorials, research, project work, and a higher degree of electiveness. The University is co-responsible for the formation of an education policy which will provide a sustainable development of the society.

In the development period 2014-2020 the University of Primorska will operate in accordance with the following strategic guidelines:

1. Provide knowledge for a more responsible and learning society.
2. Develop knowledge for an innovative knowledge-based society.
3. Increase the exchange of knowledge between different social stakeholders.
4. Develop human resources according to each individual's potential.
5. Ensure a responsible functioning and operation.

² Based on the observations on the ministerial conference of Bologna group member states, Leuven, 2009

³ Resolution on the National programme on higher education 2011–2020 (ReNPVŠ11-20), Official Gazette of the Republic of Slovenia, no. 41/2011, 30 May 2011.

In accordance with the abovementioned strategic guidelines the University set the following strategic goals:

EDUCATION

GOAL The cooperation of University members which carry out at least two interdisciplinary study programmes with one or more members, particularly at postgraduate study; the upgrading of the higher education vertical and a high percentage (90 %) of filled announced places at study programmes.

RESEARCH

GOAL To achieve a higher number of scientific publications and a higher recognisability of the University's excellent scientific fields/disciplines on a global scale: to achieve the Criterion 1 regarding scientific publications per researcher in WoS, to achieve excellency in at least 3 scientific research fields at the international level.

ART

GOAL To achieve original and high-quality artistic production as well as the integration of art and science by developing and promoting artistic activity.

INTERNATIONALISATION

GOAL To increase the mobility and the international structure of students and of the teaching staff by attracting a higher number of foreign students and employ foreign experts; the internationalisation of the curriculum and the entry into foreign higher education markets.

GOAL To strengthen the University's strategic role and its financial performance within the EU and within other international programmes for financing scientific, research and development activities aimed at increasing the exchange of research staff and knowledge, as well as at the upgrading of the University's infrastructure.

LIFE-LONG LEARNING

GOAL To incorporate the services of counselling, offer, education and recognition of acquired knowledge into the concept of life-long learning which allows an open and continuous access to education aimed at acquiring and updating one's skills and competences.

COOPERATION WITH THE ENVIRONMENT

GOAL To become an established university centre in Slovenia and in the cross-border regions and to promote the development of the local and broader environment in order to achieve a higher inflow of creative people and the transfer and exchange of knowledge.

GOAL To establish a sustainable research-development system for cooperation with the economy and other knowledge users; to increase the income deriving from the cooperation with the economy to 2 %, and the income deriving from intellectual properties to 1 % in all incomes.

QUALITY

GOAL To upgrade the system of quality monitoring and quality assurance in order to achieve a comprehensive quality management.

MATERIAL PROPERTY

GOAL To increase the usable area of the facilities for educational and research activities and to increase the surface area of student residences owned by the University to 90 % (from 14.700 m²n to 47.240 m²).

MANAGEMENT AND OPERATION

GOAL To achieve a successful and effective operation of the University and the financial sustainability of each University member, an effective management of business processes and a higher level of diversification of resources, up to 10% of assets from other resources⁴ in all incomes.

⁴ Other resources do not include incomes from fees and other students' contributions, EU projects and operational programmes.

RECTOR'S OBSERVATIONS

1. *Education:* It is necessary to achieve a higher level of interdisciplinary cooperation and a higher quality of study programmes, particularly regarding the low number of natural science and technical study programmes and a low utilisation of development opportunities in health care sciences, humanistic and social sciences, where today's dynamic social changes are not being pursued. In order to achieve this goal the University undertakes the following measures:
 - to renovate and promote the development of humanistic and social, as well as natural sciences and technical study programmes, and to develop study programmes which cover the field of art;
 - to develop integrated interdisciplinary study programmes;
 - to improve the ratio between academic and higher professional study programmes in favour of the former.

2. *Research:* Despite the relatively strong integration into the international research environment and considering that the number of employed teaching staff at the UP is approximately 500 and that the number of SCI, SSCI and A&HCI publications is 130 per year, there is a lot of room for improvement. It is necessary to improve the research field at the UP, at least triple the number of scientific publications in the abovementioned indexes (or reach at least 1 publication per employee in FTE), increase the number of publications in the top international scientific journals and achieve the highest possible number of scientific publications in the most established international publishing houses. In order to achieve this goal the University undertakes the following measures:
 - to intensify the existent cooperation and to create new ties in the scientific and research field within the global university network;
 - to promote scientific and research work at the UP by stimulating the employees who are at the beginning of their research career;
 - to identify and stimulate the employees in charge of top quality scientific and research achievements who will contribute to the world's top scientific production.

3. *Material conditions:* In order to achieve an optimal operation of the UP in the educational, scientific and research area, it is necessary to improve its infrastructure. The University's infrastructure is considerably scarce and poorly connected. A considerable part of the University's activities are implemented outside the Slovenian Istria, while the activities implemented in the local region are carried out in three towns. The University's library has low capacities, moreover, the capacities of the student residences are also scarce. In order to achieve this goal the University undertakes the following measures:
 - to consolidate the presence of the University in the old town centre of Koper (as the primary location of the University) by using its infrastructure and building the campus Sonce for carrying out academic activity and increase the capacities of the student residences;
 - to complete the first phase of the construction of the campus Livade in Izola;
 - to connect the physical and virtual network of the University's activities outside Koper to its primary location.

4. *Integration in the environment:* Considering the fact that the UP is a young university, its level of integration in the environment is relatively high, however, it could be even higher, particularly if we consider not only the local environment, but also the national and international environment. In order to achieve this goal the University undertakes the following measures:
 - to establish informal educational channels for the cooperation with elementary and secondary schools with the University;
 - to identify social problems which the University can help to solve;
 - to establish a common platform of the University and the economy aimed at identifying the struggles of the economy which the University can help to solve.

5. *Human resources:* Despite positive shifts in the area of quality and international mobility of the academic staff, the UP is not sufficiently integrated in the international academic

environment, the admission requirements for enrolment in its study programmes are too low, as well as the percentage of foreign students and professors. In order to attract a higher number of foreign students and professors the University undertakes the following measures:

- improve the educational and research offer;
- increase the percentage of fully employed academic staff;
- attract the best students and professors from Slovenia and abroad.

RELEVANT NATIONAL AND INTERNATIONAL DOCUMENTS, DECLARATIONS AND GUIDELINES

National documents

a) *Development documents*

- Slovenia's Development Strategy 2006 – 2013:
http://www.umar.gov.si/fileadmin/user_upload/projekti/02_StrategijarazvojaSlovenije.pdf
- Slovenia's Development Strategy 2014 – 2020. »In order to advance development it is necessary to achieve a higher level of competitiveness and the recovery of the economy" (premise): http://www.rrc-kp.si/images/stories/dokumenti/RRP/Strategija_razvoja_Slovenije_predlog.pdf

b) *Development documents on the fields of higher education and science*

- Resolution on the National Programme for Higher Education 2011–2020 (ReNPVŠ11-20): <http://www.uradni-list.si/1/objava.jsp?urlid=201141&stevilka=1974>
- Resolution on Slovenia's Research and Innovation Strategy 2011–2020 (ReRISS11-20): <http://www.uradni-list.si/1/content?id=103975>

Bologna process documents

All documents are available at: <http://www.ehea.info/>

EU documents

- Europe 2020: European Strategy for a Smart, Sustainable and Inclusive Growth: http://ec.europa.eu/eu2020/pdf/1_SL_ACT_part1_v1.pdf
- Education and Training 2020: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2009:119:0002:0010:SL:PDF>
- Documents on the European Research Environment: http://ec.europa.eu/research/era/index_en.htm
- The European Charter for Researchers and the Code of Conduct Regulating Employment of Researchers, available at the EURAXESS website: <http://ec.europa.eu/euraxess/index.cfm/rights/index>

Other documents

- Statistics and analysis on the area of higher education in Slovenia: http://www.mizs.gov.si/si/delovna_podrocja/direktorat_za_visoko_solstvo_in_znanost/sektor_za_visoko_solstvo/statistika_in_analize_s_podrocja_visokega_solstva/
- OECD Outline on the Economy in Slovenia: <http://www.oecd.org/eco/surveys/listeconomicsurveysofslovenia.htm>
- OECD Higher Education to 2030 (both publications): <http://www.oecd.org/edu/skills-beyond-school/highereducationto2030vol1demography.htm>
- EUA publication: <http://www.eua.be/Publications.aspx>

STRATEGIC GUIDELINES

Providing knowledge for a more responsible and learning society

- To implement modern study programmes which offer fundamental and interdisciplinary knowledge and skills in order to create new jobs.
- To provide a modern study environment which promotes creativity and an entrepreneurial approach.
- To motivate the students to pursue a successful study and life path.

Developing knowledge and innovation for a knowledge-based society

- To improve the excellence of researchers: to provide freedom of research and strengthen trust into research work.
- To achieve excellence by cooperating with the environment and create new (excellent) conditions for research work.
- To promote professionalism and collaboration, which is based on the continuous development of the research community and of each researcher.

Promoting the exchange of knowledge between different social stakeholders

- To achieve proactive and intense cooperation between knowledge providers (universities, development, research and educational institutions) and the economy.
- To actively cooperate with the economic and broader environment in the development of education and life-long learning.
- To increase the added value of scientific and research work in areas which represent the basis for long-term society development.

Developing human resources according to the potential of each individual

- To provide an enjoyable, creative and stimulating academic environment for the students and the staff.
- To attract, identify and retain the most promising students and the best teachers and researchers, as well as the best administrative staff.
- To strengthen and promote the mobility of staff between different social/economic spheres in order to increase innovation, creativity and entrepreneurship.

Providing responsible operation and performance

- To intensify and promote quality with the aim to achieve excellence.
- To achieve the effective management of business and working processes and a higher diversification of the financial resources in order to stabilize the University's income and operation.
- To provide suitable material conditions for a higher quality of implementation of the University's mission.

GOALS, MEASURES, CRITERIA AND INDICATORS

EDUCATIONAL ACTIVITY

In the area of education activity the University aims at achieving a balanced and continuous development in all study fields. The majority of the study programs (90 % or more) are implemented in all three study cycles. The UP will upgrade the study programmes and fields which are not being implemented on all three cycles and develop new study programmes by taking into consideration the need to achieve a high level of interdisciplinarity between its members. The cooperation of the University members within an intensified study electiveness will enable the students to gain competences also in other study fields.

The students represent another important factor as the University wishes to attract a higher number of students in the following years. In the last years the ratio between the number of announced places and the number of applicants shows that it is necessary to improve the enrolment results and to improve the realisation of the enrolment in relation to the study offer (the announced places per study programme).

The development of the University's educational activity for the following strategic period is defined by the following premises: 1) to achieve balance between the announced places and the filled places in order to increase the number of enrolled students (planning the call for enrolment and promoting enrolment); 2) to develop new study programmes in order to pursue the following: a) to fill all higher education verticals and to develop programmes for the purpose of new verticals, and b) to develop study programmes which promote the cooperation between members and a higher level of interdisciplinarity of study programmes, with emphasis on postgraduate study; 3) to provide a higher level of integration of the students in the process of knowledge and experience exchange in the of research and professional area.

The University will continue to develop and improve the following priority study fields: natural sciences, technical sciences, health care and art; by considering the following criteria: a) completion of the higher education vertical – natural sciences and health care; b) development of the higher education vertical - technical sciences and art.

GOAL: To improve the cooperation of members who carry out at least two interdisciplinary study programmes in collaboration with one or more members, with priority in postgraduate study programmes, to upgrade the open higher education verticals and achieve a high percentage (at least 90%) of filled announced places into study programmes.

OBJECTIVE	Increase the enrolment of students			
MEASURE 1	Filled announced enrolment places per accredited study programme			
	Criterion 1.1	At least 95% of filled places in relation to the announced places		
		Indicator	Percentage of students who enrolled in the 1 st year for the first time	
			Current percentage (A.Y. 2013/14)	Target percentage (A.Y. 2020/21)
	1 st cycle (full-time): 1086 (83,4 % enrolment in relation to announced places); 1 st cycle (part-time): 280 (88,3 % enrolment in relation to announced places);	95 % of filled enrolment places in relation to announced places at each study cycle		

OBJECTIVE	Increase the enrolment of students			
			2 nd cycle (full-time): 589 (61 % enrolment in relation to announced places);	
			2 nd cycle (part-time): 16 (3,6 % enrolment in relation to announced places);	
			3 rd cycle: 35 (24 % enrolment in relation to announced places)	

OBJECTIVE	To integrate and develop study programmes with the aim to achieve a higher degree of interdisciplinarity			
MEASURE 1	Increase the interdisciplinary cooperation and internal study electiveness between UP members			
	Criterion 1.1	Integration of accredited study programmes with the aim to increase internal study electiveness		
		Indicator	Internal electiveness between UP members	
			Current percentage (A.Y. 2013/14)	Target percentage (A.Y. 2020/21)
		1 % of students completed at least one course at another UP member	3 % of students (in all three cycles) completed at least one course at another UP member	
	Criterion 1.2	Study programmes which integrate different study fields from at least two University members		
		Indicator	Number of interdisciplinary study programmes which are carried out by more members of the UP	
			Current percentage (A.Y. 2013/14)	Target percentage (A.Y. 2020/21)
		- 1 st cycle: 0 - 2 nd cycle: 2 - 3 rd cycle: 0	Each member implements at least two interdisciplinary study programmes in cooperation with one or more UP members	

OBJECTIVE	To upgrade the study in the fields of natural sciences, technical sciences, health care and art			
MEASURE 1	Development of study programmes which introduce a new vertical or upgrade the former cycle			
	Criterion 1.1	Natural and technical sciences: development of 5 study programmes		
		Indicator	Number of accredited study programmes in the fields of natural sciences, technical sciences, production technology and civil engineering (Klasius-P: 42, 58 and 52)	
			2013	2020
		1	6	
	Criterion 1.2	Health care: development of 1 study programme		

OBJECTIVE	To upgrade the study in the fields of natural sciences, technical sciences, health care and art		
		Indicator	Number of accredited study programmes in the field of health care (Klasius-P: 72)
			2013
			2020
			0
	Criterion 1.3	Art: development of 2 study programmes	
		Indicator	Number of accredited study programmes in the field of art (Klasius-P: 21)
			2013
			2020
			1
			3

OBJECTIVE	To increase the integration of education and research work		
MEASURE 1	Participation of students in the process of knowledge and experience exchange in research and professional work		
	Criterion 1.1	Increase the participation of students in research projects and other forms of project or professional work at all study cycles	
		Indicator	Percentage of students participating in research projects (per study cycle and study field)
			Current percentage (A.Y. 2013/14)
			Target percentage (A.Y 2019/20)
			2,25 %
			10 %
		Indicator	Percentage of students participating in other forms of project or professional work (per study cycle and study field)
			Current percentage (A.Y. 2013/14)
			Target percentage (A.Y 2019/20)
			4,2 %
			10 %

SCIENTIFIC, RESEARCH AND DEVELOPMENT ACTIVITY

Although the UP is a young and small university, it must increase its research competitiveness at the international level by pursuing a healthy academic competition with the aim to become an established and high quality university. In order increase the success level of its scientific and research activities the UP has to promote and motivate especially young researchers and at the same time provide established researchers with quality working conditions with the aim to increase the successfulness and recognisability of the UP scientific activity.

GOAL: To increase the number of scientific publications and the recognisability of the University's scientific fields/disciplines on a global scale: to achieve the criterion 1 regarding scientific publications in WoS per researcher, to achieve excellency in least 3 scientific fields at the international level.

OBJECTIVE	To increase the successfulness of the research and development activity of the UP			
MEASURE 1	Increase the productivity of UP researchers			
	Criterion 1.1	Increase the number of scientific publications in WoS per UP researcher by factor 2.5		
		Indicator	Number of UP scientific publications in WoS per UP researcher	
			Current ratio (2013)	Target ratio (2020)
			0.4 publications per researcher or 1 publication per 2.6 researchers (employees in the salary groups D and H)	1 publication per researcher on average (employees in the salary groups D and H)
	Criterion 1.2	Increase the number of UP scientific publications by factor 2.5 and the number of researchers who publish in internationally indexed journals by factor 3.3		
		Indicator	Number of UP publications in WoS	
			Current number (2013)	Target number (2020)
			2013: 223 publications	Increase the number of UP scientific publications by factor 2.5
		Indicator	Percentage of researchers who publish in scientific journals in SCI, , SSCI in A&HCI	
Current percentage (2013)			Target percentage (2020)	
21 % (105 researchers or employed in salary groups D and H), of which 38% of researchers published at least 2 scientific articles	70 % (more than 2/3 of researchers and employees in the salary groups D and H) or an increment by factor 3.3			
MEASURE 2	Increase the number of excellent research fields at the international level			
	Criterion 2.1	Excellency in 3 research fields at the international level		
		Indicator	Citation indexes (SCI-EXPANDED, SSCI, A&HCI, scientific monographs), H-index	
			Current state (2013)	Target state (2020)
Excellency of 1 research field from	Excellency in at least 3 research			

OBJECTIVE	To increase the successfulness of the research and development activity of the UP				
			the area of natural and mathematical sciences at the international level	fields from sciences covered by the University at the international level	
MEASURE 3	0.8 % increment of public funds for research activity				
	Criterion 3.1	3.5 % of public funds for research activity			
		Indicator	Percentage of public funds for scientific and research activity (ARRS)		
			Current percentage (2013)	Target percentage (2020)	
	2,5 %	3.5 %			
MEASURE 4	Monitor the performance of the scientific activity				
	Criterion 4.1	Establish a system of qualitative evaluation and quantitative monitoring of the performance of research at the UP ("peer review") for the evaluation and monitoring of:			
		<ul style="list-style-type: none"> - research output, - research impact, - research environment 			
		Indicator	Evaluation and monitoring of the performance of research activity		
Current state (2013)	Target state (2020)				
	A fragmented and non-transparent system of qualitative and quantitative monitoring of the researchers' performance	Establish a unified and transparent system of qualitative and quantitative monitoring of the researchers' performance			
MEASURE 5	Increase the importance of research and of research excellency at the UP				
	Criterion 5.1	Form an institutional research and development policy:			
		<ul style="list-style-type: none"> - code (ethics) of research; - employment: human resources strategy regarding researchers – implementation of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers; - ensuring a stable development of the research areas and of the scientific and research activity at the UP (fundamental research, applicative research, experimental development); - protection, management and transfer of knowledge – formation of a policy regulating the area of intellectual property and transfer of knowledge; - mobility of researchers; - promotion of science 			
		Indicator	Institutional research and scientific policy		
Current state (2013)	Target state (2020)				
	Partially defined policy regulating the field of research	A defined research policy of the UP and a successful implementation of the research and development policy			

OBJECTIVE	Promotion of scientific and research work at the UP		
MEASURE 1	Providing funds for the research work of the most promising young researchers		
	Criterion 1.1	Preserve the trend of growth of training per MR, financed by AARS	

OBJECTIVE	Promotion of scientific and research work at the UP			
		Indicator	Young researchers (ARRS)	
			Current number (2013)	Target number (2020)
			55 or 3,4 young researchers per research group	Up to 80 or up to 5 young researchers per research group
	Criterion 1.2	Increase the number of post-doctoral researchers financed by ARRS		
		Indicator	Post-doctoral researchers (ARRS)	
			Current number (2013)	Target number (2020)
	9	14		
	Criterion 1.3	Preservation or increment of post-doctoral positions granted by the University		
		Indicator	Post-doctoral positions (UP)	
Current number (2013)			Target number (2020)	
6	21			
MEASURE 2				
	Criterion 2.1	Implementation of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers		
Indicator		Implementation of the UP Human resources strategy for researchers 2011-2014		
		Current state (2013)	Current state (2015)	
Implementation of phase 4: evaluation of the UP action plan for the implementation of the Human resources strategy for researchers	Implementation of phase 5: application and realisation of an external evaluation by the European Commission			
MEASURE 3	Promote application for international scientific and research projects			
	Criterion 3.1	Up to 5 % financing of international projects which were not intended for financing but have reached a positive international evaluation		
		Indicator	Percentage of co-financed UP project applications, which reach more than half of the total number of points in the individual review procedure:	
			- UP in partnership, above 150.000 EUR in Horizon 2020 - UP as a leading partner, above 350.000 EUR in all international project proposals	
Current percentage (2013)	Current percentage (2013)			
0%	UP projects which in the 2 nd phase of the application reached a positive			

OBJECTIVE	Promotion of scientific and research work at the UP			
				international evaluation are granted funds in the amount of 5% of the total value of the project

ARTISTIC ACTIVITY

Art will represent an integral part of the University of Primorska. It will offer an interdisciplinary territory for creativity, education and research. The development of artistic activity will be based on the artists' cultural and aesthetical norms and values, by ensuring freedom of artistic expression and activity.

The vision is aimed at developing new study programmes from the field of art and at integrating art courses into the existent study programmes, with emphasis on the development of human resources and of the students' potentials. The operation will be based on cooperation between the UP and on the exchange of creative ideas within the academic sphere. The activities will be aimed at increasing the quality level of artistic processes and achievements.

GOAL: To achieve original artistic activity and top-level artistic production and integration of art and science by developing and promoting artistic activity.

OBJECTIVE	Development of art activity			
MEASURE 1	Institutionalisation of the field of art at the University: - adopt additions to the UP Statutes, - set measures, indicators and criteria of performance of artistic activity, - implement organisational support for the development of the art.			
	Criterion 1.1	Art as one of the core activities of the University		
		Indicator	Art's mission of	
			Current state (2013)	Target state (2014)
		The role of art at the University is not sufficiently recognised.	Include art in the University's mission and academic sphere.	
	Criterion 1.2	Internal regulations on monitoring and assessment of successfulness of artistic activities		
		Indicator	Regulations of artistic activity	
			Current state (2013)	Target state (2015)
		Regulations on the monitoring and assessment of the successfulness of artistic activity are not defined	Establish regulations on the monitoring and assessment of the successfulness of artistic activity	
	Criterion 1.3	Organisational support for the development of art		
Indicator		Fields of development of art		
		Current state (2013)	Target state (2020)	
	Strategic areas of development of art at the University: - visual art - performance art - musical art	Establish departments or suitable internal organisational support for the professional development of artistic fields and disciplines		
MEASURE 2	Formation of an inter-institutional and broader cooperation with the environment in the field of art and culture			
	Criterion 2.1	Cooperation in 4 projects with non-governmental and cultural organisations		
		Indicator	Projects in the field of art	
	Current number		Target number (2020)	

OBJECTIVE	Development of art activity		
		(2013)	
		1	4
	Participation in at least one elite artistic event		
	Indicator	Top artistic achievements	
		Current number (2013)	Target number (2020)
	0	1	

INTERNATIONALISATION

As for internationalisation, the University strives to play a major role in the international environment. The University will achieve a higher degree of quality, international comparability and recognisability through openness and a more intense cooperation with partners in the European and global environment, and an increased participation of foreign experts in the pedagogical and research process. Considering the fast-changing social trends and the general economic situation, the UP has to adopt suitable measures for a more efficient operation and a higher recognisability at the international level.

The next EU financial perspective will anticipate the need to intensify the efforts in acquiring additional funds for the increment of international activities and of the University's infrastructure.

The university will assess the internationalisation and the international recognisability by monitoring the classification in at least one internationally recognized quality ranking (SRC ARWU Ranking, NTU Ranking, THE Ranking).

GOAL: To increase the mobility and the international composition of the students and of the teaching staff by achieving a higher number of enrolled foreign students and foreign employees; internationalisation of the curriculum and entry into foreign study markets.

OBJECTIVE	To increase short-term mobility of students to 10 % in relation to the total number of enrolled students			
MEASURE 1	Increase the number of UP students who complete part of their studies abroad to 4 % of the total number of enrolled students			
	Criterion 1.1	5 % mobility of UP students who complete part of their studies abroad in relation to the total number of enrolled students		
		Indicator	Number and percentage of UP students who complete part of their studies abroad: - total, - per exchange programme (ERASMUS, CEEPUS, NFM, interinstitutional agreements etc.) and form of exchange (study/practical training) - per country	
			Current number and percentage (2012/2013)	Target number and percentage (2020)
	1,4 % (93)	5 %		
MEASURE 2	To increase the number of foreign students who complete part of their studies at the UP to 2% of the total number of UP students			
	Criterion 2.1	5% mobility of foreign students who complete part of their studies at the UP in relation to the total number of enrolled students		
		Indicator	Number of foreign students who complete part of their studies at the UP	
			Current number and percentage (2011/2012)	Target number and percentage (2019/2020)
	(3,4 %) 235	5 %		
OBJECTIVE	To increase the enrolment of foreign students			
MEASURE 1	Increase the percentage of foreign students (from and outside the EU) for approx. 7 % in relation to the total number of UP students			
	Criterion 1.1	10 % of foreign students in relation to the total number of UP students		

OBJECTIVE	To increase the enrolment of foreign students		
	Indicator	Number and percentage of foreign students enrolled at the UP:	
		Current number and percentage 2013/14	Target number and percentage 2020/21
		(3,3 %) 203 of which per study cycle: - 1 st cycle: 3,4% (156) - 2 nd cycle: 21,9% (28) - 3 rd cycle: 11,4 % (19)	10 %

OBJECTIVE	To increase the international mobility of higher education teachers and university associates, as well as foreign experts employed at the UP		
MEASURE 1	Increase the mobility of the teaching staff		
	Criterion 1.1	30 % of UP higher education teachers and university associates who operate as visiting scholars abroad, in relation to the total number of higher education teachers and university associates	
	Indicator	Number of higher education teachers and university associates who operate as visiting scholars abroad, in relation to the total number of UP higher education teachers and university associates:	
		Current number and percentage 2012/2013	Target number and percentage 2019/2020
		25,5 % (85)	30 %
	Criterion 1.12	40% of visiting higher education teachers (and university associates) who cooperate in the teaching process	
	Indicator	Percentage and number of foreign higher education teachers and university associates who cooperate in the teaching process	
		Current number and percentage (2012 (2011/2012))	Target number and percentage (2020 (2019/2020))
		25 % (109)	40 %
MEASURE 2	Increase the number of foreign experts employed at the UP to 5% in relation to the total number of higher education teachers, university associates and researchers (salary groups D in H)		
	Criterion 2.1	10% of foreign citizens employed at the UP, in relation to the total number of higher education teachers, university associates and researchers (salary groups D in H)	
	Indicator	Number of foreign citizens employed at the UP	
		Current number and percentage 2013	Target number and percentage 2020
		25 (5 %)	50 (10 %)

OBJECTIVE	To increase the number of study contents carried out in a foreign language (with priority to English)	
MEASURE 1	Increase the percentage of courses carried out in a foreign language, to 7% in relation to the total number of courses	
	Criterion 1.1	15 % of courses carried out in a foreign language

OBJECTIVE	To increase the number of study contents carried out in a foreign language (with priority to English)		
		Indicator	Number of courses carried out in a foreign language
			Current number and percentage 2013/2014
			Target number and percentage 2020/2021
			79 (5 %)
			15 %
MEASURE 2	Implementation of study programmes in a foreign language		
	Criterion 2.1	Number of study programmes carried out in a foreign language	
		Indicator	Number of study programmes carried out in a foreign language
			Current number (2013 (2013/2014))
			Target number (2020 (2019/2020))
			0
			7

OBJECTIVE	To carry out study programmes in a foreign country		
MEASURE 1	Develop the offer of transnational higher education (TNHE) and entry into foreign study markets		
	Criterion 1.1	Implement at least 3 study programmes (and parts of study programmes) as a form of TNHE education	
		Indicator	Number of implemented study programmes (and parts of study programmes) in another country
			Current number 2013/2014
			Target number 2020 /2021
			0
			3
	Criterion 1.2	Development of distant education (e-learning)	
		Indicator	Number of implemented e-learning programmes
			Current number 2013/2014
			Target number 2020/2012
			0
			3
MEASURE 2	Increase the number of joint study programmes		
	Criterion 2.1	Implement at least 3 study programmes in cooperation with another higher education institution	
		Indicator	Number of joint study programmes
			Current number 2013/2014
			Target number 2020/2021
			2 (accredited, but not being implemented; 2 nd cycle)
			Implement at least 3 joint study programmes

GOAL: Strengthen the strategic role and improve the financial performance of the University within the EU and other international programmes for the funding of the scientific, research and development activity, with the aim to improve the mobility of research staff, the exchange of knowledge and the University's infrastructure.

OBJECTIVE	Increase the mobility of research staff			
MEASURE 1	Increase the mobility of research staff			
	Criterion 1.1	15 % of visiting researchers in relation to the total number of higher education teachers, university associates and researchers		
		Indicator	Number of foreign visiting researchers	
			Current number (2013)	Target number (2020)
		2,3 % (12)	15 %	
	Criterion 1.2	20 % of UP researchers who carry out research activity abroad in relation to the total number of higher education teachers, university associates and researchers		
		Indicator	Number of researchers who carry out research activity abroad	
			Current number (2013)	Target number (2020)
		14 % 817)	20 %	
	Criterion 1.3	Number of acquired scholarships for researchers		
Indicator		Number of scholarships within »Marie Skłodowska-Curie Actions» and other scholarships in		
		Current number (2013)	Target number (2020)	
		2013: total 1, of which: - outgoing : 1 - incoming (visiting foreign citizens): 0	2020: total 23, of which: - outgoing: 8 - incoming (visiting foreign citizens): 15	
Indicator		Number of others scholarships		
		Current number (2013)	Target number (2020)	
	2013: total 6, of which: - outgoing : 6 - incoming (visiting foreign citizens): 0	2020: total 30, of which: - outgoing: 20 - incoming (visiting foreign citizens): 10		
OBJECTIVE	To achieve a 45 % increase of European funds for the research and development activity (financial frame EU 2014-2020), in comparison to the acquired funds from European financial schemes in the period 2007-2013			
MEASURE 1	Increase of European funds from the EU financial perspective 2014-2020 in comparison to the EU financial scheme 2007-2013			
	Criterion 1.1	Increase the funds acquired within the financial perspective Horizon 2020 by 160% in comparison to the acquired funds within the financial perspective 7 FP (FP7)		
		Indicator	Amount of acquired projects within EU Horizon 2020	
	Current amount (2013)		Target amount (2020)	
	7FP:	- < 1.000.000 EUR: at least 11		

OBJECTIVE	To achieve a 45 % increase of European funds for the research and development activity (financial frame EU 2014-2020), in comparison to the acquired funds from European financial schemes in the period 2007-2013			
			- < 1.000.000 EUR: 8 - > 1.000.000 EUR: 0	- > 1.000.000 EUR: at least 1
		Indicator	Amount of funds acquired within EU Horizon 2020	
			Current amount (2013)	Target amount (2020)
			7FP: 828.170.40 EUR	Horizon 2020: at least 2.000.000.00 EUR (increase by 160%)
	Criterion 1.2	To increase the acquired funds within the operational programmes 2014-2020 which are financed by European funds and other EU programmes.		
		Indicator	Number of acquired projects within operational programmes and other EU programmes	
			Current number (2013)	Target number (2020)
			Financial perspective 2007-2013: 77, of which - SLO-ITA: (27) - SLO-HR: (8) - IPA: (7) - Other EU: (28) - ESS – Structural funds: (7)	Financial perspective 2014-2020: increase the number of acquired projects by 40% in comparison to the financial perspective 2007-2013
		Indicator	Funds from projects acquired within operational programmes and other EU programmes	
			Current amount (2013)	Target amount (2020)
			Financial perspective 2007-2013: 17.524.843,63 EUR , of which - SLO-ITA: 10.818.497,73 EUR - SLO-HR: 1.291.166,08 EUR - IPA: 1.348.163,33 EUR - Other EU: 1.898.349,50 EUR - Structural funds: 2.168.666,99 EUR	Financial perspective 2014-2020: an increase of acquired funds of 40 % in comparison to the financial perspective 2007-2013

LIFE-LONG LEARNING

Due to fast changes in the society and an increased mobility in the education sphere, as well as in the job market, there is a growing demand for additional professional development and for continuous upgrading of one's acquired knowledge throughout the life cycle.

In the area of life-long learning the University has been developing a study environment for the life-long growth of each individual and offers the possibility for a continuous acquisition of knowledge for personal, social and economic needs. The University will improve its offer of life-long learning with the aim to form a long-term cooperation with different knowledge users in the environment. This includes more flexible and open study structures which adapt to the needs of the individual or to different target groups, an accessible and operative system of evaluation of knowledge, and a highly motivated and qualified teaching and professional staff.

GOAL: Integrate the services of counselling, offer, education and recognition of acquired knowledge into the concept of life-long learning, which allows an open and permanent access to education for the acquisition and renewal of skills and competences.

OBJECTIVE	<p>To achieve an open and flexible educational structure in order to:</p> <ul style="list-style-type: none"> - have a more open study environment and a better integration of education with the needs of the job market and the social environment, - offer a more appealing educational and training system which ensures equal rights for different population groups, - achieve more flexible forms and methods of acquiring knowledge, skills and additional qualifications. 			
MEASURE 1	<p>Forming an offer of life-long learning for target groups:</p> <ul style="list-style-type: none"> - students: additional competences, - groups of professionals who form professional associations and chambers: acquiring new competences for a specific profession, - institutions from the social environment: update of the competence profile of the employees, - elementary and secondary school students, - elderly people: education in interest areas, - other participants. 			
	Criterion 1.1	Updating and expanding the programme offer of LLL		
		Indicator	Offer of LLL	
			Current state (2013)	Target state (2015)
		Structured offer of LLL at the UP per type of programme	A structured concept of LLL and a renovated LLL offer in relation to target groups and the needs of the environment	
	Indicator	Procedures and instruments for monitoring the implementation of LLL		
Current state (2013)		Target state (2015)		
Different tools for monitoring the implementation at UP members	A unified system for monitoring the implementation of LLL at the UP			

OBJECTIVE	Evaluation of learning		
MEASURE 1	<p>Forming a system for the evaluation and recognition of informally acquired knowledge and competences, which will contribute to:</p> <ul style="list-style-type: none"> - a better integration of formal and informal education, - a flexible and open higher education, - an increased motivation for participating in formal education, - an increased motivation and an increased interest from students and employees to take part in trainings and organized education programmes, - a more accessible study, - better employment possibilities on the job market, - a more transparent informal education. 		
	Criterion 1.1	Clarity, comparability and transmissibility of knowledge	
		Indicator	Criteria and procedures for the systematic evaluation and recognition of acquired knowledge and skills
		Current state (2013)	Target state (2015)
		Partially defined norms which regulate the evaluation and recognition of informally acquired competences	A structured regulatory and motivational environment for the implementation of procedures for the evaluation and recognition of informally acquired competences

COOPERATION WITH THE ENVIRONMENT

The University is well connected with its local environment, which offers the possibility to carry out additional educational, research, counselling and other work. Apart from the activities which are implemented within the national programme, the University cooperates also with the economy and other partners from the environment, e.g. in culture and other social activities. The third role of the University (the collaboration with the environment) is an integral part of the teaching and research process and an important promoter of the environment.

On the basis of partnership with different stakeholders from the environment the University will build connections for a successful exchange of knowledge and a more intense cooperation with experts in the implementation of the study process. The efforts will be aimed at establishing a sustainable system of cooperation with the economy, which will be based on high quality research, development and innovative projects, a stronger cooperation with the companies, and a broader business and public sector.

GOAL: To be a recognisable university centre in Slovenia as well as in cross-border regions and an important promoter of development with the aim to increase the inflow of creative people, as well as the transfer and exchange of knowledge.

OBJECTIVE	To increase integration and cooperation with knowledge users in Slovenia and in the broader region			
MEASURE 1	Promote the cooperation of Slovenian experts in the teaching process at the UP			
	Criterion 1.1	Increase the number of Slovenian experts who cooperate in the teaching process at the UP in relation to the total number of higher education teachers and university associates		
		Indicator	Number of Slovenian experts who cooperate in the teaching process, in relation to the total number of higher education teachers and university associates, per title	
		Current percentage (2013)	Target percentage (2020)	
	Approx. 10 %	Approx. 25-30 %		

OBJECTIVE	Offer of counselling and career orientation programmes			
MEASURE 1	Forming a comprehensive programme for career management: elaboration of a plan of competences (competence portfolio), which includes the educational, research and career part			
	Criterion 1.1	Programme for career management		
		Indicator	Number of users of the programme for career management	
		Current percentage (2013)	Target percentage (2020)	
	0	10 % of all enrolled students		
MEASURE 2	Improve the employment possibilities of UP students and graduates in relation to: <ul style="list-style-type: none"> - the area of study, - the demands of relevant environments (harmonisation of the enrolment of students with the demands of the job market) - competitiveness of graduates on the job market. 			
	Criterion 2.1	Better employment possibilities for a more effective entry into the job market.		
		Indicator	Employability of UP graduates	
		Current percentage (2012)	Target percentage (2020)	

OBJECTIVE	Offer of counselling and career orientation programmes			
			72,4 % (Analysis on the employability and employment of UP graduates)	85 %
	Criterion 2.2	Graduates as University ambassadors		
		Indicator	Number of members of the Alumni Club of the University of Primorska	
			Current percentage (2013)	Target percentage (2020)
			0	40 %

GOAL: To establish a sustainable research and development system of integration of the University and the economy, to increase the income deriving from the cooperation with the economy to 2% and the income deriving from intellectual property to 1% in all incomes.

OBJECTIVE	Increase the transfer of knowledge, innovation and technologies with the economy			
MEASURE 1	Increase the performance of knowledge management and innovation			
	Criterion 1.1	Normative and systematic regulation of management with intellectual property rights		
		Indicator	Protection of intellectual property and transfer of knowledge	
			Current goal (2013)	Target goal (2016)
			Partially defined norms for the management of intellectual property rights	Defined norms and system for the management of intellectual property rights and a successful implementation of the programme for cooperation with the economy
	Criterion 1.2	Increase of the added value of knowledge and research		
		Indicator	Number of national and international patent applications at the patent office which underwent the complete procedure for applying a patent	
			Current number (2013)	Target number (2020)
			0	5
		Indicator	Number of granted patents (sale and income from the licensing of patents)	
			Current number (2013)	Target number (2020)
			0	3
		Indicator	Number of sold patents	
			Current number (2013)	Target number (2020)
			0	2
	Indicator	Number of innovations		
		Current number (2013)	Target number (2020)	
		3	10	

OBJECTIVE	Increase the transfer of knowledge, innovation and technologies with the economy			
	Criterion 1.3	Increase the transfer of knowledge and innovations		
		Indicator	(Development) projects in cooperation with the economy	
			Current number (2013)	Target number (2020)
			11	20
	Criterion 1.4	3% of income deriving from cooperation with the economy (research projects) and intellectual property rights in relation to the total UP income		
		Indicator	Percentage of income acquired from intellectual property rights in relation to the total income	
			Current percentage (2013)	Target percentage (2020)
			0	1 %
		Indicator	Funds deriving from cooperation with the economy (research projects) in relation to all incomes	
			Current percentage (2012, 2013)	Target percentage (2020)
0,8 % (194.796,00 EUR)			2 %	

QUALITY

Since its establishment the University and its members have been paying special attention to the University's quality and excellence. By upgrading and modernising the existent quality system into a comprehensive system which will integrate all the areas and activities of the University, the system will become even more efficient. This will contribute to the strengthening of the quality culture among employees of the UP.

GOAL: An upgraded system for quality monitoring and assurance for a comprehensive evaluation of quality.

OBJECTIVE	To improve the quality system as an indicator of the operation of the University: - internally organised and systematically connected regulated environment which enables a quality monitoring of the processes of the University's operation, - quality culture as added value of each employee and student.		
MEASURE 1	Systematic connection of elements of the process of quality monitoring and implementation: - renewal of the methodology for the implementation of self-evaluation, - an operating multilevel system of rectification of internal processes and procedures in relation to the results of the self-evaluation report, - an integrated system of Feedback Loop and Quality Loop, - examination and update of the University's strategic goals, - establishment of a system of institutional and programme evaluation.		
	Criterion 1.1	Self-evaluation of the University	
		Indicator	Methodology and indicators for quality monitoring
			Current state (2013)
Current methodology of evaluation	2014: Renewed methodology of evaluation 2015-2020: Implementation of evaluation in accordance with a renewed methodology		
Criterion 1.2	Institutional evaluation of all University members		
	Indicator	Internal institutional evaluation	
		Current state (2013)	Target state (2020)
The system of internal institutional evaluation is not established	Establishment of a system of internal evaluation and implementation of an institutional evaluation of University members		
Criterion 1.3	Programme evaluation of currently implemented study programmes		
	Indicator	Programme evaluation of study programmes	
		Current state (2013)	Target state (2020)
The system of programme evaluation is not established	Establishment of a system of programme evaluation and implementation of programme		

OBJECTIVE	To improve the quality system as an indicator of the operation of the University: - internally organised and systematically connected regulated environment which enables a quality monitoring of the processes of the University's operation, - quality culture as added value of each employee and student.			
			evaluations	
MEASURE 2	Implementation of a follow up external evaluation IEP- EUA			
	Criterion 2.1	Follow up evaluation		
		Indicator	Follow up evaluation	
			Current state (2010)	Target state (2015)
	The University underwent a EUA evaluation	Implementation of a follow Up EUA evaluation		
MEASURE 3	Implementation of benchmarking			
	Criterion 3.1	Benchmarking		
		Indicator	Benchmarking	
			Current state (2013)	Target state (2020)
	The University has not implemented benchmarking with a comparable university	Implement benchmarking with at least one comparable university		
	Completion of the 4 th phase: evaluation of an action plan for the implementation of a strategy for the recruitment of researchers	Completion of the 5 th phase: application and implementation of an external evaluation by the European Commission		
MEASURE 4	Improve the results of study activity			
	Criterion 4.1	Improve the results in relation to full-time study		
		Indicator	Progression	
			Current percentage 2013/204	Target percentage (2020/2021)
			1 st cycle: 59,9 % 2 nd cycle: 67,5 % 3 rd cycle: 88,6 %	1 st cycle: 80 % 2 nd cycle: 90 % 3 rd cycle: 90 %
		Indicator	Duration of the studies	
Current percentage (2013)	Target percentage (2020)			
	1 st cycle: 3,97 of which: - Academic studies: 3,9 years - Professionals studies: 4,3 years 2 nd cycle: 3,1 years 3 rd cycle: 3,9 years	Duration or completion of the studies in accordance to accredited study programmes		
MEASURE 5	Promotion of human resources development			
	Criterion 5.1	An increased added value of trainings and an increased performance of employees		
		Indicator	Percentage of employees participating in additional training and education	

OBJECTIVE	<p>To improve the quality system as an indicator of the operation of the University:</p> <ul style="list-style-type: none"> - internally organised and systematically connected regulated environment which enables a quality monitoring of the processes of the University's operation, - quality culture as added value of each employee and student. 			
			<p>Current percentage (2013)⁵</p> <p>Acquisition of formal education: 17 %</p> <p>Professional training: 18 %, ,</p> <p>Short-term trainings and courses: 36 %, ,</p> <p>Longer trainings (longer than 1 month) abroad: 0.5 %</p> <p>Sabbatical year: 0,4 %</p>	<p>Target percentage (2020)</p> <p>A higher percentage of employees included in training</p>
		Indicator	Organized child care facilities («University kindergarten«)	
			Current state (2013)	Target state (2020)
			Formation of a formal basis for the establishment of an organized child care facility	An operating university kindergarten
MEASURE 6	<p>Strengthen the University's scholarship policy with the aim to:</p> <ul style="list-style-type: none"> - grant scholarships for the most promising UP students, - attract the most successful students. 			
	Criterion 6.1	Increase the assets of the scholarship fund		
		Indicator	Funds for scholarships	
			Current amount (2013)	Target amount (2020)
			94.000 EUR	Maintain or increase the annual assets of the scholarship fund
	Criterion 6.2	Increase of number of awarded scholarships		
		Indicator	Number of UP scholarship awarded to national students of the university	
			Current percentage (2013/2014)	Target percentage (2019/2020)
			17	Increase the number of awarded scholarships
		Indicator	Number of UP scholarship awarded to foreign students of the university	
			Current percentage (2013/2014)	Target percentage (2019/2020)
			47	Increase the number of awarded

⁵ Information box:

B = managerial positions

D = teaching positions

H = research positions

J = auxiliary positions

OBJECTIVE	To improve the quality system as an indicator of the operation of the University: - internally organised and systematically connected regulated environment which enables a quality monitoring of the processes of the University's operation, - quality culture as added value of each employee and student.			
				scholarships

OBJECTIVE	Formation of the University's financial fund which will promote a quality development of the core activities of the UP			
MEASURE 1	Establishment of the University's foundation Enovita znanost (Uniform Science)			
	Criterion 1.1	Operation of the foundation		
		Indicator	(Annual) funds from contributors	
			Current percentage (2013/2014)	Target percentage (2019/2020)
	0	Approx. 200.000 EUR a year		

PHYSICAL ASSETS

Since its foundation the University of Primorska has been facing the problem of lack of its own facilities, as well as the problem of unfit equipment. Only 26 % of facilities are owned by the University, which has to rent the remaining facilities in order to guarantee a smooth operation. New investments are therefore vital for its future development. The provision of the necessary and suitable facilities is a key factor for the development of educational and research infrastructure.

In the mid-term Plan of investments of the University of Primorska for the period 2012-2016, the increase of the following development projects for have been addressed in order to increase non-financial assets owned by the University:

Based on analysis of current needs the university would have to increase to 35.200 m² of owned facilities in order cover educational and research activities and additional 700 beds for students.

The range and the dynamic of acquiring new facilities will be conducted according to financial funding from the State budget as well as from other sources (public-private partnership, EU funds), the latter particularly as regards the construction of new facilities within the University campuses Sonce in Koper and Livade in Izola.

GOAL: To increase the usable surface area for teaching and research activity and of student residencies owned by the University⁶ to 90 % of current needs.

OBJECTIVE	To improve the spatial/infrastructural facilities of the University			
MEASURE 1	Provide additional facilities owned by the University for the implementation of core teaching and research activity of certain UP members			
	Criterion 1.1	90% of usable surface area owned by the University		
		Indicator	Total usable surface area (m ²) owned by the University	
			Current surface area (2014)	Target surface area (2020)
			12.159 m ²	31.680 m ²
		Indicator	Usable surface area (m ²) owned by the University for study activity per student	
			Current surface are (2014)	Target surface area (2020)
			1,97 m ²	3,87 m ²
		Indicator	Usable surface area (m ²) owned by the University for research activity per researcher	
			Current surface area (2013 researchers - 135,63 FTE)	Target surface are (2020 researchers – 185 FTE)
2,05 m ²	9,18m ²			
MEASURE 2	Provide additional accommodations owned by the University for students, higher education teachers, university associates and researchers (domestic and foreign):			
	- provide additional 700 accommodations in Student residences,			
	- provide 50 accommodations for visiting higher education teachers, university associates and researchers.			
Criterion 2.1	926 student accommodations in Student residences owned by the University			
	Indicator	Number of student accommodations owned by the University		
		Current number (2014)	Target number (2020)	

⁶ Including the free use of facilities owned by the Republic of Slovenia.

OBJECTIVE	To improve the spatial/infrastructural facilities of the University			
			226	926
	Criterion 2.2	50 accommodations for visiting higher education teachers, university associates and researchers owned by the University		
		Indicator	Number of accommodations for visiting higher education teachers, university associates and researchers owned by the University	
			Current number (2014)	Target number (2020)
			0	50
MEASURE 3	Provide facilities for the University library and reading room			
	Criterion 3.1	Provide 4.200 m ² of surface are owned by the University for the operation of the library		
		Indicator	Usable surface area (m ²) owned by the University for the library and the reading room	
			Current surface area (2014)	Target surface area (2020)
		715 m ²	4.500 m ²	

MANAGEMENT AND OPERATION

The University of Primorska will establish a suitable business model in accordance with its business strategy and the criteria for monitoring performance and effectiveness in pursuing business goals, by pursuing the following two axes:

- the technological axis, related to the improvement of the effectiveness of processes,
- the strategic axis, related to the redesign or the renewal of processes.

GOAL: A successful and effective operation of the University which is financially sustainable at the level of University members, an effective management of working and business processes and a higher diversification of resources, up to 10% of funds from other resources⁷ in all incomes.

UPRAVLJANJE				
OBJECTIVE	To redesign the internal organisation of the University:			
MEASURE 1	Establishment of a more effective internal organisation of the University with the aim to achieve a better quality of its activity and business excellence			
	Criterion 1.1	Defining the internal organisation of the University:		
		<ul style="list-style-type: none"> - defining an internal organisation which will allow a better cooperation between members and/or departments, - increase mutual cooperation in the areas of operation of the University in order to better exploit the potential and the critical mass of the employees. 		
		Indicator	Internal organisation	
		Current state (2013)	Target state (2020)	
		An imbalanced internal organisation of the University in relation to its needs for further development.	A redefined internal organisation of the University	
MEASURE 2	Renewal of business and working processes			
	Criterion 2.1	Complete the process of reorganisation of business and working processes at the University:		
		Indicator	Procedure of reorganisation	
			Current state (2013)	Target state (2015)
	Non-optimal organisational structure, working and business processes	Establish a new organisation of support activity		

FINANČNO POSLOVANJE			
OBJECTIVE	Guaranteed financial sustainability and long-term stability of the University's operation		
MEASURE 1	Formation and implementation of a sustainable business model for financing the University, based on the diversification of financial resources		
	Criterion 1.1	Percentage of the income of the market up to 10 % of all income	
		Indicator	Percentage of the income of the market

⁷ Other resources include incomes from fees and other contributions for study, EU projects and operational programmes.

FINANČNO POSLOVANJE				
OBJECTIVE	Guaranteed financial sustainability and long-term stability of the University's operation			
			Current percentage (2013)	Target percentage (2020)
			2,1 %	10 %
	Criterion 1.2	Achieve a sustainable financial operation at the University member level		
		Indicator	Financial operation	
			Current state (2013)	Target state (2020)
		Ratio between the Member's expenses and incomes (accounting flow): 4 of 9 members had a negative performance result	Ratio between the Member's expenses and incomes (accounting flow): all Members achieve a positive performance (level > 1)	
MEASURE 2	Guarantee the percentage of public funds for a smooth functioning of the University of Primorska, comparable with the other two Slovenian public universities			
	Criterion 2.1	Regulated financing of the University by the competent ministry		
		Indicator	Percentage of budget funds for higher education institutions of the Republic of Slovenia granted to the UP	
			Current percentage (2013)	Target percentage (2020)
		5,6 %	7 %	

METHOD OF MONITORING AND EVALUATION OF THE MID-TERM STRATEGY

After the adoption of the Mid-term Development Strategy the UP will formulate a detailed methodology for the monitoring of the implementation of the strategy, which will include:

- annual monitoring of the implementation of the action plan and its updating (if required),
- annual monitoring of the implementation of the strategy,
- regular (probably biannual) updating of the strategy in 2016 and 2018.

The framework operational programme which sets out the key measures and activities of development of the University represents the draft of the action plan for the following seven years. For each individual area of work (educational, research and development, artistic activity and international cooperation) a subprogramme will be adopted, defining the subactivities and methodology of monitoring the implementation, which will be adapted to the specific features of the internal organisation of the University.

The University will monitor the quality of its operation and the implementation of the Mid-term Development Strategy for the period 2014 – 2020 on the basis of PDCA (Plan – P, Do – D, Check – C, Act – A). In this way the UP will guarantee the quality loop, which means that errors (unwanted states), identified in the process of evaluation, will be eliminated in order to avoid them in the future. It is possible to achieve this objective only by determining the cause of the error and update (rectify) the operation methods of the University (and of its strategy).

Image 1: PDCA

