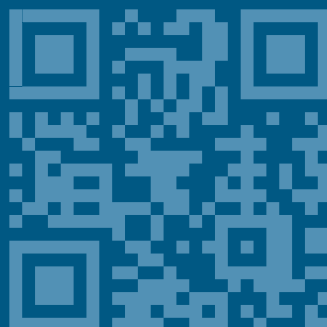




STRATEGY

of the
University of Primorska

2025–2030





STRATEGY

of the
University of Primorska

20**25**–20**30**

As adopted by the Senate on November 20, 2024 and
by the Governing Board on November 21, 2024

Koper • 2024

C O N T E N T

VISION

MISSION

VALUES

MID-TERM DEVELOPMENT STRATEGY OF THE UP 2025–2030

1. SCIENTIFIC RESEARCH EXCELLENCE
2. INCREASING SCIENTIFIC RESEARCH ACTIVITIES AMONG ALL RESEARCHERS
3. PEDAGOGICAL EXCELLENCE
4. INNOVATIVE STUDY PROGRAMS
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7. INTERNATIONALIZATION AT HOME
8. HIGH STUDENT MOTIVATION AND STAFF EFFICIENCY
9. BALANCED STAFF STRUCTURE
10. QUALITY MANAGEMENT
11. GREENING

Through its scientific research, educational and artistic activities and its commitment to the local and wider society, UP is building and consolidating its position as a respected and excellent university in the global academic arena.

VISION



UP is achieving high quality, inclusive and sustainable scientific, educational and artistic work in harmony with strategy Society 2050 with the principles of participatory science and the balance of humanities, social sciences and arts with natural sciences and (bio)technology.

MISSION

UP's mission is to contribute to the global knowledge base through constructive cooperation and courageous competition in the global university space. At the same time, it draws ideas and solutions for the development of cooperation with society and industry in which it operates, from within Slovenia and throughout Europe.

In accordance with the Statute of the University of Primorska, UP realizes its mission through scientific research, pedagogical, artistic and professional work, thus assuming responsibility for the successful placement of Slovenia in the world.



Its work is guided by the National Higher Education Programme, National Research and Development Programme, other strategic documents of the Republic of Slovenia and the Guidelines for the Development of the Single European Higher Education and Research Area.

VALUES

The values of UP are excellence in research, education and the arts, academic freedom, respect for diversity, integration into society as a whole, integrity and trust.

The values of UP derive from the constitutionally guaranteed autonomy and the Declaration of Human Rights, which define the University's attitude towards the State and the external environment in general, as well as its internal organization and the free scientific research, educational and artistic activities of its entire academic community: students, professors and collaborators, researchers and administrative staff. These values are in line with the generally valid premises that define the functioning of universities in the world in general, but also taking into account all the specific features of the Slovenian national territory.

UP implements its values through the following operating principles:

Flexibility 1.

As a young and optimally sized university, UP is able to react flexibly to changes in the global university network, giving it self-critical acceleration whenever possible and integrating it into the home environment.

Openness 2.

In all its functional dimensions, UP is completely open to the national and international academic and wider social space, both competitive and cooperative. It seeks a mirror in the world for a realistic assessment of the quality of its work, scientific research, education and arts, and in the wider domestic community it fulfils the task of guiding and promoting economic and social development.

Responsibility 3.

UP is committed to full responsibility in the whole spectrum of its activities: responsibility for the search for scientific truth, responsibility for the credible transmission of this truth to the younger generations and responsibility towards the wider social environment that gives it room for its existence and development.

Innovation 4.

UP is committed to the principle of innovation by offering its entire academic community the best possible conditions for high-quality and fruitful scientific research, education and artistic activity.

Self-correction 5.

Through the principle of self-correction, UP has established a loop to detect and correct any deviation from the four principles mentioned.



MID-TERM DEVELOPMENT STRATEGY OF THE UP 2025–2030





artistic activity

autonomy

academic freedom

scientific research

integrity



SCIENTIFIC RESEARCH EXCELLENCE

1. Strengthening the excellence of globally established research groups, supporting promising researchers with above-average success and accelerating international research integration with the aim of achieving top results

UP will strengthen its current focus on developing niche areas of research by joining new strategic development and innovation partnerships and international consortia with established research organizations, which will help to further enhance the research performance, international visibility and international reputation of UP.

- 1.1 At least one established research institute from abroad will become an associate member of UP
- 1.2 UP will acquire one ERC grant
- 1.3 UP will gain at least three Marie Skłodowska-Curie Scholars
- 1.4 UP will provide the basis for the exercise of the rights for a sabbatical year for employees
- 1.5 The promotion of UP's research achievements will be strengthened and the UP brand for research and development will be introduced
- 1.6 A targeted staffing with the best domestic and foreign university teachers, researchers, postdocs and PhD students (Assistants) will be established

2. Development of innovative interdisciplinary research areas and breakthrough into excellence in additional research areas

UP will encourage and support the emergence and development of innovative research areas “from the bottom up”. The developing of new areas will be based on the needs of the environment, strengthen scientific research collaborations with the best universities and follow European and international guidelines. UP will promote the transfer of knowledge and experience between already established and emerging research groups.

- 2.1 Each UP member will meet the entry conditions of capacity and scientific excellence in accordance with the provisions of Article 80 of the Scientific Research and Innovation Activity Act (ZZrID) in order to obtain stable funding for scientific research activities
- 2.2 UP will play a leading role as a creator of knowledge in the local, national and international environment in the field of the New European Bauhaus
- 2.3 UP will become the bearer for recognition of T4EU scientific excellence in the European scientific research and innovation area in at least two research areas

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THE MISSION OF ALL RESEARCH
AND EDUCATIONAL INSTITUTIONS
IS TO CREATE AND PASS ON NEW
KNOWLEDGE WITH THE AIM OF
NURTURING SOCIALLY CRITICAL
INDIVIDUALS WHO CO-CREATE
BETTER SOCIAL SPACES.



INCREASING SCIENTIFIC RESEARCH ACTIVITIES AMONG ALL RESEARCHERS

3. Promoting scientific production, research mobility and research project activities in various forms, depending on the specifics of particular research fields and in line with open science principles

UP will promote the quality and quantity of scientific research work in all research areas that are weaker and do not have research program funding. Through internal funding schemes that will be complementary to existing national ones, UP will actively encourage researchers in scientific production, research mobility and applications for research projects.

- 3.1 At the end of the mid-term strategy period, all eligible research groups which meet the conditions, will have established a core research program
- 3.2 Each researcher will (co)author at least one scientific article per year; on average, UP will achieve 1.5 WoS or SCOPUS publications per researcher per year
- 3.3 UP will increase the number of published scientific monographs by a quarter
- 3.4 Each researcher will carry out at least two outgoing research mobilities for at least one month
- 3.5 Each researcher will prepare or participate in the preparation of at least one research project proposal per year
- 3.6 By the end of this strategy, one more UP scientific journal will be included in the WoS or SCOPUS database
- 3.7 During the duration of this strategy, each researcher will demonstrate at least one collaboration with researchers from the T4EU partner universities (joint project applications, joint publications or other joint scientific research activities)

4. Providing personnel, financial and infrastructural conditions for the implementation of scientific research activities

UP will continue its activities to increase stable funding, which is still below the national average. Special attention will be paid to providing conditions and support for early-stage researchers and top researchers from abroad.

- 4.1 UP will maintain the HR Excellence in Research certification
- 4.2 A Career Development Office (CDO) will be established to support individual career development
- 4.3 Access to high-end research infrastructure will be provided





**PEDAGOGICAL
EXCELLENCE**

5. Strengthening the quality and effectiveness of education

UP will strengthen the quality and efficiency of education with pedagogical excellence in conjunction with the latest research findings, motivating students and increasing cooperation between individual stakeholders (employees, students, graduates and external partners).

- 5.1 Strengthening the involvement of UP stakeholders in the strategic partnership of the European university T4EU with the aim of raising the quality of teaching and learning
- 5.2 Upgrading e-learning as a complementary educational mode to classic education for more effective inclusion in the educational offer within the framework of T4EU
- 5.3 Pilot implementations of some (parts of) study programs with innovative teaching methods will be carried out
- 5.4 The creation of new, quality higher education textbooks will be encouraged according to the principles of open science
- 5.5 Modern infrastructure and educational equipment will be provided
- 5.6 Upgrade of the information point for pedagogical excellence based on the research and development approach




INNOVATIVE STUDY PROGRAMS

6. Socially and economically updated development of study programs based on the latest scientific and artistic findings

UP will offer a range of study programs that are attractive to students while responding to the challenges of society and the needs of the labor market.

- 6.1 The accreditation and start of implementation of the unified master's study program in the field of medicine
- 6.2 Strengthening the existing study offer with special emphasis on humanities, natural and technology sciences and other fields of study with non-full occupancy but with great potential
- 6.3 Further development of the field of art study programs
- 6.4 Inclusion of exercise and sports activities as accompanying content in undergraduate study programs in the first years of study
- 6.5 Establishment of integrated study verticals
- 6.6 Further development of lifelong learning for various target groups, with a special emphasis on the development of shorter form of learning and training courses for obtaining micro-certificates



7. Updating existing study programs in line with the latest scientific knowledge and current social and economic challenges to boost competences of students and graduates

UP will strive for an integrated approach, taking into account the latest scientific knowledge, the challenges and needs of society and the economy, as well as the latest didactic recommendations for greater student performance and better employability of graduates.

- 7.1 The share of practical education (training) as a study obligation will be increased, as well as the extent of innovative methods and forms of learning and teaching
- 7.2 Continuous updating of study programs for their actualization in accordance with the needs of Society 5.0

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IN ORDER TO INCREASE THE SUCCESS AND
EXPAND THE COMPETENCIES OF STUDENTS,
WE ARE CONSTANTLY UPDATING OUR
STUDY PROGRAMS, AND ARE STRIVING TO
STRENGTHEN OUR INTERDISCIPLINARY
STUDY OFFER IN THE FIELDS OF HUMANITIES,
NATURAL SCIENCES AND TECHNOLOGY.



COOPERATION WITH SOCIETY AND INDUSTRY

8. Strengthening cooperation and establishing of new partnerships with industry and users of knowledge in the local, national and international environment

UP will strengthen the role of the knowledge creator in the local, national and international space through strategic partnerships with economic entities and other users of knowledge. UP will increase the scope and quality of cooperation and funding from non-public funds.

- 8.1 A transparent portal of research competencies, projects and research equipment will be established, which will facilitate the identification of fields of cooperation with external stakeholders and increase the visibility of UP within society and industry
- 8.2 At least 2 new strategic partnerships will be established with economic stakeholders and other users of knowledge, on the basis of which large-scale joint research and development projects will be implemented
- 8.3 Links will be established to hand over project results and products to users of knowledge, to ensure the sustainability of projects
- 8.4 Strengthening the involvement of external stakeholders in the design and implementation of study programs

9. Promoting innovation and intellectual property protection

UP will actively build an innovative culture.

- 9.1 An institutional policy in the field of intellectual property and knowledge transfer will be developed
- 9.2 An internal register of innovation will be set up

UP

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RECOGNITION IN THE
GLOBAL NETWORK OF UNIVERSITIES



10. Strengthening the quality and global reach of international partnerships

UP will operate in accordance with international standards for quality in education, research and other university activities.

- 10.1 Establish a policy of inter-university cooperation based on a review of existing partnerships
- 10.2 Preparation of individual courses for implementation in a foreign language, as well as joint programs (“joint/dual”) with international partners; accreditation of at least two joint study programs with T4EU partner universities

11. Enhancing visibility in the global university network

UP strives to become an internationally recognized institution committed to excellence in teaching and research.

- 11.1 Organization of conferences, workshops and summer schools
- 11.2 Establishment of a globally recognizable UP brand



INTERNATIONALIZATION AT HOME

12. Strengthening internationalization at home as a platform for gaining intercultural experiences and competencies

UP supports freedom of creation, international and interdisciplinary cooperation, and the enrichment of quality of life through science and education.

- 12.1 Increasing the scope of international and intercultural content in the study programs, namely through the implementation of mobility windows and of other elements of the “internationalization at home” concept and with the introduction of a module for preparing for student exchange programmes
- 12.2 UP will double the annual mobility of incoming students
- 12.3 UP will double the annual mobility of outgoing students



**HIGH STUDENT
MOTIVATION AND
STAFF EFFICIENCY**

13. Achieve greater success of the university in all areas by increasing the satisfaction and motivation of both students and staff

UP is aware that the satisfaction of the internal public (both employees and students) is the key to successful operation. Therefore, UP will continue to strive to create an environment that facilitates the development, health and well-being of all at UP. Student and employee satisfaction is one of the key elements for risk management, development, health and well-being of both students and employees, and for the successful operation of the university in general.

- 13.1 The university will respond quickly and effectively to the changing needs of stakeholders, demonstrating a high level of risk management and the ability to take advantage of opportunities
- 13.2 Safe conditions for study, work and learning will continue to be ensured, and a healthy lifestyle of students and staff will be promoted
- 13.3 Activities will be organized for students and staff to meet and establish contacts outside the study and work environment
- 13.4 Each UP professional staff member will carry out at least one extended international mobility for the duration of this strategy
- 13.5 The living, learning and socialization conditions of students and colleagues will be improved



BALANCED STAFF STRUCTURE

14. Successful succession planning

Succession planning will identify employees (students and employees) who show the potential and ability for career development in individual areas, and provide them with additional trainings and the development of skills they will need to move to more responsible roles at UP.

- 14.1 Improving pedagogical, scientific and professional excellence
- 14.2 Cross-training or internal mobility within the university`s units to improve professional knowledge or disseminate skills of employees
- 14.3 Identifying those most suited as holders of individual subjects through comparison of employees' scientific research and pedagogical references among those elected to a title in the same habilitation field
- 14.4 Implementation of regular internal trainings for employees and providing of funds for co-financing lifelong education

15. Introduction of mechanisms for successful recruitment of new employees with appropriate knowledge and references

Applicants for job vacancies will be selected based on scientific research or professional references and potential. With this principle, also adhered to in the last strategic period, UP will achieve balance or equal representation of different groups as a key element of successful development.

- 15.1 Publication of international job vacancies at UP
- 15.2 Upgrading career counselling by establishing an internal database of UP job seekers from among UP students and graduates by defining interests in fields of work and appropriate monitoring of their development during studies (which will be used to find new academic and professional UP staff as well as to find new associates for external partners)
- 15.3 Establishment of a system of assistance for better integration of new employees

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AS AN EDUCATIONAL AND RESEARCH
INSTITUTION, THE UNIVERSITY IS
RESPONSIBLE FOR THE QUALITY CAREER
DEVELOPMENT OF ITS EMPLOYEES,
STUDENTS AND GRADUATES, SINCE THEY
IN TURN CONTRIBUTE TO THE CULTURAL,
SOCIAL AND ECONOMIC DEVELOPMENT
OF THE WIDER ENVIRONMENT.



QUALITY ASSURANCE





16. Strengthening the quality management system

UP will strengthen the role and importance of quality assurance based on an effective quality management system.

16.1 Quality assurance system improvement

16.2 Promoting consultation processes for an open dialogue on the meaning and understanding of quality culture

16.3 Introduction of modern information processes

16.4 To establish a system for the competent use and development of the Slovenian language as a professional or scientific language

16.5 To establish a human-centred system for ensuring the competent and ethical use of artificial intelligence (AI)



GREENING

17. Transformation of all areas of the university ecosystem in accordance with the principles of sustainability

UP will approach the targeted transformation of all areas of the university ecosystem in accordance with the principles of sustainability, from teaching and curriculum and knowledge production (research and innovation) to social responsibility and management. It is a transverse development objective that is also indirectly related to other overarching areas of this strategy.

Changes are required at the level of individuals, departments and the system with the goal of creating a space in which a wide range of stakeholders can contribute to various initiatives to green the higher education ecosystem—either bottom-up or top-down.

- 17.1 To establish an organizational unit responsible for the sustainability aspect of development, including the appointment of a person responsible for sustainability
- 17.2 To empower and mobilize students and staff in proposing initiatives
- 17.3 Ranking on the Times Higher Education Impact Rankings







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