

AUDIT OF THE UNIVERSITY OF LJUBLJANA

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Year of publication **2024**, FINEEC publications **3:2024**

Language **English**

ISBN **978-952-206-835-4 pdf**

2.3 Promoting renewal through the organisational culture

- HEI's self-assessment

An innovative organisational culture is established through various pilot and development projects, which means the new methods, services and information systems are first tested in a restricted context (at an UL member, within a specific service or in the context of a small number of UL members) and only then transferred to the whole UL.

UL reinforces the sense of belonging and connection of its staff through joint actions, which is particularly important for connecting highly diverse members whose staff feel a stronger attachment to UL Member than to the UL. Cooperation takes place at regular meetings of deans, vice-deans, and secretaries general, meetings with representatives of the UL Student Council and representatives of trade unions, the Slovenian Rectors' Conference, meetings of support services and working groups and sessions of university bodies. The [KUL \(Quality at the University of Ljubljana\)](#) project (in Slovene), through which we have enhanced the quality system in conjunction with UL Members, has played a significant part in strengthening the sense of belonging and connection. The project has involved participatory methods of work through which UL Members and various groups within the university have been collaborating in joint work. We have also developed UL Enhancement-led Visits, an approach to the development of organisational quality which we are now applying regularly (more in 3.3). Forms of training aimed at the entire university community (KUL, [DigiUL](#), [INOVUP](#)), particularly those aimed at different groups of staff simultaneously, have resulted in significantly better connections and a greater sense of belonging to the university in that they strengthen connections and understanding

among UL Members and different groups of employees (for more, see 3.2).

The university regularly publishes three internal UL newsletters: one is dedicated to events at UL Members, another is dedicated to events at the Rectorate, and a third is dedicated to cultural events organised by UL Members and the Rectorate. In the spirit of transparency, following meetings of the UL Senate, we send all staff an e-newsletter containing information on the decisions adopted.

The university also organises regular staff meetings, both formal and informal (weekly meeting of the Rector and Secretary General, Rector's New Year's reception, reception on International Women's Day, UL hike on the Path of Remembrance and Comradeship, faculty-to-faculty runs, etc.). Each year we mark the anniversary of our founding with a [University Week](#) (in Slovene), during which prizes are awarded to teaching staff and other staff, students and associates.

Promoting the use of digital competences and collaboration opportunities within the UL community

Along with the activities described in the [DigiUL](#) (for more, see 1.2 and 3.2), we are carrying out pilot updates of individual courses with the didactic use of ICT in collaboration with higher education teachers and other staff. The DigiUL provides support and advice for the introduction of innovative, ICT-supported approaches to learning, the elaboration of study materials and the selection of suitable ICT. It also provides training in the use of the selected ICT or invites participating teachers and other staff to online themed workshops and webinars that are available to all UL staff.

The [Careers Centres](#) offer students a wide range of workshops, training, and individual consultations to help them develop or identify their competences. We encourage students to establish a connection with employers during their studies and devote particular attention to the development of entrepreneurial knowledge and skills. For students we hold a regular ["HUD" call for ideas and projects](#) (in Slovene) that is focused on non-technological innovations. In the field of the development of entrepreneurial competences, the [Ljubljana University Incubator](#) is extremely active and offers comprehensive support to newly established businesses.

Cooperation with alumni

UL maintains contact with its alumni through the UL Alumni Clubs Network, which is made up of 63 alumni clubs from all UL members. The Network currently has more than 13,000 members registered on its online portal [alumniUL](#). Via this portal, UL promotes connections and networking among alumni, continuing education, and other activities (for more, see 2.1 and 2.4). The university also encourages lifelong learning for alumni via alumniUL. To help alumni stay in touch with a particular field, we have created [Alumniteka](#) – a cycle of conversations with UL alumni for UL alumni. In these conversations, up to four alumni from different fields are involved discussing a current social topic.

Collaboration and co-development with national, regional and international actors and networks

UL's social responsibility can be seen in its cooperation with knowledge users in cultural, economic, and social fields (for more, see 2.1 and 2.2). Social engagement is also expressed via UL's involvement in national and international networks.

At the national level, UL's partnership with the City of Ljubljana is an important and extensive form of cooperation ranging from individual projects to the broader area of social responsibility activities. UL has concluded a cooperation agreement with the Rog Centre, through which it will gain a creative support environment for the development of innovative, socially beneficial projects. Furthermore, UL's connection with Museums and Galleries of Ljubljana (MGML) allows it to use their premises for an exhibition of Student Prešeren Prize winners' final projects.

Also at the national level, an agreement on strategic cooperation for technological development and innovation breakthrough has been signed by representatives of the government, the Rectors' Conference, the Chamber of Commerce and Industry of Slovenia and research institutes.

The [UL Global Alumni and Associates Network](#) (SMUL) brings together Slovene scientists, professors and other notable figures working in the academic, research and development fields abroad. It was conceived as an activity to boost the quality of study programmes and strengthen international cooperation.

UL regularly updates its list of [international cooperation agreements](#). Different forms of cooperation are developed at various levels, from the UL level to the level of UL members. International partnerships and networks are an important quality assurance and development tool, since they result in close ties with the best universities in the fields of research, teaching and social participation. Although the focus can vary depending on the specific characteristics of individual networks, in general terms cooperation of this kind means opportunities for additional activities (e.g. joint study modules or virtual mobility), co-creation (joint think tanks, preparation of joint recommendations, new joint initiatives) and better cost effectiveness (by pooling resources). The university also promotes cooperation in the context of EU projects and the Erasmus+ programme, since in this way financial support can be offered to students and staff. The university as a whole will continue to strengthen its activities in the context of [various international networks](#). The aim of all these connections and cooperation is to support the realisation of UL's strategy and promote shared values.

Owing to the large number of agreements signed, the university is currently in the process of consolidating its international network of partners and wishes to focus more on existing partnerships and cooperation within strategically more important international networks and associations (The Guild, Eutopia, EUA, Rectors' Forum of Southeast Europe and the Western Balkans) and regions (Western Balkans, Africa).

Strengths

Strong European and international networks.

Permanent cooperation between the UL Career Centres and UL Alumni.

Cooperation with the business sector in evaluating potential innovations.

Enhancement areas

Strengthening collaboration between the Rectorate and UL Members to achieve further alignment and efficiency in performance and implementing changes.

Enhancing cooperation with alumni and improving the potential of the alumni network – strengthening cooperation with UL Alumni at the international level; the possibility of introducing a system of micro-credentials and updating of the catalogues of competences.

Stronger integration of researchers and industry, especially in the context of developing future-proof professional profiles.

A greater focus on cooperation in strategically important international networks and associations.