



ALMA MATER  
EUROPAEA

— INSTITUTUM STUDIORUM HUMANITATIS —  
FAKULTETA ZA PODIPLOMSKI HUMANISTIČNI ŠTUDIJI

# STRATEGIC PLAN

**Alma Mater Europaea – Faculty of Humanities,**

**Institutum Studiorum Humanitatis, Ljubljana**

**2018 – 2023**

**Ljubljana, December 2018\***

\*In accordance with the provisions on ongoing monitoring and updating of the strategic plan and its strategic orientations, amendments to the strategic plan in the PEST Analysis and SWOT Analysis were adopted in March 2020 in accordance with the recommendations for improving the functioning of AMEU – ISH noted in the Report on the institutional reaccreditation of 14 March 2020.

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## GENERAL

### Basic information

<b>Name of the higher education institution / research organization</b>	Alma Mater Europaea - Institutum Studiorum Humanitatis, Faculty of Graduate Humanities, Ljubljana
<b>The abbreviation of the name</b>	AMEU - ISH
<b>Address</b>	Kardeljeva ploščad 1, 1000 Ljubljana
<b>Website</b>	<a href="http://www.ish.si/">http://www.ish.si/</a>
<b>Email</b>	<a href="mailto:ish@ish.si">ish@ish.si</a>
<b>Phone</b>	+386 2 250 19 97
<b>Fax</b>	+386 2 250 19 98
<b>Accreditation of the independent higher education institution</b>	First 24 November 1995, current 21 March 2013 (valid until 30 September 2020)
<b>Erasmus Tertiary Education Charter</b>	Period 2014–2020 Erasmus document number: 272314-EPP-1-2018-1-SI-EPPKA1-ECHE

## PRESENTATION OF AMEU - ISH

Institutum Studiorum Humanitatis - Faculty of Graduate Studies of Humanities, Ljubljana, was established in accordance with the Higher Education Act. At its 17th session, held on November 24, 1995, the Council of Higher Education of the Republic of Slovenia adopted the decision on approval to establish it. The Faculty was registered as an independent higher education institution in the records of higher education institutions at the Ministry of Education and Sport; the decision no. 601-736 / 95 was issued on entry.

On January 1, 2014, ISH, Faculty of the Humanities, Ljubljana joined under the auspices of Alma Mater Europaea - European Center Maribor (AMEU - ECM) and on April 30, 2014, it became an independent organizational unit under the name Alma Mater Europaea - Institutum Studiorum Humanitatis, Faculty of Graduate Studies in Humanities, Ljubljana (AMEU - ISH). AMEU - ISH is a member of AMEU - ECM, but its legal subjectivity is given as an independent legal entity within the meaning of an independent higher education institution.

AMEU - ISH operates as an independent higher education institution on the basis of the decision on the extension of accreditation no. 6033-27 / 2012/15, issued on 21 March 2013 by the Slovenian Quality Assurance Agency (SQAA). By decision no. 6033-359 / 2015/2, AMEU - ISH was registered as an independent higher education institution in the register of higher education institutions at the Ministry of Education, Science and Sport. The Institute, as a single legal entity under private law, operates in accordance with applicable law and is responsible for its obligations with all its assets.

AMEU - ISH provides higher education at the undergraduate (university) and postgraduate (master and doctoral) levels. All study programs are accredited according to the regulations and criteria of the institutions of the Republic of Slovenia.

## Basic tasks

The faculty's basic tasks are to enable the attainment of the undergraduate and postgraduate degrees and to supplement the offer of other universities and faculties with complementary programs and knowledge in the field of humanities, humanities-related scientific disciplines and new border sciences. The Faculty promotes the flow of knowledge and methods from the most advanced humanities centres to the Slovenian and Central European area, and as an established postgraduate educational and research center for the humanities, it provides the link between educational and research work with the organization and the method of its work.

As stipulated in Articles 6 and 7 of the Statute AMEU - ISH, the faculty is autonomous in the performance of its activity and operates according to the principles of autonomy, which are guaranteed in particular by:

- freedom to explore, create, and impart knowledge,
- independent regulation of internal organization and operation in accordance with the law and statute,
- adopting the criteria for election to the titles of higher education teacher, scientific worker or higher education associate,
- election to the titles of higher education teacher, scientific worker or higher education associate,
- preparation and acceptance of study and scientific-research programs,
- determination of study regime and defining the forms and periods of assessment of students,
- the award of professional and scientific titles in accordance with the law and the award of the Honorary Doctorate and title of Honorary Professor,
- election, appointment and recall of bodies in accordance with statutes and other acts,
- deciding on forms of cooperation with other organizations,
- asset management in accordance with the purpose for which it was acquired.

## Types and number of study programmes

AMEU - ISH offers undergraduate and postgraduate (master's and doctoral) study of Humanities, thus forming the entire study pillar of all three Bologna cycles.

- University study programme Humanities (1st Bologna cycle)
- Master's study programme Humanities (2nd Bologna cycle) and
- doctoral study programme Humanities (3rd Bologna cycle).

**Table 1.** Basic information about the university study programme Humanities

<b>Name of the Study Program</b>	Humanities
<b>Level</b>	Undergraduate
<b>Type</b>	higher education university degree study programme
<b>Klasius SRV</b>	16204 - University higher education (first Bologna degree) / university education (first Bologna degree)
<b>Duration</b>	3 years

<b>Credits</b>	180 ECTS
<b>Study Area (ISCED)</b>	no. 22 - Humanities
<b>Klasius P</b>	220 Humanities (not specified)
<b>Klasius P-16 Klasius P-16</b>	02 Arts and Humanities 022 Humanities (except Languages)
<b>Research field (Frascati)</b>	Humanities
<b>Scientific or Professional title</b>	Graduate in Humanities (UN)
<b>Accreditation</b>	SQAA Decision no. 6033-15/2016/21, dated 21 September 2017

**Table 2.** Basic information about the Master's Degree Program in Humanities

<b>Name of the Study Program</b>	Humanities
<b>Level</b>	Second-Level Two
<b>Type</b>	Master's degree program
<b>Klasius SRV</b>	17003 - Master's degree (second Bologna degree) / Master's degree (second Bologna degree)
<b>Duration</b>	2 years / 4 semesters
<b>Credits</b>	120 ECTS
<b>Study Area (ISCED)</b>	no. 22 - Humanities
<b>Klasius P</b>	220 Humanities (not specified)
<b>Klasius P-16 Klasius P-16</b>	02 Arts and Humanities 022 Humanities (except Languages)
<b>Research field (Frascati)</b>	Humanities
<b>Scientific or Professional title</b>	Master of Arts (Humanities)
<b>Accreditation</b>	SQAA Decision no. 6033-82/2011/14, dated 24 April 2012

**Table 3.** Basic information about the doctoral program in Humanities

<b>Name of the Study Program</b>	Humanities
<b>Level</b>	Third-Level Three
<b>Type</b>	Doctoral education (third Bologna degree) / doctorate (third Bologna degree)
<b>Klasius SRV</b>	18202 - Doctoral education (third Bologna degree) / doctorate (third Bologna degree)
<b>Duration</b>	3 years
<b>Credits</b>	180 ECTS
<b>Study Area (ISCED)</b>	no. 22 - Humanities
<b>Klasius P</b>	220 Humanities (not specified)
<b>Klasius P-16 Klasius P-16</b>	02 Arts and Humanities 022 Humanities (except Languages)
<b>Research field (Frascati)</b>	Humanities
<b>Scientific or Professional title</b>	Doctor of Science

<b>Accreditation</b>	SQAA Decision no. 6033-83/2011/17, dated 24 April 2012
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With the aim of updating the curricula and introducing new, interdisciplinary content in the study process, AMEU - ISH is planning to introduce a module of optional subjects Digital Humanities at the second level of study, which will update the study of humanities at the 2nd Bologna cycle for future professions. The study of digital humanities combines learning about, understanding and applying new digital tools in the fields of humanities, arts and cultural heritage. It is a multi-disciplinary course dedicated to artificial intelligence, machine learning, big data, digitization of archival resources, the generation and transmission of philosophical ideas in history, ethical issues in the digital worlds, and other issues related to political-socio-economic systems in of the future.

### Research activity

AMEU - ISH is registered in the register of research organizations at the Slovenian Research Agency (ARRS) under no. 0433.

AMEU - ISH has registered at the ARRS research teams which operate within the two institutes:

- 0433-005 Institute for the studies of humanities (lead by Prof. Dr. Polona Tratnik) and
- 0433-002 Institute for Social Sciences Research (Head Associate Professor Cirila Toplak).

Both research teams are registered to carry out research work in the following areas:

**Table 4.** Sciences and fields of activity of the research groups at AMEU - ISH according to the ARRS classification

Institute	Code	Scientific field	Area
Institute for the studies of humanities	6.06.00	Humanities	Cultural Studies
	6.10.00	Humanities	Philosophy
	6.05.00	Humanities	Linguistics
Institute for social sciences research	5.06.00	Social Sciences	Political Science
	5.05.00	Social Sciences	Law
	5.11.00	Social Sciences	National question

AMEU - ISH forms a joint programme group with the Institute for Civilization and Culture (ICK) within the Research Program named The Research of Cultural Formations (record number P6-0278). Based on the application submitted to the ARRS Call, AMEU - ISH was approved to implement this programme in the next funding period 1.1.2017 - 31.12.2022 (the change of the ARRS funding period in 2018: January 1, 2017 - December 31, 2018; January 1, 2019 - December 31, 2024). The application was assessed as excellent and was rated 24 out of 25 points. In December 2018, a research team working within the Alma Mater Europaea - European Center, Maribor (AMEU - ECM) joined the implementation of the research programme as the provider.

## BACKGROUND OF THE DESIGN OF THE STRATEGIC PLAN

The Strategic Plan AMEU - ISH for the period 2018 - 2023 is based on the following conceptual frameworks:

- Lisbon Convention on the Recognition of Higher Education Qualifications (1997)
- Bologna Declaration (1999)
- Lisbon strategy (2000)
- Magna Charta Universitatum (1988)
- Resolution on the National Higher Education Programme 2011-2020
- Resolutions on Slovenia's Research and Innovation Strategy 2011-2020
- Slovenia's Development Strategy 2030
- Higher Education Act
- Law on Research and Development
- Criteria for accreditation and external evaluation of higher education institutions and study programmes
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)
- Criteria for international cooperation
- Criteria for credit evaluation of ECTS study programmes
- Criteria for transitions between study programmes
- Criteria for the election of titles of higher education teachers, research workers and higher education associates
- AMEU - ISH's defined mission and vision
- PEST analysis
- SWOT analysis
- identified needs
- stakeholder expectations and
- previously adopted developmental strategies of the higher education institution.

## MISSION

AMEU-ISH's mission is to conduct higher education, scientific and research and development activities in the field of humanities, related scientific disciplines and new frontier sciences, and to serve the domestic and international community as an educational and scientific research center, supplementing the offer of other universities and colleges with complementary programs and knowledge in the field.

With its organization and manner of work, the Faculty provides the link between pedagogical and scientific-research work, since the specificity of its activity is the direct connection of the educational and scientific-research process, which means a continuous flow of scientific results into teaching contents. In this way, the Faculty takes care of the development of scientific disciplines and professional fields in the domestic and international environment and promotes the flow of knowledge and methods from the most developed humanities centres to the Slovenian and Central European area.



## VISION

The vision of AMEU - ISH is to build on the visibility, elite and specific role of an institution with a long tradition in the humanities and its related disciplines through the involvement of top lecturers and researchers in the teaching and research process, through the offer of excellent undergraduate and graduate study programmes, as also through the enhancement of high-quality research work and by organizing visible events.

The most prominent intellectual vision of AMEU-ISH is therefore the integration of education and research whilst constantly monitoring the development of the humanities and introducing new approaches and a new mindset.

## PEST ANALYSIS

The PEST analysis seeks to identify external factors that are important to AMEU - ISH and could affect its performance and strategic development position, but it does not have a direct impact on AMEU - ISH. The basic four factors of PEST analysis are: Political, Economic, Socio-cultural and Technological environment.

PEST analysis thus enables more effective strategic planning, thereby increasing AMEU - ISH 's ability to familiarise itself with the current situation and to better prepare for future changes.

Factors		Opportunities and Challenges
<b>Political</b>	<p>Legislative amendments and other national regulations that tighten the conditions for the implementation of self-payd study programs in higher education.</p> <p>Legislative amendments and other national regulations which tighten the conditions for carrying out research activities.</p> <p>The overall general political climate that opposes the development of private higher education institutions and non-public research organizations and thus of competition, quality, scientific excellence, relevance, employability, innovation and rationalization.</p>	<p>Monitor and influence the formulation of higher education legislation.</p> <p>Monitor and influence legislation in the field of research.</p> <p>Active involvement of management, higher education teachers, researchers, female students and others in addressing systemic issues through national, political, academic and professional stakeholders at the local and national levels.</p>
<b>Economic</b>	<p>The increasing supply of related study programs in the humanities intensifies competition in the higher education area while reducing the number of students enrolled.</p> <p>Calls for research activities.</p>	<p>Detecting the need, development and implementation of innovative vocational programs that are focused on the professions of the future in order to be one step ahead of the competition, provide the best service and offer the highest added value to users - students.</p> <p>Being involved, connecting, getting partners, attracting excellent</p>



	<p>Increasing purchasing power in the environment.</p>	<p>researchers, activating all higher education teachers and researchers to apply for RRD calls on their own initiative.</p> <p>Increase enrolment in undergraduate study programs. Maintain and raise added value and provide excellent service in these study programs.</p>
<b>Socio-cultural</b>	<p>Trust in high quality education at AMEU - ISH.</p> <p>The number of young people enrolled in tertiary education has been increasing over the last two decades.</p> <p>Demographic trends (declining birth rates, aging population).</p> <p>Trust in AMEU – ISH's high quality research.</p>	<p>Overcoming legislative obstacles in the field of higher education with a strong emphasis on academic excellence, recognition and tradition of the faculty, in addition to studying for both domestic and international students, is also possible to carry out studies for foreigners and distance learning.</p> <p>The formation of a humanities degree at all three Bologna levels provides an opportunity to increase the number of students enrolled.</p> <p>The emphasis on the implementation of lifelong learning provides a focus on the (older) population with a completed undergraduate degree as well as on the international environment.</p> <p>Involvement of students from higher education teachers in existing and newly established networks of connecting higher education stakeholders enables their active involvement in addressing socio-cultural issues.</p> <p>Overcoming legislative obstacles in the field of research with a strong emphasis on scientific excellence, recognition and tradition of the faculty enables the attraction of the most excellent domestic and foreign researchers.</p>
<b>Technological</b>	<p>The existence of the web and ICT technologies gives the opportunity for wide communication with all interested parties.</p> <p>Increasing digitalization is changing the world.</p>	<p>Identifying opportunities and using state-of-the-art technology in education and research makes it possible to increase the usefulness of scientific knowledge and thus knowledge.</p> <p>Adaptation of study programs to distance learning options.</p> <p>Promotion and marketing (in e-format).</p> <p>Slimness of higher education institution with optimally organized processes.</p> <p>Digitization increases the need to develop humanities disciplines that study man, his culture and art, using analytical and critical methods.</p>

## SWOT ANALYSIS

By analysing SWOT (Strength, Weakness, Opportunity, Opportunities, Threats) we identify at AMEU - ISH the positive and negative factors in the internal environment (strengths and weaknesses) and the external environment (opportunities and threats) of the higher education institution, which enables more effective strategic planning and decision making.

<b>INTERNAL POSITIVE AND NEGATIVE FACTORS</b>	
<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• small size, flexibility and responsiveness</li> <li>• Faculty credibility, recognition, tradition and elite</li> <li>• High quality of design and implementation of the study of humanities and interdisciplinary studies</li> <li>• updated postgraduate study programs and thus the relevance, usefulness and innovation of study contents</li> <li>• implementation of study programs or their parts that follow the needs of the professions of the future</li> <li>• personal approach and adaptability to the interests and needs of the students</li> <li>• students' motivation for co-financing or co-financing, self-financing study</li> <li>• high transient from year to year</li> <li>• performance of AMEU - ISH graduates</li> <li>• additional offer for students (seminars (also on-line), summer school, conferences, etc.)</li> <li>• humanistic and interdisciplinary research on social and other issues of the highest quality</li> <li>• continued involvement in scientific research projects and many years of implementation of the research program</li> <li>• involvement of high-quality higher education teachers, co-workers and researchers, thus ensuring pedagogical and research excellence, moral credibility and reputation</li> <li>• employee affiliation</li> <li>• good infrastructure (facilities and equipment) to deliver lectures</li> <li>• a good concept of distance learning</li> </ul>	<ul style="list-style-type: none"> <li>• financial vulnerability due to self-paid and non-co-financed studies (no concession obtained)</li> <li>• low number of students enrolled (mainly in the 1st and 2nd degree studies)</li> <li>• the strategy for the promotion and marketing of study programs is not effective</li> <li>• underdevelopment of a separate Career Center and Alumni Club at AMEU - ISH (only works within AMEU - ECM)</li> <li>• poor involvement and disinterest of students in short-term mobility in the context of Erasmus exchanges</li> <li>• too few scientific research projects (domestic and especially international)</li> <li>• too little interconnection between full-time and part-time employees</li> <li>• Overlapping accountability in processes</li> <li>• unequal initiative and initiative of individuals</li> <li>• small number of institutional agreements signed (education and research)</li> <li>• The growth of the volume of business is hindering the development of the higher education institution</li> <li>• Process adaptability to work needs</li> <li>• the regular acquisition of library materials has been stagnant for several years</li> </ul>

<ul style="list-style-type: none"> <li>• recording of lectures</li> <li>• organization of national and international conferences, seminars and scientific symposia</li> <li>• well-developed AMEU - ISH publicity</li> <li>• richly stocked higher education library with quality study, professional and research literature</li> </ul>	
<b>EXTERNAL POSITIVE AND NEGATIVE FACTORS</b>	
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• be attractive, offer the highest added value to the user</li> <li>• expanding and strengthening cooperation and liaison with educational, research, cultural and other institutions at national and international level</li> <li>• active promotion of AMEU - ISH nationally and internationally</li> <li>• creating joint or dual study programs with reputable foreign higher education institutions (e.g. from neighbouring countries, the European Higher Education Area (EHEA) and globally) operating at the same or related fields as developed by AMEU - ISH</li> <li>• informing, attracting and engaging potential candidates for admission to the AMEU - ISH (from neighbouring countries, the wider EHEA regional area and globally)</li> <li>• increasing the share of enrolled students who are senior citizens and thus strengthening the culture of lifelong learning</li> <li>• enhancing the mobility of students, as well as teaching, non-teaching and research staff</li> <li>• strengthening the internationalization of home study for non-mobile students</li> <li>• developing forms that enhance student-to-student collaboration</li> <li>• establishing cooperation with AMEU - ISH graduates and establishing a Career Center and Alumni Club</li> <li>• implementation of the Summer School for incoming students and lecturers</li> <li>• increasing the share of projects acquired under national and international calls for</li> </ul>	<ul style="list-style-type: none"> <li>• continuous and vague changes to legislation and regulations in the field of higher education and research activities</li> <li>• the tightening of the conditions for the implementation of the self-employed form of study in higher education</li> <li>• disabling smooth co-financing (doctoral studies) at non-public higher education institutions without concession with the latest changes to higher education legislation (ZViS-K /HEA-K, 2016)</li> <li>• strengthening the supply of competing study programs in related fields, especially at public higher education institutions and private ones by concession, thereby reducing the competitiveness of the AMEU-ISH</li> <li>• insufficient number of students enrolled</li> <li>• decline in interest in study programs</li> <li>• Students' interest in (short-term) mobility and thus internationalization abroad</li> <li>• lack of funds for financing research work in the Republic of Slovenia</li> <li>• ideological prejudices in society regarding independent higher education institutions</li> <li>• unfair competition with the public legal protection of monopolies in the field of education and research</li> </ul>

proposals in the field of research activities (Slovenian Research Agency - ARRS, Ministry of Education, Science and Sport, EU, MSCA, etc.)

- encouraging teaching and research staff in obtaining EU, MSCA, etc. projects.
- attracting new domestic and foreign researchers for research work (young researchers, postdoctoral fellows established researchers)
- involvement of invited distinguished university professors and researchers from abroad in the teaching process
- organisation of conferences (domestic, international) and scientific symposia
- optimization of work processes
- systematically obtaining additional funding (for education and research) from various sources
- the possibility of obtaining a concession or co-financing studies for students (e.g. grants, scholarships)
- general availability of ICT technologies and good opportunities for communication with interested stakeholders

### **Using benefits to overcome threats**

- Small size, flexibility and responsiveness make it possible to adapt to the tightening of the conditions for self-pays and co-financed studies.
- Credibility, recognition, tradition and elite of the faculty and thus pedagogical and research excellence, high quality of design and implementation of humanistic and interdisciplinary studies, personal approach and adaptability to the interests and needs of students and a good concept of distance learning are factors of success compared to the emerging competition.
- The introduction of undergraduate studies and the overhaul of postgraduate study programs or parts thereof (e.g. the module Digital Humanities) that meet the needs of the professions of the future, and thus the relevance, usefulness and innovativeness of the study contents are factors that increase the chances of enrolment of potential candidates at the AMEU - ISH.
- Identifying international markets reduces the risk of tightening conditions for the implementation of a self-employed form of study in higher education and creates opportunities for obtaining funding for educational and scientific research work.
- Excellent researchers enable them to obtain more successful funding for scientific research work compared to competing institutions.

## **Addressing the disadvantages of avoiding threats**

- Strengthening the system of institutional management and quality enables the regulation of processes and responsibilities, and thus the institutional development towards academic and business excellence, as well as the avoidance of the threats associated with the provision of services at lower prices (e. g. through free study) by competitive higher education institutions (public higher education institutions and private higher education institutions with a concession).
- Ensuring the consistent implementation of all internal rules, adapting them and complying with regulations enables the follow-up of any changes in the legislation and by-laws in the field of higher education and research.
- Organizing meetings (in-person, online) with domestic and foreign educational and research institutions operating in related fields as developed by the AMEU - ISH creates opportunities to increase the number of institutional agreements signed, as well as the mobility of students, teaching, non-teaching and research staff, as well as the number of research projects (domestic and foreign) acquired.

## **Addressing weaknesses to seize opportunities**

- The developed strategy for promotion and marketing of AMEU - ISH educational and research activity at national and international level increases the possibilities for: cooperation with new educational and research institutions, enrolment of native students (e.g. senior citizens and residents with completed undergraduate education) and those from undergraduate education from abroad (e.g. from neighbouring countries, the wider EHEA and other world regions), internationalization abroad (e.g. short-term mobility, joint or dual study programs, scientific research projects, etc.) and internationalization at home (e.g. hosting of top lecturers and lecturers from abroad, organization of conferences and scientific symposia with international participation, organization of summer school, etc.).
- Strengthening the activities of the project office (operating within the framework of the AMEU - ECM) and the staff of researchers in order to improve collaboration on joint projects (e.g. AMEU - ISH and AMEU - ECM) and establishing new collaborations with external researchers and research teams are: Opportunities for greater success in applying for domestic and international calls (e.g. ARRS, Ministry of Education, Science and Sport, EU, MSCA, etc.).
- Continuous animation and informing of students and higher education teachers enables them to be more actively involved and involved in research projects.
- Strengthening of activities by employees enables the establishment of a separate Career Center and the Alumni Club AMEU – ISH.
- Fundraising by the founder of AMEU-ECM enables the purchase of library material that has been stagnant for some time.

## STRATEGIC ORIENTATIONS

Based on the conceptual frameworks and SWOT analysis outlined above, the strategic guidelines of the AMEU - ISH are first defined, which reflect the mission and vision of the higher education institution and show the direction of development of its activity, and on that basis the strategic goals of the AMEU - ISH in the period 2018-2023.

The strategic guidelines of the AMEU - ISH are as follows:

- 1. High- quality implementation and development of educational activity**
- 2. Excellence in research and development**
- 3. expanding international cooperation and liaising with educational, research, cultural and other institutions**
- 4. quality assurance and the pursuit of excellence in education, professional engagement, research and business**
- 5. Promotion of AMEU - ISH educational and research activity**

## STRATEGIC OBJECTIVES

The strategic objectives show the concrete desired statuses that the AMEU - ISH aims to achieve in the medium term (5 years) in the area of individual strategic orientation. For each strategic objectives, indicators and indicator units and outcome indicators – either quantitative or qualitative that translate each objective into key success indicators, are identified. The indicators are evaluated and their change is measured over the period 2018-2023.

### Strategic orientation 1: High-quality implementation and development of educational activity

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
Changing the name of the faculty to pursue an undergraduate degree	Faculty	Name of the faculty	AMEU - ISH, Faculty of Graduate Humanities, Ljubljana	AMEU - Faculty of Humanities, Institutum Studiorum Humanitatis, Ljubljana
Updating of basic acts and other documents (regulations, rules of procedure and other	Foundation Act AMEU - ISH	Articles related to undergraduate study	Foundation Act AMEU - ISH (2014)	Foundation Act AMEU - ISH (consolidated text)



Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
acts) in order to carry out undergraduate studies or possible changes to higher education legislation				
	Statute AMEU - ISH	Articles related to undergraduate study	Statute of the AMEU - ISH (2014)	Statute AMEU - ISH (Consolidated Text)
		Chapters of the Statute with included articles in accordance with the Higher Education Act	Statute AMEU - ISH (2014)	Statute AMEU - ISH (Consolidated Text)
Regulations, rules of procedure and other acts AMEU - ISH	Content of regulations, rules of procedure and other acts related to undergraduate studies or amendments to higher education legislation	Regulations, rules of procedure and other acts for graduate studies	Regulations, rules of procedure and other acts for undergraduate and postgraduate studies with possible changes of the higher education actlaw	
Increasing interest in studying by obtaining high-quality candidates for enrolment at AMEU - ISH	Applications within the first application deadline	The number	Level 2 (Master): 4 Level 3 (Doctoral): 7	Level 2 (Master): 10 Level 3 (Doctoral): 20
	1st year students enrolled	The number	Level 1 (Bachelor): 5 Level 2 (Master): 1 Level 3 (Doctoral): 5	Level 1 (Bachelor): 10 Level 2 (Master): 8 Level 3 (Doctoral): 5
	Entrants on information days	The number	5	45

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
Expanding and upgrading the existing educational offer	Accredited study programs	The number	3	4
	Changes to study programs	The number	0	Depending on needs
	New study programs	The number	1	Depending on needs
Enrolment growth of domestic and foreign students and implementation of study programs in a foreign language	Enrolled students	The number	26	5% growth per year
	Foreign students	The number	4	5% growth per year
	Study programs in Slovenian language	The number	1	3
	Study programs in a foreign language	The number	1	1
Improving the ratio between the number of students enrolled and graduates	Transition between years	Share (%)	Third cycle (Doctoral): from 1st to 2nd year: 75% from 2nd to 3rd year: 100%	Third cycle (Doctoral): from 1st to 2nd year: 75% from 2nd to 3rd year: 75%
	Graduates according to enrolled students	Share (%)	1 graduate (in 2017/18) out of 4 enrolled (in 2016/17 - 4 enrolled according to transition criteria): 25%	At least 50% of all programs
	Average duration of study at: First cycle (Bachelor) Second cycle (Master) Third cycle (Doctoral)	Years, months	Third cycle (Doctoral): 4.6 years (2017) 1.43 years (2018-enrollment in Year 3 of the d Oct. study)	Level 3 (Doctoral): 4 years

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	New undergraduate graduates	The number	0	At least 50% of the students enrol in all programmes
	New Masters in Humanities	The number	0	At least 50% of the students enrol in all programs
	New PhDs	The number	1 (2018)	At least 50% of the students enrol in all programmes
Raising the level of internationalisation abroad and at home	Top Visiting Lecturers	The number	3	First cycle: at least 1 Second cycle: at least 2 Third cycle: at least 2
	Students who went to exchange abroad	The number	0	First cycle: At least 1 Second cycle: At least 1 Third cycle: At least 1

### Strategic orientation 2: Scientific research and development excellence

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
Promoting humanistic and interdisciplinary research at the highest quality level	Carrying out activities within the research program of Cultural Formation and active cooperation with other research program contractors	Activity	Regular implementation of activities within the research program and active cooperation with other contractors	Annual implementation of activities under the research program and active cooperation with other contractors
	Registered Researchers at AMEU - ISH	The number	9 (until 12/31/2018), 6 from 1/1/2019 onwards)	7

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	Average SICRIS score per registered researcher per year	Points	186	> 230
	Scientific publications in SCI-, SSCI- and A&HCI-indexed journals, in other journals from the ARRS list or in scientific monographs published by publishers from the ARRS list to a registered researcher (cumulative, last 5 years)	The number	6	> 7
	Outstanding achievements (A'') and high-quality achievements (A') by a research organization evaluated by bibliographic indicators of research performance (cumulative, past 5 years)	Points	A'' (outstanding achievements)': 1105.26 A'(high quality achievements): 3494.07	A'' (outstanding achievements): > 1200 A'(high quality achievements): >3500
	Normal WoS or Scopus citations to a registered researcher (cumulatively, in the last 10 years)	The number	CI (citations calculated from COBIB.SI articles related to WoS or Scopus): 19 CIAu (citations divided by number of authors): 13.17	CI:> 30 CIAu :> 18

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
Applications for current calls for proposals for domestic and foreign research and development projects	Domestic research projects implemented	The number	4	6
	Acquired domestic research projects (participation as an applicant or project partner) (ARRS, Ministry of Education, Science and Sport, Public Book Agency)	Share (%)	43% (7 submitted, 3 acquired)	60%
	International research projects implemented (Horizon 2020, MSCA, Cost, Interreg, HERA or other EU calls, ARRS bilateral projects)	The number	1	2
	Acquired international research and development projects	Share (%)	25% (4 submitted, 1 acquired)	50%
Establishment and strengthening of cooperation with domestic and international partners in scientific research and project area	Domestic partners for scientific and project cooperation	The number	2	5
	International strategic partners for scientific and project cooperation	The number	1	4
Organization of scientific events	Scientific conferences in (co) organization	The number	1	2

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	Foreign and conference reference officers (AMEU - ISH and AMEU-ECM)	Share (%)	Alma Mater Conference: 25%	33%
	All conference participants (AMEU - ISH and AMEU-ECM)	The number	371	380
	Organization of other scientific events for the general public (scientific symposia, seminars, open lectures, etc.)	Other scientific events	Regular organisation of various events for the general public.	Organisation of various events annually to the general public.
Participation of colleagues under the name AMEU - ISH at other conferences (domestic, foreign) and scientific events	Other conferences and scientific events with the active participation of colleagues named AMEU - ISH	The number	2	3
Maintain high quality publishing support for the teaching and research process	Publication of periodicals: *Monitor ISH *Glasnik AMEU-ISH (Gazette AMEU-ISH)	Number of copies	2 per year 2 issues by 2018	10 issues issued Occasional issue, as needed
	Book publications	Number of book publications	4 / year	> 20 books published
Increasing the quality of library support for the teaching and research process	Units of new library material	The number	7000	7050
Strengthening R&D for education	Active research groups in the content areas of the AMEU-ISH	The number	2	2



Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	study programmes			
	Involvement of students in research work	Research activity of students	Execution and presentation of final research and project assignments (individual research work, public defences)	Each academic year
			Presentation of the results of the research work at a scientific conference with international participation "All about people" (co-organization of AMEU-ISH and AMEU - ECM)	Each academic year
			Involvement of students in the planning of AMEU - ISH applications in calls for proposals (domestic, international) and in the implementation of research projects	Each academic year
Monitoring the results of the scientific research work and implementation and evaluation of the achievement of the set goals of the scientific research activity	Annual Scientific Research Report AMEU - ISH	Report	1 per year	6 (1 every year)
	AMEU Scientific Research Plan - ISH (2019-2024)	The plan	Preparation of the AMEU - ISH Scientific Research Plan	Implementation of the AMEU Scientific Research Plan - ISH 2019-2024

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)

**Strategic orientation 3: Expanding international cooperation and networking with educational, research, cultural and other institutions**

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
Increasing short-term mobility in the context of international exchanges in Erasmus +	International student mobility	Mobility	Implementing short-term student mobility	Annual participation of international students in international mobility
	International mobility of non-teaching staff	Mobility	Implementing international mobility of non-teaching staff	Annual involvement of non-teaching staff in international mobility
	International mobility of higher education teachers	Mobility	Implementing international mobility for higher education teachers	Yearly integration higher education teachers in international mobility
	Agreements with foreign partner institutions under the Erasmus + program	The number	4	8
Raising the level of internationalisation abroad and internationalization at home	Countries where AMEU - ISH is promoted	The number	5 (under Alma Mater)	7 (under Alma Mater)
	Common or dual programs with higher education institutions from abroad	The number	0	1

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	(neighbouring countries, notably Austria, Croatia)			
	Agreements with foreign higher education institutions	Agreement	At least one (1) new agreement with a foreign higher education institution.	Signed at least One (1) new agreement with a foreign higher education institution every academic year.
	Foreign student recruitment agreements (under Alma Mater)	The number	3 (under Alma Mater)	5 (under Alma Mater)
	Distance study via e-classroom	Distance study	0	Conducting distance study
	The guest lecturers from abroad in the study process	The number	3	At least 12 (at least 2 visiting lecturers from abroad in each academic year)
	Summer School for incoming students and lecturers	Summer school	0	1
Establishing a quality international network of recruiters and intermediaries under Alma Mater	Contracts with recruiters and intermediaries under Alma Mater	The number	6 (under Alma Mater)	10 (under Alma Mater)
Strengthening quality research cooperation with institutions from abroad working in the same and related scientific fields as developed by AMEU – ISH	Research cooperation with foreign higher education institutions in the application and implementation of international projects	International project research	1	At least 2

**Strategic orientation 4: Quality assurance and pursuit of excellence in education, professional engagement, research and business**

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
Strengthening comprehensive system of quality monitoring and quality assurance	Adoption of the Strategic Plan AMEU-ISH 2018-2023.	Strategic orientations with strategic goals	Adopted 5 strategic orientations with associated strategic goals in AMEU-ISH 2018-2023 Strategic Plan.	Achieved strategic orientations with associated strategic goals.
	The implementation of Quality Rules AMEU - ISH	Self-evaluation, working methods and measures to monitor and improve quality	Adherence and implementation of the AMEU-ISH Quality Rules.	Compliance with and implementation of the AMEU-ISH Quality Rules, updates as necessary in accordance with applicable laws and regulations
	Respect for the Code of Ethics	Ethical standards	Code of Ethics AMEU - ISH adopted	Respected and realized ethical standards
	Performance of the Quality Commission	Number of sessions	2	4 in each academic year
		Rules of procedure and tasks of the quality commission	Rules of Procedure adopted by the Quality Commission AMEU - ISH	Compliance with and implementation of the Rules of Procedure of Quality Commission AMEU-ISH
	Adopting corrective measures by the Quality Commission	Number of corrective measures	At least 1 corrective measure for each area of activity of the AMEU - ISH	If necessary
	Implementation of improvements	Number of improvements	At least 1 realized improvements in each area of operation of the AMEU - ISH	If necessary

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	Performing self-evaluation by preparing annual self-evaluation reports (SERs) as a basis for external evaluation in all areas of SQAA Criteria.	Self-evaluation	1	6 (1 in each academic year)
		Preparation of the SER	1	6 (1 in each academic year)
	Improvement of individual monitoring and quality assurance instruments (e.g., questionnaires, appointment procedures, etc.) with a view to realizing measures and monitoring achievements	Quality assurance instruments	Review and analysis of existing quality assurance instruments	Improvement of quality assurance instruments as needed or as applicable by law and regulations.
Renewal of institutional accreditation with external evaluation of study programmes by submitting the application to SQAA	Renewal of institutional accreditation by SQAA	Institutional accreditation with external programme evaluation	Successful preparation for renewal of accreditation by submitting an application to SQAA (until 30/09/2019). ** Valid accreditations: * Higher education institution: until September 30, 2020; * study programmes - entry into force of accreditation: First cycle (Bachelor): 21 September 2017 Second cycle (Master): 24 April 2012	Successful renewal of accreditation of higher education institution with external evaluation of study programs by SQAA

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
			Third cycle (Doctoral): 24 April 2012	
Accreditation of higher education institution changes	Annexation of AMEU - ISH to AMEU - ECM	Change of higher education institution	AMEU - ISH, Faculty of Graduate Studies in Humanities	AMEU - Faculty of Humanities, Institutum Studiorum Humanitatis, Ljubljana
Systematic care for updating curricula and introducing new, interdisciplinary content in the study process	Study programmes: Undergraduate level: Humanities Master's level: Humanities Doctoral level: Humanities	Curricula	Updating curricula	If necessary
Increase in the student satisfaction index	Student satisfaction index on the implementation of studies	Value from 1 to 5	3.83	4.0
	Index of student satisfaction with the work of lecturers	Value from 1 to 5	4,84	4.9
	Meeting expectations	Value from 1 to 5	3.7	4.0
	Satisfaction with premises and equipment	Value from 1 to 5	4.5	4.6
	Monitoring the students' load	Load	Monitoring the load in the framework of self-evaluations and actions for load balancing.	Possible relief for students by updating study programmes.
	Use of modern and innovative teaching and learning forms and methods	Forms and methods of teaching and learning	Introducing and using active forms and methods of teaching and learning.	Introducing and using modern and innovative teaching and learning forms and methods.
Establishment and	Tutoring	Preparing to set up a	Established tutoring at	



Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	implementation of a tutoring system at AMEU-ISH		tutoring system at AMEU-ISH.	AMEU-ISH in accordance with the Tutorial System Policy at AMEU-ISH.
	Establishment of the Alumni Club AMEU-ISH.	Alumni Club	Preparing for the establishment of the Alumni Club AMEU - ISH, following the example of the AMEU - ECM.	Operation of the Alumni Club of AMEU-ISH
	Implementation of activities of the Career Center for the purpose of career counselling and development of the competencies of AMEU-ISH students	Career Center	Engaging in the activities of the Career Center Alma Mater	Active participation of AMEU - ISH within the Alma Mater Career Center
Increasing satisfaction and concern for employees' development at AMEU - ISH	The exercise of personnel policies (annual staffing plan with data on the number of full-time, complementary and contract employees and planned increase in the number of employees) in the field of education and research	Number of full - time employees and contracted higher education teachers, co-workers and researchers	12 employees (7 within the framework of the research program, 3 professors, 1 young researcher); 10 contract staff (high school teachers)	12 full-time and 10 contract employees (education and research), otherwise depending on the number of students enrolled or the number of research projects carried out
	Number of trainings for employees at Alma Mater (AMEU-ECM, AMEU-ISH and AMEU-Dance Academy)	Number of trainings per employee per year	2	2

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	Average Alma Mater Professional Satisfaction Score (AMEU-ECM, AMEU-ISH and AMEU-Dance Academy)	Value from 1 to 5	3.88	4.3
	Average satisfaction rating of Alma Mater teaching staff (AMEU-ECM, AMEU-ISH and AMEU-Dance Academy)	Value from 1 to 5	4,22	4.3
	Number of social events for AMEU employees (AMEU-ECM, AMEU-ISH and AMEU-Dance Academy)	Number of events per year	4	4
Ensuring pedagogical and research excellence	Involvement of top visiting higher education teachers with appropriate election in teaching or research title	The number	2	Number included under the establishment plan
	New election in pedagogical or research title	Number of new elections to the title	7	Number of elections to the title in accordance with the establishment plan
	Publications in the most prominent scientific journals according to the Bibliographic Indicators of ARRS Research Performance	Excellence Points (A ")	1105.26 (2013-2018)	> 1300

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	(cumulatively, in the last 5 years)			
Financial stability	Proportion of tuition revenue (including co-funded doctoral studies)	Share (%)	36%	40%
	Proportion of revenue from acquired research projects and the research programme	Share (%)	64%	60%
	Number of financially successful study programmes	The number	1/3	3/3

**Strategic orientation 5: Promotion of educational and research activity of AMEU - ISH**

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
Strengthening the promotion by informing the public about the educational and research activity of AMEU - ISH	Informing the public about the faculty's work and development.	Posts on faculty website	Keep up to date on all major AMEU-ISH events on the faculty's website.	Prompt public information and updating posts on the faculty's website on important events AMEU-ISH.
	Informing the public about AMEU-ISH activity through social networks	Posts on Facebook page	Activation of the separate AMEU-ISH Facebook page	Regular publicity through social networks.
		Posts on other social networks (Twitter, LinkedIn, etc.)	Activation of other accounts on social networks for AMEU-ISH	

Strategic objectives	Indicators	Indicator unit	Evaluation and target values	
			2018 (Starting value)	2023 (Goal value)
	Information on educational options	Information days - number	2 information days per academic year.	At least 12 information days to 2023.
	Participation in fairs and other promotional activities in Slovenia and abroad	Attendance at fairs and others promotional activities (at home, abroad)	Presentation at Informativa fair, fairs abroad, etc.	Enhanced and systematic promotion of higher education institution and study programs.
	Informing the environment about research achievements AMEU - ISH	Publications in periodicals and books	Regular dissemination of research achievements in print media (domestic, foreign)	Regular dissemination of research achievements in print media (domestic, foreign)
		Posts in other media (online media, radio and TV shows and events, exhibitions, etc.)	Regular dissemination of other research achievements	Regular dissemination of other research achievements

## MONITORING AND UPDATING THE STRATEGIC PLAN

The systematic monitoring, control and updating of the 2018-2023 AMEU-ISH Strategic Plan and its strategic orientations include:

- Continuous monitoring and control over the implementation of strategic orientations (and related strategic goals), and thus quality assurance and continuous improvement of the pedagogical, research and development and management process,
- reviewing, evaluating and reporting to internal, institutional competent authorities as well as external institutions,
- preparation of the annual work program based on the strategic objectives defined; and
- an annual review of potential changes to the strategic plan's starting points (e.g. potential new environmental factors (PEST analysis) or internal and external factors covered by the SWOT analysis that could significantly affect the implementation of the strategic plan.

## **PRESENTATION (PROMOTION) OF THE STRATEGIC PLAN**

Key contents of the strategic plan are presented:

- professional staff AMEU - ISH,
- Academic Assembly AMEU - ISH,
- Student Council AMEU - ISH,
- the Senate AMEU - ISH and
- the Board of Directors AMEU - ISH.

Once adopted, the strategic plan shall be published on the AMEU - ISH website.

Ljubljana, 19 December 2018

Prof. dr. Jurij Toplak  
Director of AMEU – ISH