



University of Maribor

Sloški trg 15
Maribor, Slovenija
+ 386 2 23 55 280
www.um.si

STRATEGY OF THE UNIVERSITY OF MARIBOR

2021–2030

Create your future!





STRATEGY OF THE UNIVERSITY OF MARIBOR 2021–2030

The bodies of the University of Maribor, Senate, Management Board and Student Council adopted the strategic goals of the Strategy of the University of Maribor for the period from 2021 to 2030 at their sessions in November 2020.

Maribor, 2021

Title Strategy of the University of Maribor 2021–2030

Language editing Joanna Tekavc
(University of Maribor)

Katja Turica (prevod)
(University of Maribor)

Technical editors Smiljan Pintarič
(University of Maribor)

Jan Perša
(University of Maribor, University Press)

Cover designer Smiljan Pintarič
(University of Maribor)

Cover graphics University of Maribor

Graphic material University of Maribor

Co-published by University of Maribor
Slomškovo trg 15
2000 Maribor, Slovenia
<https://um.si>, rektorat@um.si

Published by University of Maribor
University Press
Slomškovo trg 15
2000 Maribor, Slovenia
<https://press.um.si>, zalozba@um.si

Published at Maribor, 2021

Available at <https://press.um.si/index.php/ump/catalog/book/558>

CIP - Kataložni zapis o publikaciji

Univerzitetna knjižnica Maribor

001:061.1(0.034.2)

UNIVERZA v Mariboru

Strategy of the University of Maribor
[Elektronski vir] : 2021-2030. - E-publikacija.
- Maribor : University of Maribor, University
Press, 2021

Način dostopa (URL): [https://press.um.si/index.
php/ump/catalog/book/558](https://press.um.si/index.php/ump/catalog/book/558)

ISBN 978-961-286-444-6

doi: 10.18690/978-961-286-444-6

COBISS.SI-ID 59216387

© University of Maribor, University Press

All rights reserved. No part of this book may be reprinted or reproduced or utilized in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publisher.

ISBN 978-961-286-444-6

DOI <https://doi.org/10.18690/978-961-286-443-9>
For publisher prof. dr. Zdravko Kačič,
rector of University of Maribor

Attribution University of Maribor (2021). *Strategy of the University of Maribor 2021–2030*. Maribor: University Press. doi: 10.18690/978-961-286-444-6

TABLE OF CONTENTS

| | | |
|-----------|---|-----------|
| | INTRODUCTION | 5 |
| | MISSION, VISION AND SLOGAN | 8 |
| 1 | ORGANIZATION AND CONNECTIVITY | 10 |
| 2 | EDUCATION | 12 |
| 3 | SCIENTIFIC RESEARCH AND ART | 14 |
| 4 | STIMULATING WORKING ENVIRONMENT | 16 |
| 5 | STUDENTS | 18 |
| 6 | INTERNATIONALISATION | 20 |
| 7 | DEVELOPMENT THROUGH QUALITY SYSTEM | 22 |
| 8 | INVOLVEMENT IN LOCAL ENVIRONMENT | 24 |
| 9 | SPATIAL DEVELOPMENT | 26 |
| 10 | IT SUPPORT | 28 |



INNOVATION

Research

Technology

Creativity

Idea


Improvement

Concept

INTRODUCTION



The strategic goals of the University of Maribor for the period from 2021 to 2030 are founded on the commitment of the University to pursuing its mission and vision, which determine a complex system of goals for creative integration of research and education as well as involvement in solving local and global societal challenges. The University's mission and vision underline the importance of concern for interpersonal relations and creative working environment, which enables the employees' and students' well-being. The University of Maribor determined ten areas of its long-term strategic orientations based on a detailed analysis of the state of achievement of the strategic goals determined to be reached until 2020, while considering the European and global development guidelines in higher education and science, and in recognition of the specifics and needs of its own environment. The strategic orientations of the University of Maribor are the result of ideas and vision of people who participated in their design. We are determined to pursue the goals in the next ten years together, using our knowledge and energy, and to achieve them successfully.

A large target with concentric blue and white rings is positioned on the right side of the image. Three blue arrows with white shafts are flying from the left towards the target, with their tips hitting the central bullseye. The background is a clear blue sky with some light clouds. A dark teal rectangular box is overlaid on the bottom left of the image, containing white text.

The strategy of the University of Maribor pursues an inclusive, innovative and integrated higher education area that will train active, critically-thinking and responsible citizens, guarantee the quality of education and research, academic integrity, and cultivate concern for sustainable development of society. It stresses the importance of the freedom of research and institutional autonomy, development of lifelong learning, digitalisation and green infrastructure. It follows the orientations of the Rome Ministerial Communiqué of 2020 on the development of higher education in Europe, the Magna Charta Universitatum 2020 principles and the national strategic documents on higher education.



Strategic documents of the University of Maribor, including the action plan for measures to achieve the strategic goals, can be found on the website www.um.si/en

MISSION, VISION AND SLOGAN



MISSION of the University of Maribor

The mission of the University of Maribor is based on honesty, curiosity, creativity, freedom of spirit, cooperation and knowledge transfer in science, art and education. Concerned with mankind and sustainable development, the University of Maribor expands knowledge, raises awareness and promotes humanistic values as well as the culture of dialogue, quality of life and global justice.



VISION of the University of Maribor

The University of Maribor will become a globally recognized innovation ecosystem, inspiring the creativity of both employees and students.



SLOGAN of the University of Maribor

Create your future!

1 ORGANIZATION AND CONNECTIVITY



The University of Maribor will continue to pursue the optimization of its internal connectivity and decision-making efficiency. Together, through synergistic action, we will achieve institutional development goals and build a positive public image on the basis of our achievements. Within the framework of our autonomy, we will endeavour for an active role in the implementation of systemic solutions for the advancement of Slovenian higher education and research area.



Through synergy, we will achieve institutional development goals and build a public image on the basis of our achievements.

Strategic goals

Higher degree of integration of the university system.

Optimization of structure and processes taking place at the University.

Efficient decision-making system.

A comprehensive and harmonised system of communication with the public across the University.

Development of new scientific and study fields with potential for further development of the University.

Endeavour for stable systemic financing of the University.

Establishment of incentive-based system for internal distribution of assets.

2 EDUCATION



In the upcoming strategic period, the University of Maribor will create an inclusive, research-based educational environment, which will contribute to improved quality of education and enable the students at all study stages to develop their diverse potentials in a comprehensive and coordinated manner. In doing so, the University will be responding to the needs of its environment with the knowledge necessary for the progress and sustainable development of society during study and through a newly established lifelong learning system, which will be developed in the new period. Students and higher education teachers occupy centre stage as protagonists in the teaching process, the University thus following the European trends in higher education: better teaching quality, student-centred learning, mechanisms for encouraging, providing and monitoring the quality of the teaching process.

Strategic goals

Long-term development of study programmes and socially responsible enrolment planning.

Ensuring the implementation and use of innovative teaching methods and modern learning environments and establishment of conditions for a student-centred study process.

Commitment to quality of doctoral studies and to establishment of UM doctoral school conditions and standards at all the UM members.

Establishment of a lifelong learning system that is open, flexible, tailored to individual learning objectives, to needs and interests of individual learners, and provision of shorter educational formats to facilitate the transition to the labour market and sustainable development of society.

Increase in the efficiency of education through a variety of mechanisms to promote, guarantee and monitor quality.

“ We create an inclusive educational environment and place students and higher education teachers at the centre of the teaching process.

3 SCIENTIFIC RESEARCH AND ART



In its commitment to research excellence and creation of stimulating environment for achieving outstanding research and artistic achievements, the University of Maribor will strive to discover new knowledge, connect with leading international research organizations to collaborate in scientific research and artistic projects, to participate in international networks and centres of excellence, create opportunities for the active involvement of students in research, artistic and development work, and consolidate knowledge transfer activities in order to contribute to the development of society, tackling of global challenges and economic progress in the region and wider environment.

Strategic goals

Sustainable, socially responsible and high-quality development of sciences and arts, research fields and subfields that the University is developing, while considering the smart specialization principles, with emphasis on tackling societal challenges.

Achievement of scientific and artistic excellence in all activity fields of University's research and artistic groups, complying with the principles of Leiden manifesto

Establishment of the University's Technology Innovation Centre to enable efficient central infrastructural support to scientific research and innovation processes as well as technological transfer of knowledge to the environment.

Pursuit of stable systemic financing of the University's research and artistic work and establishing comparable conditions for high-quality research environment that will allow a balanced development of all university members.

Strengthening creative interdisciplinary research teams in key research focus areas.

Implementation of open access to scientific documents, data and research results as well as to public research infrastructure.

“ The University's guiding principle is commitment to research excellence and international comparability in the wider research area.

4 STIMULATING WORKING ENVIRONMENT



The University of Maribor is primarily people, so it is the people that form the centre of our development. Only they can achieve the strategic goals of the University. Therefore, we want them to feel at their work that they form an important part of the university community. The University respects and adapts to their diverse personal circumstances and motivates them for high-quality research, teaching and professional work, embedded in an increasingly integrated international university environment.

“ People are the centre of our development.”

Strategic goals

Open, transparent and merit-based recruitment procedure, which will strengthen the reputation of UM as an employer in the domestic and international environment.

Promotion of interdisciplinary collaboration and affiliation among teaching, research and professional staff as well as strengthening good interpersonal relations, culture of dialogue, respect for personal circumstances and intergenerational cohesion.

Implementation of the non-discrimination principle, with respect to all internationally and constitutionally recognized personal circumstances, through increased access to the University for disabled persons and persons with functional limitations.

Enhancement of employee training and help with their career development.

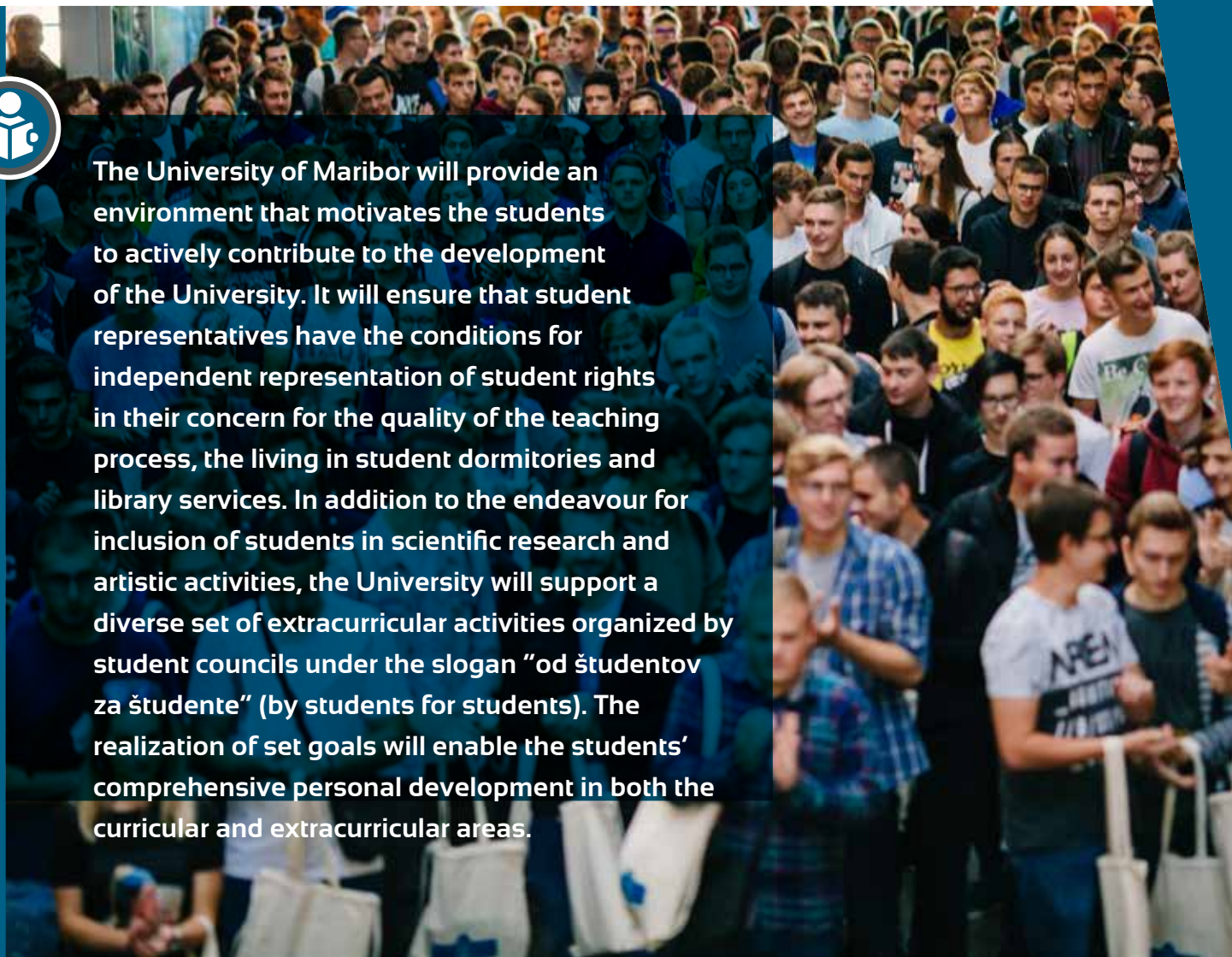
Ensuring proper life-work balance, promotion of health, social security and employment stability.

Compliance with internationally recognized standards of professional ethics for the establishment of work culture where employees are encouraged to achieve excellence and commit to implementation of the UM strategy.

5 STUDENTS



The University of Maribor will provide an environment that motivates the students to actively contribute to the development of the University. It will ensure that student representatives have the conditions for independent representation of student rights in their concern for the quality of the teaching process, the living in student dormitories and library services. In addition to the endeavour for inclusion of students in scientific research and artistic activities, the University will support a diverse set of extracurricular activities organized by student councils under the slogan "od študentov za študente" (by students for students). The realization of set goals will enable the students' comprehensive personal development in both the curricular and extracurricular areas.



Strategic goals

Collaborative partnership with students in management and development of the University.

Encouragement of students' comprehensive personal development by providing high-quality curricular and extracurricular activities.

Active participation of students in scientific research and artistic activities, and provision of practical training based on collaboration with the industry.

Promotion of a healthy lifestyle, including the implementation of measures to improve students' physical and mental health.

Provision of high-quality housing conditions for students in student dormitories.

Development of university sports and of sporting activities, particularly in the context of the Leon Štukelj University Sports Centre and for students of separately located university members.

Provision of high-quality library services for students by the University of Maribor Library and faculty libraries.



The University of Maribor will provide an environment that motivates the students to actively contribute to the development of the University.

6 INTERNATIONALISATION



In pursuing the objectives of internationalisation, as part of the initiatives to establish a European university, the University of Maribor will creatively contribute to the creation of a unified European higher education and research area and provide high-quality innovative, sustainable and beneficial education and research that will be internationally recognized. It will attract talented domestic students and foreign students from target countries by applying international education forms. At the same time, it will provide an inclusive, friendly and efficient environment for all of the students and employees

“ International recognition will be built on innovative, sustainable, beneficial and quality education, research and knowledge transfer.

Strategic goals

Increase in the University's international visibility.

Development of various education formats in foreign language.

Active co-design of the European and global higher education and research area.

Encouragement of international student and staff mobility.

Internationalisation at Home.

Harmonisation of UM services for domestic and foreign students and employees in accordance with the European principles and standards.

7 DEVELOPMENT THROUGH QUALITY SYSTEM



The University of Maribor will found its development on systematic monitoring and analysis of quality indicators of its operation. The institutional quality system will be upgraded in a manner that will guarantee efficient support to the achievement of the University's strategic goals. The importance of the quality culture will remain at the core of our activities.



Strategic goals

Implementation and upgrading of the internal institutional monitoring and quality assurance system, which will support the achievement of strategic development priorities.

Responsible completion of quality cycle with focus on effective achievement of the set goals of excellence.

Implementation of activities for further development of quality culture, founded on responsibility, ethics, transparency and the involvement of all stakeholders.

IT-supported monitoring of achievement indicators of the University's strategic development goals and further development of tools for comprehensive and effective quality monitoring.

Ensuring successful national, institutional and programme accreditations and implementation of international evaluations.

“ The importance of the quality culture will remain at the core of our activities.

8 INVOLVEMENT IN LOCAL ENVIRONMENT



In the period from 2021 to 2030, the University of Maribor will become, as to the cooperation with its environment in development and innovation, the central local and regional hub of stakeholders in the knowledge and technology transfer process. It will offer quality services to all stakeholders, placing emphasis on its strategic priority areas. Its hub network will open a way for its stakeholders to reach the international innovation market.

“ We will provide our local, regional and international stakeholders with quality services for the development and protection of knowledge and technologies.

Strategic goals

Compliance with the principles of social responsibility and sustainable development in all activities conducted by the University.

Strengthening of the University's cooperation with its environment in all areas and co-creation of development potential of regions in which university members operate.

Strengthening of the role of the University's Career Centre and alumni clubs. Inclusion of the University of Maribor Library in the development of long-term and dynamic relations with users and broader local and regional community.

Strengthening of the transfer of knowledge and technologies from the academic community to environment and social activities (intellectual property, spin-off companies, R&D projects).

Active co-design of innovation ecosystem of Eastern Slovenia cohesion region in accordance with the Slovenian Development Strategy 2030.

Development of a central regional digital innovation centre.

9 SPATIAL DEVELOPMENT



The University of Maribor will follow guidelines on investment in green infrastructure and subject the design of its spatial development to systematic monitoring and compliance with trends in building renovation and construction, with emphasis on sustainability, social responsibility and energy self-sufficiency. We will actively participate in the creation of regional development policy and contribute to development of the economy through integration of R&D infrastructure in the area.

Strategic goals

Formulation of University's spatial development guidelines.

New construction and complete renovation of the buildings of the University of Maribor.

Spatial integration of the University's R&D infrastructure to local environment for the development needs of the economy (INNOVUM).

Endeavour to arrange systemic financing for the maintenance and development of university infrastructures in Slovenia.

Active management of regional development policy relating to global challenges of sustainable and socially responsible infrastructure development.

Pursuit of infrastructure energy self-sufficiency by inclusion of own renewable energy production, and continuation of the energy renovation of buildings.

Establishment of platform for active University infrastructure management.

“ By integrating R&D infrastructure in the local environment, we will contribute to development of the economy.

10 IT SUPPORT



Like many other organizations and especially educational institutions, the University of Maribor is following a path of digital transformation. This transformation poses important strategic and operational challenges to organizations. By means of digital optimization, the University will increase its efficiency and improve the user experience at all levels, from employees to students. Digital operation introduces new demands and requires constant expansion of digital capacities. The increasing requirements also significantly impact the way the IT support services operate, namely the issue of their sufficient capacity. Timely accessible, adequate and transparently presented information is essential for efficient decision-making. Therefore, the focus is on efficient, secure, reliable and comprehensive information support. Equally important is the provision of robust and scalable infrastructure, which enables a smooth implementation of research and study activities.

Strategic goals

Quality IT support to UM processes and activities through reliable and secure ICT infrastructure, systems, services, and solutions in a single information system of the University's digital ecosystem.

Digital optimization for comprehensive IT support to core, support and managerial processes and activities of the University.

Access to research and education ICT infrastructure, tools, resources, and equipment.

IT security management in accordance with the IT security policy.

Strengthening the development of high-performance computing (HPC) at the University of Maribor by investing in technologically advanced solutions and by providing education and employment in stimulating environment.

“ Increased digital capacity through digital transformation.

STRATEGY OF THE UNIVERSITY OF MARIBOR 2021–2030

Keywords:

organization and
connectivity,
education,
scientific
research and
art,
stimulating
working, environment,
students,
internationalisation,
development
through
quality
system,
involvement in
local
environment,
spatial
development,
IT support.

UNIVERSITY OF MARIBOR

Slomškov trg 15, Maribor, Slovenia.

E-mail: rektorat@um.si

Abstract The strategy of the University of Maribor pursues an inclusive, innovative and integrated higher education area that will train active, critically-thinking and responsible citizens, guarantee the quality of education and research, academic integrity, and cultivate concern for sustainable development of society. It stresses the importance of the freedom of research and institutional autonomy, development of lifelong learning, digitalisation and green infrastructure. It follows the orientations of the Rome Ministerial Communiqué of 2020 on the development of higher education in Europe, the Magna Charta Universitatum 2020 principles and the national strategic documents on higher education.

