

ACTION PLAN FOR IMPROVING PERFORMANCE OF JOŽEF STEFAN INTERNATIONAL POSTGRADUATE SCHOOL IN 2025/2026 ACADEMIC YEAR

Introduction

The 2025/2026 Action Plan was adopted by the IPS Senate based on self-evaluation results and upon the proposal from the Dean at its session on 9 September 2025.

The improvements considered are listed in tables below under specific segments.

Reaching Strategic Goals

Strategic Orientation I. Improving the study process, which will focus on students, their inner motivation and a culture of constructive collaboration for scientific excellence

a) Ensuring quality education

Success indicators:

Indicator	2026 Goal
Courses with teaching units that implement new teaching methods	2
Courses that implement advance tools for monitoring competence	2
Average survey evaluation score of professors	4.5
Number of answered survey questions (annually)	3000
Number of workshops on developing additional competences	2

Activities:

Developing and introducing new teaching methods:

- Organising workshops and training for professors on new teaching methods, such as flipped classroom teaching, project learning, e-learning, etc.
- Implementing pilot new teaching methods into selected courses, analysing results and expanding the use of successful methods.
- Implementing advance tools for competence monitoring.
- Developing or acquiring advance digital tools for monitoring student progress in acquiring and developing key competences.
- Training professors to use these tools and implement them in the study process of a selected course.

Monitoring and improving the quality of teaching:

- Establishing a system of regularly collecting student feedback on the quality of teaching, focusing on the average score given to professors, for the purpose of regularly evaluating and updating the content, structure and implementation of study programmes.
- Introducing supervision and support to professors who are just starting their academic path or are receiving lower scores, in order to help them improve their teaching methods and approaches.

Increasing the number of workshops on acquiring additional competences

- Identifying the students' needs on acquiring additional competences and organising relevant workshops (for example on soft skills, use of new technologies, entrepreneurship, learning the Slovenian legislation on employment for foreign students).
- Encouraging students to participate in such workshops by spreading information and promoting the importance of additional competences.
- Establishing a system of recognising and validating informally and casually acquired competences and knowledge.

Actions:

Action	Description	Responsibility	Until When
Improving the study process by focusing on the student	Implementing tools (for example RESPO)	Management, Vice-Dean, IPS Office	September 2026
Establishing structured supervision	At least 2 meetings per semester, guidelines for supervisors, monitoring	Management, supervisors, Heads of programmes	September 2026
Establishing clearer student expectations upon enrolment	Clear expectations upon enrolment, monitoring progress, consulting	Heads of programmes, supervisors	October 2025
Improving the quality of teaching	Encouraging qualitative evaluations, training of professors, implementing new methods	Quality Assurance Committee, Study Commission, Senate	October 2025

Upgrading the student questionnaire	Using the questionnaire as a reflective tool for supervisor interview and analytical assessment of progress	Quality Assurance Committee, supervisors	December 2025
Organising three structured workshops	Workshops on writing articles, preparing projects (ARIS/Horizon), research ethics and data policy; goal: at least 20 students per year	Career Centre	June 2026
Workshops for professors and supervisors	Holding at least three workshops on improving selected competences of higher education teachers	Career Centre	June 2026
Increasing the role of supervisors in study programme evaluations	Formally including supervisors in regular quality evaluations	Management, IPS Office	December 2025
Informing higher education teachers and associates about the results of student surveys	Presenting the results of student surveys to all higher education teachers and associates that were evaluated in the previous academic year	IPS Office	October 2025
Evaluating and updating content, structure and implementation of the study programme	Course leaders review the content of their courses, update the study literature and their references, potentially make changes to the description of the course and, if necessary, prepare a proposal for the Senate	IPS Office, course leaders	November 2025
Monitoring updates to the content, structure and implementation of the study programme	Heads of programmes review the suggested changes and prepare relevant recommendations to be considered at the Study Commission	Heads of programmes	January 2026
Approving the updated study programmes	After reviewing the curriculum at the Study Commission, the Senate considers and	Study Commission, Senate	February 2026

	approves the final version of the study programmes for the next academic year		
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b) Encouraging academic success

Success indicators:

Indicator	2026 Goal
Percentage of students who complete their studies while still having student status	50%
Number of original scientific articles of students (in current year)	200
Average number of published articles from doctoral studies	3
Percentage of published articles from doctoral studies in A''	20%

Activities:

Acquiring data on the duration of studies:

- Collecting data on the average time needed to complete the studies and analysing the factors that lead to the prolonged duration of the studies. Based on the collected data, developing strategies for accelerating the process of completing the studies, such as more intensive supervision, offering support to vulnerable groups and giving access to the research infrastructure and offering help/counselling in data analysis and writing the master thesis/doctoral dissertation.

Acquiring data on published works and analysing research productivity:

- Establishing a system for collecting data on published works from doctoral studies, including the number of articles and publications in highly ranking journals (A''). Encouraging doctoral students to publish in high-quality journals through training and supervision.

- Organising workshops and seminars for doctoral students on the process of publishing research articles, with a special emphasis on strategies for publishing in prestigious journals. Establishing also incentive mechanisms for professors that will help their students achieve those goals.

Improving student support throughout the studies:

- Developing and implementing support programmes for students, which are tailored to their specific needs (for example academic counselling, career counselling, psychological and social support).
- Introducing an early warning system that would recognise students in need and offer them timely support so they can complete their study obligations successfully and in time, as well as advance and complete their studies by the planned deadline.

Actions:

Action	Description	Responsibility	Until When
Establishing support for open science	Implementing tools for data plans and open access	Management, IPS Office	June 2026
Systematically recording students' research activities	Digitally reporting on research work during studies	IPS Office	April 2026
Preparing dissemination goals	Mandatory definition of students' dissemination goals in the initial stage of the doctoral studies	Management, supervisors	October 2025
Encouraging students to publish in highly acclaimed journals	Exploring the possibilities of updating the Regulations on Recognition Awards	Quality Assurance Committee, Senate	September 2026

c) Ensuring gender equality and equal opportunities for those with fewer opportunities

Success indicators:

Indicator	2026 Goal
Percentage of first-time students enrolled in the 1st year who advanced to the 2nd year, by gender	80%
Percentage of first-time students enrolled in the 2nd year who advanced to the 3rd year, by gender	80%
Percentage of higher education teachers who are promoted to a higher title upon appointment, by gender	80%
Percentage of mobile individuals with fewer opportunities on Erasmus exchange, by gender	20%

Activities:

Acquiring information on student advancement:

- Systematically monitoring advancement of first-time students from the 1st year to the 2nd and from the 2nd year to the 3rd. Regularly analysing the reasons for failing to advance and implementing support measures.
- Conducting surveys among students and professors to identify challenges students face in order to advance, and implementing customised support programmes.

Acquiring information on advancement of higher education teachers:

- Systematically monitoring the advancement of higher education teachers. Regularly analysing the reasons for failing to advance and implementing support measures.

Improving student and employee support throughout the studies in order to implement equal opportunities:

- Encouraging students and employees with fewer opportunities to partake in Erasmus exchange programmes.
- Developing and implementing support programmes for employees and students based on gender and specific categories of disabilities, which count as people with fewer opportunities, such as special needs, health issues, cultural differences, discrimination, economic barriers, social barriers, barriers connected to systems of education and training, and geographical barriers.

Actions:

Action	Description	Responsibility	Until When
Ensuring equal opportunities for career development	Monitoring equality in career development and including the results of improving equal opportunities in the school's on-line publications	IPS Management	September 2026
Ensuring equal environment	Informing employees and students about the mechanisms for ensuring an equal and safe working, research and study environment	IPS Management	December 2025
Encouraging mobility of people with fewer opportunities	Additionally encouraging first-time international mobility with the aim of at least 20% of people with fewer opportunities participating in Erasmus mobility	Management, Career Centre	September 2026

Strategic Orientation II. Increasing IPS visibility at home and abroad

a) Increasing internationalisation

Success indicators:

Indicator	2026 Goal
Number of mobile individuals on Erasmus exchange	20
Percentage of newly enrolled students from abroad	40%
Number of completed joint doctoral degrees	1
Number of active bilateral agreements	35
Number of newly acquired international projects where IPS acts as a coordinator or project partner	1

Activities:

Encouraging student mobility:

- Actively promoting Erasmus exchange possibilities among students through informative events, web seminars and personal counselling.
- Providing support to students in applying to Erasmus exchange, including help with administrative procedures, finding accommodation and securing financial support.
- Encouraging students to participate in the development of project ideas and activities of Erasmus projects, and other educational and research projects where IPS acts as a coordinator or project partner.
- Enhancing green practices and digitalisation to support Erasmus mobility

Encouraging professor and employee mobility:

- Encouraging professors and employees to participate in Erasmus exchange programmes by organising informative meetings and workshops where they learn about exchange possibilities, how to apply and the benefits of exchange.
- Implementing a system of incentives, such as financial support and recognitions, for professors and employees who participate in international exchange.

Increasing enrolment of foreign students:

- Increasing the promotion of study programmes abroad through on-line campaigns, participating in international education fairs, partnering with universities from abroad and engaging alumni who work abroad as ambassadors.
- Introducing special support programmes, e-guides and workshops for foreign students, including introductory courses, language support and supervision.

Developing and promoting joint doctoral degrees:

- Establishing and promoting joint doctoral degree programmes in collaboration with international universities. Preparing coordinated syllabi that will enable joint doctoral degrees.
- Securing necessary instructions and support to supervisors and students for organising and implementing joint doctoral degrees, including coordinating administrative requirements and procedures.

Strengthening bilateral agreements:

- Identifying and establishing new bilateral agreements with foreign universities and research institutes, which are of strategic importance for increasing international activity and collaboration.
- Monitoring and renewing existing bilateral agreements in order to ensure their efficiency and compliance with the goals of internationalisation. Regularly assessing the effectiveness of agreements and adjusting the collaboration strategy if necessary.

Increasing the number of international educational and research projects

- Actively searching for opportunities to form international partnerships by monitoring published calls (for example Erasmus+, Interreg, MSCA, ARIS) and actively participating in platforms and networks that other consortia use to search for partners for joint educational and research projects.
- Informing higher education employees and students about the published calls through different communication channels (social networks, website, mailing) in order to increase their participation in international projects.
- Encouraging higher education employees and students to form project ideas and participate in project activities by offering professional support and counselling throughout the entire process of preparing and running the project.

Monitoring and evaluation:

- Regularly acquiring, analysing and reporting data on the number of students, professors and personnel on Erasmus exchange, the number of newly enrolled students from abroad, completed joint doctoral degrees, active bilateral agreements and newly acquired international projects of the IPS.
- Organising regular meetings and evaluation sessions in order to monitor progress in achieving internationalisation goals and adjusting strategies and activities if necessary.

Actions:

Action	Description	Responsibility	Until When
Strengthening international integration	More bilateral agreements, new Erasmus+ projects, financing at least 10 visits abroad per year and participation in COST, MSCA DN, programmes, etc.	IPS Management, Erasmus coordinator, supervisors	September 2026

Establishing a structured support system for foreign students	A mentoring system for foreigners, a basic course of Slovenian, organising at least two social academic events in English per year	IPS Office, Student Council, heads of programmes	June 2026
Encouraging mobility in less-represented programmes	Additionally encouraging first-time participation in an international event with the aim of at least 50% mobile students during the course of studies	Management, Career Centre	September 2026
Encouraging inclusivity and diversity in Erasmus+ mobility	Presenting incentives for including students with fewer opportunities in Erasmus+ mobility at the Student Council	Management, Career Centre	December 2025
Encouraging digitalisation in Erasmus+ mobility	Presenting digital support tools for Erasmus+ mobility at the Student Council	Management, Career Centre	December 2025
Encouraging green practices in Erasmus+ mobility	Presenting possibilities and incentives for green travel in Erasmus+ mobility at the Student Council	Management, Career Centre	December 2025
Operational support for joint doctoral degrees	Preparing model agreements, collaborating with foreign institutions in coordinating procedures, annual goal: at least 2 new initiatives for joint doctoral degrees	Vice-Dean, IPS Office	September 2026
Increasing IPS visibility in the European area	Increasing presence at EURAXESS, EUA, CEEPUS and European higher education events	Management, Career Centre	September 2026
Introducing recommended minimal mobility	At least one research visit or conference abroad as part of the recommended research path of a doctoral student	Supervisors, Senate	September 2026

b) Increasing IPS visibility

Success indicators:

Indicator	2026 Goal
Number of posts on social media (FB, LinkedIn, Twitter)	100
Number of website visits	4000/year
Number of participants at IPSSC	40
Number of external participants at IPSSC	5
Number of IPSSC sponsors	3
Number of IPS events published in media	2
Average grade of newly enrolled students	8.5

Activities

Increasing presence on social media:

- Developing an annual plan of social media posts which includes regular posts on academic achievements, events, research and success of students and employees.
- Starting content campaigns around key IPS events, such as IPSSC, open days and promoting new study programmes.

Optimising and promoting IPS website:

- Updating the IPS website with modern design and user experience that is appealing to both national and foreign visitors.
- Using SEO (Search Engine Optimization) and digital marketing campaigns to increase website visibility on search engines.

Organising and promoting IPSSC:

- Preparing an advertising strategy for the IPSSC together with the Student Council, which includes target marketing on social media, promotion through partner universities and collaboration with the media.
- Partnering with key industrial stakeholders and companies for acquiring sponsors for the IPSSC and increasing the number of external participants.

Increasing media visibility:

- Establishing regular contact with the media, as well as writing and sending press releases about important IPS events, such as conferences, research achievements and international exchanges.
- Organising press conferences and public events where IPS representatives present their activities and projects.

Broadening appeal for new students:

- Conducting surveys among newly enrolled students to assess their experience of enrolment and consequently improve the study process and support services.
- Developing personalised communication campaigns oriented towards potential new students, which promote programmes, study possibilities and successful stories of alumni.
- Implementing measures for ensuring gender equality.

Monitoring and evaluation:

- Regularly acquiring and analysing data on achieving goals related to social media posts, website visits, participation and sponsorship at the IPSSC and media visibility.
- Using acquired data and feedback to make adjustments to the communication and promotion strategies to better achieve the goals of visibility.

Actions:

Action	Description	Responsibility	Until When
Promotion and digital presence	Posts on social media and website: ≥ 100 posts/year; ≥ 50,000 visits/year	IPS Office	September 2026
Solidifying scientific visibility	Organising IPSSC, media publications: ≥ 5 events; ≥ 3 mentions	IPS Management	September 2026
Ensuring equal opportunities for career development	Monitoring equality in career development and including the results of improving equal opportunities in the school's on-line publications	IPS Management	September 2026
Ensuring equal environment	Informing employees and students about the mechanisms for ensuring an equal and safe working, research and study environment.	IPS Management	December 2025
Ensuring accessibility to assistance for violence prevention	Informing employees and students about the mechanisms of assistance for violence prevention	IPS Management	December 2025

Strategic Orientation III. Strengthening integration of research and postgraduate studies in order to create knowledge and encourage innovation

a) Collaboration with environment

Success indicators:

Indicator	2026 Goal
Number of theses completed in collaboration with the industry and other users	1
Number of concluded agreements on collaboration with the industry and non-commercial sector	1
Number of student visits to companies within the framework of the Industrial Seminar course	10
Number of practical tasks performed in companies within the framework of the Industrial Seminar course	1
Number of graduates employed in the industry or connected to the partners of the school after completing their studies	10%

Activities

Developing and expanding agreements on collaboration with the industry and non-commercial sector:

- Actively seeking and engaging potential partners to sign new agreements on collaboration, which also involves preparing drafts and organising negotiating sessions.
- Organising networking events with industrial and non-commercial partners, which will also serve as an opportunity for signing new agreements and expanding the existing partnerships.
- Using the Alumni Club and Career Centre to look for new partners, as well as maintain and upgrade existing partnerships with the industry and the non-commercial sector.
- Identifying, developing and running projects that are in line with the research priorities of the Jožef Stefan Institute and other partners that contribute to solving sustainability challenges.

- Increasing synergy among research interests of the Jožef Stefan Institute and other partners in the field of sustainable practices and innovations.

Organising, monitoring and assessing study visits to companies:

- Organising and coordinating student visits to companies, which involves preparing visits, coordinating them with industrial partners and informing students about the upcoming events.
- Developing communication channels for informing students about the possibilities of visiting companies, including e-mail and social networks.
- Collecting feedback from students about company visits and using this data to improve future visits.

Developing and assessing practical tasks carried out in companies within the framework of the Industrial Seminar:

- Developing concrete tasks together with companies for students to solve within the framework of the Industrial Seminar. This also involves coordinating tasks with actual needs of companies.
- Preparing workshops where students learn how to take on practical tasks and solve industrial challenges.
- Monitoring the execution of tasks and collecting feedback from companies and students in order to improve the efficiency and relevance of tasks.

Increasing employability of graduates and industry engagement:

- Developing career counselling programmes, which includes help with finding employment, writing a CV and preparing for job interviews.
- Organising networking events where graduates can meet potential employers, especially companies and organisations that the school already collaborates with.
- Actively including members of the Alumni Club in the support offered to graduates when looking for employment and connecting with industrial partners, and monitoring their employability.

Actions:

Action	Description	Responsibility	Until When
Collaboration with the industry	Industrial Seminars, new partnerships: ≥ 10 visits; ≥ 2 partnerships/year	Career Centre, Alumni Club	September 2026
Promoting employability of graduates	Monitoring careers, Alumni connections: ≥ 10 % of employments in the industry or connections with partners of the school	Career Centre, Alumni Club	September 2026
Strengthening collaboration with the industry	Increasing the number of industrial PhDs and joint projects	Adviser for Collaboration with the Industry, Governing Board, Assembly	September 2026
Setting up a system for following career paths	Preparing a survey for graduates one year after the end of their studies, database on types of employment and regional dispersion	IPS Office, Alumni Coordinator	September 2026
Setting up an IPS Alumni platform	Digital base, mailing list, annual Alumni Day, bulletin on successful stories	Student Council, Career Centre, IPS Office, Management	September 2026
Involving alumni in the study process	At least 5 co-supervisions by alumni a year, visiting lectures, participation in evaluation bodies	Supervisors, Career Centre	September 2026
Joint projects with companies that alumni are employed in	Proposing topics for doctoral dissertations and research tasks in collaboration with companies	Management, industrial partners	September 2026

b) Addressing contemporary social challenges**Success indicators:**

Indicator	2026 Goal
Number of courses on the topic of sustainability	4
Number of research projects focused on the topic of sustainability	4
Number of research projects proposing solutions to climate change and energy efficiency	2
Number of collaborations with local communities and NGOs in the field of sustainable, digital, green and inclusive practices	2

Activities for achieving the strategic goal:**Integration of sustainable, digital, green and inclusive practices in education and research:**

- Including topics, such as climate change, renewable energy sources, digitalisation, artificial intelligence and sustainable development, in the syllabus.
- Developing research projects that focus on reducing emissions, energy efficiency, adjusting to climate change, and other sustainable, digital and inclusive practices.

Encouraging environmental awareness and social responsibility with students, professors, researchers and other employees included in the IPS working process:

- Organising and carrying out projects for reducing the environmental impact and encouraging sustainable practices.
- Introducing measures for energy and environmental efficiency (i.e. green procurement and communication, paperless operation, green travel, virtual events, etc.) and reducing waste produced by the institution.

Encouraging environmental and energy innovations:

- Organising competitions and research projects for developing new technologies and solutions in the field of energy efficiency and renewable sources of energy.
- Collaborating with research organisations and the industry in order to develop advanced technologies that contribute to sustainable development.

Actions:

Action	Description	Responsibility	Until When
Including topics of sustainability	More courses on the topic of sustainability, green research projects: ≥ 4 courses; ≥ 4 projects/year	IPS Management	September 2026
Award for social impact of research	Exploring the possibility of changing the Regulations on Recognition Awards to introduce an award for research with direct impact on the community, environment or sustainable development	Quality Assurance Committee, Alumni Club, Study Commission, Senate	September 2026
Strengthening connections with NGOs and the public sector	Identifying socially relevant research questions, involving graduates in consulting tasks	Quality Assurance Committee, supervisors	September 2026