

Univerza Universitas  
*v Ljubljani Labacensis*



# Organisational issues of the University of *Ljubljana*

UNICA, Stockholm University



Univerza v Ljubljani

# Basic UL data

We are **comprehensive, traditional, research oriented** University.

**2013**

- 45.607 students
- 9.904 graduates
- 5.893 employees
- an annual budget of app. 315 mio €





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# University of Ljubljana

- Established in 1919 with 5 member schools
- At present the University of Ljubljana consists of:
  - 23 faculties and
  - 3 arts academies
  - PhD School





# University Bodies

- Rector and Vice-Rectors
- University Senate composed of faculties' and students' representatives (20 %)
- University Governing Board composed of representatives of staff, students, government and economy.





# Achievements 2013

Among the **top 500 universities** according to:

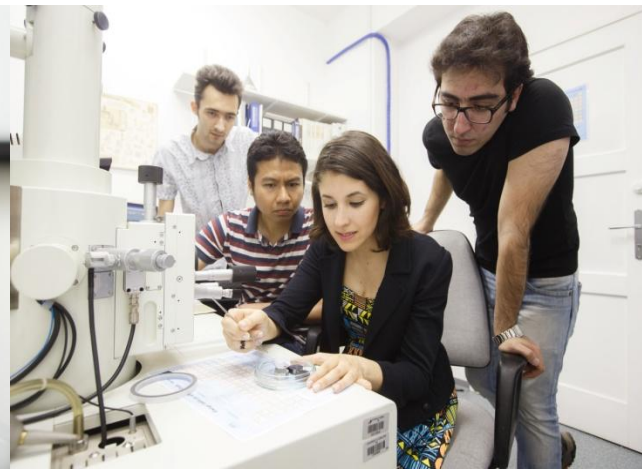
- Times THSE-QS Ranking: **500-600**
- Shanghai Academic Ranking of World Universities: **400-500**
- Webometrics Ranking of World universities: **top 200**
- University Ranking by Academic Performance (URAP): **284**





# Budget 2013

|   |           |
|---|-----------|
| ▪ Education                             | 170 mio € |
| ▪ Research projects                     | 80 mio €  |
| ▪ Contract R&D, Services                | 40 mio €  |
| ▪ Tuition (for part-time students only) | 25 mio €  |
| <hr/>                                   |           |
| TOTAL:                                  | 315 mio € |



# Legal and financial framework I

UNIVERSITIES ARE GRANTED  
AUTONOMY BY CONSTITUTION

HOWEVER:

- Legislation does not always respect Constitution: a case of stable financing won at the Constitutional Court.
- Critical are the ‚crisis laws‘ and other governmental measures which enhanced and in some cases enabled governmental interference into universities‘ autonomy in cases of: internal organisation, personell policy, wage policy, financing.



# Legal and financial framework II

- New legislation in preparation aiming to provide for higher autonomy including a shift from external accreditation of programmes to external accreditation of institutions.
- Decreasing public resources from 2011 on increase the share of budget spent on wages (national TU agreement) and raise the question of investment in development projects.







# Organisational dilemmas I

Principle of organisation → BEST FIT (including path dependency) NOT BEST PRACTICE

## INTEGRATION OR CENTRALISATION

- centralise core functions with the involvement of faculties – decisions on tenures, promotion, new programmes, enrolment of students, quality control;
- nurture initiative from below (faculties are given partial legal subjectivity) – market activities, new projects' applications, programme proposals.

COMPREHENSIVENESS OR FOCUS (in the light of smart specialisation) → try to keep a balance.



# Organisational dilemmas II

## COMMUNITY OR ENTERPRISE

- We tend to follow the community principles (university as a community of teachers, students and administrative staff – the case of rector's election); however, efficiency and market needs should not be ignored (employability of graduates, additional resources...).

## PUBLIC OR MARKET RESOURCES

- We are a public university lead by the principle of openness and service to the public; however, due to decreasing public funding we will not be able to maintain the quality and run development programmes with public resources only.

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THANK YOU

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