

A large, light gray, stylized logo in the background depicts two human figures holding hands, forming a circular shape. The figures are composed of simple geometric shapes: circles for heads and broad, curved shapes for bodies and arms.

DEVELOPMENT STRATEGY
OF THE INTERNATIONAL SCHOOL FOR SOCIAL AND
BUSEINSS STUDIES
2025 – 2030

Celje, January 2025

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Introduction

The Development Strategy guides ISSBS towards achieving research results, socially responsible action and quality education through carefully designed strategic objectives that respond to the changing knowledge society. Dynamism and adaptability, openness to innovation and a rapid response to challenges in the environment are among the Faculty's strengths, enabling it to offer students modern study programmes in the fields of economics, business studies and management. Strong regional presence and international connections provide students with opportunities for career development. The practical knowledge gained and modern teaching methods ensure that graduates are prepared for the challenges of a rapidly evolving working environment.

The ISSBS Development Strategy 2025–2030 sets out strategic directions for four key activities (education, research, cooperation with the environment, and ensuring the conditions for operation), which are further defined below through activities and measures for achieving the objectives, together with indicators of objective achievement, including their baseline (2024) and target (2030) values.

The ISSBS Development Strategy 2025–2030 contains:

1. The mission, vision and values.
2. Relevant national and international acts and documents.
3. The evaluation of the achievement of the 2018–2024 Development Strategy objectives.
4. The strategic directions of ISSBS.
5. The list of long-term objectives of ISSBS.
6. The Strategic Plan 2025–2030, with activities and measures, monitoring of activities and measures, and an overview of the holders of activities and measures.
7. The preparation, monitoring and updating of the ISSBS Development Strategy 2025–2030.

The Appendix presents in more detail:

- The activities for implementing the Strategy, with baseline (2024) and target (2030) indicators.

Mission, Vision and Values of ISSBS

Mission

- To enrich the professional development of students and graduates and improve their employability through *quality, internationally oriented education and research* in the field of economics, business and management, thereby contributing to the development of the knowledge society.

Vision

- To be recognised as an *academically excellent* and *socially responsible* faculty.

Values

- Responsibility and honesty towards the users of our services.
- Creativity and innovation in our work.
- Diversity and uniqueness in who we are.
- Integrity and respect in our mutual relations.

The values expressed through our actions build our reputation in the eyes of all our stakeholders.

Legal Framework and Bases

Relevant internal, national and international documents and sources:

Acts and documents of ISSBS

- ISSBS Statute.
- Annual Work Programme.
- Annual Self-Evaluation Reports.
- Annual reports on the achievement of the objectives of stable funding for research activity.
- ISSBS Research Activity Strategy.
- ISSBS Research Activity Strategy.
- ISSBS SWOT analysis.
- SQAA – Expert reports in the procedure for the renewal of institutional accreditation and programme evaluations.
- SQAA – Expert reports on the sample evaluation of the 3rd-cycle Knowledge Management study programme.
- Plan of development objectives for the implementation of the ReNPVŠ30 areas for the period 2025–2028.
- Report on online / e-learning at ISSBS.
- ISSBS Online Education Strategy, including guidelines on the use of artificial intelligence.

Relevant national and international documents, declarations and recommendations

National documents

- Criteria for accreditation and external evaluation of higher education institutions and study programmes; Official Gazette of the Republic of Slovenia, No. 42/17 , 14/19 , 3/20 , 78/20 , 82/20 – amended, 44/21 , 23/23 , 56/25 – ZViS-1 and 8/26: <https://pisrs.si/pregledPredpisa?id=DRUG4397>
- Resolution on the National Higher Education Program until 2030 (ReNPVŠ30); Official Gazette of the Republic of Slovenia, No. 49/22: <https://pisrs.si/pregledPredpisa?id=RESO139>
- Resolution on the Scientific Research and Innovation Strategy of Slovenia 2030 (ReZrIS30): <https://www.gov.si/assets/ministrstva/MIZS/Dokumenti/ZNANOST/Nacionalni-dokumenti/Resolution-on-the-Slovenian-Scientific-Research-and-Innovation-Strategy-2030>
- Criteria for accreditation and external evaluation of higher education institutions and study programmes: <https://www.gov.si teme/internacionalizacija-visokega-solstva/>
- General act on procedures for (co)financing and evaluation and monitoring of the implementation of scientific research activities
- General Act on Stable Financing of Scientific Research Activity
- Resolution on the Scientific Research and Innovation Strategy of Slovenia 2030 (ReZrIS30): <https://www.gov.si/zbirke/projekti-in-programi/izvajanje-slovenske-strategije-pametne-specializacije/>
- Ministry of Higher Education, Science and Innovation's Guidelines for preparing the components of the annex to the contract on funding the study activity of public and private higher education institutions
- Higher Education Act (ZViS-1); Official Gazette of the Republic of Slovenia, No. 56/25: <https://pisrs.si/pregledPredpisa?id=ZAKO172>
- Scientific Research and Innovation Act (ZZrID) Official Gazette of the Republic of Slovenia, No. 186/21 , 40/23 , 102/24 and 40/25, Act on Amendments to the Scientific Research and Innovation Act (ZZrID-A) (Official Gazette of the Republic of Slovenia, No. 40/23). <https://pisrs.si/pregledPredpisa?id=ZAKO7733>
- Decision on norms and standards for the performance of educational activities in higher and higher education (Official Gazette of the Republic of Slovenia, No. 39/92 and 134/03): <https://pisrs.si/pregledPredpisa?id=SKLE28>

- Statistics and analyses on higher education in Slovenia

International and other documents

- Bologna Process documents, available at: <https://education.ec.europa.eu/education-levels/higher-education/inclusive-and-connected-higher-education/bologna-process>
- European Research Area development documents: https://research-and-innovation.ec.europa.eu/strategy/strategy-2020-2024/our-digital-future/european-research-area_en
- Council of the EU Recommendation of 16 June 2022 on learning for the green transition and sustainable development: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32022H0627%2801%29>
- UNESCO ECS – Education for Sustainable Development for 2030: <https://www.unesco.org/en/sustainable-development/education/ECS-net?hub=72522>
- EU Artificial Intelligence Act: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32024R1689>
- Digital Education Action Plan (2021–2027): <https://education.ec.europa.eu/focus-topics/digital-education/action-plan>
- Digcomp2.2: <https://www.gov.si/zbirke/projekti-in-programi/izvajanje-slovenske-strategije-pametne-specializacije/>
- DigcompEdu: <https://www.zrss.si/pdf/digcompedu.pdf>
- EUA publications: <https://www.eua.eu/publications.html>
- European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, available at: <https://eur-lex.europa.eu/legal-content/SL/ALL/?uri=CELEX%3A32005H0251>
- OECD Future of education and Skills 2030: <https://www.oecd.org/en/about/projects/future-of-education-and-skills-2030.html>
- OECD Education at a Glance 2024: <https://www.sviz.si/datot/education-at-a-glance-2024.pdf>

Evaluation of the Achievement of the 2028–2024 Development Strategy Objectives

Educational Activity

In the field of education, over the 2018–2024 period we recorded the following:

- On average, between the 2018/19 and 2023/24 academic years we had 470 students enrolled (per academic year) across five study programmes (the university programme Economy in Contemporary Society - ECS, the professional higher education programme Business in Contemporary Society - BCS, the master's programme Knowledge Management - KM, the master's programme Management and Quality in Education - MQE, and the doctoral programme Knowledge Management - KMDR), and an average of 100 graduates per academic year across all programmes combined.
- We delivered the programmes in accordance with their accreditation, evaluated them regularly and improved them in light of evaluation findings and developments in the field. We introduced blended learning, meaning that all courses were supported by a learning management system (the Moodle e-classroom) enabling active forms of teaching and knowledge assessment, and we enabled part of contact hours to be delivered remotely via videoconferencing systems. In recent years the doctoral programme has been delivered in English and entirely at a distance. The master's programme Leadership and Quality in Education was delivered entirely at a distance for the last two academic years.
- We regularly monitored the satisfaction of students with their studies, as well as that of higher education teachers and faculty assistants, graduates, students on professional placements, and their mentors.
- We linked studies with practice by involving foreign and domestic guests in the study process, organising company field trips, and carrying out project work in which students actively presented their ideas for real challenges faced by companies.
- Progression from the 1st to the 2nd year of study averaged 63% for ECS, 56% for BCS, 81% for KM and 72% for KMDR, meaning that at the 1st cycle it fell below the set target, while at the 2nd cycle the target was met. The average duration of studies was 4.5 years for ECS, 3.5 years for BCS, 4 years for KM and 2.4 years for MQE. The target was met for the BCS programme, but not for the other programmes.
- We pursued the objectives of internationalisation of education by delivering a study programme in English and through both incoming and outgoing mobility of students, teachers and professional staff.

Table 1: Evaluation of the achievement of the strategic objectives in educational activity, 2018–2024

No..	Strategic objective	Measure	Indicator	Unit of Measure	Target Value 2024	Realisation 2024 (2023/2024)	Achievement of objective
1.	High-quality delivery of study programmes	Monitoring of study completion	Progression from 1st to 2nd year	Share of net progression rate	65% to 85%	2023/24: ECS: 72% BCS: 76% KM: 86% KMDR: 43% Average 2018-2024: ECS: 63% BCS: 56% KM: 81% KMDR: 72%	ECS: ✕ BCS: ✕ KM: ✓ KMDR: ✓
			Duration of studies	In years	t+1, where t = duration of the study programme	2023/24: ECS: 5,96 BCS: 3,3 KM: 4,3 MQE: 2,7 Average 2018-2024: ECS: 4,5 BCS: 3,5 KM: 4 MQE: 2,4	ECS: ✕ BCS: ✓ KM: ✕ MQE: ✕
		Monitoring of	Student	Average rating	With courses: 4.4	2023/24:	Courses: ✕

No..	Strategic objective	Measure	Indicator	Unit of Measure	Target Value 2024	Realisation 2024 (2023/2024)	Achievement of objective
		student satisfaction with studies	satisfaction	from 1 to 5	With instructors: 4.5	With courses: 4,2 With instructors: 4.5: 4,5 Average 2018-2024: With courses: 4,2 With instructors: 4,5	Instructors: ✓
			Graduate satisfaction with studies	Average rating from 1 to	4,2	2023/24: 4,6 Average 2018-2024: 4,4	✓
		Provision of study support	Tutoring hours delivered	No. of hours	300 to 400	2023/24: 75 hours Average 2018-2024: 81 hours	×
			Student satisfaction with study support	Average rating from 1 to 5	At least 4,3	2023/24: Library: 4,4 Novis: 4,5 Office for Study: 4,6 Average 2018-2024: Library: 4,4 Novis: 4,4 Office for Study: 4,6	✓
		Delivery of blended learning (e-classroom)	Student satisfaction with the e-classroom delivery	Average rating from 1 to 5	4,6	2023/24: 4,5 Average 2018-2024: 4,5	×
		Monitoring of graduate employment	Graduate employment within one year of graduation (survey)	Share	55%/85%	2023/24: ECS: 75 % BCS: 74 % MZ: 93 % MQE: 100 % Average 2018-2024: ECS: 61 % BCS: 63 % MZ: 87 % MQE: 100 %	✓
2.	Linking studies with practice	Involvement of guest speakers in the study process	Involvement of guest speakers in the study process	Number	40 to 50	2023/24: 52 Average 2018-2024: 50	✓
		Delivery of field trips	Field trips	Number	5 to 15	2023/24: 7 Average 2018-2024: 6	✓
		Delivery of student projects in organisations	Share of students involved	Share (no. of students / all students)	30%	25%	×
3.	Internationalisation of education	Delivery of student and teaching-staff (VU/VS) mobility	Number of mobilities carried out	Number (incoming/outgoing)	12% increase	Studnets 22/6 higher ed. teachers: 17/7 prof. staff: 2/0	Partially achieved
		Involvement of foreign experts	Number of foreign guests	Number	15 to 25	15	✓
		Delivery of study programmes in English	Number of programmes	Number	1	1	✓
4.	Updating of study programmes	Monitoring of proposals for improvements and innovations	Number of content updates adopted by the Commission for Study Affairs	Number	At least one improvement per study programme	1 per programme	✓

Research Activity

In the field of research activity, over the 2018–2024 period we recorded the following:

- Stable success in securing projects, associated with a more or less established project team for development projects and few changes in the composition of the research/programme group for research projects. The success rate of project applications over the past period was 35/139, i.e. 25.2%, meaning an average of 20 project applications per year, of which 5 were successful (i.e. new projects).
- We maintained the volume of funded research and development hours, expressed in full-time equivalent (FTE), from projects (5-year average of approximately 3.5 FTE for R&D).
- We increased the number of researchers in the Research Group for Social and Business Studies (22 researchers as of July 2024).
- We secured stable funding for research activity and increased the annual funds available for implementing the research programme.
- The annual (hybrid) international scientific conference MakeLearn, TIIM & PIconf became firmly established, with a network of foreign higher education teachers, researchers and journal editors (in 2024 already its 14th edition). The co-organisation of the conference by four higher education institutions was consolidated.
- ISSBS students took part in the MakeLearn, TIIM & PIconf scientific conference, presenting their own contributions.
- We continuously ran the KoME student conference, organised by the ISSBS Student Council.
- We applied for public calls issued by the ministry responsible for higher education and secured projects in the areas of longer-term higher education teachers and staff mobility at foreign higher education institutions, visits by foreign higher education teachers to ISSBS, and we strengthened the role of the Career Centre and of student project work in the workplace to help students gain practical knowledge and make it easier to enter the labour market.
- We achieved continuous enrolment in the doctoral study programme, together with cooperation with foreign higher education teachers/researchers/mentors in doctoral studies.
- We established support for researchers' publications (payment of APCs, proofreading, translation) for publishing in journals with an impact factor (e.g. Scopus).
- We set up the Research and Calls e-classroom to inform members of the research group about project application opportunities, organised workshops on writing project applications, and set up web subpages featuring high-impact publications by ISSBS researchers.
- Several ISSBS higher education teachers and faculty assistants serve as editors-in-chief of international scientific journals, including two editors-in-chief of Scopus-indexed scientific journals. ISSBS higher education teachers and faculty assistants hold numerous memberships on editorial boards and in other international scientific journals.
- We maintained publication of the scientific journal IJMKL in electronic form (26 scientific articles published in 2023). We continuously co-financed the publication of the journal through ARIS funding.
- Through the ISSBS Press and ToKnowPress, we regularly published scientific monographs, also disseminating research and project results.

Table 2: Evaluation of the achievement of the strategic objectives in research and development activity, 2018–2024

No.	Strategic Objective	Activity/Measure	Indicator	Unit of Measurement	Target Value 2024	Realisation 2024	Achievement of Objective
5.	Strengthening the scope of research and development activity	Applying for and carrying out projects under various domestic and international calls	Projects secured	Number	5 to 10	35 (5 per year)	✓
			% of R&D revenue in total revenue	%	15-25	2018–2023: annual average 20.9%	✓
		Promotion of doctoral studies	Doctoral students	Number / of all enrolled in the programme	10	38 in 2023/2024	✓
6.	Incorporating research results into education	Use of research achievements in course delivery	Revenue from book sales from the Press to ISSBS students	EUR	3.000	20,983.77 for 2018–2024 (annual average 2,997.68)	✓
7.	Involving students in research	Encouraging student publishing	Number of student contributions at KoME and ML	Number	Kome: 10 ML: 10	Average 2018–2024: KoME: 4.4 MakeLearn, TIIM & PIconf: 12.4	KoME x MLTIIM & PIconf: ✓
		Delivery of the KoME student conference	Number of student participants at the conference	Number	Kome: 50 ML: 20	Average 2018-2024: KoME: 67,6 MLTIIM & PIconf: 39	✓
8.	Strengthening the dissemination of research results	Delivery of the international MakeLearn, TIIM & PIconf conference	No. of contributions in the proceedings and thematic journals at ML	Number	150	2018-2024: 956 contributions (annual average: 136.9)	x
		Increasing the international impact of IJMKL	Citations of IJMKL articles	Number	150	1.082 (2017 baseline: 69; annual average: 145)	✓
		Increasing publications in journals with an impact factor	Number of publications	Number	20	2018-2024: 122 (annual average: 17,4)	x
		Issuing publications through the ISSBS Press and ToKnowPress	Monographs issued by the ISSBS Press and ToKnowPress	Number	8 to 10	2018-2024: 19	✓

Cooperation with the Environment and Social Responsibility

In the field of cooperation with the environment and social responsibility, over the 2018–2024 period we recorded the following:

- We established close contact with the local, regional and international environment (events for the general public, round tables, workshops for secondary schools, projects with various organisations, guests from practice, company field trips, project assignments in cooperation with the business and non-business sector), thereby strengthening the Faculty's visibility in the environment.
- A well-functioning system of student professional placements, enabling the combination of theoretical knowledge with practice and the acquisition of work experience even before graduation.
- Close ties with the international higher education and academic community, reflected in the high number of agreements concluded, the involvement of foreign visiting professors in the study process, and the incoming and outgoing mobility of students, higher education teachers, faculty assistants and professional staff. After a few years' hiatus, in 2023 and 2024 we again organised a summer school in the form of a short intensive programme (SIP) under the Erasmus programme, in cooperation with partners from Portugal, Poland, Austria and Romania, as well as a local company from Slovenia.

Table 3: Evaluation of the achievement of the strategic objectives in cooperation with the environment and social responsibility, 2018–2024

No.	Strateški cilj	Measure	Indicator	Unit of Measurement	Target Value 2024	Realisation 2024	Achievement of Objective
9.	Networking with the higher education and research community	Strengthening international and domestic cooperation	Total number of agreements	Number	55	63	✓
10.	Networking with the business community in the regional environment	Cooperation with companies, other institutions and other organisations	Active agreements with companies	Number	35	41	✓
		Strengthening R&D cooperation	Projects for other organisations	Number	3	2	x
11.	Incorporating social responsibility into operations	Involving students in volunteering events	Number of students volunteering	Number	15-25	18	✓
12.	Raising the awareness of interested stakeholders about social challenges and their solutions	Organisation of events for the wider public	Events held for interested stakeholders	Number	6	2	x

Ensuring the Conditions for Operation

- In the field of ensuring the conditions for operation, over the 2018–2024 period we recorded the following:
- In 2022 we successfully completed the procedure for renewing the institutional accreditation of ISSBS and of all study programmes with SQAA. The accreditation is valid until September 2027.
- In 2023 we also successfully carried out a sample evaluation of the doctoral programme with SQAA.
- We have an established and systematically functioning quality assurance system. A quality culture has been developed, together with a thorough understanding of the quality loop.
- A tutoring system has been established, in which student tutors assist other students, either with general questions or through subject-specific tutoring.
- A Career Centre has been established, through which we organise various lectures and workshops for students and alumni. In 2022/23 we implemented the project "Comprehensive support for non-traditional students" within the framework of the ISSBS Career Centre, which strengthened the Centre's activities, expanded the advisory services offered to students by the professional departments, and increased the competence of career counsellors in supporting special groups of students.
- We increased the number of bibliographic resource units in the ISSBS Library, and we offer all students, higher education teachers and faculty assistants the possibility of joining the Celje Central Library.
- Higher education teachers, faculty assistants and professional staff are satisfied both with their work and with their working conditions.

Table 4: Evaluation of the achievement of the strategic objectives in ensuring the conditions for operation, 2018–2024

No.	Strategic Objective	Measure	Indicator	Unit of Measurement	Target Value 2024	Realisation 2024*	Achievement of Objective
13.	Developing human capital	Monitoring the professional development of staff	Training sessions per employee	No. of training sessions / employee	1,5	1,3*	×
		Monitoring employee satisfaction with their work	Employee satisfaction with work rating	Average rating from 1 to 5	4-4,5	Higher ed. teachers: 4,5 Prof. staff: 4,4	✓
14.	Achieving stability and diversity of funding sources	Monitoring revenue from study, market, development and research activity	Share of funds by activity	Share (revenue in EUR / total revenue)	Market 15–25% R&D 15–25%	Market: 1.90% R&D: 14.68%	×
		Ensuring financial sustainability	Faculty's operating result	In EUR as at 31 December	Positive	5.346*	✓
15.	Modernising infrastructure	Modernising material conditions and the e-environment	Employee satisfaction with working conditions rating	Average rating from 1 to 5	4-4,5	Higher ed. teachers: 4,5 Prof. staff: 4,1	✓
		Increasing the accessibility of ISSBS Library resources	Units of resources (e-resources, physical materials)	Number of units	4.000	4.680*	✓
16.	Developing the quality system	Managing self-evaluation with measures	Monitoring the implementation of measures	Share	80%-100%	80-100%*	✓
		Holding discussions and training on quality	Monitoring quality-related discussions at meetings of governing bodies	Number	15	12*	×

* Data for 2024 are not yet available; figures as at the end of 2023 are shown instead.

Strategic Directions of ISSBS

The strategic directions apply to all core activities of ISSBS.

Educational activity enables the development and delivery of effective, high-quality and internationally oriented studies to strengthen graduate employability.

- The Faculty strives for stable student enrolment at all three cycles of study.
- The study programmes offer high-quality, up-to-date knowledge for acquiring the competencies relevant to greater employability.
- Innovative teaching approaches, blended and online education with digitally supported teaching methods.
- The Faculty cares for the holistic development of students.
- The learning environment fosters an international orientation, independence, creativity, sustainability, and an interdisciplinary and entrepreneurial approach.
- It introduces internationalisation at home and intercultural competencies.
- The Faculty supports the successful study and career path of students and graduates.

Research and development activity promotes research and its international engagement.

- The Faculty provides the conditions for research and encourages individuals to engage in research work.
- Strengthening research and development activity in a national, European and international context.
- Encouraging the involvement of students in research.
- Incorporating scientific results into education.
- Encouraging the dissemination and impact of the research work of individuals and of the institution.
- Developing a culture of research and cooperation with higher education and other institutions.

Cooperation with the environment for socially responsible action in the local, regional, national and international environment in which the Faculty operates.

- The Faculty builds its visibility through digital technologies and beyond.
- The Faculty pursues a proactive approach to cooperation with its environment and its economy.
- It encourages student involvement in field trips, events and other activities.
- It acts in a connective manner, expanding its network of experts and strengthening its own visibility.
- It highlights current social challenges and their solutions.

Organisation and the provision of operating conditions aim to establish supportive activities for successful operation.

- The Faculty ensures adequate operating resources (human, material and financial) and manages them efficiently.
- It provides students and staff with a welcoming and attractive academic environment that fosters their all-round professional development and builds and embraces a culture of professional, high-quality, responsible and committed work.
- It maintains a balanced staff structure and equal employment opportunities regardless of gender.
- It strives to optimise processes, improve the user experience, and support modern teaching and work through the use of advanced digital solutions.
- Through the continuous improvement of a quality system based on the responsibility of each and every individual, the Faculty strives for excellence and quality.

Objectives of the ISSBS Development Strategy 2025 – 2030

List of Long-Term (Strategic) Objectives

The long-term objectives are presented by area of the ISSBS strategic directions.

Educational activity:

1. Ensuring stable enrolment and caring for the inclusion of different groups of students.
2. High-quality delivery of study programmes.
3. Incorporating a sustainability and interdisciplinary perspective into education.
4. Linking studies with practice.
5. Internationalisation of education and the intercultural perspective.

Research and development activity:

1. Strengthening the scope of research and development activity.
2. Creating a supportive environment for developing the research potential of staff and students.
3. Encouraging the dissemination and impact of research work.
4. Developing a culture of research and cooperation with higher education and other institutions.

Cooperation with the environment:

1. Strengthening the Faculty's visibility.
2. Networking with the higher education and research community.
3. Networking with the business community and socially responsible action.
4. Raising the awareness of interested stakeholders about social challenges and their solutions.

Organisation and ensuring the conditions for operation:

1. Developing human capital.
2. Achieving stability and diversity of funding sources.
3. Digitalisation in support of operations.
4. Continuous improvement of the quality management system.

Activities and Measures for Implementing the Strategic Directions and Long-Term Objectives

Strategic Direction 1: Educational activity enables the development and delivery of effective, high-quality and internationally oriented studies to strengthen graduate employability.

1. Ensuring stable enrolment and caring for the inclusion of different groups of students

We will strive for stable student enrolment across all study programmes and cycles of study. Enrolment is influenced by a number of factors, the most important of which are demographic change, promotional activities, cooperation with secondary schools and their counselling services, graduate satisfaction, the attractiveness and quality of the study programmes on offer, labour market needs, and so on. Through regular monitoring of enrolment, labour market needs and graduate feedback, we will adjust the number of places advertised for individual study programmes accordingly. As students with special needs or special status also enrol in our study programmes, we will pay particular attention to their equal inclusion and support. We will strengthen cooperation with secondary schools and strive to update study programmes in line with current trends.

2. High-quality delivery of study programmes

We will achieve high-quality delivery of study programmes by introducing innovative teaching approaches that encourage students to take an active role in learning, and by guiding higher education teachers and faculty assistants towards continuous training in new technologies. We will deliver studies in various ways using digitally supported teaching methods (blended education and online education), thereby enabling greater flexibility and accessibility of studies. We will monitor student progress towards completion of studies by encouraging student progression, taking timely action to reduce student drop-out, and regularly monitoring the satisfaction of students and graduates with the study programmes.

3. Incorporating a sustainability and interdisciplinary perspective into education

We will strengthen student-centred education and introduce dimensions of sustainable development and an interdisciplinary approach to learning into the study process. We will encourage sustainable thinking among staff and students by organising various events highlighting the importance of social, economic and environmental responsibility. The revision of curricula will be geared towards interdisciplinary integration among learning units and fields, and towards incorporating a diversity of content, thereby enabling students to develop the ability to connect knowledge and devise new solutions to complex problems.

4. Linking studies with practice

Linking studies with practice will ensure that students are prepared for the professions of the future. We will foster the practical relevance of the knowledge that students acquire at the Faculty by connecting with the local and regional business environment. Early contact with the real-world environment gives students insight into the needs and operation of the business environment. Through the involvement of guests from practice, the organisation of field trips, and student projects linked to real problems faced by companies, we will provide students, during their studies, with high-quality knowledge, exposure to recognised domestic experts, and contact with potential employers.

5. Internationalisation of education and the intercultural perspective

Internationalisation of education and the intercultural perspective will be reflected in the involvement of foreign visiting professors in the study process, the mobility of staff and students, and the delivery of study programmes in English, summer schools, virtual mobility, and the enrolment of foreign students. Internationalisation gives students access to global perspectives and practices. By increasing the enrolment of foreign students and encouraging international exchanges, we will build a multicultural and open academic environment that strengthens the competitiveness of our study programmes internationally.

Strategic Direction 2: Research and development activity promotes research and its international engagement.

5. Strengthening the scope of research and development activity

Assuming sufficient human resources and infrastructure, we will strengthen the scope of research and development activity by applying for national and international calls and by carrying out international research projects. We will support focused research, the submission of projects within the Faculty's fields of study, and participation in thematic (field-relevant) project partnerships and research. The Faculty will maintain its level of revenue for research and development activity received from public agencies, other research organisations and companies. This direction focuses on achieving the long-term financial sustainability of research activity and maintaining its intensity going forward.

6. Creating a supportive environment for developing the research potential of students

The Faculty will support the development of students' research potential by involving them—particularly master's and doctoral students—in research work that strengthens the Faculty's research/study fields. This will take place mainly through inviting and involving better-performing students in the delivery of research projects and programmes, encouraging the use of quantitative and qualitative methods, and the preparation of reports with findings and scientific publications in international scientific journals (where possible on themes drawn from the Faculty's research projects and programmes). We will monitor the formal involvement of students in research work, as well as the contributions of doctoral students at international scientific conferences and their publications in international scientific journals.

7. Encouraging the dissemination and impact of research work

The Faculty will place emphasis on strengthening the national and international visibility of the research work and scientific publications of its researchers. Our objective is to produce research results of the highest quality, capable of connecting also with other multidisciplinary, high-impact and internationally recognised research fields and publications. The Faculty will encourage scientific publication in reputable international scientific journals and quality international publishing houses. Research at the Faculty is strengthened through publishing via the ISSBS Press and ToKnowPress. The annual international scientific conference MakeLearn, TIIM & PIconf also contributes to the Faculty's international visibility and greater reputation in the international academic space. At the same time, we will strive to increase the citation impact of the international scientific journal International Journal of Management, Knowledge and Learning (IJMKL).

8. Developing a culture of research and cooperation with higher education and other institutions

The Faculty will support the career development of researchers in cooperation with foreign researchers, in particular through support for scientific publications in international scientific journals with an impact factor within the study fields of relevant courses, through the involvement of foreign higher education teachers in doctoral studies, and through establishing and maintaining partnerships in research programmes and projects. We will strive to build connections at both institutional and individual researcher level with other academics, both internal and external, and to nurture sustainable partnerships beyond the academic circle with partners from business, non-profit organisations and the public sector. The Faculty's dynamism enables us to create agile interdisciplinary and multidisciplinary research teams that work with reputable partners around the world and carry out relevant research work.

Strategic Direction 3: Cooperation with the environment for socially responsible action in the local, regional, national and international environment in which the Faculty operates.

9. Strengthening the Faculty's visibility

We will extend the Faculty's visibility in the national, international and global environment through a presence on social networks, which allows broad reach among prospective students and interested stakeholders. Our publications will focus on promoting all study programmes, and we will systematically and purposefully build the Faculty's digital image. At the same time, we will develop a document on interaction with the local, regional and international environment, setting out how to communicate with key stakeholders. This will support the systematic building of a network of external stakeholders and, over time, strengthen their motivation to engage in the Faculty's activities.

10. Networking with the higher education and research community

The international dimension is embedded in the Faculty's name and vision, and we will therefore continue to build ties with the international higher education and research community. Cooperation and networking with foreign and domestic higher education institutions and research organisations increases the flow of knowledge, strengthens the research and educational capacities of the Faculty and its members, and also increases the ability to secure and carry out more demanding international research and development projects. The Faculty will establish and maintain higher education and research partnerships with other higher education institutions, government organisations, national and international agencies, and research organisations in Slovenia and internationally.

11. Networking with the business community and socially responsible action

The Faculty will support research cooperation with international and domestic companies with a view to enabling the transfer of knowledge and technology. Developing new forms of cooperation with companies and the public sector will strengthen the Faculty's socially beneficial action. In this context, we will encourage the delivery of projects for companies and other organisations, as well as the operation and dissemination of information on regional and local events through the ISSBS Career Centre. We will strive to develop formal communication with the business community, hold discussions with key experts, and raise students' awareness of opportunities to engage with the wider business community and to act in a socially responsible manner.

12. Raising the awareness of interested stakeholders about social challenges and their solutions

By establishing good practice in raising the awareness of interested stakeholders through events such as round tables, seminars and consultations on current social challenges, the Faculty will become more firmly embedded in the life of the local community and the wider region, thereby strengthening its visibility in the social environment. To carry out such activities, the Faculty will also draw on the opportunities offered by its involvement in the international higher education and research environment.

Strategic Direction 4: Organisation and the provision of operating conditions aim to establish supportive activities for successful operation.

13. Developing human capital

Developing human capital is based on creating the conditions for the professional and personal development of higher education teachers, faculty assistants and professional staff. Through appropriate training opportunities, we will strengthen the competencies that are key to ensuring the quality of education, research and professional work. Particular emphasis will be placed on employee satisfaction with their work and working conditions. We will strive to carry out activities that support the gender equality plan and ensure equal opportunities for all employees, regardless of gender, ethnicity, age, sexual orientation or other personal characteristics.

14. Achieving stability and diversity of funding sources

By ensuring diversity of funding sources, we will strengthen the Faculty's financial stability and long-term sustainability, with maintaining a positive operating result being key. Activities will focus on monitoring and increasing revenue from various sources and on optimising the use of financial resources. Through strategic monitoring of revenue and costs, we will achieve financial stability and support the Faculty's long-term development.

15. Digitalisation in support of operations

Prizadevamo si, da bi čim bolj izkoristili prednosti, ki jih prinaša digitalizacija ter povečali poslovanje brez papirja. V tej smeri si prizadevamo za zamenjavo visokošolskega informacijskega sistema, kar bo prispevalo h kakovostnejši podpori študijskega procesa. Povečali bomo dostopnost do knjižničnih baz z tako v fizični kot digitalni obliki. Vzpostavili bomo podporno okolje za uporabo tehnologij ter podprli visokošolske učitelje in študente pri obvladovanju digitalnih tehnologij. Hkrati pa bomo spremljali zadovoljstvo zaposlenih z uporabo digitalnih tehnologij v študijski proces.

16. Continuous improvement of the quality management system

Through the continuous improvement of the system for monitoring and assuring quality, which is interwoven with strategic planning, it will be possible to monitor indicators across key activities and take action in the event of deviations. We will maintain the established link between the planning and reporting system and feedback to stakeholders. All stakeholders will be involved in discussions on quality, thereby encouraging dialogue and a sense of belonging to the Faculty.

Link to the System of Continuous Quality Improvement

The system of continuous quality improvement at ISSBS is closely linked to the strategic directions and objectives of the ISSBS Development Strategy. The quality system monitors ISSBS's strategic objectives through defined activities and measures and indicators of their achievement. ISSBS has defined its quality system in the Quality Manual, which sets out the procedures and instruments for monitoring, assessing and ensuring the quality of all core processes across individual areas of operation, as well as for updating the quality system through the involvement of all stakeholders. Self-evaluation is carried out annually, while national evaluation takes place at regular intervals (every five years).

In operating the quality system, ISSBS strives to:

- maintain a comprehensive and dynamic quality management system,
- maintain a comprehensive and dynamic quality management system,
- enable broad participation, commitment and transparency,
- use relevant information for systematic and effective action.

ISSBS obtained its first institutional accreditation on 9 June 2006. The most recent renewal of institutional accreditation by the Slovenian Quality Assurance Agency for Higher Education (SQAA) took place on 21 April 2022, for a period of 5 years. The Faculty's accreditation expires on 30 September 2027; the application for renewal of institutional accreditation is submitted to SQAA one year in advance. Accreditation of study programmes is granted for an indefinite period (ZViS Article 75/2016).

Strategic Plan 2025–2030: Activities by Core Areas

Strategic Direction 1: Educational activity enables the development and delivery of effective, high-quality and internationally oriented studies to strengthen graduate employability.

No.	Long-Term Objective	Activity/Measure	Monitoring of Activity/Measure	Holder of Activity/Measure
1	Ensuring stable enrolment and caring for the inclusion of different groups of students	1.1 Monitoring enrolment figures	Annually	Education Department
		1.2 Strengthening cooperation with secondary schools	Annually	Education Department
		1.3 Updating study programmes in line with changes in the environment	Every 3 years	Education Department
2	High-quality delivery of study programmes	2.1 Organising training for teachers and staff on developing innovative teaching approaches using digital technology	Annually	Education Department
		2.2 Monitoring of study completion	Annually	Education Department
		2.3 Monitoring of student satisfaction with studies	Annually	Education Department
		2.4 Delivery of blended teaching and learning	Annually	higher education teachers and faculty assistants
		2.5 Delivery of online education	Annually	higher education teachers and faculty assistants
		2.6 Monitoring of graduate employment	Annually	Education Department
3	Incorporating a sustainability and interdisciplinary perspective into education	3.1 Updating learning units to incorporate a sustainability and interdisciplinary perspective	Every 3 years	higher education teachers and faculty assistants, Education Department
		3.2 Encouraging sustainable thinking among students	Annually	Management, higher education teachers and faculty assistants
4	Linking studies with practice	4.1 Involvement of guest speakers in the study process	Annually	higher education teachers and faculty assistants
		4.2 Delivery of field trips	Annually	higher education teachers and faculty assistants
		4.3 Delivery of student projects in companies and organisations	Annually	higher education teachers and faculty assistants
5	Internationalisation of education and the intercultural perspective	5.1 Delivery of student, higher education teachers and faculty assistants mobility	Annually	higher education teachers and faculty assistants, students, Department, Research Department
		5.2 Involvement of foreign experts in studies	Annually	VU/VS, management
		5.3 Delivery of study programmes in English	Annually	VU/VS
		5.4 Delivery of the summer school	Annually	VU/VS
		5.5 Increasing the enrolment of foreign students	Every 2 years	Education Department

Strategic Direction 2: Research and development activity promotes research and its international engagement.

No.	Long-Term Objective	Activity/Measure	Monitoring of Activity/Measure	Holder of Activity/Measure
6	Strengthening the scope of research and development activity	6.1 Applying for and carrying out projects under various domestic and international calls	Annually	higher education teachers and faculty assistants, Research Department
		6.2 Participation in international research project partnerships	Every 2 years	higher education teachers and faculty assistants, Research Department
7	Developing a culture of research and cooperation with higher education and other institutions	7.1 Publishing scientific articles in cooperation with foreign researchers	Annually	higher education teachers and faculty assistants
		7.2 Involving foreign higher education teachers in doctoral studies	Annually	Head of the Programme, management
		7.3 Establishing and maintaining partnerships in research programmes and projects	Annually	Research Department
8	Encouraging the dissemination and impact of research work	8.1 Delivery of the MakeLearn, TIIM & PIconf international conference	Annually	Research Department, higher education teachers and faculty assistants, Conference Programme and Organising Committee
		8.2 Increasing the number of publications in journals with an impact factor	Annually	higher education teachers and faculty assistants, Research Department
		8.3 Issuing publications through the ISSBS Press and ToKnowPress	Annually	VU/VS, editors of the ISSBS Press and ToKnowPress
		8.4 Improving the citation impact of IJMKL	Annually	Editor-in-Chief of IJMKL
9	Creating a supportive environment for developing the research potential of students	9.1 Involving students in research	Annually	higher education teachers and faculty assistants
		9.2 Delivery of the KoME student conference	Annually	Research Department, Student Council
		9.3 Encouraging student publishing	Annually	higher education teachers and faculty assistants (final-thesis mentors/suprvisors)

Strategic Direction 3: Cooperation with the environment for socially responsible action in the local, regional, national and international environment in which the Faculty operates.

No.	Long-Term Objective	Activity/Measure	Monitoring of Activity/Measure	Holder of Activity/Measure
10	Strengthening the Faculty's visibility	10.1 Presence on social networks	Every 3 years	Education Department, management
		10.2 Systematic interaction with the local, regional and international environment	Every 2 years	Education Department, management
		10.3 Promotion of studies	Annually	Education Department, management
11	Networking with the higher education and research community	11.1 Strengthening international and national cooperation	Every 2 years	Management
12	Networking with the business community and socially responsible action	12.1 Developing formal communication with key external stakeholders	Once	Education Department
		12.2 Cooperation with companies, institutions and other organisations	Annually	Professional Placement Coordinator, project leaders
		12.3 Encouraging the activities of the ISSBS Career Centre	Monthly	Education Department, Employability Skills Coordinator
13	Raising the awareness of interested stakeholders about social challenges and their solutions	13.1 Organisation of events for the wider public	Annually	Education/Research Department, management

Strategic Direction 4: Organisation and the provision of operating conditions aim to establish supportive activities for successful operation

No.	Long-Term Objective	Activity/Measure	Monitoring of Activity/Measure	Holder of Activity/Measure
14	Developing human capital	14.1 Ensuring the implementation of the gender equality plan's activities	Once	Management
		14.2 Professional development of staff, relating to non-teaching content	Annually	Management, General Services
		14.3 Monitoring employee satisfaction with their work	Annually	Management, Education Department
15	Achieving stability and diversity of funding sources	15.1 Ensuring financial stability and sustainability	Annually	Management
		15.2 Monitoring revenue from study, market, development and research activity	Annually	Management
16	Digitalisation in support of operations	16.1 Replacing the information system to move towards more paperless operations	Once	Management, Education Department
		16.2 Increasing accessibility to library databases through remote access	Every 3 years	Education Department
		16.3 Establishing a supportive environment for the use of digital technologies	Once	Management
		16.4 Employee satisfaction with the use of digital technologies	Annually	Education Department
17	Continuous improvement of the Quality Management System	17.1 Managing self-evaluation with measures	Annually	Management, Education Department
		17.2 Establishment of an ethics commission	Once	Management
		17.3 Holding discussions and training on quality	Annually	Chairs, Commission for Quality and Evaluation, Education Department

Preparation, Monitoring and Updating of the ISSBS Development Strategy 2025–2030

ISSBS is committed to the continuous improvement of the quality of all its core activities and their processes, of its quality system, and to updating its development strategy. The philosophy of continuous and ongoing improvement is based on the Deming cycle (plan, do, check, act). Discussions on the ISSBS Development Strategy take place at the competent meetings of the Faculty's governing bodies; in addition, a public consultation is held to ensure broader inclusion of stakeholders' views and transparency in the process of shaping and adapting the strategy.

The ISSBS Development Strategy 2025–2030 was implicitly shaped by ISSBS management and its bodies through consideration of key foundational documents, most notably the evaluation of the achievement of the 2018–2024 Development Strategy objectives, the statement of vision, mission and values, the Annual Self-Evaluation Reports, and the recommendations of experts in the procedure for renewing institutional and programme accreditation and the sample evaluation of the doctoral programme, as well as the existing ISSBS Research Activity Strategy and development reports.

The process of monitoring and updating the ISSBS Development Strategy 2025–2030 includes a regular annual assessment and monitoring of progress towards the set indicators and objectives, and the adaptation of measures in light of the findings. To ensure the effective implementation of the ISSBS Development Strategy 2025–2030, management establishes mechanisms for gathering feedback from students, staff, and external stakeholders from business and the wider social environment, thereby providing a comprehensive picture of the effectiveness and relevance of the strategic directions.

Regular annual analyses and reports are produced as part of the quality system, which is directly linked to the long-term objectives of the strategic development. This reflection provides a basis for improvement and a development orientation for future activities and for adapting to current challenges and trends affecting higher education and labour market needs. Based on these findings, the ISSBS Development Strategy 2025–2030 is dynamically updated so that it remains relevant and adapted to a rapidly changing environment.

Through this approach, ISSBS builds a flexible, responsive and sustainability-oriented development that supports the Faculty's long-term excellence and competitiveness, and ensures a high standard not only of education but of all the Faculty's core and supporting activities.

The core activities for monitoring and updating the ISSBS Development Strategy 2025–2030, carried out within the framework of the Deming cycle, are as follows:

- **Planning the strategy.** The draft strategy was prepared by management in cooperation with the professional departments. The content of the strategy was further developed and coordinated at meetings of the Dean's Board and the Dean's Advisory Board. The draft ISSBS Development Strategy 2025–2030 was considered by the ISSBS Senate on 20 November 2024, followed by consideration at a meeting of the ISSBS Student Council on 3 December 2024, at a meeting of the Academic Assembly on 3 December 2024, and at a meeting of the members of the ISSBS Council and mentors of professional placements on 22 January 2025. The Strategy was considered and confirmed by the members of the Senate on 29 January 2025 and by the members of the Administrative Board on 5 February 2025.

- **Implementation of the strategy** is reflected in the Annual Work Programmes, in the tasks and activities defined therein, and in the Annual Reports with the Self-Evaluation Report, which measure the progress of implementation on an annual basis and also include elements comparing what has been achieved with the objectives set.
- **Checking implementation of the strategy.** The status and achievements of ISSBS are discussed at least once a year at the level of commissions, the Dean's Board, the Dean's Advisory Board, the Senate, the Administrative Board, the Student Council and the Academic Assembly, following the preparation of the Annual Report with the Self-Evaluation Report. Based on the annual analysis, the Dean's Advisory Board reviews the appropriateness of the directions and objectives and proposes any changes.
- **Action.** In the event of major deviations and/or changes, the Development Strategy will be updated ahead of schedule, since, in light of possible changes in the environment and in the organisation, it is necessary to continuously identify and monitor the implementation of the Development Strategy.

Prof. Dr. Kristijan Breznik
ISSBS Dean

Celje, 5 February 2025

Number: 3/2025 – SR ISSBS 2025-2030

Appendix – Activities for Implementing the Strategy, with Baseline and Target Indicators

Strategic Direction 1: Educational activity enables the development and delivery of effective, high-quality and internationally oriented studies to strengthen graduate employability

No.	Long-Term Objective	Activity/Measure	Indicator	Unit of Measurement	Baseline Value 2024	Target Value 2025–2030
1	Ensuring stable enrolment and caring for the inclusion of different groups of students	1.1 Monitoring enrolment numbers	1.1.1 Students enrolled across all study programmes	Number of students enrolled as at 30 Oct. (annually) (N)	ECS: 65 BCS: 197 KM: 200 MQE: 38 KM DR: 32 Total: 532	N= 550
			1.1.2 Students with special needs and special status	Number of students recorded in the academic year (K)	11 (in 2024/2025)	
		1.2 Strengthening cooperation with secondary schools	1.2.1 Number of workshops conducted	Number of events per year (K)	10 (in 2023/2024)	30-40
		1.3 Updating study programmes in line with changes in the environment	1.3.1 Review and improvement of study programmes	Improvements per year per programme (K)	3	10-15 programme improvements (K)
			1.3.2 Analysis of trends in the academic environment and labour market	Analysis carried out	Total Number (K)	1 (2027) to 2 (2030)
2	High-quality delivery of study programmes	2.1 Organising pedagogical training for VU/VS on developing innovative teaching approaches using digital technology	Didactic training for VU/VS	Total number of training sessions (K)	1	15

No.	Long-Term Objective	Activity/Measure	Indicator	Unit of Measurement	Baseline Value 2024	Target Value 2025–2030
	2.2 Monitoring of study completion	Progression from 1st to 2nd year	Net progression percentage (%)		ECS: 80 % BCS: 60 % KM2: 63 % KM DR: 67 %	65% to 85%
		Duration of studies	Average study duration (3-year average)		ECS: 4,8 BCS: 3,51 KM: 4,3 MQE: 2,6 (z d. l.) KMDR: 4,6	ECS: 3,5 BCS: 3,5 KM: 3,5 MQE: 2,5 (z d.l.) KMDR: 4,5
		Completion rate	Study completion index (3-year average)		ECS: 46 % BCS: 51% KM2: 24 % MQE: 25 % KM DR: 20 %	ECS: 50 %, BCS: 55 % KM: 30 % MQE: 30 % KM DR: 25 %
	2.3 Monitoring of student satisfaction with studies	Student satisfaction	Average rating from 1 to 5 (A)		With courses: 4,1 With instructors: 4,4 (2023/2024)	At least 4.4 with courses; at least 4.5 with instructors
		Graduate satisfaction with studies	Average rating from 1 to 5 (A)		3,9 (2023/2024)	At least 4,1
		Student satisfaction with study support	Average rating from 1 to 5 (A)		Tutoring: Library:4,2 Novis:4,3 Office for Study:4,0 (2023/2024)	At least 4,3
	2.4 Delivery of blended teaching and learning	Delivery at a distance by study programme	Share / programme (average % per programme)		1 st cycle: 15 % 2 nd cycle KM: 30 %	1st cycle: 20 % 2nd cycle KM: 40%
		Student satisfaction with the blended	Average rating from 1 to 5 (A)		4,49	At least 4,5

No.	Long-Term Objective	Activity/Measure	Indicator	Unit of Measurement	Baseline Value 2024	Target Value 2025–2030
3	Incorporating a sustainability and interdisciplinary perspective into education		education delivery			
		2.5 Delivery of online education	Study programmes delivered 100% online	Number of study programmes	2	3
			Student satisfaction with the online delivery	Average rating from 1 to 5 (A)	MQE:/ KM DR: /	At least 4
		2.6 Monitoring of graduate employment	Graduate employment within one year of graduation (survey)	Employment percentage (%) (P)	1st cycle 49 % 2 nd cycle 79%	55% 85%
		3.1 Updating learning units to incorporate a sustainability and interdisciplinary perspective	Revision and updating of elective-course curricula	Number of updated elective curricula (K)	1	5
4	Linking studies with practice	3.2 Encouraging sustainable thinking among staff and students	Organisation and delivery of lectures (students and staff)	Total number of training sessions (K)	0	5
		4.1 Involvement of guest speakers in the study process	Guests involved in delivery	Number of different individuals (annually) (N)	47	40 to 50
		4.2 Delivery of field trips	Field trips	Total Number (K)	9	10 to 15
		4.3 Delivery of student projects in organisations and companies	Projects delivered	Total number of projects (K)	33	On average 15 per year, at least 80 in total
5	Internationalisation of education and the intercultural perspective	5.1 Delivery of student and higher education teachers and staff mobility	Number of mobilities carried out	Number (incoming/outgoing) (K)	Students:26/9 Higher ed. teachers: 15/5 Staff: 0/0	Students:50/20 V Higher ed. teachers US:50/50 Staff:5/10

No.	Long-Term Objective	Activity/Measure	Indicator	Unit of Measurement	Baseline Value 2024	Target Value 2025–2030
		5.2 Involvement of foreign experts	Number of foreign guests (in person and online)	Number by cycle of study (K)	Total: 7 (2023/2024)	5 to 10 Annually, at least 30 in total.
		5.3 Delivery of study programmes in English	Number of programmes	Number (N)	1	2
		5.4 Delivery of the summer school	Annual delivery	Total Number (K)	1	5
		5.5 Increasing the enrolment of foreign students	Foreign students	Number of foreign students enrolled per year (N)	ECS: 26 BCS: 12 KM: 3 MQE: 2 KM DR: 28 Total: 71	50 to 80 per year, at least 300 in total.

Legend: K – cumulative value; N- annual number; P- percentage, A - average

Strategic Direction 2: Research and development activity promotes research and its international engagement

Long-Term Objective	Activity /Measure	Indicator	Unit of Measurement	Baseline Value 2024	Target Value 2025–2030
6 Strengthening the scope of research and development activity	6.1 Applying for and carrying out projects under various domestic and international calls	Projects secured	Total number (K)	4	30
		R&D revenue as a share of total revenue	Annual average (%)	18%	15-25%
	6.2 Participation in international research project partnerships	Participation in international research projects	Total Number (K)	0	2
7 Developing a culture of research and cooperation with higher education and other institutions	7.1 Publishing scientific articles in cooperation with foreign researchers	Scientific articles (1.01, 1.02, 1.03) by ISSBS researchers co-authored with foreign researchers	Total number (K)	9	At least 50 in total.
	7.2 Involving foreign higher education teachers in doctoral studies	Foreign higher education teachers in doctoral studies (mentors or instructors)	Total number of persons (K)	8	At least 10 in total.
	7.3 Establishing and maintaining partnerships in research programmes and projects	Partnerships in research projects with other research organisations	Total number (K)	4	At least 10 in total.
8 Encouraging the dissemination and impact of research work	8.1 Delivery of the MakeLearn, TIIM & PICConf international conference	Total number of contributions	Total number (K)	141	Total: 700
	8.2 Encouraging the number of publications in journals with an impact factor	Average annual number of publications for the Academic Assembly	Annual average number of publications (A)	21	At least 20
		Increasing the impact of the research group	h-index of research group 2711-001 (h10 of the group in SICRIS)	18	22
	8.3 Issuing publications through the ISSBS Press and ToKnowPress	Monographs issued by the ISSBS Press and ToKnowPress	Total number (K)	3	Total number: 15

	8.4 Improving the citation impact of the IJMKL journal	Citations in the Harzing's Publish or Perish database	Total number (K)	1.232	2.000	
9	Creating a supportive environment for developing the research potential of students	9.1 Involving students in R&D	Number of students involved in R&D work (e.g. work on an R&D project, final thesis, publication, etc.)	Total number (K)	19	60
		9.2 Delivery of the KoME student conference	Number of student participants at the conference	Total number (K)	103	Total: 500
		9.3 Encouraging student publishing	Number of scientific articles (1.01, 1.02, 1.03) and conference contributions (1.08) by students	Total number (K)	22	Total of 100 contributions

Legend: K – cumulative value; N- annual number; P- percentage, A - average

Strategic Direction 3: Cooperation with the environment for socially responsible action in the local, regional, national and international environment in which the Faculty operates

Long-Term Objective	Activity/Measure	Indicator	Unit of Measurement	Baseline Value 2024	Target Value 2025–2030
10 Strengthening the Faculty's visibility	10.1 Presence on social media networks	Use of social media/digital channels	Number (K)	5	8
	10.2 Systematic interaction with the local, regional and international environment	Strategic document on cooperation with the external environment	Document produced (0-NO, 1-YES)	0	1
	10.3 Promotion of studies	Agreements concluded with foreign partners for programme promotion	Total number (K)	2	3
		Graduate rating (employers are well acquainted with the Faculty and would recommend it to others)	Average value from 1 to 5 (A)	3,2 4,3	3,5 4,8
11 Networking with the higher education and research community	11.1 Strengthening cooperation (national and international)	Number of partnerships	Total number (K)	13	15
12 Networking with the business community for socially responsible action	12.1 Developing formal communication with the business community	Discussions with experts (ISSBS Council)	Total number (K)	1	5
	12.2 Cooperation with companies, institutions and other organisations	Satisfaction of students and mentors with students on professional practice	Average value from 1 to 5 (A)	M: 4,54 S: 4,71	M: above 4,5 S: above 4,6
		Umbrella agreements concluded with companies	Total number (K)	0	2
	12.3 Encouraging the activities of the Career Centre	Events delivered	Total number (K)	5	5 per year, at least 20 in total.
13 Raising the awareness of interested stakeholders about social challenges and their solutions	13.1 Organisation of events for the wider public	Events delivered for interested stakeholders (round tables, public lectures for alumni, etc.)	Total number (K)	3	3 per year, 15 events in total

Legend: K – cumulative value; N- annual number; P- percentage, A - average

Strategic Direction 4: Organisation and the provision of operating conditions aim to establish supportive activities for successful operation

Long-Term Objective		Activity/Measure	Indicator	Unit of Measurement	Baseline Value 2024	Target Value 2025–2030
14	Developing human capital	14.1 Ensuring the implementation of the gender equality plan's activities	Document production	Realisation (0-NO, 1-YES)	0	1
		14.2 Professional development of staff (non-teaching content)	Number of training sessions	Total number of training sessions (K)	Staff: 2 higher education teachers and faculty assistants: 2	Total SS: 10 higher education teachers and faculty assistants: 10
		14.3 Monitoring employee satisfaction with their work	Employee satisfaction with working conditions rating	Average rating from 1 to 5 (A)	Higher education teachers and faculty assistants: 4,5 Staff: 3,9	4,5 4,1
15	Achieving stability and diversity of funding sources	15.1 Ensuring financial stability and sustainability	Faculty's operating result	In EUR as at 31 December	* figure known upon the annual report	Positive
		15.2 Monitoring revenue from study and development/research activity	Share of funds by activity	Percentage of funds / total revenue (%)	Study: 71% R&D: 19%	Study: 60-75 % R&D: 15-25 %
16	Digitalisation in support of operations	16.1 Replacing the information system to move towards more paperless operations	Full transition to a new information system	Transition realised	1	1
		16.2 Increasing accessibility to library databases through remote access	Remote databases	Total number (K)	4	5

17		16.3 Establishing a supportive environment for the use of digital technologies	Digital expert	Appointment (by decision of the Dean)	0	1
		16.4 Employee satisfaction with the use of digital technologies	Satisfaction rating (e-classroom, Zoom, etc.)	Average rating from 1 to 5 (A)	4,43	4,5
	Continuous improvement of the quality management system	17.1 Managing self-evaluation with measures	Monitoring the implementation of measures	Realisation percentage (%)	68%	80%- 100%
		17.2 Establishment of an ethics commission	Establishment	Realisation	0	1
		17.3 Holding discussions and training on quality	Monitoring quality-related discussions at meetings of governing bodies	Number (K)	11	At least 15 per year

Legend: K – cumulative value; N- annual number; P- percentage, A - average