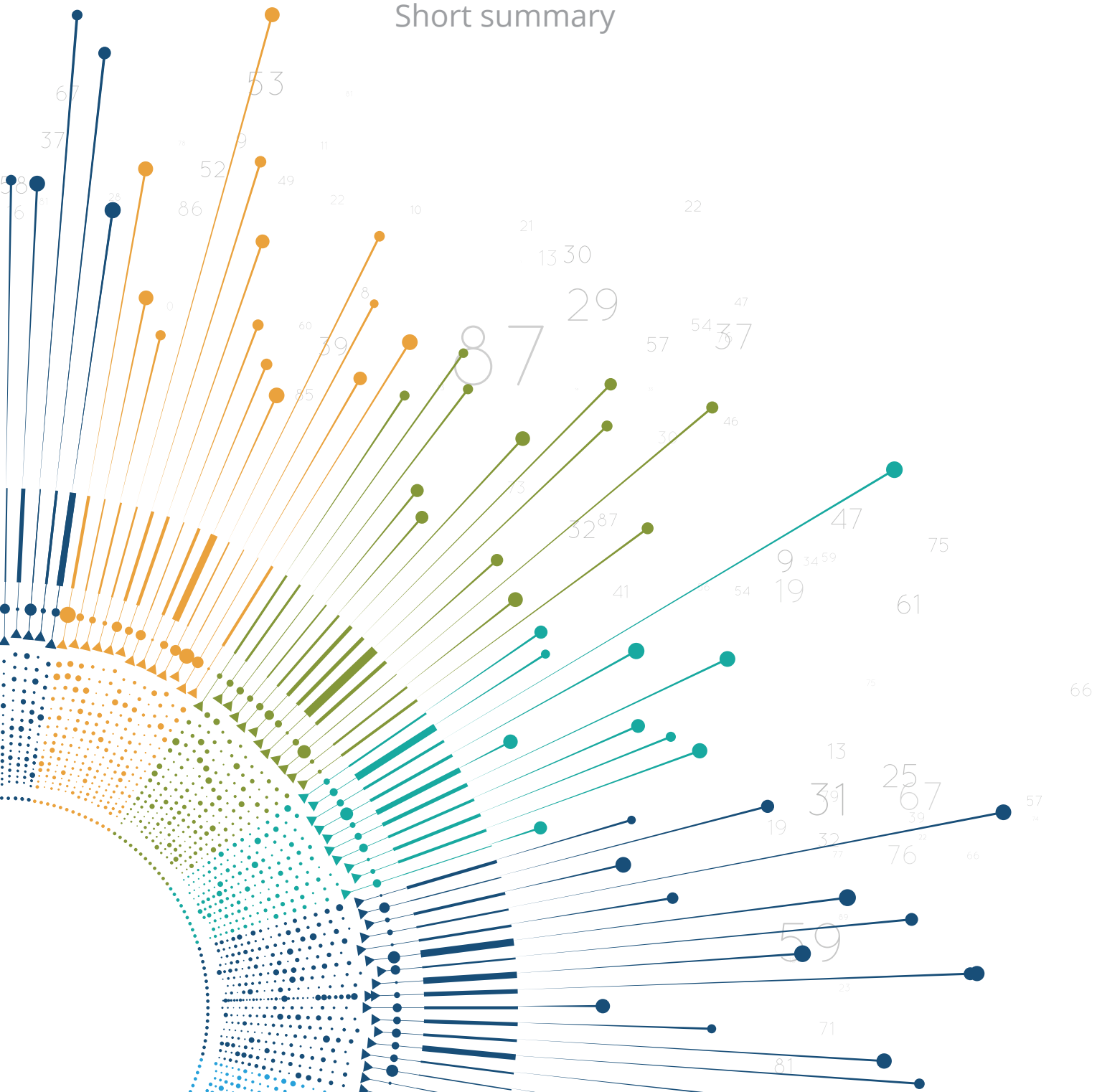
Jožef Stefan Institute

SELF-EVALUATION REPORT

2022–2026

Short summary



Status

The Jožef Stefan Institute (hereinafter: IJS) is Slovenia's leading and largest public research institute in the fields of natural sciences, engineering, and life sciences. With 1,300 employees, it operates under **the mission**:

Science for Sustainable Progress:

We generate and consolidate state-of-the-art knowledge in natural sciences and technical sciences. By disseminating and transferring knowledge, we help drive society's sustainable development, boost economic progress, foster talent, and contribute to a better overall quality of life. Our outstanding achievements in science strengthen Slovenia's global recognition.

And **core values**:

- research excellence,
- sustainability mindset,
- independence and integrity,
- freedom of creation, and
- openness and relevance,
- the power of collaboration.

We are achieving our long-term strategic and development goals in line with our planned directions and available resources. We estimate that we will achieve most of our goals set for 2027.

Key financial data (2025):

Revenues	**€96.7 M**
Expenses	**€94.0 M**
Surplus	**€2.7 M**

\+ Stable funding amounts to €50,1 M (**52%**):

- Program funding pillar (PSF) €29.3 M€
- Infrastructure (ISF) €18.1M€
- Development (RSF) €2.7 M€

The remaining **48%** is provided:

- Through competitive (primarily project-based) funding from a wide variety of sources (we are currently working on approximately 1,000 different projects, €10 M from abroad).
- Revenue from private sector accounts for approximately 10%

− The most significant expense categories include:

- Labor €55 M
- Goods, materials, and services €29 M
- Depreciation €9 M

The scientific research activities of IJS encompass a broad and diverse spectrum of basic and applied research across three broad areas:

PHYSICS AND REACTOR ENGINEERING

10 research depts.,
21 research programs,
43% of program funding pillar (PSF) funds.

CHEMISTRY, BIOCHEMISTRY, MATERIALS, AND ENVIRONMENTAL SCIENCES

10 depts.,
1 independent laboratory,
16 programs,
37% of PSF funds.

ELECTRONICS AND INFORMATION TECHNOLOGIES

7 depts.,
1 laboratory,
9 programs,
19% of PSF funds.

Scientific excellence and societal impact of IJS extends beyond individual research fields and types of research (basic or applied research and development). IJS therefore develops research across fields including quantum, particle, theoretical and solid-state physics, reactor engineering and physics, chemistry, biochemistry, biomedicine, food science, environmental research, advanced materials, automation, control systems, robotics, communication and computer systems, knowledge technologies, and artificial intelligence. We demonstrate scientific and research excellence and societal impact through publications (approx. 1,000 in SCI journals annually), implementation of a wide range of international projects, participation in the higher education sector, intensive collaboration with industry and policymakers, development and management of research infrastructure, and science communication both in Slovenia and abroad (e.g., CNN, Politico, BBC).

Research infrastructure is largely organized in centers. The condition of - mostly depreciated - research infrastructure is concerning, largely due to the financing investment rules.

Since the 1980s, **the strategic management** of the IJS has traditionally been based on high autonomy of research departments in terms of research content and funding. In such "bottom-up" setup, support services primarily handled day-to-day shared business functions, such as accounting and HR. The enactment of the ZZrID in 2022 shifted the financial and research topics autonomy to IJS and, with increasing stable funding, offered a tremendous opportunity for IJS's development. The legislature thus implemented the requirement for stronger strategic direction of research and funding within IJS; regrettably, it simultaneously limited the growth of funding for strategic institutional support development.

The development of institutional support is being accelerated. The development level relative to the status and vision is assessed as (from the least to the most developed):

- Requires significant investment; vision in development:
- Good, vision in development:
- Exemplary, vision in development:
- Exemplary, vision adopted:

Collaboration, knowledge transfer, and diversity of funding;
Strategic management;
Human resources policy;
Research infrastructure and equipment;
Ethics and integrity;
Open science;
Equal opportunitiy principles
(European Commission Gender Equality Champion 2026 award)

Brief SWOT Analysis

STRENGTHS

- Excellence in research and societal impact;
- Diversity, interdisciplinarity, and complementarity;

WEAKNESSES

- Fragmentation (funding sources, reporting methods...);
- Slow institutional support development;

OPPORTUNITIES

- Increased autonomy and accountability under the ZzrID law;
- Large-scale research and infrastructure projects;

THREATS

- Limited resources for institutional support development;
- Overregulation severely curtails autonomy;
- Very limited resources and complex investment procedures

Outlook

We continue to strengthen and develop IJS as an inspiring institution with clear identity and long-term impact on science and development, higher education, society, and economy.

We aim to maintain and strengthen our excellent position among the best European institutes by developing and implementing a strategy reinforcing hybrid strategic management, human resources policy, rejuvenation of research community, enabling modern research infrastructure and systemic knowledge transfer.

We are creating an inclusive organizational culture based on diversity, open science, ethics, integrity, and sustainable development, which enables all employees to reach their full potential.

Prof. dr. Leon Cizelj
Director