



STRATEGIC PLAN

OF THE SLOVENIAN MIGRATION INSTITUTE AT THE
RESEARCH CENTRE OF THE SLOVENIAN ACADEMY OF
SCIENCES AND ARTS, 2021–2026

This Strategic Plan of the Slovenian Migration Institute (SMI) at the Research Centre of the Slovenian Academy of Sciences and Arts for the period 2021–2026 lays down the basic guidelines for our future activities and efforts to achieve specific results, as well as decisions in the next five years. It is connected to fundamental considerations in three basic areas of our activity: results, people and funding. All objectives planned are related to creating a research team as a unit enabling individual scientific research stories and serving as a collective, generating synergies between the team and teamwork as a new virtue. This virtue is also connected to a stable HR policy and high-quality working conditions. I believe our research ambitions will be achieved much more successfully with a clear strategic orientation. This strategy will help the staff carry out their duties to a high standard, serving also as the SMI's identity card for those viewing from the outside.

Head of the SMI,
prof. Marina Lukšič Hacin, PhD



ZRC SAZU

Inštitut za slovensko
izseljenstvo in migracije

SUMMARY

The Slovenian Migration Institute (SMI) was founded in 1982 and is a part of the Research Centre of the Slovenian Academy of Sciences and Arts (ZRC SAZU) – a leading Slovenian scientific research institution in the humanities and social sciences. Our vision for the strategic period 2021–2026 is aimed at further strengthening the position of the Institute as a central national institution in the area of migrations and emigrants, and at taking increasingly ambitious and visible action in the international arena.

In the period 2021–2026, we will achieve three priority objectives:

1.

we will improve our results in winning and implementing fundamental and other high-quality research projects,

2.

we will improve the research excellence of our researchers and support their teamwork and cooperation,

3.

we will ensure the financial stability of the SMI's operations in the long term.

In order to achieve the priority objectives, we have developed a number of strategies presented in this strategic document. We are aware that the excellence of the SMI research institute is effectively the excellence of its staff. We will thus continue to build our visibility and research excellence by providing support to our staff and establishing connections with other excellent international research institutions and researchers.

Images used:

At the railway station in Ljubljana in 1974 (by Svetozar Busić, courtesy of National Museum of Contemporary History).

Ljubljana Graffiti (by Tjaša Zidarič, 2012, courtesy of Slovene Ethnographic Museum).

Ship from the advertisement (courtesy of Marjan Drnovšek).

Migrant workers' accommodation in Ljubljana (by Miško Kranjec, 1979, courtesy of National Museum of Contemporary History).

Miss SNPJ Candidates from 1958 (unknown author, courtesy of Cecilia Dolgan).

Postcard from Alexandria (courtesy of Marjan Drnovšek).

OUR MISSION, VISION AND VALUES

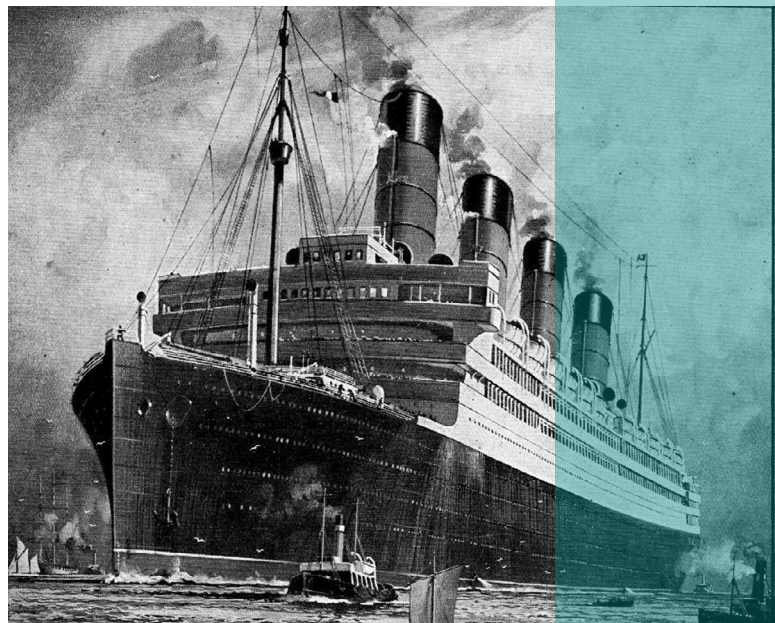
Our **mission** is to study and understand migrations in all their dimensions and apparent forms, focusing on Slovenian emigrants.

Our **vision** is to develop migration studies in terms of topic, theory and methodology as a relevant field of research in the humanities and social sciences, so as to contribute to a more tolerant, dialogue-oriented, democratic and inclusive society. We are distinguished by our multidisciplinary approach, a broad understanding of contemporary (global) social processes and our teamwork aimed at excellent performance. We will strengthen our position as a central national institution in the area of studying migrations, with a focus on Slovenian emigrants, and take increasingly ambitious and visible action in the international arena.



OUR ACHIEVEMENTS TO DATE

During its four decades of operation since 1982, the SMI has become the only Slovenian research institute entirely focused on migrations in the past and present. From a narrow focus on Slovenian emigrants in the past, the research has been expanded to the areas of immigration, integration, multiculturalism and other phenomena related to migrations. The SMI has 20 employees, of which 17 are researchers covering various disciplines and subjects and three are professional associates. From its very outset, the work of the Institute has been based on a multidisciplinary approach complemented by interdisciplinary research of migration phenomena. We cooperate with researchers from other humanities and social-science institutions in Slovenia and abroad. In our work, we have always kept abreast of conceptual and methodological changes, as well new approaches used in migration studies at an international level. For decades now, our research approaches have been based on understanding migrations as one of the constitutive social phenomena characterising societal, social, cultural, economic and other developments at local, regional, national and global levels. As regards the transfer of our knowledge to various stakeholders, it is important to note that a number of our researchers have been engaged in teaching in formal and informal educational environments for decades in an effort to improve the understanding of today's migration phenomena and contribute to the sensitivity of the social environment. The SMI's notable achievements include a scientific journal *Dve domovini/Two Homelands*, which has been published since 1990 and is increasingly becoming an internationally recognised publication on migrations, and the monograph series *Migracije* (Migrations) which has been published since 1991, communicating the findings of fundamental and original migration research to a wider audience through more than thirty monographic publications. By applying an integrated approach, we will continue to act as a scientific and social entity with specific competences responsibly involved in the developments taking place in an increasingly mobile and globally connected world.



PERFORMANCE AND ACTIVITIES

STRATEGIC AIM

We will support the research excellence of the SMI's researchers and their work in excellent domestic and international projects. We will encourage collective and multidisciplinary research work. By forging closer links in a broader international arena, we will strengthen our position of a relevant research institute in the field of migrations. We will increase our visibility at the international level. We will continue to build on the heritage of the SMI's activities in the field of educating Slovenian society and raising its awareness and sensitivity.

OBJECTIVES

Projects

We will intensively support involvement in international fundamental-research projects. By selectively choosing projects, we will in particular support quality applied-research projects largely related to the SMI's primary areas of research (referred to in chapter People/Objectives).

Core funding

The primary objective is to make sure that the SMI will continue to be part of a group of the most excellent programme teams in annual evaluations conducted by the Slovenian Research Agency in the period 2021–2026.

Institutional links

We will enhance our links with Slovenian and international research institutions and networks. The goal is to increase the number of successful joint projects with high-quality and established partners.

Publishing

We will maintain and develop high-quality, diversified and internationally visible publishing activities. Our objective is to increase the visibility of our journal *Dve domovini/Two Homelands* at an international level. We will continue to publish excellent scientific monographs as part of the *Migracije* series.

STRATEGIC ACTIVITIES

Projects and fields of research

We will pursue the SMI's primary research focus and primary research. In doing so, we will provide support to our staff with their applications for fundamental- and applied-research projects meeting the key criteria for the SMI's preferred projects.

Links

We will implement a systematic approach to improving our engagement in and connection to the international research area. We will identify relevant institutions, as well as subject fields and geographic areas. We will systematically develop relations with our partners abroad, in particular to enter relevant research partner networks. By increasing our presence at international and national

events, we will strengthen closer and also personal links with the key actors.

Other (support) activities

- *Publishing:* We will encourage publishing and dissemination of research achievements in and by renowned international scientific journals and publishers; we will improve the quality, reach (citation) and reputation of our journal *Dve domovini/Two Homelands* by adopting appropriate programme approaches (e.g. through topic sections/numbers and cooperation with Slovenian and foreign reference authors).
- *Teaching:* We will encourage cooperation and transfer of knowledge to teaching and educational processes throughout the educational chain in Slovenia and abroad.
- *Bibliographical and documentary activities:* We will increase our library stocks, document collections and other items in cooperation with archives, libraries, museums and other institutions.
- *Promotion:* We will carry out activities and join the initiatives of a scientific, professional, cultural and informative nature, raising the visibility of migration studies and the SMI in the scientific community and in the general public. We will develop a modern corporate identity of the SMI and activities for promoting our digital content and approaches to studying migrations.



PEOPLE

STRATEGIC AIM

The SMI's success depends on the quality of its staff, their performance and support. We will ensure the best possible research environment by identifying and developing our staff's potential. We will focus on ensuring career opportunities, retaining the existing and recruiting new excellent researchers capable of adapting to the needs and opportunities in the national and international research area.

OBJECTIVES

- We will support the ambitions and research excellence of our staff, as well as encourage teamwork in our research team. We will track the fundamental knowledge and competences of our researchers. The fundamental principle of the research work is professionalism.
- We will improve multidisciplinary and interdisciplinarity in priority disciplinary and other fields of the Institute: history, sociology, anthropology/ethnology/cultural studies, geography, pedagogy, political science, methodology, demography, economics, law, linguistics (with a focus on Slovenian language and literature).
- We will improve cooperation and connections among the SMI's staff. Furthermore, we will encourage our researchers to establish connections with their colleagues and relevant actors in the international research environment. We will strengthen our support to young researchers and (mutual) co-worker assistance.

STRATEGIC ACTIVITIES

Strengthening research excellence

We will pay more attention to winning excellent projects that will enable us to improve the excellence of our research team. We will increase systematic support to applications for European research projects. We will undertake efforts to obtain even more support from the ZRC's International Project Office and other types of support (marketing, networking etc.). We will ensure the enrichment of the SMI's staff competences by supporting new methodological

approaches, ensuring mentorships and co-worker assistance, and also attending key international conferences. We will guide and support the strengthening of subject and other competences of our staff through education, mentoring and co-worker assistance. We will provide a safe working environment of appropriate technological quality for our staff.

Cooperation and connections among people

One of the key objectives of the strategic period 2021–2026 is aimed at strengthening professional and multidisciplinary cooperation among staff, which will be encouraged through regular meetings, subject sessions and gatherings. It will be complemented by applying for multidisciplinary projects.

We will strengthen teamwork, communication, project work and other key skills for successful implementation of demanding projects through on-the-job training and additional education. We will encourage and strengthen the connections of our researchers with their colleagues at other ZRC SAZU institutes. We will pay special attention to connecting our staff to relevant networks abroad both on a personal and formal level. We will strengthen our support to young researchers through mentorships and co-worker assistance.

Staff retention and recruitment

When recruiting new staff, we will in particular look for people with excellent references and appropriate skills covering professional areas of long-term relevance. We will pay special attention to developing and retaining excellent researchers. Subject to our capabilities, we will strive to increase the financial security of excellent young researchers. As regards short-term project hires, colleagues from other ZRC SAZU institutes will be given priority. When needed, we will look for temporary engagements outside the ZRC SAZU.

Teaching

We will support our staff in carrying out their teaching activities.



FUNDING

STRATEGIC AIM

The main strategic aim is to maintain financial stability providing the SMI's entire staff with good conditions for excellent research work.

OBJECTIVE

We will establish a flexible cost-control system, which will allow us to adapt to any revenue fluctuations and continue to develop an ethical relationship with all the SMI's staff members.

STRATEGIC ACTIVITIES

We will achieve stronger financial stability by improving and professionalising support for tender applications, as well as brushing up financial skills of project applicants. We will encourage all researchers to participate in tender applications for quality projects focused on fundamental sciences.

We will implement a systematic approach to networking and establishing links with relevant institutions and organisations in the Slovenian and international research areas. We will provide staff with mentorship for successful networking and cooperation.

We will continue to develop possibilities for more appropriate rewarding of staff for their excellent performance. In doing so, we will follow ZRC SAZU's HR policy and guidelines.

We will develop a consistent, sincere and ethical relationship with our human resources, taking into account research funding conditions.

We will systematically look for other sources of revenues, e.g. from teaching (both through formal and informal education), short guest lectures, expert counselling, grants for young researchers, selling books and the like.

We will refresh the SMI's public image through various actions, such as redesigning the website content and its appearance, making quality content available to the public, organising international conferences, publishing a modern strategy, and increasing our presence in the media and on social networks.

