

TRANSPARENCY and BIBLIOMETRICS:

Overlooked Principles of

**Strategic Management of Research at a
National Level**

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**Slovenian Research Agency
(ARRS)**

Prague, October 2014

<http://www.arrs.gov.si/>



Contents:

- **The Role of Transparency**
- **The Role of Bibliometrics**
- **Research Funding System based on Transparency and Bibliometrics**
- **Results – case of Slovenia**



*Science is a method –
a systematic way of
asking questions and
answering them*

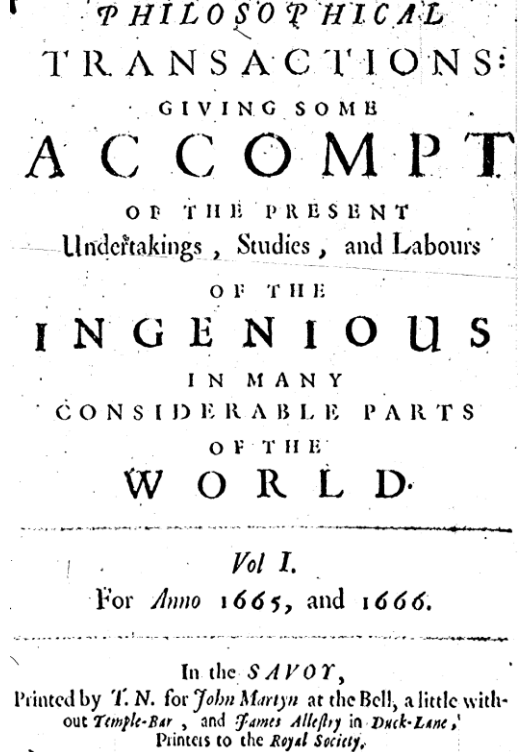
Philosophical Transactions

The oldest scientific journal (1665)

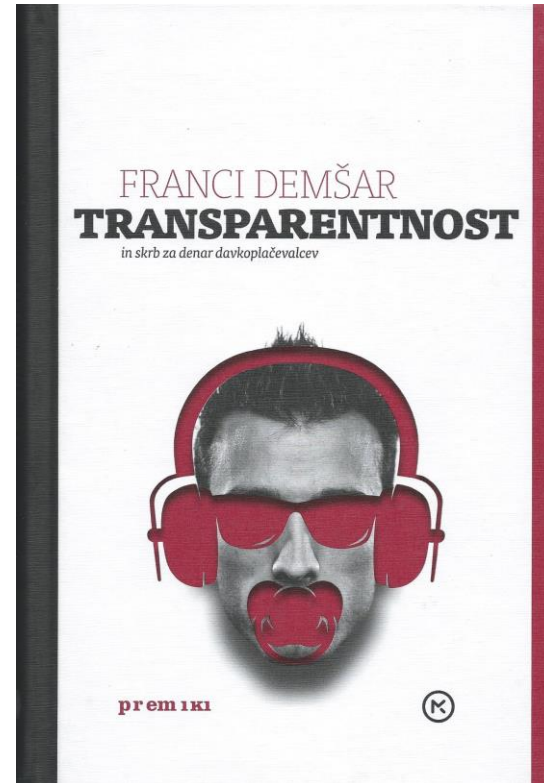
- Scientific publications need to encompass data which allow for the reproducibility of experiments and independent tracking of cited sources

Medical Essays and Observations (1731)

- Every article needs to be examined by experts before its publishing (peer review).



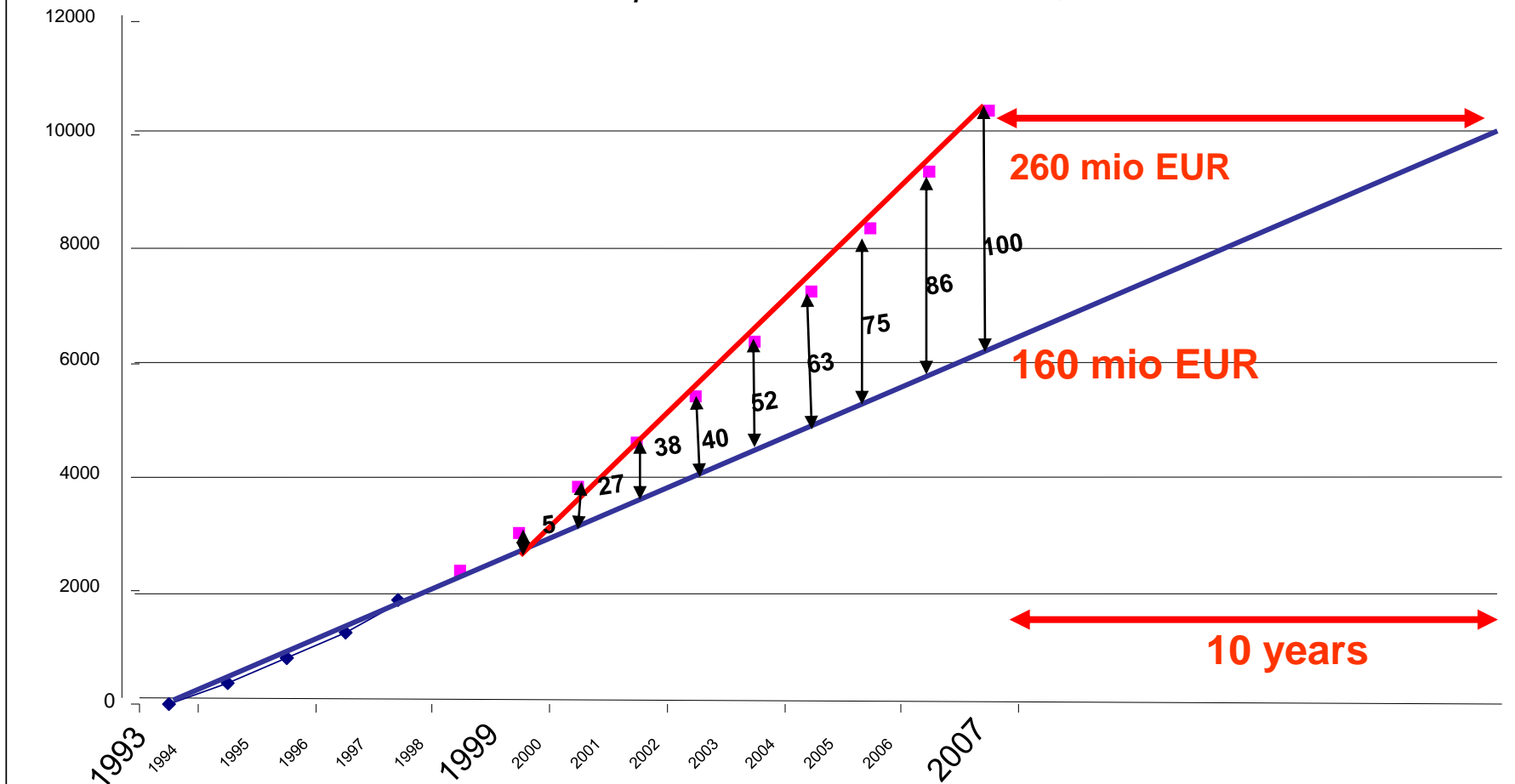
The Role of Transparency



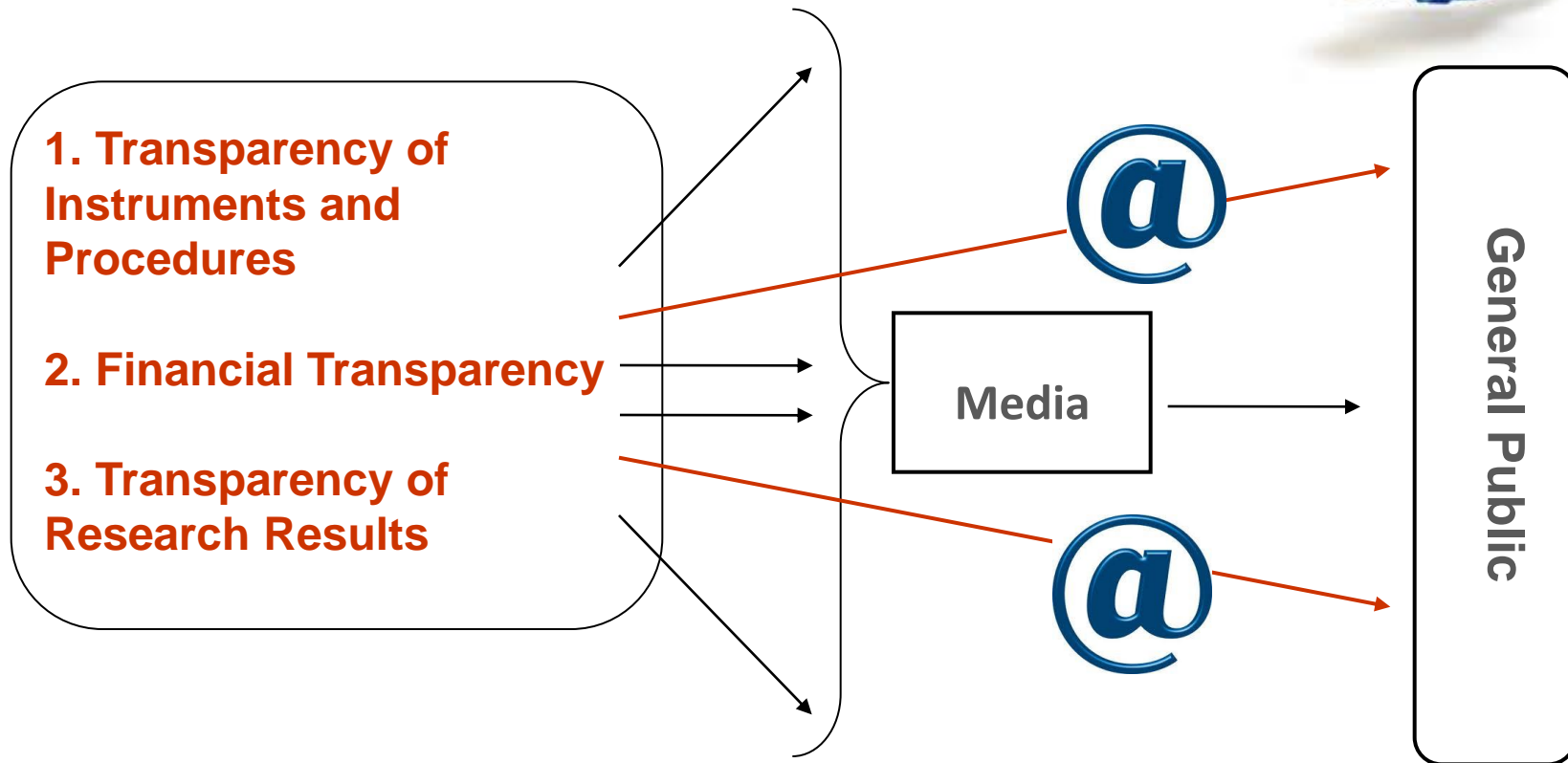
Transparency and Research Results



DEMŠAR et al, *Journal of Librarianship and Information Science*, 2013



Transparency Pillars



1. Transparency of Instruments and Procedures – up to 2005 -

RULES on co-financing basic, applied and postdoctoral research projects

Article 36 - National Co-ordinators

- ...

- **Based on project proposal's reviews, quantitative indicators (...) and the assessment of the managerial capacity of the research team, prepared by the Agency and reviews made by national co-ordinators, national co-ordinators prepare the rankings of the project proposals, recommended for funding in individual research areas.**

- ...

[Official Gazette of the RS, št. 12/2005, 10. 2. 2005](#)



Evaluation Procedures and the Conflict of Interest

- years 2003 - 2005 - 2008 -

- Comparison on successful Project Leaders (PL) at calls for proposals and those PLs who would succeed in case of using bibliometrics only

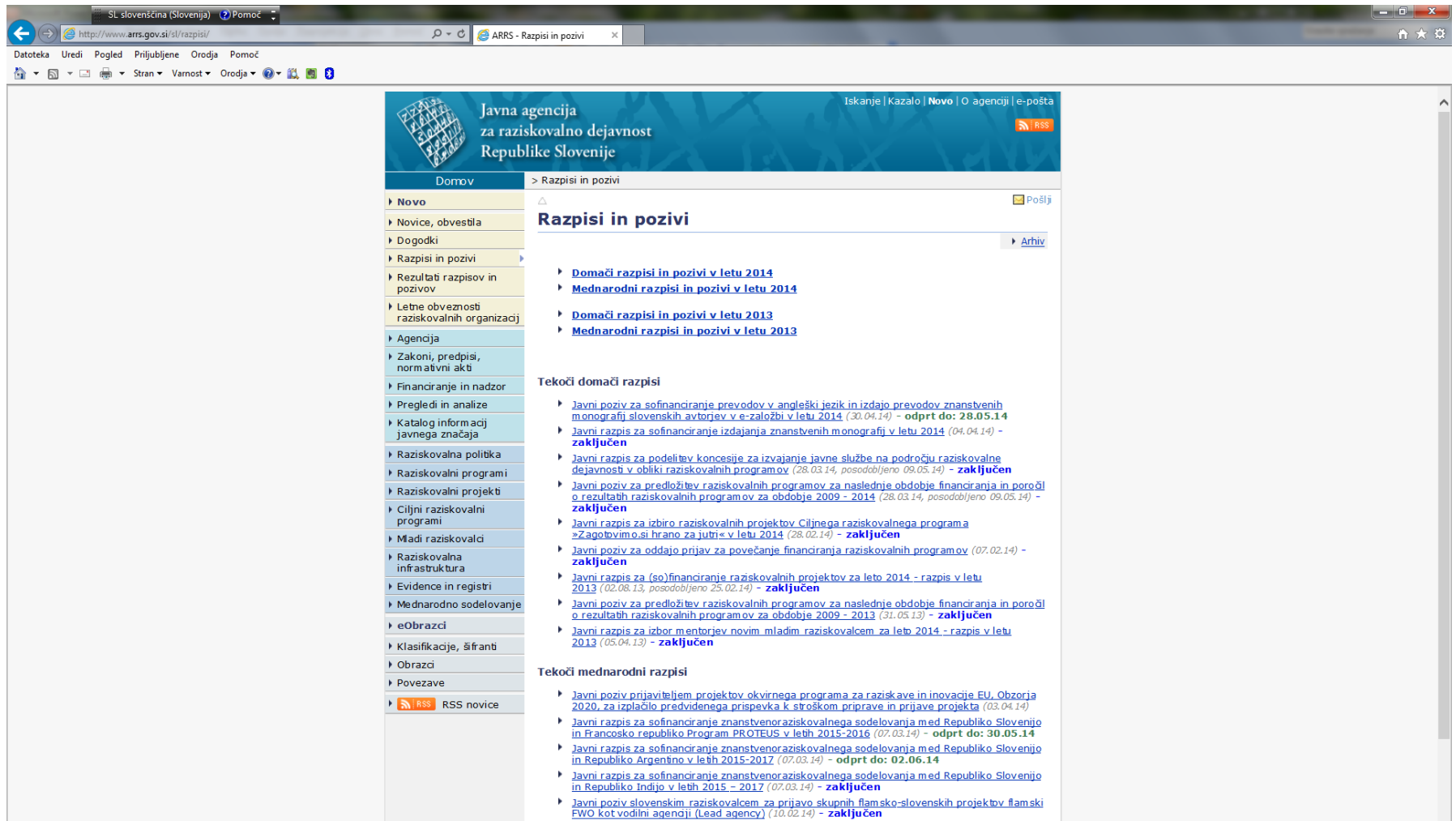
- **2003** **49%**
- 2005 65%
- 2008 65%

- Južnič et al, Scientometrics, Peer review, bibliometric methods and conflict of interest (2010)



Transparency of Instruments and Procedures

ARRS' Annual Plan of Calls for Proposals with Full Documentation



The screenshot shows the website of the Slovenian Research Agency (ARRS) in Slovenian. The browser address bar shows 'http://www.rrs.gov.si/sl/razpisi/'. The page title is 'ARRS - Razpisi in pozivi'. The main content area is titled 'Razpisi in pozivi' and lists various calls for proposals. The left sidebar contains a navigation menu with categories like 'Novo', 'Novice, obvestila', 'Dogodki', 'Razpisi in pozivi', 'Rezultati razpisov in pozivov', 'Letne obveznosti raziskovalnih organizacij', 'Agencija', 'Zakoni, predpisi, normativni akti', 'Financiranje in nadzor', 'Pregledi in analize', 'Katalog informacij javnega značaja', 'Raziskovalna politika', 'Raziskovalni programi', 'Raziskovalni projekti', 'Ciljni raziskovalni programi', 'Mali raziskovalci', 'Raziskovalna infrastruktura', 'Evidence in registri', 'Mednarodno sodelovanje', 'eObrazci', 'Klasifikacije, šifrant', 'Obrazci', 'Povezave', and 'RSS novice'.

Iskanje | Kazalo | Novo | O agenciji | e-pošta

Domov > Razpisi in pozivi

Razpisi in pozivi

- [Domači razpisi in pozivi v letu 2014](#)
- [Mednarodni razpisi in pozivi v letu 2014](#)
- [Domači razpisi in pozivi v letu 2013](#)
- [Mednarodni razpisi in pozivi v letu 2013](#)

Tekoči domači razpisi

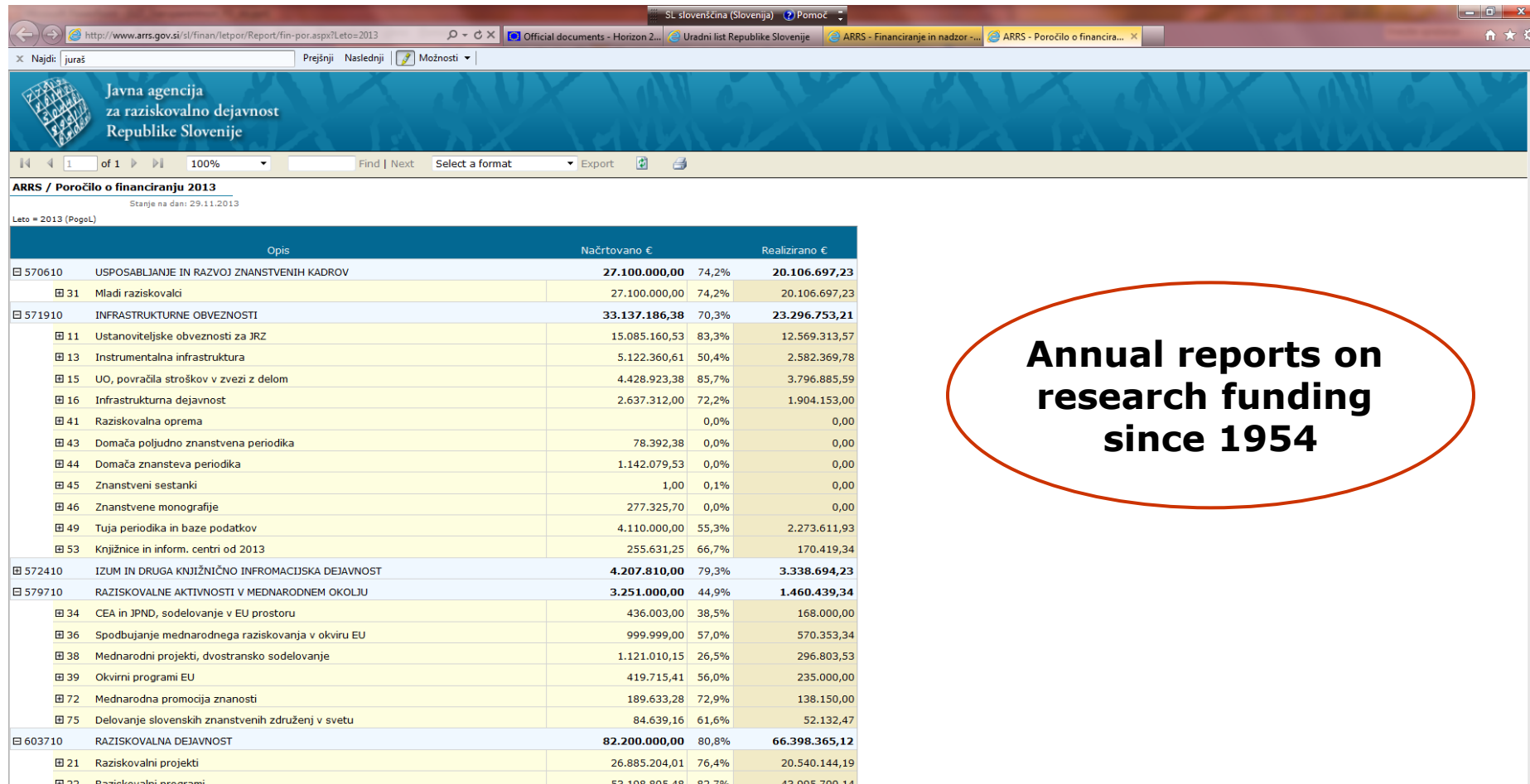
- [Javni poziv za sofinanciranje prevodov v angleški jezik in izdajo prevodov znanstvenih monografij slovenskih avtorjev v e-založbi v letu 2014 \(30.04.14\) - odprt do: 28.05.14](#)
- [Javni razpis za sofinanciranje izdajanja znanstvenih monografij v letu 2014 \(04.04.14\) - zaključen](#)
- [Javni razpis za podelitev koncesije za izvajanje javne službe na področju raziskovalne dejavnosti v obliki raziskovalnih programov \(28.03.14, posodobljeno 09.05.14\) - zaključen](#)
- [Javni poziv za predložitev raziskovalnih programov za naslednje obdobje financiranja in poročila o rezultatih raziskovalnih programov za obdobje 2009 – 2014 \(28.03.14, posodobljeno 09.05.14\) - zaključen](#)
- [Javni razpis za izbiro raziskovalnih projektov Ciljnega raziskovalnega programa »Zagotovitvi o.si hrano za jutri« v letu 2014 \(28.02.14\) - zaključen](#)
- [Javni poziv za oddajo prijav za povečanje financiranja raziskovalnih programov \(07.02.14\) - zaključen](#)
- [Javni razpis za \(so\)financiranje raziskovalnih projektov za leto 2014 - razpis v letu 2013 \(02.08.13, posodobljeno 25.02.14\) - zaključen](#)
- [Javni poziv za predložitev raziskovalnih programov za naslednje obdobje financiranja in poročila o rezultatih raziskovalnih programov za obdobje 2009 – 2013 \(31.05.13\) - zaključen](#)
- [Javni razpis za izbor mentorjev novim mladim raziskovalcem za leto 2014 - razpis v letu 2013 \(05.04.13\) - zaključen](#)

Tekoči mednarodni razpisi

- [Javni poziv prijaviteljem projektov okvirnega programa za raziskave in inovacije EU, Obzorja 2020, za izplačilo predvidenega prispevka k stroškom priprave in prijave projekta \(03.04.14\)](#)
- [Javni razpis za sofinanciranje znanstvenoraziskovalnega sodelovanja med Republiko Slovenijo in Francosko republiko Program PROTEUS v letih 2015-2016 \(07.03.14\) - odprt do: 30.05.14](#)
- [Javni razpis za sofinanciranje znanstvenoraziskovalnega sodelovanja med Republiko Slovenijo in Republiko Argentino v letih 2015-2017 \(07.03.14\) - odprt do: 02.06.14](#)
- [Javni razpis za sofinanciranje znanstvenoraziskovalnega sodelovanja med Republiko Slovenijo in Republiko Indijo v letih 2015 – 2017 \(07.03.14\) - zaključen](#)
- [Javni poziv slovenskim raziskovalcem za prijavo skupnih flamsko-slovenskih projektov flamski FWO kot vodilni agenciji \(Lead agency\) \(10.02.14\) - zaključen](#)



2. Financial Transparency – “follow the money” - Monthly online reports on research funding



ARRS / Poročilo o financiranju 2013
Stanje na dan: 29.11.2013
Leto = 2013 (Pogol.)

Opis	Načrtovano €	Realizirano €
570610 USPOSLABIANJE IN RAZVOJ ZNANSTVENIH KADROV	27.100.000,00	20.106.697,23
31 Mladi raziskovalci	27.100.000,00	20.106.697,23
571910 INFRASTRUKTURNE OBVEZNOSTI	33.137.186,38	23.296.753,21
11 Ustanoviteljske obveznosti za JRZ	15.085.160,53	12.569.313,57
13 Instrumentalna infrastruktura	5.122.360,61	2.582.369,78
15 UO, povračila stroškov v zvezi z delom	4.428.923,38	3.796.885,59
16 Infrastrukturna dejavnost	2.637.312,00	1.904.153,00
41 Raziskovalna oprema		0,00
43 Domača poljudno znanstvena periodika	78.392,38	0,00
44 Domača znanstvena periodika	1.142.079,53	0,00
45 Znanstveni sestanki	1,00	0,00
46 Znanstvene monografije	277.325,70	0,00
49 Tuja periodika in baze podatkov	4.110.000,00	2.273.611,93
53 Knjižnice in inform. centri od 2013	255.631,25	170.419,34
572410 IZUM IN DRUGA KNJIŽNIČNO INFORMACIJSKA DEJAVNOST	4.207.810,00	3.338.694,23
579710 RAZISKOVALNE AKTIVNOSTI V MEDNARODNEM OKOLJU	3.251.000,00	1.460.439,34
34 CEA in JPND, sodelovanje v EU prostoru	436.003,00	168.000,00
36 Spodbujanje mednarodnega raziskovanja v okviru EU	999.999,00	570.353,34
38 Mednarodni projekti, dvostransko sodelovanje	1.121.010,15	296.803,53
39 Okvirni programi EU	419.715,41	235.000,00
72 Mednarodna promocija znanosti	189.633,28	138.150,00
75 Delovanje slovenskih znanstvenih združenj v svetu	84.639,16	52.132,47
603710 RAZISKOVALNA DEJAVNOST	82.200.000,00	66.398.365,12
21 Raziskovalni projekti	26.885.204,01	20.540.144,19
22 Raziskovalni programi	55.314.795,99	45.858.220,93

Annual reports on
research funding
since 1954



Supervision on the Intended Use of Budgetary Funds in the last 4 years

Revision 2010/11

Educell, podjetje za celično biologijo, d.o.o.
Institut "Jožef Stefan"
Inštitut za kovinske materiale in tehnologije
Kemijski inštitut
Univerzitetni klinični center Ljubljana
Nacionalni inštitut za biologijo
Univerza v Ljubljani, Biotehniška fakulteta
Univerza v Ljubljani, Fakulteta za arhitekturo
Univerza v Ljubljani, Fakulteta za farmacijo
Univerza v Ljubljani, Fakulteta za kemijo in kemijsko tehnologijo
Univerza v Ljubljani, Medicinska fakulteta
Univerza v Ljubljani, Veterinarska fakulteta
Univerza v Novi Gorici
Zavod za gradbeništvo Slovenije

Revision 2012/13

Univerza na Primorskem
UP, Znanstveno raziskovalno središče Koper
UP, Inštitut Andrej Marušič
UP, Pedagoška fakulteta Koper
UP, Fakulteta za vede o zdravju
UP, Fakulteta za management
Univerza v Ljubljani
UL, Biotehniška fakulteta
UL, Fakulteta za družbene vede
UL, Fakulteta za šport
Univerza v Mariboru
UM, Medicinska fakulteta
Univerza v Novi Gorici
VISPORT, d.o.o.
Institut "Jožef Stefan"

Revision 2011/12

Inštitut za novejšo zgodovino
Univerza v Ljubljani, Filozofska fakulteta
Znanstvenoraziskovalni center Slovenske akademije znanosti in umetnosti
Univerza v Ljubljani, Fakulteta za elektrotehniko
Univerza v Ljubljani, Fakulteta za računalništvo in informatiko

Revision 2013

Pedagoški inštitut
Geološki zavod Slovenije
UL, Fakulteta za strojništvo
UL, Fakulteta za matematiko in fiziko
UL, Ekonomska fakulteta
UL - Medicinska fakulteta
UL - Fakulteta za upravo
UM, Fakulteta za varnostne vede
UM - Fakulteta za organizacijske vede
UM - Pravna fakulteta
Fakulteta za uporabne družbene študije v Novi Gorici
DOMEL d.d.

**465.532,98 EUR repayments
in the last 3 years**

3. Transparency of Research Results

- **International Databases:**

- ✓ <http://thomsonreuters.com/thomson-reuters-web-of-science/>
- ✓ <http://www.scopus.com/home.url>



Scopus

- **COBISS** - <http://www.cobiss.si/>



- **SICRIS** - <http://sicris.si/>



- **Digital Library of Slovenia, dLIB**

<http://www.dlib.si/v2/Results.aspx?query='udc%3dZnanost'&pageSize=20>)



- **Videlectures.net** - <http://videlectures.net/arrs/>



- **Science Atlas**

<http://scienceatlas.si/?id=5594#url=%23home>



Survey on Satisfaction with Transparency of ARRS

= Slovenian research organisation's directors and researchers



-
- Procedures (online annual announcement of calls) 4,7
 - Financing (online financial reporting / allocation of funds) 4,1
 - Research results (Sicris / COBISS) 4,7

+ Satisfaction with contents of normative acts



2,8

KASTELEC SELAN, Mojca. : *MSc Thesis*. Ljubljana: 2010



The Role of Bibliometrics



Funding of Research Projects

Two Step Evaluation Procedure



**ENTRANCE
CRITERIA**

TOP 5%
or TOP 25%
or TOP 50%
or ALL PUBLICATIONS

or CITATIONS (normalised)

or EXTERNAL CONTRACT (EU, companies)

$A''=50$
 $A'=200$
 $A1/2=400$
 $A=600$

$A2=120$
 $A3=1$ FTE/year

OUTLINE PROPOSALS

REMOTE PEER REVIEW
International peers – 2 per project

PANEL

REJECTED PROJECTS

PHASE 1

FULL PROPOSALS

REMOTE PEER REVIEW
International peers – 3 per project

PANEL

Assessments are
sent to applicants to
respond

PHASE 2

FINAL LIST OF APPROVED PROJECTS
Panel recommendation
Scientific Council of the Agency

REJECTED PROJECTS



COBISS bibliographic system

COBISS.Net - Support to knowledge and intercultural dialogue



Browser address bar: http://www.cobiss.si/cobiss_eng.html

Navigation: Datoteka Uredi Pogled Prijubljene Orodja Pomoč

Tools: Predlagana mesta Web Slice Gallery Customize Links Free Hotmail Web Slice Gallery

Language: english

COBISS.SI Co-operative Online Bibliographic System & Services

SEARCH BIBLIOGRAPHIES & SICRIS OTHER SERVICES About COBISS.SI system COBISS.Net

REFERENCE SERVICE ASK A LIBRARIAN

Need information? Ask a librarian. You will receive an answer in real time via live chat or by e-mail within 24 hours.

COBISS Conferences

CONFEREN@COBISS 2014

19 - 20 November 2014

Organizacija znanja (OZ)

Professional journal of the COBISS system

Volume XVIII, number 2013/1-4

Virtual library of Slovenia

Enter COBISS/OPAC

ONE-STOP access to information from over **430 Slovenian libraries** (140,000 links to e-resources, 2.2 million books, 1.5 million articles, 100,000 magazines, 100,000 CDs/DVDs etc.)

Enter search term

Bibliographies & SICRIS

- Personal Bibliographies
- SICRIS
- Slovenes in WoS & Scopus

My library (COBISS/OPAC)

- View material on loan
- Renew loan periods
- Reserve material

[Enter](#)

Most read books

Frequently asked questions

Slovenian Libraries

[COLIB.SI - Data on Slovenian libraries](#)

[Home Pages of Slovenian Libraries](#)

Participating Libraries

[List of Libraries](#)

New members:

- [Salesian Library Rakovnik, Ljubljana](#)
- [Cultural and Educational Society "Slovenski dom Bazovica", Rjeka](#)
- [School of Economics Celje](#)

NEWS

18 Sep 2014
Installation of new version of Bibliographies (V5.0) software, which includes creating personal bibliographies via the CONOR.SI authority database (the researcher's code or registration code 9xxxx is no longer a precondition for creating a personal bibliography via the COBISS system) and changes of report parameters (name and surname, abstracts, bibliographic unit format, sorting bibliographic units, display of bibliographic units, report format)

16 Sep 2014
Notification about estimated final deadline for transition to COBISS3/Cataloguing

[News archive](#)

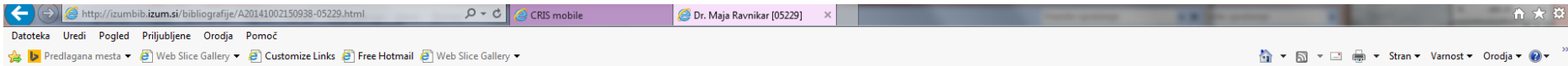
IZUM

© 1997-2014 IZUM

Call Centre: +386 2 2520 333 | [Email](#)



Researcher's Online Bibliography – Bibliometric Scores



Dr. Maja Ravnikar [05229]

Bibliografski kazalci raziskovalne uspešnosti (2009-2014)

Kategorizacija po metodologiji ARFS- biotehnika

Število bibliografskih enot														Citati WoS				Citati Scopus							
(1)	A1	A2	A3	A4	B1	B2	C	D				Z1	Z2	NK	A''	A'	A ^{1/2}	TC	CI	CI _{Au}	NC	TC	CI	CI _{Au}	NC
1.01	24	6	3	0	0	0	1	0				33	1	2	1	24	30	224	163	20.95	90	255	183	24.06	102
1.02	2	0	0	0	0	0	0	0				2	0	0	1	2	2	14	10	2.00	3	15	11	2.20	4
1.03	2	3	0	0	0	0	0	0				5	0	2	0	2	5	16	16	2.70	10	16	16	2.70	10
(2)	A				B	C	D	E	F	G	H	Z1	Z2	NK	A''	A'									
2.01	0				0	0						0	0	0	0	0									
2.18							0					0	0												
2.24								0				0	0		0	0									
2.22								0				0	0		0	0									
ur.									0	0		0	0												
2.20											0	0	0	0											
(3)	A				B	C	D					Z1	Z2	NK				TC	CI	CI _{Au}	NC	TC	CI	CI _{Au}	NC
1.16	0				5	1	0					5	1	0				0	0	0	0	2	1	0.14	1
(4)						C	D					Z1	Z2	NK				TC	CI	CI _{Au}	NC	TC	CI	CI _{Au}	NC
1.06						0	1					0	1	0				0	0	0	0	0	0	0	0
1.08						10	9					0	19	10				0	0	0	0	4	3	0.60	3
														SU				TC	CI	CI _{Au}	NC	TC	CI	CI _{Au}	NC
Str.d.														231				2	1	0.20	1	2	1	0.20	1
												Z1	Z2	S	A''	A'	A ^{1/2}	TC	CI	CI _{Au}	NC	TC	CI	CI _{Au}	NC
SKUPAJ												45	22	245	2	28	37	256	190	25.85	104	294	215	29.90	121



Researcher's Online Bibliography – Bibliometric Scores

http://izumbib.izum.si/bibliografije/A20141002150938-05229.html

Datoteka Uredi Pogled Prijubljene Orodja Pomoč

Predlagana mesta Web Slice Gallery Customize Links Free Hotmail Web Slice Gallery

Stran Varnost Orodja

Število točk																	
(1)	A1	A2	A3	A4	B1	B2	C	D				Z1	Z2	NK	A''	A'	A' ^{1/2}
1.01	468.52	83.88	37.54	0	0	0	4.29	0				589.94	4.29	2.67	41.64	468.52	552.39
1.02	122.24	0	0	0	0	0	0	0				122.24	0	0	85.00	122.24	122.24
1.03	32.68	54.43	0	0	0	0	0	0				87.11	0	1.83	0	32.68	87.11
(2)	A				B	C	D	E	F	G	H	Z1	Z2	NK	A''	A'	
2.01	0				0	0						0	0	0	0	0	
2.18							0					0	0				
2.24								0				0	0		0	0	
2.22								0				0	0		0	0	
ur.									0	0		0	0				
2.20											0	0	0	0			
(3)	A				B	C	D					Z1	Z2	NK			
1.16	0				33.62	8.33	0					33.62	8.33	0			
(4)						C	D					Z1	Z2	NK			
1.06						0	20.00					0	20.00	0			
1.08						38.04	35.44					0	73.48	10.46			
															SU		
Str.d.														146.28			
												Z1	Z2	S	A''	A'	A' ^{1/2}
SKUPAJ												832.91	106.10	161.25	126.64	623.43	761.74
Vodenje projekta (Z1 + Z2): 939.01												832.91	106.10				
Upoštevane točke (biotehnika): 939.01												832.91	106.10				



Bibliometric Scores – Further Possibilities

http://www.sicris.si/public/jqm/rsr_top.aspx?lang=eng&opt=3&subopt=1&opdescri=8& CRIS mobile

Datoteka Uredi Pogled Prijubijene Orodja Pomoč

Predlagana mesta Web Slice Gallery Customize Links Free Hotmail Web Slice Gallery

[SI-CRIS](#)
[SEARCH](#) basic, advanced ...
 [SERVICES](#) bibliographic indexes ...
 [LOGIN](#) private access ...
 [NOTIFICATIONS](#) news, tag ...
 [SICRIS](#) basic information ...

Top performers by research area and by research performance indicators

Indicators: A11 (selected), A1, A12, CI10, NC10, NĚ, Nc, Climax, h-indeks, Nh-indeks, A1 Score, A2 Score, A3 Score, A Score

Top: Scopus connections, Scopus citations, Scopus pure citations, Scopus average citations, WoS connections, WoS citations, WoS pure citations, WoS average citations

A* - Social sciences / Sociology

CODE	NAME	A*
20010	BANDELJ NINA	828,90
13264	DOREIAN PATRICK	526,25
30248	MULLER KARL H.	400
21347	VIDMAR HORVAT KSENIJA	295,96
02465	FERLIGOJ ANUŠKA	247,51
15334	BREZNIK MOČNIK MARIJA	238,55
27574	PETROVČIČ ANDRAŽ	235,07
06829	STANOJEVIĆ MIROSLAV	223,78
10155	VEHOVAR VASJA	213,37
27576	ŽIBERNA ALEŠ	204,62

Vrednotenje bibliografskih kazalcev raziskovalne uspešnosti po metodologiji ARRS za zadnjih 5 let (citati 10 let) na dan 30.06.2014



Scientific Excellence and Relevance of Research Programmes

Relevance criteria
· funds from european projects and other international projects / core funds
· funds from companies / core funds
· funds from other ministries / core funds

Scientific criteria
· funds for projects and young researchers / core funds
· international quality within scientific field (citations)

	BC	1A	2A	3A
2A				
1A				
BC				

calculation according to average of individual scientific discipline
 ↓
 A, B and C

A: above 1 (1 = average)
B: from 0,5 to 1
C: below 0,5



Research Funding System based on Transparency and Bibliometrics



About SICRIS Information System

SICRIS = Slovenian Current Research Information System

- developed and maintained by the Institute of Information Science (IZUM) and ARRS
- Currently presented entities:

RESEARCHERS	1	4	5	1	9
ORGANISATIONS	1	0	2	3	
RESEARCH GROUPS	1	6	1	2	
PROJECTS	6	0	3	5	
PROGRAMMES	4	5	6		



- Allows viewing of presentation pages of more than **500 European projects** of the EU FPs directly from the ECs CORDIS system
- <http://www.sicris.si/>



Basic search

Hits: 1 [XML](#) 1 search

PhD Drnovšek Roman

Code	11709
Status	researcher - active in research organisation
E-mail	roman.drnovsek@mf.uni-lj.si
Telephone	(01) 476 66 86
Fax	(01) 251 72 81

[Predstavitev / Introduction](#)

Research activity no. of areas: 1

1.01 - Natural sciences and mathematics / Mathematics ▶
 Operator theory, Banach spaces, Banach lattices, collections of operators, semigroups, invariant subspaces, spectral properties of operators.

Bibliography
[Representative / Personal](#)

Citations WoS/Scopus
 Citations for bibliographic records in COBIB SI that are connected to records in WoS and/or Scopus

[Columns for display...](#)

connected records	citations	pure citations	average pure citations
47/43	123/117	65/61	1,38/1,42

Results - SRA programmes and projects year:2012 ▶

Mentoring no:4 ▶

Foreign language skills no:3 ▶

Education no:3 ▶
 DOCTOR'S DEGREE - 1996
 University of Ljubljana, Faculty of Mathematics and Physics, Slovenia

Engagements no. of engagements:2 ▶
 University of Ljubljana, Faculty of Mathematics and Physics



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Denar in finance po vstopu Slovenije v EU
Ivan Ribnikar (project leader)
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Matjaž Omladič (project leader)
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Slovensko javno mnenje
Brina Malnar (project leader)
Duration: 01.2004/12.2008
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Območja kulturnega stika v integracijskih procesih
Milan Bufon (project leader)
Duration: 01.2004/12.2008
Provider: ARRS - Javna agencija za raziskovalno dejavnost Republike Slovenije

Etika in ontologija
Nenad Mišević (project leader)
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VideoLectures.NET live streaming from the European Data Forum 2013, Dublin -> <http://videolectures.net/live/>! For all who couldn't make it to Dublin... Check it out!

1st Summer School on Media Fragment Creation and Remixing - Call for Participation EXTENDED TO APRIL 14, 2013 April 7, 2013

The summer school aims at offering participants from all over the world – both PhD/MSc students or young researchers, and media professionals / practitioners – top level education in the emerging area of media fragment technologies and applications (including topics such as video analysis, video annotation, semantic multimedia, social media, digital rights and multimedia applications). It will combine delivering in-depth ...

New events published! Marec 28, 2013

We have just published new talks on Technology, Earth Systems, Environment,

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RTK 2013 - Tekmovanje ACM v znanju računalništva

Srednješolsko tekmovanje ACM iz znanja računalništva in informatike, je potekalo 23. marca 2013 na Inštitutu Jožef Stefan, Fakulteti za matematiko ...

Srečanje MR-jev v Biološkem središču

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http://scienceatlas.si/?id=559#profileOrg=&urla%23&data=559&tabs=2 Science Atlas

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The dataset consists of 35272 researchers, 5716 projects, 682905 publications and 17190 video lectures.

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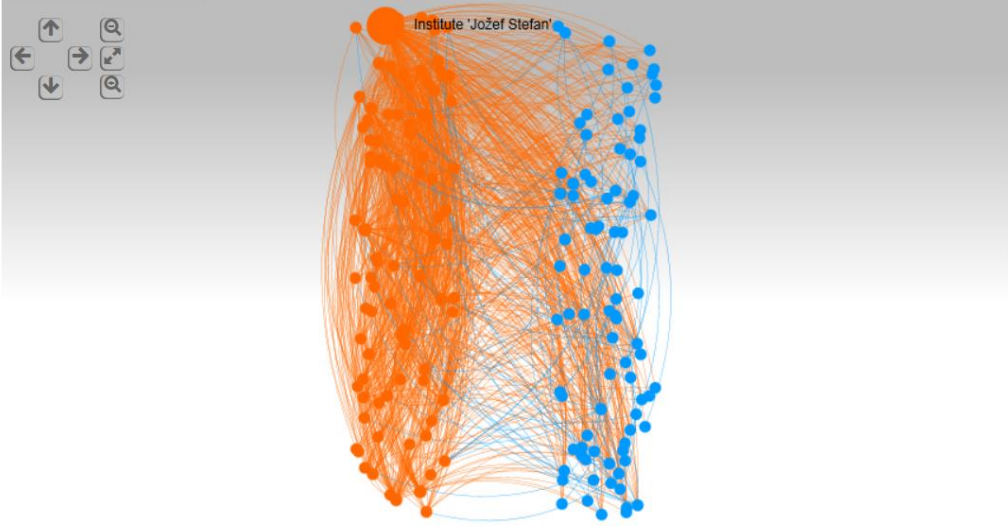
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Research organizations Companies

This diagram shows the collaboration of organizations on research projects. Research projects and companies are shown in different colors. The connections between nodes represent their collaboration.

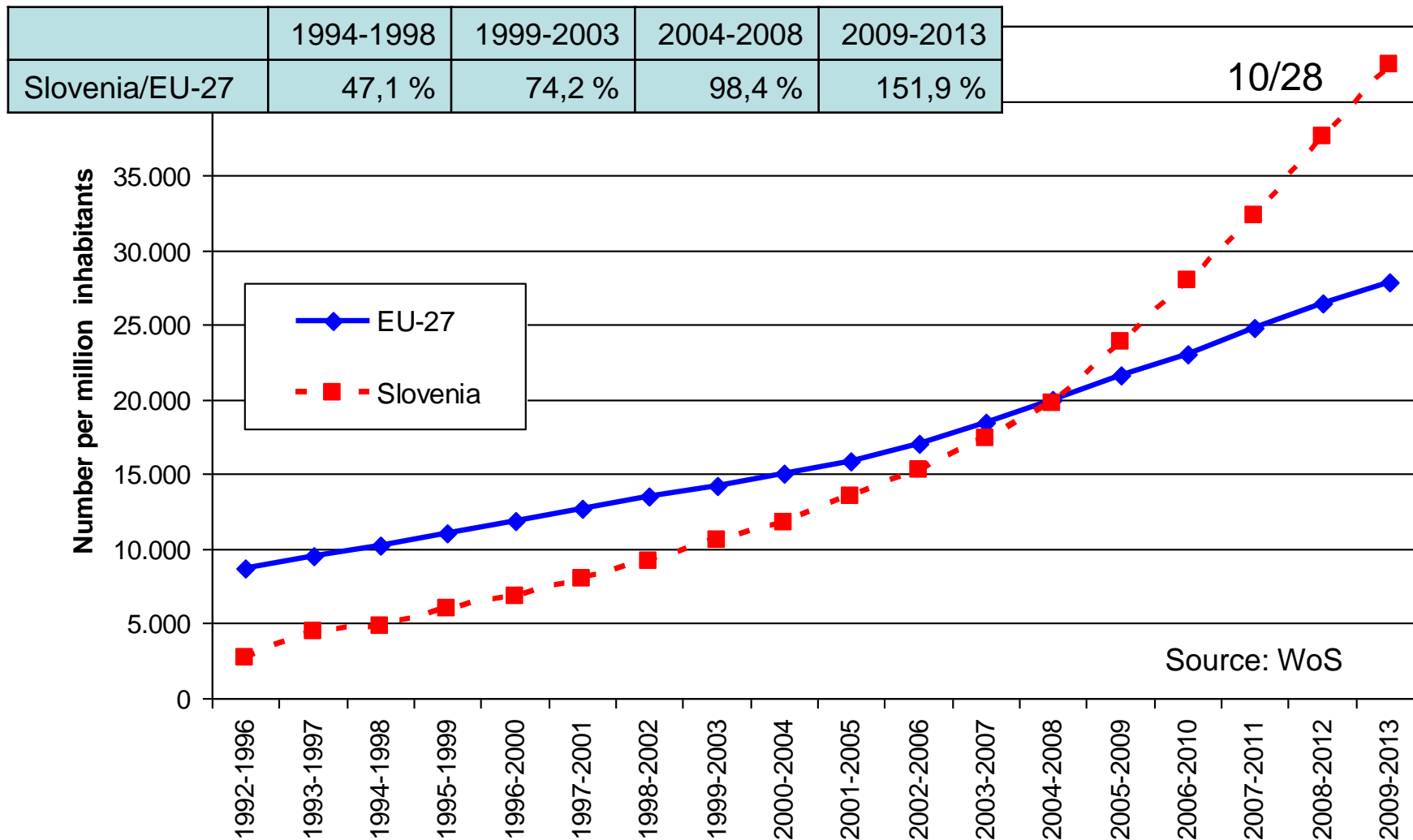
COLLABORATING ORGANIZATIONS (179)	COLLABORATING ORGANIZATIONS (90)
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Results – case of Slovenia

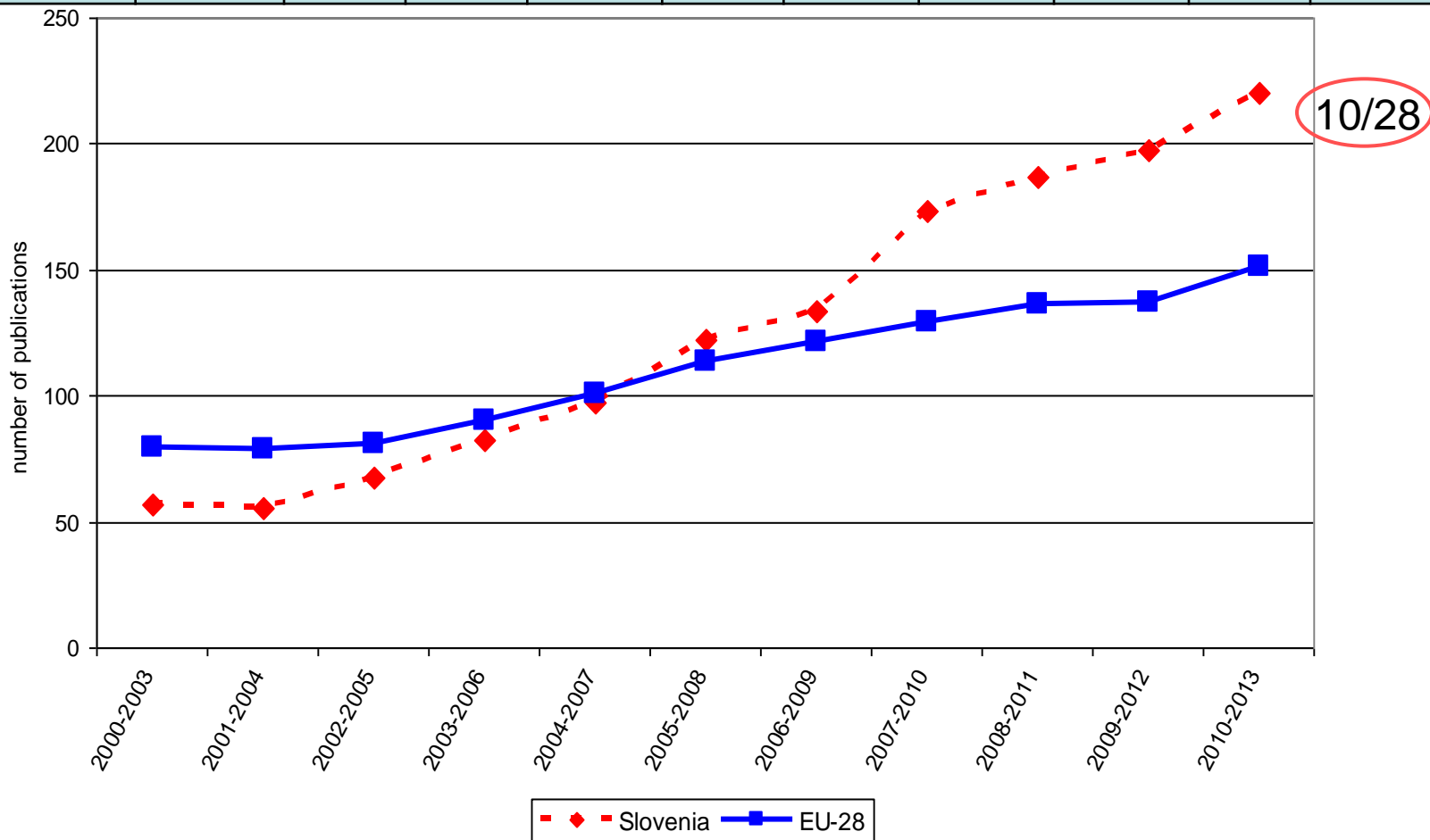


Number of Citations per Million Inhabitants



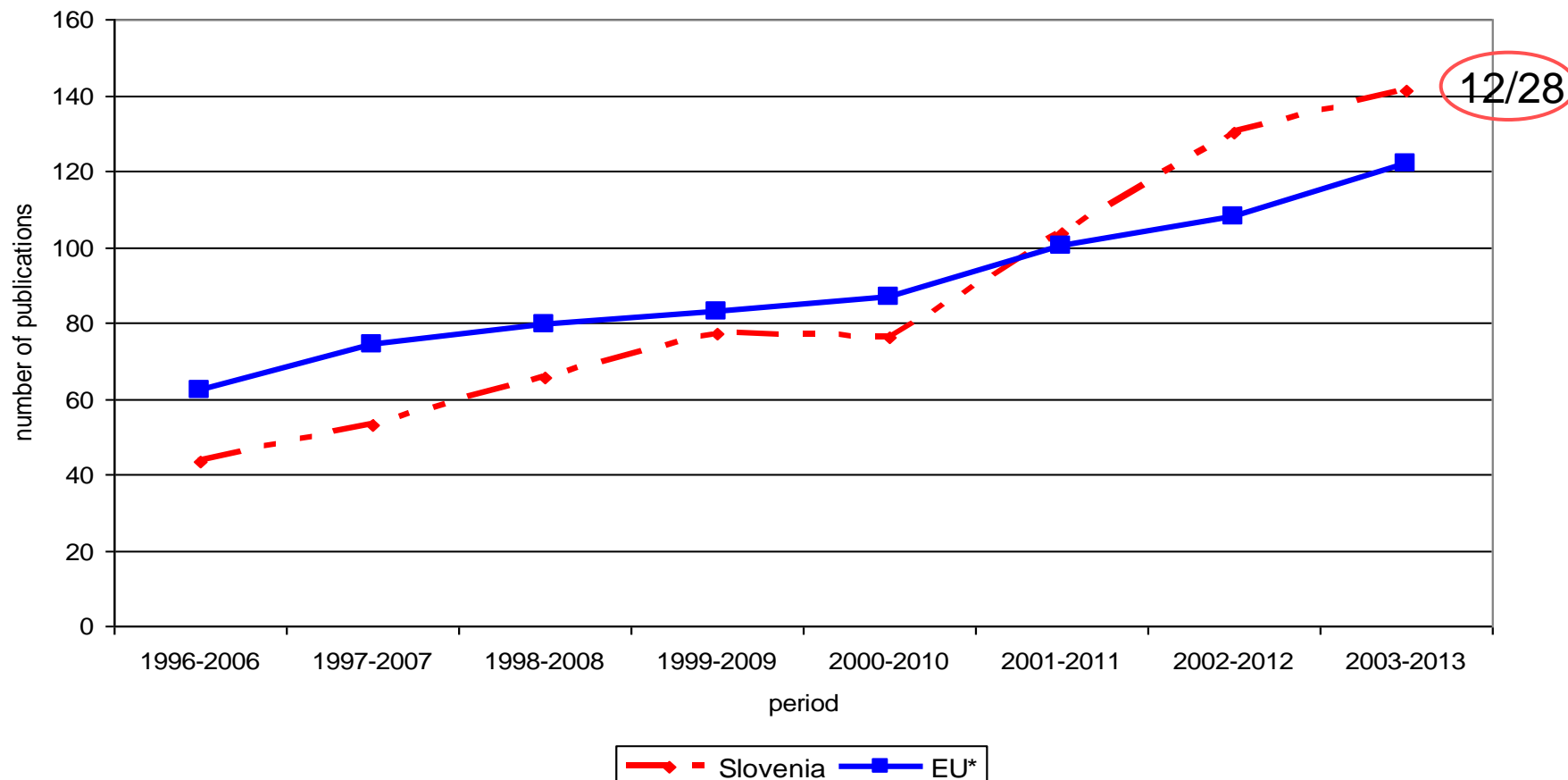
Number of Publications within the Top 10% of Most Cited Publications

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Slovenia/EU-28	71 %	70 %	84 %	92 %	97 %	107 %	110 %	134 %	137%	144%	146%

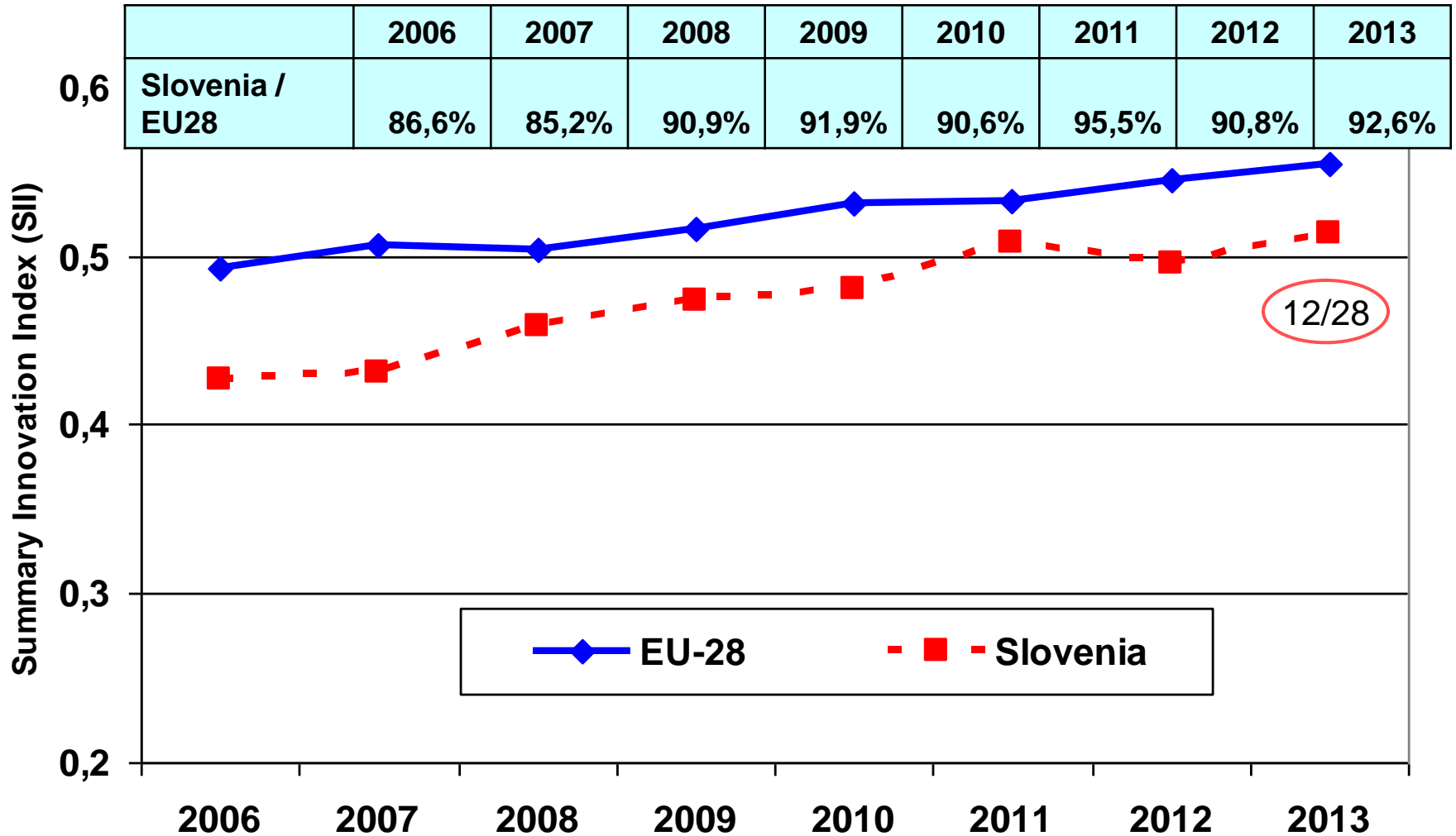


Number of Highly Cited Publications (1%) per Million Inhabitants

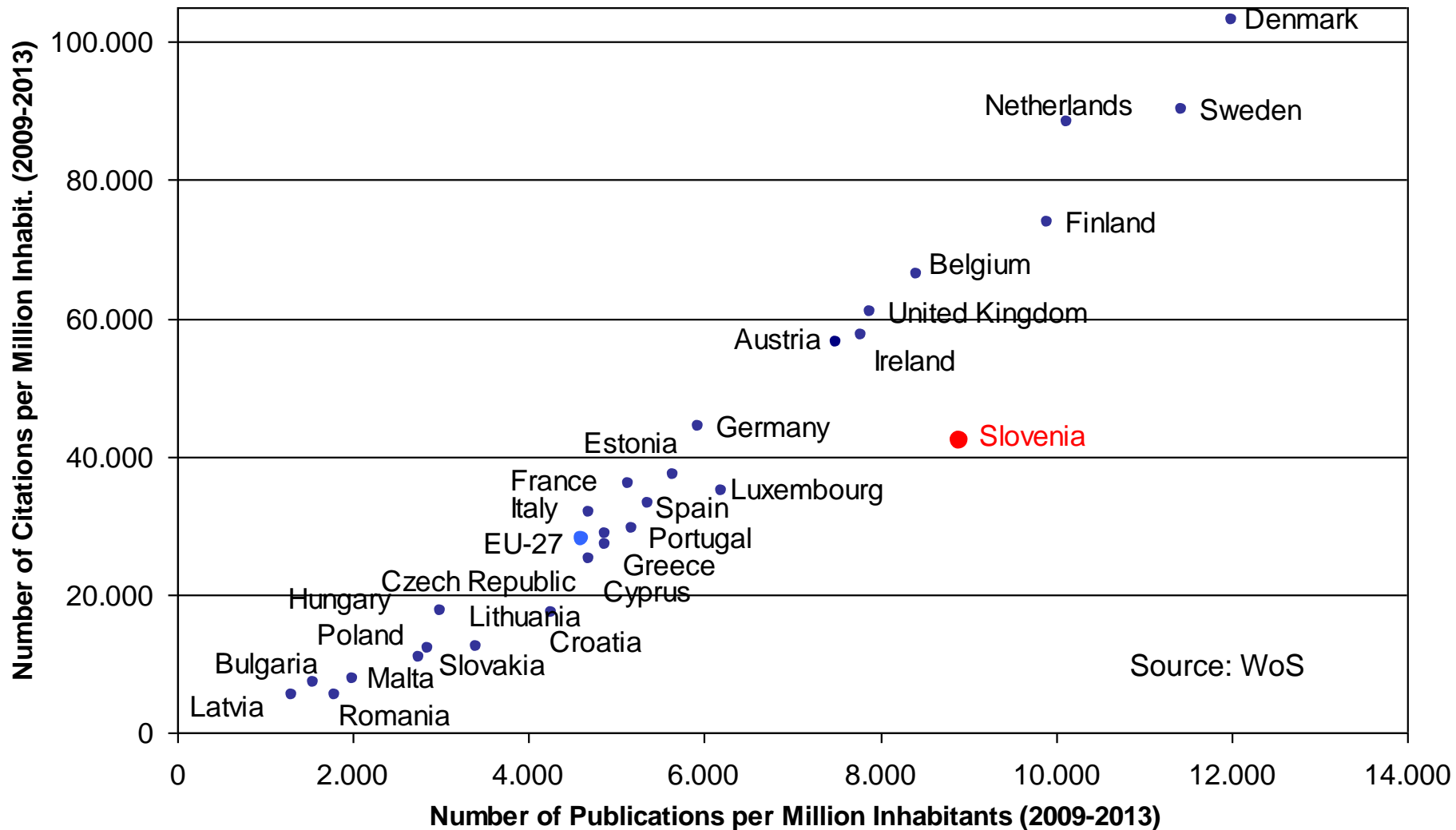
	1996-2006	1997-2007	1998-2008	1999-2009	2000-2010	2001-2011	2002-2012	2003-2013
Slovenia/ EU*	69,5 %	71,5 %	82,7 %	92,9 %	88,0 %	103,4 %	120,2%	116,0 %



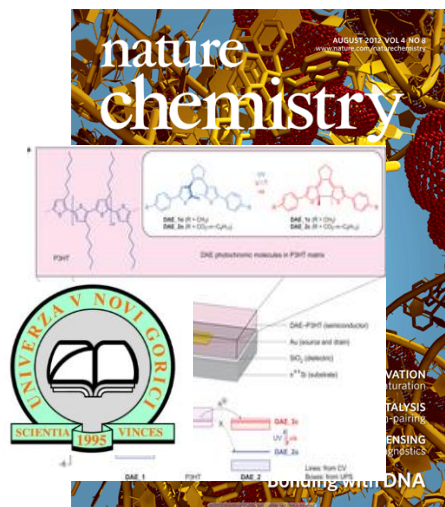
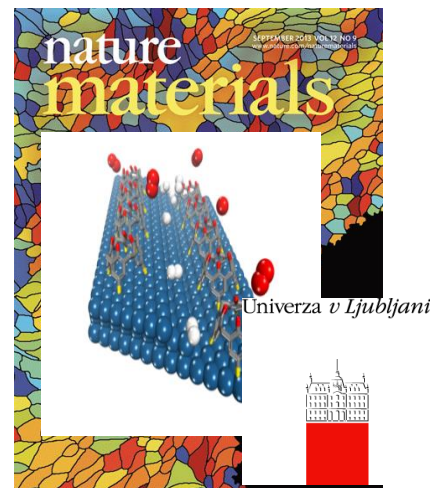
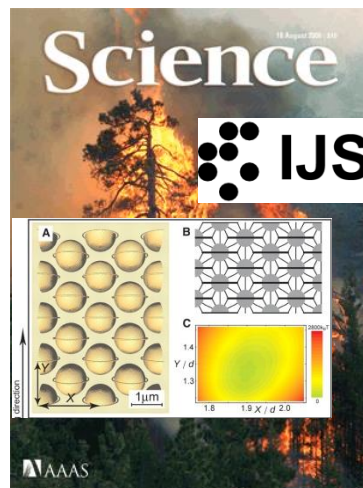
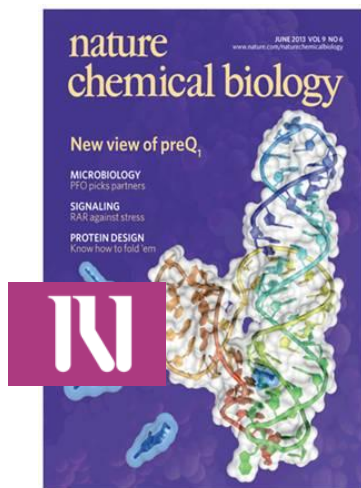
Innovation Union Scoreboard



Publications and Citations of EU member states



A Tool Connecting Slovenian Research



Conclusion(s)

- **Transparency acts as an selfregulatory agent** in the system.
- **Bibliometrics** serves the role of **assessing the level of excellence**, but needs to be **complemented by independent peer review** when distributing public funding.
- **Benefit from the interconnected information society** - IT supported research management system.
- The combination of **transparency and bibliometrics form a platform for the effective research management system** – leading to improvement in research results.



Thank you for your attention!

Dr. Franci Demšar
Slovenian Research Agency (ARRS)
Director

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