COMENIUS
UNIVERSITY
BRATISLAVA

COMENIUS UNIVERSITY IN BRATISLAVA:
THE LONG-TERM PLAN
OF DEVELOPMENT

FOR 2021 TO 2027

The Long-term Plan of Development for 2021 to 2027
was approved by the Academic Senate of the Comenius University in Bratislava
on 5th May 2021.

OBSAH

INTRODUCTION

The long-term development plan of Comenius University in Bratislava in the field of education, social responsibility, scientific research, resources, infrastructure, organization, and management is the core strategic document on the university's development for the period from 2021 to 2027. The creation of a long-term plan for the development of the university for a six-year-long period is stipulated by the Higher Education Act. In contrast with previous long-term plans, this strategic plan is more specific and focuses on the annual evaluation of goals in education and in science and research. It builds on previous long-term plans and on the last update from 2020 and 2021. Furthermore, the long-term plan takes into consideration the long-term developmental goals of the university's thirteen faculties which describe their proposed goals and indicators based on their individual characteristics in their educational and scientific research endeavours.

The strategic goals of Comenius University reflect the changes in higher education as well as in society at large in Slovakia and internationally. The intent behind them is to strengthen the university's position as the most important domestic university and centre of scientific research and for the university to become a sought-after partner in the international area of higher education and science. Comenius University wants to be a university whose voice will play an important role in Slovak society. The academic principles that are enshrined in the Constitution of the Slovak Republic are seen by Comenius University as key to its functioning, especially the freedom of education and scientific research as well as its autonomy and independence. Equally important are strong academic self-governance and the application of ethical principles in scientific and teaching work and the management processes of the university. Only in this way can a creative and free atmosphere that is essential for the university's quality development be achieved. To successfully achieve these goals, it is critical for the members of the university's academic community to actively participate in their fulfilment; however, the external (especially political and social) conditions in which Comenius University will be developing in the near future are also very important. Slovak universities have long been insufficiently financed from public sources, and the methodology for distributing state subsidies does not take into account the quality of the university.

One of the conditions for the successful development of Comenius University is internationalization. We want to be open to international students, teachers, and researchers while also supporting our own students and staff so that they can acquire teaching and scientific experience at prestigious foreign universities. Through cooperation and dialogue with partners from all over the world, Comenius University aims to become a globally respected institution. At the same time, we acknowledge the need for close cooperation with domestic universities and scientific institutions, especially the Slovak Academy of Sciences, professional associations, state institutions, professional organizations, and student associations. Only together can we face the great socio-political challenges and contribute to building an educated society in Slovakia. We want to emphasize the creation of an outwardly positive image of the university in the public's eyes through a professional communication strategy as well as an inward image aimed at individual faculties, teachers, researchers, and especially students. The university wants to participate in discussions on current political and societal events and utilize the intellectual potential of its highly qualified experts. In public spaces, it must emphasize the importance of academic values for the development of modern democratic society. Graduates working abroad also significantly contribute towards spreading the positive image of the university.

The leadership of Comenius University and the members of its academic community are aware that the university is the oldest in Slovakia. It was founded on 27 June 1919 as the first university in Slovakia to provide a higher education in the Slovak language. We have entered the second century of the university's existence with a clear goal of maintaining its good reputation, constantly increasing its prestige in Europe and further afield, and improving the quality of its educational and scientific endeavours. An important task of the university leadership and the Rector's Office is to create suitable conditions for the continuous growth of faculties and other parts of the university. The university must serve all its employees; create a collegial, inspiring, and inclusive environment; support innovative ideas; and improve study and social conditions for students and staff. The university leadership must communicate effectively with its Academic Senate, Scientific Board, and General Board. Fulfilling the long-term plan of Comenius University requires the active participation of all thirteen faculties.

By tirelessly searching for the truth and deepening knowledge, critical self-reflection, and commitment to the benefit of all of society, we want to educate and produce quality graduates.

MISSION STATEMENT

The basic mission of Comenius University is to develop and spread education in society. As a research university, it does so with creative teaching and scientific research to open up new horizons of knowledge. The mission of the university also includes the development of science, culture, and education in the context of Slovak, European, and world cultural heritage.

The university trains its graduates to embody the highest degree of professionalism and moral integrity and humanism. In the long term, the university aims to improve the scientific and cultural prospects of society and to contribute to its sustainable development. It critically evaluates societal risks in both the national and global contexts with the intention to help in reducing their potential impact. It initiates and participates in a large number of socially beneficial activities and charities. The university subscribes to the principles of freedom and democracy at its faculties, and it seeks to have an impact by spreading these values throughout society while also defending academic freedoms and rights and its own academic independence and self-governance.

Comenius University as a research university and centre of excellence

- it is a reference point for science, research, education, and culture in Slovakia. It is independent in conducting its research and choosing its educational focus. The scientific research and education at the university cover a wide range of natural, technical, social, and human sciences;

- it bases its teaching on its own scientific activities and the best domestic and foreign sources of scientific knowledge;

- it systematically brings and implements new discoveries in science and research, innovation, and new technologies into all areas of its activity;

- it trains graduates from a wide range of study programmes to use their education and skills in various areas of public life and to respond to the dynamically evolving needs of society;

- it responds to social demands by providing several professionally-oriented study programmes, specifically study programmes focused on acquiring practical skills and abilities, all in cooperation with the highest quality professional institutions, in order to provide a wide range of study opportunities at all levels of study;

- it independently defines its goals and priorities, and the members of its academic community fully enjoy academic freedoms and rights in the exercise of their profession.

- it focuses on continuously evaluating and improving its study programmes to ensure they reflect the latest developments, scientific advancements, and practical demands of the labour market;

- it develops cooperation with partners at home and abroad with students, scientific and research-focused educational institutions, state and public institutions, employers, companies, non-profit organizations, local authorities, professional associations, and public institutions;

- it actively communicates with society with the intention to convey knowledge, increase openness and potential for cooperation, present the results of its work and expert opinions, and provide a moral compass;

- it contributes to the sustainable development of society as a whole.

These goals are defined and based upon the basic value principles of Comenius University, which in turn inform how the university operates and forms its academic culture.

- The core values that underpin all activities of Comenius University are the ideas of truth, social good, and justice.

- The actions and intentions of the university are in no way connected with any political movement, group, or ideology.

- The university strives to provide an all-inclusive approach to education for its students, regardless of their age, gender, race, creed, religion, political opinion, disability, social background, property, or adherence to nationality or ethnic group.

- Free education, free scientific research, academic self-government, adherence to rules, responsibility for one's actions, and responsibility towards society are all basic principles that inform how the university operates.

VISION

As members of Comenius University, we are aware that the new cannot exist without old and that the old lives on as part of the new. Tradition is a chain made up of innovations. All things ultimately form one singular organism that lives on because of the inseparable connection between the present, past, and future. We aim to represent and defend the values upon which our university was founded while also being open to new ideas, challenges, and people. We want to support and learn from each other. We want to be a strong and prominent platform for free thinkers that connects the understanding of the past with creative thinking and responsible action. We want to inspire and be inspired – and to offer and receive. We want to know where we came from and what we have to give, and above all we want to retain the ability to see and fulfil our vision.

STRATEGIC GOALS

A socially responsible research university with quality graduates and an international reputation

- The university **accepts responsibility for the quality** of its educational, research, and other creative activities. Quality and the development of a culture of quality at all levels of university governance is a priority.

- The university is constantly **updating the content and form of its education** in response to current and new social challenges and problems.

- The university **systematically aims to enter into a greener and more digital age** by implementing new trends in science and research, general **innovations**, and technology.

- The university actively **seeks cooperation with partners at home and abroad** – e.g. with scientific and researched-focused educational institutions, state and public institutions, students, employers, companies, non-profit organizations, local authorities, professional associations, and public institutions.

- The university **actively communicates with broader society** with the aim of transferring knowledge, increasing openness and potential for cooperation, presenting results, providing expert opinions, and offering a moral compass.

- Through its activities, the university consciously **contributes to the sustainable development** of all of **society**.

- The university has the ambition to improve its position as a **major European university**.

1 STRATEGIC GOALS IN EDUCATION

1.1 A prestigious university

1.1.1 Assuming responsibility for the high quality of provided education

- the university ensures the systematic application of a clear and transparent system designed to control and ensure the quality of education at all departments and levels and in all aspects of its continuous development;

- the university aligns its internal system of quality assurance with the standards of the Slovak Accreditation Agency for Higher Education;

- the university ensures the active participation of students, professional organizations, employers, and other experts from relevant industries on providing high-quality education;

- the university motivates its students and employees to participate in activities that are subject to quality assessment according to internal, national, and international standards;

- the university regularly collects and evaluates students' feedback on the quality of provided education.

Indicators

- » *the implementation of an internal system for ensuring the quality of education;*
- » *criteria for evaluating the quality of study programmes in accordance with the Slovak Accreditation Agency for Higher Education's Methodology for the Evaluation of Standards;*
- » *periodic evaluation and assessment of the quality of study programmes – internal evaluation reports of the study programmes;*
- » *the number of study programmes that have obtained external accreditation, if this is a common practice in the given field of study;*
- » *the participation of student representatives in structures for the quality assurance of education;*
- » *the participation of professional organizations, employers, and other experts from relevant industries in academic structures to ensure the high quality of education;*
- » *a report on the assessment of the level in educational activities as approved by the university's Scientific Board;*
- » *the collection and evaluation of students' feedback on satisfaction with the quality of education.*

1.1.2 Offering a broad selection of study programmes

- • the university provides a wide range of quality, relevant, and affordable study programmes at all levels of higher education in Slovakia;
- • the university maintains and develops the necessary study programmes and specializations in all forms of study;
- • the university identifies, supports, and preserves study programmes beneficial for the culture, education, and foreign relations of Slovakia and specializations that have no parallel at other Slovak universities, and it supports study programmes focused on national life, traditions, law, and education in cultural areas of national importance;
- • the university supports the creation of joint study programmes among faculties and interdisciplinary programmes, especially with regard to the need for practical experience and the needs of society as a whole;
- • the university innovates the selection of study programmes to achieve a greater overlap between individual departments and faculties and to make greater use of the university's multifaceted potential so that students are better prepared to be highly competitive in the labour market;
- • the university perpetually innovates content within the individual subjects of study programmes to achieve a greater synergy between individual objects.

Indicators

- » *admission procedures built around criteria that ensure only the enrolment of the highest quality graduates of secondary schools and demanding conditions for graduating in the*

first semester and in the first year of bachelor's study programmes;

- » *the overall number of offered study programmes;*
- » *the number of offered study programmes based upon the first, second, and third levels of study;*
- » *the number of unique study programmes;*
- » *the number of study programmes taught in foreign languages;*
- » *the number of international students studying in foreign languages;*
- » *the number of foreign students studying in the Slovak language;*
- » *the number of joint study programmes of several faculties, universities, and interdisciplinary study programmes;*
- » *the development of the number of students according to study programmes, academic years, faculties, and the ratio of the number of Comenius University students compared to the total number of students at Slovak universities.*

1.1.3 Offering education closely connected with teachers' research activities and the demands of society

- the university systematically innovates bachelor's, master's, and doctoral study programmes through regular revision and evaluation, ensuring the connection of the content of study programmes with the research activities of teachers and the requirements of society;
- the university bases its teaching methodology on its own scientific activity, drawing from the best domestic and foreign sources of scientific knowledge with regard to the specific needs of the given field and an interdisciplinary approach to problem-solving;
- the university supports the participation of students of all study programmes in research activities, it organizes student scientific conferences, and it encourages the participation of students in domestic and international scientific, artistic, and practically oriented competitions;
- the university innovates the offer of study programmes to take into account the latest trends and needs of society, especially with regard to the 2030 Agenda, the emergence of new professions, the need for new skills, technological progress, and the needs of the labour market;
- the university involves foremost experts from teaching practice and in creating study programmes;
- the university adjusts the number of students in accordance with the needs of the labour market – especially in the case of scarce professions and skillsets (e.g. teachers, doctors, and computer scientists);
- the university emphasizes the improvement of practical training and the professional experience of students;
- the university maintains and develops good relationships with partner organizations where the practical education of students takes place;
- the university supports the creation and development of simulation centres, simulation and modelling processes in teaching, and other innovative forms of education.

Indicators

- » *the number of student conferences and the number of works presented at them;*
- » *the number of students involved in scientific teams;*
- » *the number of students with qualifications which meet long-term shortages in the labour market;*
- » *in fields where it is appropriate – practical experience as a part of a study programme or practical elements in teaching (e.g. student legal advice), the amount of credits given for practical experience, the ratio of credits for practical experience to the total number of credits by degree and the field of study;*
- » *in the fields where it is appropriate – the number of teaching experts with practical experience, with the experts participating in the teaching process also being evaluated based on cooperation agreements;*

- » *the number of simulators and simulation activities used in practical training;*
- » *the degree of satisfaction of students with practical teaching and professional experience.*

1.1.4 Systematically raising the quality of doctoral studies

- the university supports the internationalization of doctoral studies and the international mobility of doctoral students regarding the specific demands of the field;
- in those fields where it is needed, the university creates joint doctoral programmes with renowned foreign universities;
- the university emphasizes the professional and scientific quality of supervisors and involves top foreign scientists in the education and evaluation of doctoral students in fields where it is appropriate;
- the university will introduce a system for evaluating the quality of doctoral studies while respecting the specifics of individual fields of study;
- the university is increasing the participation of doctoral students in research projects;
- the university systematically trains doctoral students in being published in prestigious journals and by publishing houses;
- the university strengthens the soft skills of doctoral students, especially in terms of project preparation and the presentation of research results;
- the university improves the overall quality of care for doctoral students;
- the university creates postdoctoral positions.

Indicators

- » *the number of doctoral students – graduates of the second level of studies at Comenius University in relation to the total number of doctoral students and taking into account the specifics of individual fields;*
- » *the number of joint doctoral programmes with major foreign universities in fields where it is appropriate;*
- » *the number of international doctoral students in fields in which it is appropriate;*
- » *the number of academic mobilities of doctoral students;*
- » *the reports on the evaluation of the quality of doctoral studies according to individual fields of study;*
- » *the number of top foreign researchers involved in the education and evaluation of doctoral students in fields where it is appropriate;*
- » *the number of doctoral students per supervisor (average and maximum number);*
- » *the number of published papers with a significant impact on the development of the given field as well as the number of citations for the publishing activities of doctoral students (if appropriate, the number of publications that are registered in the Web of Science or Scopus databases, or in other important databases, while taking into account the specifics of the field).*

1.1.5   Training high-quality graduates who are in demand

• Comenius University graduates are in demand on the labour market;

• the university effectively uses tools to ensure research integrity and to prevent and address plagiarism or other academic fraud;

• the university trains its students to become critical and tolerant individuals with a high level of professional knowledge and transferable skills that will allow them to take on positions of responsibility in society;

• the university's graduates have reliable professional knowledge and a high level of ethical, social, and communication competence.

Indicators

» *the number of graduates by study programme, degree, academic year, and the proportion of Comenius University graduates out of the total number of university graduates in Slovakia;*

» *the employability of Comenius University graduates;*

» *the degree of satisfaction of employers with the achieved educational outcomes;*

» *the number of unemployed Comenius University graduates according to the Office of Labour, Social Affairs and Family statistics;*

» *graduate profiles, including professional knowledge and social, communication, management, and ethical skills;*

» *internal regulations governing procedures for the prevention and management of plagiarism and academic fraud;*

» *the amount of proven academic fraud in relation to the total number of audited works (on top of that, the amount of detected plagiarism and the number of disciplinary proceedings – e.g. expulsions from study and reprimands – that are undertaken);*

» *the proportion of students of the first year of study who prematurely end their studies because of reasons such as exclusion due to disadvantage, dropping out, or a change of study programme;*

» *the number of full-time students exceeding the standard length of study.*

1.1.6   Providing a sufficient number of professionally qualified teachers

• the university ensures that teachers achieve results in their creative activities at an appropriate level and that they have the necessary practical experience, pedagogical skills, and transferable competencies along with the necessary language skills;

• the university creates conditions and encourages career and qualification growth for teachers;

• the university takes into account the professional and age structure of teachers and staff in maintaining the offered selection of study programmes;

• the university defines the tools for evaluating the pedagogical activity of teachers and determines the indicators of excellence in teaching. It supports excellent and innovative teachers;

• the university's teachers develop their professional, language, pedagogical, and digital skills alongside other transferable competencies;

• the university supports innovative forms of education by supporting the professional growth of teachers;

• the university supports the career growth of its academic staff.

Indicators

» *the number and qualifications of teachers;*

» *the number of foreign teachers in disciplines where appropriate;*

- » *the number and length of teachers' stays abroad;*
- » *the proportion of personally taught lessons (including student support) in the total work-load of teachers (measured in lessons per week);*
- » *the age of teachers providing profile subjects (average age and scale);*
- » *the number and quality of publications by teachers in total and for the last six years;*
- » *the number of citations for teachers' publications in total and for the last six years;*
- » *the number of students per teacher;*
- » *the number of final theses supervised by one supervisor (average and maximum number);*
- » *the degree of student satisfaction with the quality of teachers;*
- » *the number of completed educational activities of teachers;*
- » *individual plans for further teacher education;*
- » *the number of recognized, excellent, and innovative teachers.*

1.1.7 Taking a proactive approach to the promotion of studies

- the university actively promotes its study opportunities to Slovak and international applicants;
- the university presents itself in an attractive way by emphasizing the connection between education and scientific research and in its participation in the ENLIGHT university alliance;
- the university publishes all necessary information about the provided education. The information is easily accessible, clearly structured, and available in English;
- the university carries out promotional activities at high schools in Slovakia;
- the university supports talented high school students;
- the university presents its study options at education fairs in Slovakia and abroad;
- the university presents itself as an inclusive institution that provides space for students with special needs.

- » *the number of presentations at education fairs;*
- » *the number of activities in high schools, including subject Olympiads co-organized by university staff;*
- » *the number of applicants for study in the relevant academic year (both Slovak and international);*
- » *the number of enrolled students from all registered applicants for study in the relevant academic year;*
- » *the proportion of students admitted from other universities at the second and third levels of study;*
- » *the construction of the Comenius Centre for information, counselling, and support.*

1.1.8 Offering lifelong learning opportunities

Comenius University offers opportunities for lifelong learning

- the university does this through the education that is offered at the specialized Centre for Continuing Education;
- the university also does this within its faculties and other centres with a special emphasis on the provision of specialized education to doctors and health care workers and the further education of primary and secondary school teachers and lecturers to fulfil the university's goals of lifelong learning;
- the university plans to regularly innovate and expand the offer and content of formal and non-formal lifelong learning curricula;
- the university will provide lifelong learning in accredited and non-accredited training programmes. It will focus on the professional and language education of staff and applicants and students of Comenius University as well as the public. It will continuously educate teaching staff as well as take an interest in the education of all age groups;
- the university will organize additional educational activities such as lectures, seminars, and courses undertaken in the full-time and distance method using e-learning and webinars for university staff and students as well as for the expert community and the wider public;
- the university will support the development of special competencies with a focus on digital skills, IT security, industry 4.0, and the development of the language competencies of university staff and interested members of the public;
- the university provides education to Slovak and international students as well as the public and Slovaks living abroad;
- the university supports projects within the scope of Erasmus+ programmes, which it will use for the implementation of professional job mobility, internships, the sharing of experiences, and good practical experience as well as in building new partnerships with universities abroad;
- the university cooperates with ministries and their directly managed institutions,
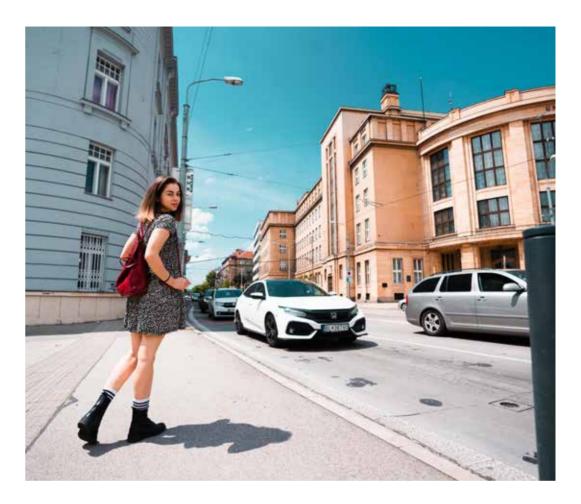
non-governmental organizations, schools, other educational facilities and their founders, and other institutions in the processing of educational activities based on currently published project calls;

- the university provides professional and teaching assistance to schools and educational facilities within the framework of advanced education or within the requirements for another type of education.

Indicators

» *the number of offered accredited educational programmes for lifelong learning within the faculties of Comenius University and the Centre for Continuing Education;*

» *the number of offered non-accredited lifelong learning educational programmes within the faculties of Comenius University and the Centre for Continuing Education;*

» *the number of programmes offered within the University of the Third Age programme;*

» *the number of offered programmes of further professional, functional, innovative, and continuous education;*

» *the number of language education and language and vocational training programmes for foreign students and Slovak expatriates;*

» *the costs and benefits of lifelong study;*

» *the number of graduates of the individual educational programmes of faculties and lifelong studies.*

1.2 A student-oriented university

1.2.1   Ensuring the effective participation of students in education and university leadership

- the university ensures the participation of student representatives in the self-governing bodies of the university;

- the university ensures the participation of student representatives in structures providing proposals for new study programmes, modifications to existing ones, and their approval and evaluation.

Indicators

» *the degree of representation (the number of representatives) of students in the structures of the internal system for ensuring the quality of education;*

» *the regular collection and evaluation of feedback on students' satisfaction with all aspects of their studies and the taking of corrective action.*

1.2.2 Constantly improving the quality of its activities concerning the needs of students

- the university ensures that all information about study programmes, teaching methods, forms, and assessment criteria is known to students in advance;
- the university supports modern pedagogical approaches focused on the student (student-centred-learning);
- the university systematically obtains and evaluates feedback from students of individual degrees and graduates through surveys and uses it in measures to increase the quality of education;
- the university regularly evaluates and revises the rules, forms, and methods of teaching, learning, and evaluation to identify and improve ineffective methods based on the diversity of students and their needs;
- the university uses modern educational methods and electronic education (an extended offer of online courses);
- the university supports the creation and updating of study literature and the expansion and rationalization of the available amount of sources, including the support of internationally recognized teaching texts, databases, and licences;
- the university is innovating the admission procedure to minimize the administrative burden on applicants and to maximize the use of electronic forms;
- the university emphasizes the continuous improvement of students' social conditions;
- the university supports the development of study counselling and support, especially in critical parts of study, in the form of the development of a counselling centre with

psychological and specialized activities based on the requirements formulated by the student part of the university's Academic Senate. To this end, it also makes greater use of IT systems;

- by awarding scholarships and awards to outstanding students, the university motivates students to achieve excellent study results and to represent the university in extracurricular activities;
- the university supports existing student organizations, foundations, associations, and initiatives, and the creation of new ones.

Indicators

- » *the collection and evaluation of students' feedback on satisfaction with the quality of education;*
- » *the number of students who participated in the surveys of education quality and teachers out of the total number of students;*
- » *the degree of satisfaction of students with education quality and teachers;*
- » *the number of submitted student complaints;*
- » *the degree to which the admission procedure is digitized;*
- » *the number of scholarships and awards for students for excellent study results and representation of the university in extracurricular activities;*
- » *the number of employees with a focus on student support (study and career counsellors);*
- » *study counselling and support services via an information system;*
- » *the number of activities to support existing and new student organizations.*

1.2.3 Developing contacts with graduates

- the university maintains contacts with graduates; in particular, it supports the establishment and development of alumni clubs (clubs for graduates);
- the university invites graduates to cooperate in the search for talent for the university, in the processes of innovation of the educational process, and in career counselling for new graduates.

Indicators

- » *the collection of feedback from graduates;*
- » *the number of communication activities;*
- » *the existence of alumni clubs;*
- » *the number of established contacts with graduates with the aim of cooperation in finding talent for the university and in career counselling for new graduates.*

1.2.4 Developing care for students with special needs

- the university strengthens its profile as an inclusive institution that has an open space for students with specific needs, and it builds a generally accessible academic environment;
- the university introduces new tools that open access to study and its successful completion to students with disabilities;
- the university supports the extension of the scope and improvement of the work of the Centre for the Support of Students with Special Needs;
- the university is expanding the availability of coordinators for students with special needs and maintains close contact with specialized schools and institutions in the field.

Indicators

» *the number of students with special needs;*

» *offering services to students with special needs;*

» *the degree of satisfaction of students with specific needs;*

» *the Activity Report of the Centre for the Support of Students with Special Needs;*

» *the number of new tools opening up access to study for students with disabilities;*

» *the number of coordinator hours offered for students with special needs;*

» *the number of partnerships with special schools and institutions educating students with special needs.*

1.2.5 Systematically improving the material and technical equipment for education

- the university provides a suitable environment for quality work and study;
- the university is significantly modernizing its academic information system;
- the university takes care of the necessary equipment of the academic library, access to databases, and open access, and it maintains the university's repository;
- the university provides equipment for classrooms, study rooms, and spaces for practical training;
- the university provides teaching through modern digital technologies and teaching aids, providing the necessary hardware, software, and technological equipment;
- the university ensures a suitable range and quality of spaces for rest and relaxation.

Indicators

» *the collection and evaluation of feedback on student satisfaction with the material and technical provision of education;*

» *the available electronic and other services for students and teachers;*

» *securing access to databases;*

» *the implementation and building of the university repository;*

» *the number of open access sources in the academic library;*

» *equipping classrooms, study rooms, and spaces for practical training.*

1.2.6 Improving the quality of students' dormitories and cultural and sports activities

• the university ensures the long-term refurbishment of dormitory buildings in order to increase the standard of accommodation and the overall revitalization of dormitories as a whole.

Indicators

» *the number of accommodated students;*

» *the collection and evaluation of feedback on student satisfaction with the quality of dormitory housing, meals, and opportunities for sports.*

1.3 A university of international importance

1.3.1 Targeting the internationalization of studies

• the university creates and deepens strategic partnerships with prestigious foreign universities in the field of education, especially within the ENLIGHT university alliance;

• the university is actively involved in European and non-European programmes;

• the university increases the number of long-term foreign professors and other important scientific and academic staff, especially in fields where it is appropriate and to the typical extent;

• the university invites speakers from abroad;

• the university encourages and appreciates the participation of students and teachers in international competitions.

Indicators

» *the number of strategic partnerships with major foreign universities in education;*

» *the number of implemented projects within strategic partnerships with prestigious foreign universities in education;*

» *the number of teachers with an internship at a foreign university or research institution abroad, especially if the internship is longer than one year (in fields where it is appropriate);*

» *the number/share of foreign teachers in fields where it is appropriate and to the typical extent;*

» *the number of lecturers from abroad, especially in fields where it is appropriate and to the typical extent;*

» *the number of European and non-European programmes in which the university is actively involved;*

» *monitoring the use of all forms of "domestic internationalization";*

» *the number of students and teachers participating in international competitions.*

1.3.2 Increasing the number of international students

- the university is making studying more attractive for international students;
- the university has implemented the European Credit Transfer and Accumulation System (ECTS) to improve transparency and the recognition of studies for international students;
- the university supports the introduction of new subjects in the teaching of individual study programmes in order to achieve equivalence and recognition of education in the European space;
- the university is expanding the offer of study programmes taught in a foreign language, especially in English, at all levels of study;
- the university specifically promotes study opportunities for foreign applicants;
- the university is improving its web presentation and facilities in English, or another language according to the individual needs of faculties;
- the university is improving the conditions for the admission of foreign students and staff by improving services (friendliness and professionalism) and infrastructure (accommodation and counselling);
- the university actively supports the admission of international students to study in the Slovak language.

Indicators

» *the implementation rate of the ECTS;*

» *the number/proportion of international students in courses where appropriate and at a rate customary for the course;*

» *the number of study programmes offered in a foreign language at the first, second, and third levels of study;*

» *the proportion of open study programmes in a language other than Slovak in the academic year out of the total number of programmes offered;*

» *the number of applicants without Slovak citizenship;*

» *the online presentation of study programmes in English;*

» *the number of active promotional activities to promote studying at the university both domestically and abroad;*

» *the number of presentations by faculties at education fairs;*

» *the number of followers on social networks;*

» *the number of offers of scientific topics for international students arriving as part of exchange programmes;*

» *the number of newly implemented subjects in the teaching of study programmes to achieve educational equivalence in the European area;*

» *the proportion of implemented online courses involving international cooperation in the total number of implemented online courses;*

» *the collection and evaluation of feedback on the satisfaction of international students;*

» *the satisfaction rate of international students;*

» *the number of international students studying in Slovak.*

1.3.3 Increasing the involvement of students and staff in international academic mobility programmes

- the university strengthens the openness of the educational process through mobility programmes for students at all levels of study as well as for university teachers and researchers;
- the university considers international mobility to be an important part of the qualification process;
- the university supports the involvement of departments in international academic mobility programmes;
- the university strongly supports mobility, especially within the Erasmus+ programme – as well as in other mobility programmes – and is gradually introducing the electronic exchange of administrative documents concerning mobility (Erasmus Without Paper – EWP) with partner universities;
- the university makes use of all available tools, including personal contact with teachers abroad, to obtain mutually beneficial Erasmus+ cooperation for students and staff at leading universities around the world;
- the university incorporates a "mobility window" into study programmes to facilitate physical accessibility for academic mobility and virtual mobility;
- the university supports the development of virtual academic mobility (online courses) using international cooperation.

Indicators

» *the number/proportion of outgoing mobile students/teachers/staff out of the total number of students/teachers/staff;*

» *the number/proportion of incoming mobile students/teachers/staff out of the total number of outgoing mobile students/teachers/staff.*

2 STRATEGIC RESEARCH OBJECTIVES

2.1 A place of independent and creative research

2.1.1   Being responsible for the high quality of scientific research

- the university bears institutional responsibility for the quality of conducted scientific research and other creative activities and their continuous development;

- the university applies policies to ensure the quality of scientific research activities and systematically evaluates quality following the university's internal quality assurance system;

- the university implements, develops, and regularly evaluates its internal quality assurance system for science and research;

- the university evaluates the outputs of creative activities according to established criteria: originality, stringency, the impact of the output, and the level of quality.

Indicators

» *the implementation of the internal quality assurance system for scientific research and creative activities linked to education and its continuous development;*

» *a regular internal evaluation report on scientific research and other creative activities approved by the university's and faculties' scientific boards.*

2.1.2   Freely choosing research objectives

- when identifying important issues and problems of knowledge and social and economic challenges, the university aims at and encourages research in the following areas in particular:

  - molecular medicine/biomedical research and biotechnology;

  - environmental medicine and food security;

  - public health and physical and mental fitness;

  - microworld physics, material sciences, and physical processes in living organisms;

  - sustainable energy, advanced materials, and nuclear waste disposal (sustainable energy and power systems);

  - green and biomedical chemistry;

  - protection and research on human health with particular regard to current civilizational phenomena;

  - physiological, molecular, and genetic aspects of evolution laws and adaptive mechanisms;

  - global climate change and the minimization of its impacts on humans and the environment;

  - regional development, geoinformatics, and demographic challenges;

  - earth geodynamics, geohazards, and mineral resources research;

  - the earth's ecosystems in space and time, with particular regard to biodiversity conservation;

  - information and communication technologies and mathematical-statistical methods;

  - business development and management systems of organizations;

  - social and ethical challenges and human rights;

  - research on group identities as main components of social and cultural processes

  - cultural heritage and historical memory (the preservation of natural and cultural heritage);

  - linguistic communication aspects of intracultural and intercultural communication;

  - the study of psychological processes, behaviour, and the human mind;

  - the knowledge society;

  - the impact of digital technologies on the educational/rehabilitation/therapeutic process;

  - issues of minority groups and communities with different linguistic and cultural traditions;

  - the development of the Slovak legal order and the development of European Union law (in particular, the enforceability of law, the ethical dimension of law, and the algorithmizing of law and its limits);

  - the legal means of environmental protection;

  - artistic creative activity.

Indicators:

» *the evaluation of the university's creative activity levels within the given disciplines;*

» *the number of creative activity outputs of the highest international quality according to the practice in the given disciplines;*

» *the number/proportion of creative workers in given disciplines out of the total number of creative workers;*

» *the number/proportion of projects in given disciplines out of the total number of projects;*

» *the volume/proportion of financial support for research in given disciplines out of the total volume of financial support for science and research at the university;*

» *the number of projects and volume of funding commissioned by social and business practice;*

» *the number of outputs commissioned by social and business practice.*

2.1.3 Creating optimal conditions for basic, applied, and multidisciplinary research

· the university ensures optimal material and organizational conditions to maximize the contribution of key researchers and their teams to research activities (e.g. IT, the library, and statistics);

· the university supports the implementation of interdisciplinary research projects;

· the university builds and maintains top-quality research centres;

· the university establishes a planning system for the purchase of costly instruments, technologies, and other work equipment needed for scientific research and their use by several research teams;

· the university provides legal advice on project activities and comprehensive professional services necessary for the execution of project activities;

· the university develops activities supporting the acquisition of grants and funds from EU operational programmes;

· the university supports the protection of the intellectual property of its creative workers.

Indicators

» *the collection and feedback assessment of creative workers' satisfaction with the material and organizational conditions for their creative activities;*

» *the number and quality of the university's top research centres;*

» *the purchase plan for costly instruments, technologies, and other work equipment needed for scientific research;*

» *the number of research project centres functioning to support the project activities of creative workers;*

» *the number of licences/patents in the fields where it is customary;*

» *the amount of financial support received from domestic and international grant schemes and other competitive sources;*

» *the number of projects supported;*

» *the number of projects completed;*

» *the number of creative workers;*

» *the number of jobs created as a result of the funded projects and number of creative workers working on the respective projects.*

2.1.4 Developing and maximizing the use of creative human potential

- the university supports exceptional young researchers in their career development and their long-term establishment in the university environment;

- the university creates new posts for researchers;

- the university creates the conditions for the implementation of the European Charter and Code for Researchers;

- the university actively supports student research at undergraduate and postgraduate level to renew and develop human resources;

- the university actively uses its existing Young Scientist Grant Scheme and will expand it to include multiannual grants;

- the university supports the habilitation and inauguration of academic staff fulfilling the requirements for qualification advancement both within and outside the university;

- the university implements, develops, and regularly evaluates its internal quality assurance system for habilitation and inaugural proceedings.

Indicators

» *the number of third-level students in study programmes to which habilitation and inauguration courses are assigned;*

» *the number of supervisors in study programmes to which habilitation and promotion courses are assigned;*

» *the number of approved proposals at the Scientific Board for awarding the title of Professor in the current year;*

» *the number of approved proposals at the Scientific Board for awarding the title of Associate Professor in the current year;*

» *the number of suspended habilitation and inauguration proceedings (proceedings initiated but not approved by the Scientific Board, withdrawn by the candidate, or suspended by other means) in the current year;*

» *a regular internal evaluation report on the quality of habilitation and inauguration proceedings approved by the university's Scientific Board;*

» *the number of postdoctoral positions;*

» *the multiannual internal grant scheme;*

» *the number and volume of grants awarded under the internal grant scheme.*

2.2 A place of excellence in science and research

2.2.1 Promoting excellence in creative activity

- the university purposefully assesses and enhances its potential for excellent research to link and integrate it into top-level international research or top-level research of international quality;

- the university identifies and supports top-level research teams as well as the formation of new top-level research teams;

- the university focuses on publishing in the most important scientific and professional journals and renowned publishing houses according to the individual specifics of each discipline;

- the university prefers the publication of the outputs of scientific research activities in publications with a significant impact on the development of a given discipline, considering the specifics of the discipline, if it is usual for the discipline to do so in high-impact journals registered in Web of Science, Scopus, and other major databases (specifics are stated in the long-term development plans of individual faculties);

- the university supports the organization of leading scientific events at the university;

- the university strives for the inclusion of the specialized and scientific journals of its departments in renowned international databases;

- the university introduces motivational tools to attract university graduates to professional scientific and artistic careers.

Indicators

» *the number of outputs of creative activity of the highest international quality according to industry practice;*

» *the number of publications in renowned international journals and scientific journals and the number of academic and scientific monographs according to the specifics of individual disciplines;*

» *the number of citations;*

» *the number of top scientific teams in disciplines where this is customary;*

» *the amount of financial support for top scientific teams;*

» *the number of peer-reviewed journals published by the university or its faculties;*

» *the number of top scientific or artistic events organized by university staff.*

2.2.2   Supporting collaboration with other leading research institutes

· the university promotes cooperation in excellent research with the Slovak Academy of Sciences and other research universities and research institutes.

Indicators

» *the number of joint research outputs;*

» *the number of partnerships with external research institutes.*

2.2.3   Supporting innovation

· the university identifies and encourages taking advantage of opportunities for interdisciplinary collaboration and interdisciplinary research programmes;

· the university considers progressive trends in research and supports patenting and innovation activities;

· the university supports the integration of its scientific research capacities and activities, especially concerning joint projects and the University Science Park (USP).

Indicators

» *the number of interdisciplinary research outputs;*

» *the number/proportion of interdisciplinary research projects;*

» *the number of joint and USP projects;*

» *the number of innovations.*

2.2.4   Supporting international research and collaboration

· the university is increasing the involvement of staff and students in international research projects, particularly in the European Research Area through inter-university partnerships, international research centres, international research teams, and projects;

· the university motivates its creative workers to participate in major international grant schemes and projects on the condition that researchers from several countries are involved;

· the university will increase the attractiveness of the environment for international researchers by creating the conditions for the implementation of the European Charter and Code for Researchers and the Human Resources Strategy for Researchers to compete for the HR Excellence in Research Award;

· the university creates, coordinates, and participates in European virtual research centres.

Indicators

» the number of international research projects and their proportion of the total number of research projects, separately for disciplines where international research is common;

» the number of international research teams and their proportion of the total number of international research teams;

» the volume/proportion of financial support from international grant schemes;

» the number of staff and students participating in international research projects and delivering international scientific outputs;

» the number of concluded inter-university partnerships;

» the number of European virtual research centres which the university participates in;

» the European Charter and Code for Researchers;

» the HR Excellence in Research Award;

» the number/proportion of international creative/scientific workers working at the university.

2.3 A coordinator of knowledge transfer into practice

2.3.1 Transferring acquired knowledge to students

- the university does this within the framework of the teaching activities of creative workers;
- the university does this within the framework of the teaching activity of doctoral students;
- the university does this by creating textbooks and teaching materials;
- the university does this by recommending relevant outputs of creative activity for advanced study;
- the university does this by providing professorial lectures.

Indicators

» *the number of textbooks and other teaching texts.*

2.3.2 Supporting the transfer of knowledge into social practice

- the university takes measures to promote open access to publications and data resulting from publicly-funded research;
- the university supports activities in monitoring the societal and economic impact of research;
- the university supports the organization of scientific conferences, seminars, symposia, workshops, and other research-focused and academic meetings of students, faculty staff, experts, and the public.

Indicators

» the number of measures taken and applied to promote open access to publications and data resulting from publicly-funded research;

» the number of scientific conferences, seminars, symposia, workshops, and other scientific and academic meetings organized for students, university staff, experts, and the general public;

» the number of presentations given by the creative workers of the university at scientific and academic events;

» the number of professional public speeches, contributions, articles in the media, and articles on social networks.

2.3.3 Presenting the results of creative activity to the wider public

- the university engages in events with a wider societal impact in the form of appearances in the national media as well as popular lectures;
- the university produces publications for the wider public (e.g. methodological materials and textbooks for lower levels of education – primary and secondary schools), teaching resources and tools, articles, and blogs;
- the university cooperates with the media and informs the public about the latest scientific knowledge.

Indicators

» *the number of publications for the wider public written by teaching and research staff at the university;*

» *the number of textbooks/teaching materials created for different levels of education.*

2.3.4 Creating partnerships

- the university links activities in the fields of science, research, education, arts, knowledge, and technology transfer, and it cooperates with other research universities to increase the attractiveness of Slovak universities;
- the university has implemented a joint project with the Slovak University of Technology in Bratislava to strengthen capacities and competencies in research, development, and innovation (ACCORD);
- the university strengthens cooperation between universities and applied practice, in particular through partnerships with employers, companies, non-profit organizations, local authorities, professional associations, and public institutions;
- the university supports the creation and operation of spin-off and start-up projects.

Indicators

- » *partnerships with other research universities;*
- » *partnerships/collaboration with employers, companies, non-profit organizations, local authorities, professional associations, and public institutions;*
- » *the number of spin-off and start-up projects and other projects resulting from practical application.*

3 STRATEGIC OBJECTIVES IN THE AREAS OF GOVERNANCE, HUMAN RESOURCES, AND INFRASTRUCTURE

3.1 A well-managed university

3.1.1 Applying elements of strategic management within academic governance

- the university is autonomously managed by an academic administration;
- the long-term development plan of the university is its core strategic management tool;
- the university develops communication between the Academic Senate, the Scientific Board, the General Board, the Quality Board, the university leadership, and the leadership of individual faculties;
- the university ensures an effective vertical and horizontal flow of information between all departments.

Indicators

- » the university's long-term development plan and its specification;
- » regular evaluation of the implementation of the long-term plan.

3.1.2 Being responsible for the quality of activities in departments

- the university encourages the development of a quality culture across all departments and levels of the university, ensuring that policies are formulated, structures are established, and processes are set up to form a comprehensive internal quality assurance system ("internal system");
- the internal system complies with the approved standards of the Slovak Accreditation Agency for Higher Education. The compliance of the internal system is externally assessed and accredited;
- the implementation, functionality, and timeliness of the internal system is regularly monitored and evaluated, and measures are taken for its continuous development;
- the internal system is sufficiently resourced (organization; competence; and human, financial, and information resources);
- the internal system has an established and updated database of quality indicators.

Indicators

- » *internal legislation – an internal quality assurance system – that is in compliance with accreditation standards;*
- » *the organizational assurance of internal system procedures;*
- » *the financial security of the internal system;*
- » *a regular internal evaluation report on the implementation of the internal system;*
- » *the external accreditation of the internal system;*
- » *a database of quality indicators.*

3.1.3 Improving the performance of administrative activities

- the university is improving and streamlining the activities of the Rector's and Deans' Offices so that researchers and teaching staff can devote themselves to their main activities;
- the university is increasing the degree of computerization of administrative activities.

Indicators

- » *the number of measures taken or applied on a long-term basis to reduce the bureaucratic burden in internal processes;*
- » *the collection and evaluation of feedback on the satisfaction of students, teachers, and creative workers with the quality of administrative activities;*
- » *the satisfaction rate of students, teachers, and creative workers with the quality of administrative activities.*

3.1.4 Streamlining the planning and allocation of financial resources

- the university establishes multi-source funding (endowments, grants, and entrepreneurial activity) in line with the university's priorities, including regular evaluations of resource efficiency;
- the university's financial budget covers the needs of the university as well as its development priorities (e.g. consistency with the procurement plan for expensive equipment and technology and the planned procurement of information systems);
- the university contains selected separate sections in the budget for the Rector's Office and centrally funded components;
- the university applies a system of faculty solidarity with faculties receiving equal status in terms of support for their development;
- the university continues to optimize public procurement procedures.

Indicators

- » *multi-source funding;*
- » *regular evaluations of budget implementation and resource efficiency;*
- » *the establishment of separate sections within the Rector's Office and in the budget to cover the resourcing needs of the area of responsibility for vice-rectors and the registrar;*
- » *collecting and evaluating feedback from faculties on their satisfaction with procurement procedures.*

3.1.5 Promoting effective collaboration between departments and the divisions of the Rector's Office

- the university maps, categorizes, and streamlines internal processes concerning core activities;
- the university improves mutual information exchange and communication between faculties as well as between all departments;
- the university removes barriers of vertical and horizontal information transfer;
- the university systematically reduces the bureaucratic burden in internal processes;
- the university promotes the computerization of administrative processes at the university level concerning applicants, students, and staff;
- the university plans the implementation of modern information and communication technologies (ICT) in the long term;
- the university promotes collaboration in internal processes and accelerates the adaptation to modern trends while regularly assessing the efficacy of its internal processes.

Indicators

- » *a procedural audit of core, support, and service activities;*
- » *selected provisions of internal rules that ensure the flow of information;*
- » *a long-term action plan for the implementation of modern ICT;*
- » *regular assessments of the status of modern ICT implementation concerning the plan.*

3.2 A caring employer

3.2.1 Creating optimal working conditions

- the university ensures that the rights of employees are respected. It ensures compliance with the Code of Conduct for staff and students and has established the Ethical Board for this purpose;
- the university implements a transparent and merit-based remuneration system. It applies a differentiated approach to the remuneration of academic staff, based in particular on teaching and creative performance;
- the university ensures a hygienic and safe working environment for its staff;
- the university provides the adequate furnishing of premises, offices, and working areas, and it provides employees with office furniture, ICT, and modern computing equipment, including software, office supplies, and access to data sources;
- the university implements measures to strengthen family-friendly workplaces, and it is developing a university nursery project;
- the university systematically collects and evaluates employee feedback.

Indicators

- » *the collection and evaluation of feedback on employee satisfaction with working conditions;*
- » *the employee satisfaction rate;*
- » *the activities of the Ethical Board;*
- » *internal rules and provisions of internal rules on employee remuneration;*
- » *the establishment and operation of a university nursery.*

3.2.2 Ensuring the development and care of human resources

- the university promotes the career and skills development of staff, including the use of mobility placements abroad;
- the university supports the improvement of all language competencies of staff and students;

- the university develops training plans;
- the university provides employees with employee benefits;
- the university uses a social fund for holidays, recreation, and team-building activities.

Indicators

- » *the qualification structure of teachers, creative staff, and administrative staff;*
- » *the number of courses offered to support the career and skills development of staff;*
- » *the number of staff who have received training to support career and skills development;*
- » *the number of staff and students attending language courses;*
- » *the number of measures implemented to reconcile the work and family life of staff and students;*
- » *the use of the social fund, form, and number of activities supported;*
- » *an overview of provided employee benefits.*

3.2.3 Purposefully building staff and student affiliation to the university

- the university purposefully builds a university identity, including the building of a unified visual identity and branding of the university following modern communication standards, while also respecting the historical roots and tradition of the university and its departments;
- the university formulates commonly shared values;
- the university consciously and purposefully builds a welcoming atmosphere of cooperation, collegiality, and professionalism;
- the university formulates and adheres to the Code of Conduct for staff and students;
- the university supports university-wide academic, sports, and cultural activities to strengthen relationships.

» *a design manual for university outputs;*

» *the staff turnover rate: the average length of service for staff recruited in the last three and five years;*

» *the number of university-wide academic/sports/cultural/team-building activities.*

3.3 A responsible asset manager

· the university establishes a concept for the management of its immovable property;

· the university introduces the modern management of immovable property;

· the university utilizes its assets for their renewal and development;

· the university plans, prepares, and implements its investment operations on a long-term basis.

Indicators

» a concept for the management of the university's immovable property;

» a long-term plan for the university's investment operations;

» the implementation of the gradual mapping of the university's immovable property;

» the implementation of partial investment operations.

4 STRATEGIC OBJECTIVES FOR SOCIAL RESPONSIBILITY

4.1 A space for knowledge sharing and dissemination

· through its activities, the university consciously contributes to the sustainable development of society as a whole;

· the university raises its profile in addressing societal and regional issues, uses its potential to communicate key issues and public attitudes, and provides relevant opinion-forming and professionally relevant information and statements to the public;

· the university undertakes targeted outreach activities, disseminates scientifically-based facts, and prevents the dissemination of false or fabricated information;

· the university supports educational and scientific activities aimed at addressing current global environmental and national economic challenges;

· the university will increase the awareness, knowledge, and understanding of its students and staff concerning the environment, nature conservation, and the relationship of humans to living and non-living things, even in study programmes that are not directly focused on the research or conservation of the landscape;

· the university will purposefully reduce power consumption on its premises.

Indicators

» projects and activities for the popularization of science;

» the number of media outputs by staff;

» the number of staff appearances at public scientific debates.

4.2 A reference point in public space

• the university enhances the education and culture of society as a whole through the active dissemination of the latest research and scientific results to the general public;

• the university will strengthen and improve the presentation of its scientific and teaching achievements and activities in the media;

• within the framework of its commercial activities, the university will offer state and non-state organizations and all other interested parties various expert activities at the highest level for the immediate needs of society, including medical activities, activities in the field of law and legislation, pharmacy, and other areas which are in the scope of activities of the university and its faculties.

Indicators

» *the number of popularization outputs;*

» *the number of expertise offered/implemented;*

» *the financial return from commercial activities.*

4.3 An open partner for dialogue and cooperation

• the university initiates and promotes cooperation with the external environment and in practical application;

• the university will strengthen cooperation with the university's General Board in promoting its aims and objectives.

Indicators

» *the number of partnerships with representatives from the external environment and practice;*

» *the number of collaborative projects with the university's General Board.*