

Akčný Plán / Action Plan

**Audit úrovne internacionalizácie a implementácia projektov
internationalizácie vysokých škôl a verejných výskumných inštitúcií**
/

**Audit of the level of internationalisation and implementation of
internationalisation projects of higher education institutions and
research institutions**

Comenius University Bratislava

KOMPONENT 10: Lákanie a udržanie talentov; Investícia 4: Podpora internacionalizácie v
akademickom prostredí; 10I04-20-V01;

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COMPONENT 10: Attracting and retaining talent; Investment 4: Promoting
internationalisation in the academic environment; 10I04-20-V01;

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GUIDELINES

Time horizon

The Action Plan should be connected to the Evaluation Report delivered by the expert panel, and address some of the key recommendations enclosed therein. A distinction should be made between:

- **short-term objectives and related activities**, to be achieved and implemented **within the project period** (until October 2025), and to be directly supported by the **funding** that will be received by the university under the Slovak Internationalisation Audits project,
- **mid-term objectives and related activities** to be achieved in a **1-3 years'** time horizon, and,
- **long-term objectives and related activities** to be achieved in **3+ years**.

Connection to internationalisation goals

When outlining the specific objectives and activities, please think of how they are connected to your internationalisation and/or university strategy, and its overarching goals.

Responsible department/person

Please try to be as concrete as possible in the planning of specific activities. Assigning a specific unit/faculty/department/academic and/or administrative staff member with overall responsibility for the implementation of the specific activities is strongly advised. So is a comprehensive approach, connecting different offices/units/departments that need to cooperate to achieve the related objective.

Concrete steps

List the incremental steps to be done in order to deliver all specific Activities and achieve the connected Objective.

Date due

Date when an activity is planned to be achieved.

Date of completion

To be filled in after the actual completion of the activity.

SHORT-TERM OBJECTIVES AND SUPPORTING ACTIVITIES

(within the project period)

OBJECTIVE 1 - Coordination

Launch the process of enhancing coordination between faculties and the rectorate through assessing the current state and implementing short-term interventions

ACTIVITY 1.1	<i>Establish and operationalize a university-wide Internationalization Council</i>
Responsible unit/faculty/department/staff	International Relations Section at the Rectorate
Concrete steps	1. Define the structure by establishing the council's scope, roles, and governance framework. a. The Internationalization Council will consist of the Board and five Working Groups. b. The Board will be chaired by Vice-Rector for International Relations and further members will be the Head of External Relations Office as well as five Working Group Coordinators. c. The five Working Groups will be: i. Coordination ii. Strategic Recruitment and Mobility Planning iii. Quality Assurance for Foreign-Language and Joint Programmes iv. Centralised Support and Welcome Services v. Building Capacity for International Research and Collaboration 2. Develop work packages a. The work packages are aligned with the five Action Plan objectives and corresponding activities. 3. Establish the Council and appoint its members.

	- Convene the Council's inaugural meeting. - Plan the Council's work. - Operationalize the Council and its Working Groups. - Monitor progress.
Budget & sources of funding	100,000 EUR
Human resources (staff)	The Council will be chaired by Vice-Rector for Internationalization and further consist of Head of External Relations Office as well as coordinators of five Council's Working Groups. The Working Groups will consist of Faculty Vice-Deans International, Rectorate staff, as well as academic staff, students and external consultants.
Date due	October 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	The Council will continue operating until the work packages are satisfactorily completed
Notes	

ACTIVITY 1.2	<i>Create a centralized database of international cooperation agreements</i>
Responsible unit/faculty/department/staff	Internationalization Council's Working Group for Coordination
Concrete steps	- Create a common database for sharing information on international cooperation agreements. - Issue a call for faculties to provide information for the database. - Create a protocol on reporting data to the database - Administer the database to ensure data is uploaded and accessible. - Monitor the database to ensure accuracy and completeness of the data.
Budget & sources of funding	Budget allocated to the Internationalization Council
Human resources (staff)	Internationalization Council's Working Group for Coordination, International Relations Office
Date due	October 2025
Date of completion	

Sustainability (beyond completion date, if applicable)	This activity will serve as the foundation for identifying faculty-level agreements with the potential for expansion to the university-wide level in the mid-term,
Notes	

ACTIVITY 1.3	<i>Map and assess the admission processes for international students at the faculties to identify areas for optimization</i>
Responsible unit/faculty/department/staff	Internationalization Council's Working Group for Coordination, Department of Education
Concrete steps	1. Gather information on admission processes from the respective faculties. 2. Analyze the information gathered. 3. Identify key inefficiencies or bottlenecks in the admission processes. 4. Develop recommendations for optimization based on analysis. 5. Consult with relevant stakeholders (faculty, administration) for feedback on proposed changes.
Budget & sources of funding	Budget allocated to the Internationalization Council
Human resources (staff)	Internationalization Council's Working Group for Coordination, International Relations Office
Date due	October 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	Continue engagement with stakeholders with the aim to implement the proposed changes that would, eventually, enhance the accessibility of education to international students by streamlining the admission process.
Notes	

Please copy the above table if more activities are foreseen to reach this objective.

OBJECTIVE 2 - Strategic Recruitment and Mobility Planning

Enhance the effectiveness of international student recruitment by increasing centralization in this field

ACTIVITY 2.1	<i>Establishing a central-level coordinator for international student recruitment</i>
Responsible unit/faculty/department/staff	Rectorate, International Relations Office, External Relations Office, doc. MUDr. Martin Janík, PhD.,
Concrete steps	1. Establish a central-level coordinator for international student recruitment and define their role. 2. The coordinator will undertake the following tasks: a. Mapping and analysis of the current situation b. Identification of faculty focal points c. Coordination with faculty focal points
Budget & sources of funding	Own resources
Human resources (staff)	1 coordinator, faculty focal points
Date due	October 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	Regular meetings of the working groups as well as coordination with faculty-level focal points
Notes	

ACTIVITY 2.2	<i>Launch consultations on implementing “mobility windows”</i>
Responsible unit/faculty/department/staff	Internationalization Council's Working Group for Recruitment and Mobility Planning
Concrete steps	1. Analyze the legislation pertaining to “mobility windows”. 2. Identify stakeholders that may be consulted on implementing “mobility windows” 3. Launch consultations on implementing “mobility windows”
Budget & sources of funding	3,000 EUR
Human resources (staff)	Internationalization Council's Working Group for Recruitment and Mobility Planning
Date due	October 2025

Date of completion	
Sustainability (beyond completion date, if applicable)	The aim is to streamline implementing the legislation by 2026, as stipulated in the law on higher education.
Notes	

ACTIVITY 2.3	<i>Conduct a review of mobility procedures and protocols</i>
Responsible unit/faculty/department/staff	Internationalization Council's Working Group for Recruitment and Mobility Planning, Erasmus+ Office, International Relations Office
Concrete steps	1. Map current mobility procedures across faculties and central administration 2. Analyze the findings and formalize them into an official protocol 3. If any bottlenecks and inefficiencies are identified, develop recommendations for streamlining and improving the processes
Budget & sources of funding	Budget allocated to the Internationalization Council
Human resources (staff)	Internationalization Council's Working Group for Recruitment and Mobility Planning, Erasmus+ Office, International Relations Office
Date due	October 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	Continue engagement with stakeholders with the aim to implement the proposed changes that would, eventually, enhance the accessibility of education to international students by streamlining the admission process.
Notes	

OBJECTIVE 3 - Quality Assurance for Foreign-Language and Joint Programmes

Enhance capacities by sharing best practices and developing a pilot international module

ACTIVITY 3.1	<i>Organization of an online presentation of existing double degree programmes at the university, sharing best practices as</i>
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	<i>a way to encourage other faculties to introduce joint programmes</i>
Responsible unit/faculty/department/staff	Mgr. Gabriela Pleschová, MSc. PhD.
Concrete steps	1. Contact the designated persons at the respective faculties 2. Develop a presentation structure: how to approach and secure a partner, how to draft an agreement, how to set quality standards 3. Potentially invite a coordinator from another institution, such as MUNI, to present best practices from other universities 4. Produce a document summarizing key insights and experiences
Budget & sources of funding	1,000 EUR
Human resources (staff)	Mgr. Gabriela Pleschová, MSc. PhD. and doc. Mgr. Marcel Horňák, PhD.
Date due	May 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	The presentation can be recorded and published alongside the document summarizing key insights and experiences
Notes	

ACTIVITY 3.2	<i>Organization of an online presentation by faculty members who have experience organizing a BIP as the first possible step towards a joint or double degree programme with a partner university.</i>
Responsible unit/faculty/department/staff	RNDr. Milan Remiš
Concrete steps	1. Identification of faculty members and students willing and able to share their experiences. 2. Organization of the presentation. 3. Preparation of a document summarizing key insights and experiences from organizing a BIP.

	4. Summarization of a statistical overview of how many students participate in BIP, Erasmus, and internships, how they are supported, and how their courses are recognized, along with the universities they attend (and their contractual partners).
Budget & sources of funding	1,000 EUR
Human resources (staff)	RNDr. Milan Remiš, doc. Mgr. Marcel Horňák, PhD., Adrián Binka
Date due	June 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	The presentation can be recorded and published alongside the document summarizing key insights and experiences
Notes	

ACTIVITY 3.3	<i>Capacity-building of academic staff</i>
Responsible unit/faculty/department/staff	Mgr. Gabriela Pleschová, MSc. PhD. and the Centre of Pedagogical Support at the Faculty of Arts
Concrete steps	1. Organizing three capacity-building workshops on topics related to internationalization of the curriculum, and international courses and syllabi. 2. Promotion of the workshops and recruitment of participants. 3. Implement capacity-building workshops.
Budget & sources of funding	20,000 EUR
Human resources (staff)	External consultancy, Centre of Pedagogical Support at the Faculty of Arts
Date due	October 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	The best practices identified in this process will be incorporated into the subsequent capacity-building activities conducted by the Centre of Pedagogical Support at the Faculty of Arts as Activity 3.1 in the mid-term.
Notes	

ACTIVITY 3.4	Develop a pilot <i>international module</i> with an interested faculty/programme
Responsible unit/faculty/department/staff	Mgr. Gabriela PLESCHOVÁ, MSc. PhD.
Concrete steps	1. Issue a call for interest and approach the interested faculty. 2. Conduct an internal review of courses that already incorporate international elements. 3. Determine key components of the pilot international module, reflecting on the identified best practices. 4. Develop the pilot international module
Budget & sources of funding	10,000 EUR
Human resources (staff)	Mgr. Gabriela Pleschová, MSc. PhD. and doc. Mgr. Marcel Horňák, PhD.
Date due	October 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	The design process will be used to develop a methodological guidance on designing and implementing such module. The international model is then to be implemented.
Notes	

OBJECTIVE 4 - Centralised Support and Welcome Services

Enhance services provided to international students and academics by establishing a university-wide Welcome Centre and planning language courses

ACTIVITY 4.1	<i>Establishment and the introductory phase of the Welcome Centre</i>
Responsible unit/faculty/department/staff	International Relations Section, Internationalization Council's Working Group on Centralised Support and Welcome Services
Concrete steps	1. Analysis of Welcome Centres at other universities 2. Approval of the organizational change by the Rectorate 3. Legislative and physical establishment of the Welcome Centre

	4. Recruitment process and staffing 5. Create a website – descriptions of individual services and active links to forms, including in conjunction with reviewing internationalization aspects of the entire website 6. Horizontal communication at the rectorate level about the content of individual activities 7. Create a unified design for forms valid across the entire university 8. Needs analysis of faculty-level International Relations Office (IRO) departments 9. Survey of the needs of international students 10. Pilot round of integration activities
Budget & sources of funding	90,000 EUR
Human resources (staff)	2 full time employees
Date due	October 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	The Welcome Centre will operate in its pilot phase during the academic year 2025/2026. Continuous evaluation of this phase will allow us to make any necessary adjustments for subsequent academic years.
Notes	

ACTIVITY 4.2	<i>Develop a coordinated plan for Slovak language courses for international students</i>
Responsible unit/faculty/department/staff	Internationalization Council's Working Group on Centralised Support and Welcome Services
Concrete steps	1. Map the current situation 2. Analyze the findings 3. Developing a coordinated plan for Slovak language courses for international students
Budget & sources of funding	Own resources

Human resources (staff)	Internationalization Council's Working Group on Centralised Support and Welcome Services
Date due	October 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	The plan will be implemented in the mid-term.
Notes	

Please copy the above table if more activities are foreseen to reach this objective.

OBJECTIVE 5 - Building Capacity for International Research and Collaboration

Enhance international research projects support

ACTIVITY 5.1	<i>English database of Researcher Profiles</i>
Responsible unit/faculty/department/staff	Research Projects Office (Rectorate) Academic Library Centre of Information Technologies
Concrete steps	1. Description of structure and identification of suitable technical solutions. 2. Selection of technical solution. 3. Plan for data integration. 4. Pilot integration of 1 faculty dataset. 5. Schedule of data integration for each faculty dataset. 6. Promotion of database among internal staff and guidance for users (video, hands-on training etc.). 7. Plan for exploitation of database by other university units (esp. PR, quality assurance)
Budget & sources of funding	40,000 EUR
Human resources (staff)	3 coordinators / managers (Academic Library, Research Projects Office, Centre of Information Technologies), 15 integrators and operators from faculties

Date due	October 2025 (pilot integration of 1 dataset); 2026 (full integration of all datasets)
Date of completion	
Sustainability (beyond completion date, if applicable)	Database to be sustained in long-term as essential part of internal university information systems. Suitable technical solution should enable automatization of data actualization. However, the actual software will face need for up-grade and/or replacement in time.
Notes	

ACTIVITY 5.2	<i>Enhancement of networking skills of early career researchers</i>
Responsible unit/faculty/department/staff	Doctoral School Research Projects Office (Rectorate)
Concrete steps	1. Preparation of pilot trainings: design training methods, identify speakers, schedule dates within the autumn semester (September - October). 2. Promotion of trainings among PhDs. 3. Execution of 2 pilot trainings (English & Slovak). 4. Evaluation of pilots and re-design of trainings to scale-up the participation. 5. Inclusion into Doctoral School standing offer of trainings.
Budget & sources of funding	20,000 EUR
Human resources (staff)	2 trainers, 1 Doctoral School Manager (organisation)
Date due	October 2025 (2 pilot trainings)
Date of completion	
Sustainability (beyond completion date, if applicable)	Trainings to be integrated into Doctoral School's standing offer.
Notes	

ACTIVITY 5.3	<i>Strengthening Project Offices</i>
Responsible unit/faculty/department/staff	Research Projects Office (Rectorate) Faculties' project offices and officers

Concrete steps	1. Serie of webinars to enhance research managers/ administrators (RMAs) knowledge on design and implementation of international projects (for example impact in applications, next EU programming period, audit requirements etc.) (February - October 2025). 2. Training retreat focused on the understanding of EU working programmes / calls and exchange of good practises among project centres (April 2025). 3. Design of future trainings based on The European Competence Framework for Research Managers - RM Comp (July - August 2025).
Budget & sources of funding	20,000 EUR
Human resources (staff)	2 - 4 trainers, 1 manager (organisation)
Date due	October 2025
Date of completion	
Sustainability (beyond completion date, if applicable)	Central office will continuously provide internal training opportunities for RMAs based on the RM Comp. Moreover, external trainings are available via Erasmus job shadowing mobilities (especially towards ENLIGHT partners) or UNICA; Comenius University also joined recently EARMA. Therefore, promotion of mobilities among RMAs will be included in the training programme.
Notes	

MID-TERM OBJECTIVES AND SUPPORTING ACTIVITIES

(1-3 years)

OBJECTIVE 1 - Coordination

Continue the process of enhancing coordination between faculties and the rectorate through implementing mid-term interventions

ACTIVITY 1.1	<i>Continue the work of the university-wide Internationalization Council</i>
Responsible unit/faculty/department/staff	International Relations Section
Concrete steps	1. Review work packages and adjust as needed 2. Review membership in the council and adjust as needed 3. Continue implementation work packages as defined by the Council 4. Monitor progress
Budget & sources of funding	
Human resources (staff)	The Council will be chaired by Vice-Rector for Internationalization and further consist of Head of External Relations Office as well as coordinators of five Council's Working Groups. The Working Groups will consist of Faculty Vice-Deans International, Rectorate staff, as well as academic staff and students.
Date due	October 2028
Date of completion	
Sustainability (beyond completion date, if applicable)	The Council will continue operating until the work packages are satisfactorily completed
Notes	

ACTIVITY 1.2	<i>Expansion of relevant faculty international cooperation agreements to the university-wide level</i>
Responsible unit/faculty/department/staff	Internationalization Council's Coordination Working Group, International Relations Office
Concrete steps	1. Identify faculty-level agreements with the potential for expansion to the university-wide level. 2. Reach out to the international partners involved in the identified agreements to discuss the potential for expansion. 3. Negotiate terms and conditions for expanding the agreements to the university-wide level.

	- Review the conditions and ensure alignment with the university's strategic goals and capabilities. - Conclude a university-wide agreement when applicable, ensuring all necessary approvals and documentation are in place. - Implement the university-wide agreements and monitor their effectiveness. - Review and adjust the agreements periodically to ensure ongoing relevance and impact.
Budget & sources of funding	
Human resources (staff)	Internationalization Council's Coordination Working Group, International Relations Office
Date due	October 2027
Date of completion	
Sustainability (beyond completion date, if applicable)	
Notes	

ACTIVITY 1.3	<i>Continue engagement with stakeholders with the aim to implement the proposed changes on optimizing admission processes for international students</i>
Responsible unit/faculty/department/staff	Internationalization Council's Coordination Working Group, Department of Education
Concrete steps	Negotiations and engagement with stakeholders to optimize processes for international stakeholders
Budget & sources of funding	
Human resources (staff)	Internationalization Council's Coordination Working Group, Department of Education
Date due	October 2028
Date of completion	
Sustainability (beyond completion date, if applicable)	
Notes	

ACTIVITY 1.4	<i>Continue implementing a strategy to improve the university's position in rankings</i>
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Responsible unit/faculty/department/staff	Quality Department, Internationalization Council's Working Group for Coordination
Concrete steps	1. Continue implementing the strategy with defined short-term and long-term actions. 2. Monitor implementation of the strategy, including by conducting yearly reviews. 3. Based on the monitoring and evaluation, make adjustments as needed.
Budget & sources of funding	
Human resources (staff)	Quality Department, Project Office, External Relations Office, Internationalization Council's Working Group for Coordination,
Date due	October 2028
Date of completion	
Sustainability (beyond completion date, if applicable)	Continue implementing the strategy.
Notes	

Please copy the above table if more activities are foreseen to reach this objective.

OBJECTIVE 2 - Strategic Recruitment and Mobility Planning

Enhance the effectiveness of international student recruitment by increasing centralization in this field

ACTIVITY 2.1	<i>Development of central-level databases in this field</i>
Responsible unit/faculty/department/staff	International Relations Office, External Relations Office, Faculty Focal Points
Concrete steps	1. Research and market analysis 2. Maintain a list of priority countries and regions 3. Create a list of agencies and consultants in target markets, including their descriptions, suitability for individual faculties, and pricing. 4. Create a list of fairs, including their descriptions, suitability for individual faculties, dates, and costs
Budget & sources of funding	
Human resources (staff)	International Relations Office, External Relations Office, Faculty Focal Points

Date due	October 2028
Date of completion	
Sustainability (beyond completion date, if applicable)	Lists are to be regularly updated.
Notes	

ACTIVITY 2.2	<i>Promotion of the university as part of building a strong international brand</i>
Responsible unit/faculty/department/staff	External Relations Office, International Relations Office Faculty Focal Points
Concrete steps	1. Monitor and analyze of international markets, including interactions with potential students. 2. Attending education fairs, 3. Continuing to improve access to information for international students. 4. Online advertising (Google Ads, social media, webinars). 5. Automate communication and reminders for applicants, online tools for interacting with applicants (e.g., chatbots, personalized emails).
Budget & sources of funding	
Human resources (staff)	External Relations Office, International Relations Office, Faculty Focal Points
Date due	October 2028
Date of completion	
Sustainability (beyond completion date, if applicable)	
Notes	

ACTIVITY 2.3	<i>Develop methodological guidance on implementing “mobility windows”</i>
Responsible unit/faculty/department/staff	Internationalization Council's Working Group for Recruitment and Mobility Planning
Concrete steps	1. Continue consultations with relevant stakeholders 2. Develop methodological guidance on implementing “mobility windows”

Budget & sources of funding	
Human resources (staff)	Internationalization Council's Working Group for Recruitment and Mobility Planning
Date due	October 2026
Date of completion	
Sustainability (beyond completion date, if applicable)	The aim is to streamline implementing the legislation by 2026, as stipulated in the law on higher education.
Notes	

OBJECTIVE 3 - Quality Assurance for Foreign-Language and Joint Programmes
Supporting Internationalization of education at Comenius University

ACTIVITY 3.1	<i>Implementation of a course for academic staff on teaching international students</i>
Responsible unit/faculty/department/staff	Mgr. Gabriela Pleschová, MSc. PhD. and the Centre of Pedagogical Support at the Faculty of Arts
Concrete steps	1. Preparation of the course curriculum (2 semesters) 2. Promotion of the course and recruitment of participants (approximately 15 from different faculties) 3. Organization of 7 workshops in the winter semester 4. Continuation of the course in the summer semester through the integration of a newly designed internationalized course or a significantly revised course at the Bachelor or Master's level, and its delivery under the guidance of a mentor
Budget & sources of funding	10,000 EUR (2 semesters)
Human resources (staff)	4 mentors (2hrs/week x 24 weeks)
Date due	June 2026
Date of completion	
Sustainability (beyond completion date, if applicable)	
Notes	

ACTIVITY 3.2	<i>Recommendations for faculties on how to effectively educate international students and sharing corresponding best practices</i>
Responsible unit/faculty/department/staff	Mgr. Gabriela Pleschová, MSc. PhD., Centre for Pedagogical Support
Concrete steps	1. Identify examples of best practices from abroad 2. Case study of several faculties and how it currently works 3. Develop recommendations 4. Disseminate recommendations through the website, webinar, or online seminar 5. Sharing examples of best practices in internationalization of education at the university
Budget & sources of funding	3,000 EUR
Human resources (staff)	RNDr. Milan Remiš, Mgr. Gabriela Pleschová, MSc. PhD., Adrián Binka,
Date due	June 2026
Date of completion	
Sustainability (beyond completion date, if applicable)	
Notes	Examples of best practices in internationalization of education at the university have been published on the open-access portal Internationalising teaching in higher education: https://impactportal.eu/

ACTIVITY 3.3	<i>Launch the pilot international module and develop methodological guidance on international modules</i>
Responsible unit/faculty/department/staff	Mgr. Gabriela PLESCHOVÁ, MSc. PhD.
Concrete steps	1. Launch the pilot international module 2. Develop methodological guidance on designing and implementing an international module

Budget & sources of funding	
Human resources (staff)	Mgr. Gabriela Pleschová, MSc. PhD. and doc. Mgr. Marcel Horňák, PhD.
Date due	October 2027
Date of completion	
Sustainability (beyond completion date, if applicable)	The presentation can be recorded and published alongside the document summarizing key insights and experiences
Notes	

OBJECTIVE 4 - Centralised Support and Welcome Services

Continue enhancing services provided to international students and academics by operating the university-wide Welcome Centre and offering language courses

ACTIVITY 4.1	<i>Pilot phase of operating the university-wide Welcome Centre in the academic year 2025/2026</i>
Responsible unit/faculty/department/staff	International Relations Section, Welcome Centre
Concrete steps	1. Communication with the Slovak Embassies abroad, and expert support for visa applicants for the purposes of study, internships, research, or teaching, including hosting agreements 2. Assistance with residence matters by mediating contact with Foreign Police, including providing support with documentation 3. Information and confirmations regarding accommodation 4. Cooperation with active student organizations and support for Welcome Centre clients through volunteers from the Buddy Network, including by continuing integration activities 5. Evaluation of the pilot phase and making any necessary adjustments 6. Evaluation of the following two academic years after incorporating the results of the pilot phase
Budget & sources of funding	

Human resources (staff)	2 full time employees
Date due	October 2028
Date of completion	
Sustainability (beyond completion date, if applicable)	
Notes	

ACTIVITY 4.2	<i>Implementing the coordinated plan for Slovak language courses for international students</i>
Responsible unit/faculty/department/staff	Internationalization Council's Working Group on Centralised Support and Welcome Services
Concrete steps	1. Implementing the coordinated plan for Slovak language courses for international students 2. Monitoring and evaluations the plan's implementation through surveys, feedback from students and instructors, and tracking progress in language proficiency 3. Incorporating lessons learned based on feedback and evaluation to refine future language offerings and better meet students' needs
Budget & sources of funding	Own resources
Human resources (staff)	
Date due	October 2027
Date of completion	
Sustainability (beyond completion date, if applicable)	
Notes	

OBJECTIVE 5 - Building Capacity for International Research and Collaboration

Enhance faculty participation in international research projects

ACTIVITY 5.1	<i>Trainings focused on skills for international projects and collaboration</i>
Responsible unit/faculty/department/staff	Research Projects Office (Rectorate) HRS4R Coordinator Doctoral School
Concrete steps	1. Preparation of annual training plan in cooperation with research vice-deans (e.g. plan for 2025 is focused on impact in project applications, 2026 can be focused on next EU programming period and/or how to enter other international fundings like NIH, how to become evaluator in international schemes etc.). 2. Organisation of trainings for each type of researchers: R1 – First Stage Researcher R2 – Recognised Researcher R3 – Established Researcher R4 – Leading Researcher. Special focus is that the training programme will be inclusive for international staff. 3. Evaluation of trainings, re-design if necessary. 4. Preparation of internal resources from trainings to be available later (short videos on various "how-to" topics, information for the research support platform etc.).
Budget & sources of funding	
Human resources (staff)	6 - 10 trainers, 2 - 3 managers (organisation)
Date due	2028
Date of completion	
Sustainability (beyond completion date, if applicable)	Experience from the trainings will be reported to the HRS4R Coordinator not only to prove internalizations in implementing the Action Plan but also to embed continuous effort for internationalization in the next planning of the renewed HRS4R actions.
Notes	Organisation of trainings will be planned for each academic semester to match the staff availability and actual needs.

ACTIVITY 5.2	<i>Establishment of EURAXESS Point</i>
Responsible unit/faculty/department/staff	HRS4R Coordinator International Relations Office Research Projects Office (Rectorate)
Concrete steps	1. Creation of EURAXESS@UK Centre (point) at central university level, hiring dedicated coordinator, set-up of competences and coordination procedures with faculties and applying for membership in EURAXESS network. 2. Development of support services to be provided: personal assistance to incoming staff, welcome office portal, courses for target groups. 3. Training of existing HR personnel to enhance better cooperation and coordination with the new centre and improve the onboarding process for all relevant actors. 4. Communication of EURAXESS@UK Centre services and dissemination of good practices to strengthen the HRS4R. Especially for recruitment and promotion, finalize design of and produce an integrated set of promotional materials.
Budget & sources of funding	State dotation for research-technical support 2026 -2027 (submitted application, final decision expected in 2025)
Human resources (staff)	2 coordinators, temporary working group consisting of central level representatives from international relations office, HRS4R, Doctoral School, research and project offices (19 person-months) and vice-rector for research.
Date due	2027
Date of completion	
Sustainability (beyond completion date, if applicable)	The EURAXESS@UK centre will be included in the organizational structure within the Rectorate as a new service unit. Similarly, the centre's services will be included in the implementation of university long-term plan (2024-29). By including the centre into organizational structure and development plans, the centre will also be included in the budgeting plans, which will mainly ensure the provision of personnel expenses to maintain the centre's activities.
Notes	

ACTIVITY 5.3	<i>Research networks and organisations (internal) database</i>
Responsible unit/faculty/department/staff	Research Office (Rectorate)
Concrete steps	1. Preparation of database structure. 2. Collection of information from faculties. 3. Data cleaning. 4. Discussion with faculties how memberships can be shared with other units and faculties. 5. Plan for internal disclosure of the database. 6. Promotion of database and webinar on networking opportunities.
Budget & sources of funding	
Human resources (staff)	1 research manager, 1 IT manager
Date due	2026
Date of completion	
Sustainability (beyond completion date, if applicable)	Internal database should be updated annually to become a constant source of information. Process will be therefore synchronized with data collection for annual report.
Notes	

ACTIVITY 5.4	<i>Research Infrastructures Database</i>
Responsible unit/faculty/department/staff	Research Projects Office (Rectorate)
Concrete steps	1. Description of structure and identification of suitable technical solutions. 2. Selection of technical solution. 3. Plan for data collection. 4. Collection of data from faculties. 5. Data cleaning. 6. Testing phase by selected group of users. 7. Promotion of database among internal staff and guidance for users (video, hands-on training etc.).

	8. Plan for exploitation of database by other university units (esp. PR) 9. Preparation of maintenance plan.
Budget & sources of funding	
Human resources (staff)	2 research managers, 2 IT managers, 6 integrators and operators from faculties
Date due	2027
Date of completion	
Sustainability (beyond completion date, if applicable)	Database to be sustained in long-term as essential part of internal university information systems.
Notes	