



***Long-term Strategy
of Pavol Jozef Šafárik University in Košice
for the years 2011 to 2017***

INTRODUCTION

Motto:

In the opinion of **Wilhelm von Humboldt**, the concept of modern university consists of:

- freedom of thought,
- academic and individual autonomy,
- unity of research and teaching.

Pavol Jozef Šafárik University in Košice (UPJŠ) is fully committed to the ideas of the German giant of philosophy and the founder of Humboldt University that are contained in the motto above. Its realistic purpose is to educate the best individuals of our population and to implement a cutting-edge, internationally recognized research. When transferring the expertise, we clearly wish to care about the universal knowledge basis of the educated top layer of this society. Since education is only one of the attributes of university graduates with its significance intensely fading in the absence of strong individual character values, it is the responsibility of the university milieu to care about the morale, attitudes, and strength of character of its employees and prospective graduates.

The agenda of these days contains our labouring hard to attain the attribute of the best possible university in national or international contexts. We are striving to achieve this by attaining a variety of statistically evaluable performance indicators. It should be noted, however, that the greatest progress in thinking and evaluating of our activities may be achieved mainly by our behaviour and our ability to inspire both students and colleagues to performing the activities that have a higher socially recognized importance. In addition to enhanced support for above-average students and staff, we should increasingly focus on the search of top people from non-university or non-Slovak environment, on the promotion and implementation of cooperation between competent people in our neighbourhood while observing the principle of "the best attract the best."

It is within this sense in which this long-term strategy of UPJŠ for the period 2011-2017 has been put together.

1) The domain of university education

- continually improve education and scientific-research competitiveness of individual faculties and departments of the University with the aim of increasing their stability, thus the stability of the whole University and foster the university character of education at UPJŠ;
- create favourable conditions for winning the maximum number of the best possible applicants for the study;
- by promoting the UPJŠ achievements in all fields achieve an increased interest in the applicants for the study at this University even in its less attractive study branches;
- continue admitting the students based on the results of objective verification of their skills and knowledge, while the disciplines identifying their individual creativity should be gradually becoming the focus of admittance examinations;
- continue requiring from the faculties the creation of high-quality and useful study programmes based on the quality of scientific research in the relevant areas;
- support the creation of programmes and schemes to support the students in the selected study programmes with the aim of increasing their attractiveness to students;
- maintain the scientific nature of the PhD. study;
- in line with the conclusions of the EUA Evaluation Committee improve the results of the study success rate at the University;
- make teaching methods ever more effective and attractive;

- intensify the process of evaluation of teachers by students especially by increasing the interest in its results of the survey by drawing relevant conclusions;
- encourage engagement of students in scientific research activities by increasing their motivation;
- try and introduce the possibility of compensation for the fees for the extra-length study in the form of partial or complete work of the affected students in favour of the University;
- continue and support cross-study programmes and the modular construction of the study based on the principle of interdisciplinarity;
- improve the conditions of practical training in joint University units and other organizations (UN) and make every effort to eliminate the problems associated with the practical teaching in organizations outside the University (teaching field trainings, etc.).
- promote and support high-bred demeanour in mutual teacher-student communication on the principle of generally accepted ethical and moral standards;
- increase the interest in talented students by employing a stronger individual approach and strengthen the position of UPJŠ as specialist guarantor and organizer of specialist activities oriented to working with talented students at elementary and secondary schools;
- increase the general social communication with students at this University and cultivate their pride of and loyalty to the University (meetings, discussions, debates);
- develop a range of lifelong learning courses as a resource for those interested in their access to new information, knowledge, and skills;
- appropriately increase the number of international students given the capacities of individual faculties in introducing the study programmes taught in foreign languages;
- look for possibilities of creating joint degree programmes with universities abroad to issue double degrees at all levels of study (including level 3);
- continue in improving the conditions for international student mobility;
- continually improve the quality of student accommodation and expand the capacity of accommodation facilities for students;
- to develop distance education and e-learning;
- in the specialized teaching of medicine extend the network of accredited workplaces outside the university hospitals as designed by the study programme guarantor and initiate negotiations with the health, education, labour and social affairs and family sectors to provide funding for this activity and the creation of the legislative environment that is absolutely necessary for its implementation.

2) The domain of science, research, innovation, and the arts

- the long-term strategy of UPJŠ in the field of science, research, and development is to enhance its cognitive, creative, and organizational background;
- identify and define the strategic lines of research on the possibilities of individual departments within the University (these shall enjoy international recognition and application);
- differentiate novel approaches in scientific research, innovative and artistic activities from routine procedures and systematically support the already established leading scientific research teams;
- support the establishment and development of inter-faculty (i.e. university-wide) scientific and development teams that began to form based on centres of excellence, and beyond;
- continue in generating sufficient financial reserves to ensure successful participation in international projects and the EU Structural Funds projects;
- develop the idea of the Technology Park of the University as a platform for closer cooperation between University and the commercial sector;
- establish a system of regular financial support for postdoctoral posts at the University;

- gradually develop principles for the protection of intellectual property rights within the University and in particular in relation to external partners;
- try and create the conditions for the so-called "sabbatical year" for the University professors;
- continue in stimulating the internationalization of research especially with young employees to pass international sojourns and internships at leading universities and scientific institutions abroad so that after their returning they may pass their experiences and contribute to increasing the quality of research at this Alma Mater;
- develop and continue to renew technical support of scientific research;
- motivate morally and materially the creative staff to achieving more and better results, i.e. increase the efficiency and productivity of research and rational redistribution of professional, educational and scientific responsibilities;
- maintain the success rate in obtaining financial support from national grant agencies;
- participate significantly in the European Research Area by acquiring international scientific projects;
- pay constant attention to the quality of human resources in research to introduce in the next period the University-wide system of functional pots of research staff analogous to the system of teaching staff posts;
- continue the system of University grants for young researchers and PhD students and pay continued attention to the quality of PhD studies.

3) The domain of organization and management

- rationalize any management and administrative processes in a way exerting the least possible burden to the creative staff and create a suitable environment for their work;
- continually improve the management structure of the University to maximize the performance at minimum cost;
- support the power system of managers at all levels so that their action is generally beneficial and motivational;
- continue allotting the funds primarily on the principle of the performance of individual components, but with the increased support for the most powerful units of the University;
- be aware of the uniqueness of the composition of the University from medico-scientific to the socio-humanitarian, legal and administrative disciplines, and use it as an advantage in a competitive environment;
- at certain times of the development of the University or any of its components employ the possibility of its support by employing the principle of solidarity;
- continue in education and improving professional standards of management and administrative staff at all the posts, including language skills (an important part of the image, which the external environment creates of the University);
- insist on compliance with the agreed principles of communication within and between individual University units, to constantly improve the level of high-bred communication;
- continually strive for increased participation of deans of the faculties and heads of units in the management of University processes for the benefit of the University as a whole;
- raise the awareness of staff and students of the University of the University ventures;

4) The domain of investment and development strategies and the status of the University in regional and international relations

- develop a realistic plan for material development and reconstruction of the University buildings(as a follow-up, the faculties should draw up rehabilitation and reconstruction of interiors and laboratories in the order of priority);
- continue to effectively coordinate the preparation of the EU Structural Funds projects and ensure their successful implementation within the University;

- develop a system of increasing the possibility of obtaining extra-subsidy resources in all the possible areas of the University business activities;
- in collaboration with the self-governing bodies (the Košice self-governing region, the municipality of Košice) identify and exploit the joint potential for the promotion of mutually beneficial activities;
- in cooperation with other universities to actively influence the views of the Ministry of Education, Science, Research, and Sport of the Slovak Republic, the region and the municipality participate in their ideas on the development of higher education in Slovakia;
- increase the international prestige of the University on the basis of realistic cooperation and evidence of quality results of the work of our staff and increase the development of relationships with excellent universities abroad;
- strengthen partner relations with both national and international universities and develop these especially in the areas beneficial to both of the parties concerned so as not to reduce the results of the quality of UPJŠ units;
- continually improve the quality of spreading the University goodwill and reputation by carrying out thoughtful and effective marketing activities.

5) The domain of information and communication technologies

- define and implement a new organizational structure of the University Information System;
- continue to implement and integrate the University Information System and use it consistently in the effective management of the University;
- maximize the Internet wifi access in all of the University premises;
- use the UPJŠ membership in the Valley IT Association for improving the contacts with other members, and increasing the use of the resulting possibilities;
- empower the position of UPJŠ as a leader in the field of information in the education sector;
- maintain and increase the range, quality, and availability of the library electronic services, including the availability of e-learning materials for both students and university staff;
- complete the furnishing of the units that regularly on a daily basis work with imaging systems, audio-visual technology, and build an audio-visual library that would archive the programmes, creating in this way the conditions for their further use in the direct process of online teaching, televised videoconferences and preparation of materials for further processing (for publishing and lecture activities and creating educational training programmes);
- implement a single authentication and authorization of the personnel at UPJŠ to improve the user support of information systems at UPJŠ.

6) The domain of cultivating the historic University tradition, sporting, cultural, and social activities

- as the successors of the university tradition of "Universitas Cassoviensis", continue to cultivate a tradition of university education;
- identify significant personalities engaged at UPJŠ during its modern development, set up their records, and select the appropriate options for their promotion and dissemination within and outside the University;
- proceed similarly in identifying significant alumni of UPJŠ;
- promote successful sports clubs and individuals who are members of the TJ Slávia UPJŠ Košice;
- resume the activities of the folk ensemble based at UPJŠ to improve and increase publicity for the University at cultural ventures;

- support the organization of sports and cultural ventures within the University and participation of our representatives in similar activities outside the University;
- improve the material conditions within our own facilities for conducting sports and artistic activities of the University students and staff.

7) The domain of human resource development

- continuously monitor improving the qualification structure and the associated guarantee ability of members of individual units with the aim of achieving continuous qualified personnel background of individual workplaces without generational ruptures;
- encourage younger colleagues to associate professorship habilitation and professorship inauguration the condition of maintaining the demanding criteria to meet the required standards;
- morally and financially motivate the creative staff of the University to improved performance on the principles of transparency and deserved fairness;

8) The domain of public service

- offer training programmes and courses especially for target groups of creative professionals in educational and research institutions, in business, in state administration and self-government;
- have the selected lifelong learning programmes accredited by the Accreditation Commission (AK);
- respond to global trends of convergence and commercialization of services and the general access to traditional and electronic resources;
- ensure uniformity, consistency and quality standard of communication between the University and the public, partners, and students; - create conditions for effective, coordinated internal and external communication (the University magazine, advertising items, promotional materials, representative publications, open day, press conferences, participation in conferences, education fairs and exhibitions, publishing, project activity, permanent updating of the University website);
- actively encourage contacts with the public, expand the information base particularly in the fields of science, research, and education;
- encourage effective collaboration between this University and leading state institutions, business, and public sector;
- create conditions for the gradual modernization of the University Archives, which reflects not only the history, but also the current situation of the academic community.

9) Conclusion

The long-term strategy of UPJŠ in Košice for the years 2011 to 2017 was discussed at the UPJŠ management meeting on 11th October 2010, at the Board of Directors meeting on 15th December 2010, at the Rector's Advisory Board meeting on 24th January 2011, at the Academic Board meeting on 11th March 2011, and endorsed by the UPJŠ Academic Senate on 16th June 2011.

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UPJŠ Rector