



***Update on the Long-Term Strategy of Pavol
Jozef Šafárik University in Košice for the Years
2020 to 2025***

March 2020

Foreword

Update on the Long-Term Strategy of Pavol Jozef Šafárik University in Košice for the years 2020-2025 defines the goals of the further direction of the Pavol Jozef Šafárik University in Košice (hereinafter also "University" or "UPJŠ") based on the basic strategic objectives approved by the UPJŠ academic self-government bodies for 2016-2021 and the electoral program of the Rector of the University for 2023. The submitted Long-Term Strategy of UPJŠ is based on its mission, which is defined by the UPJŠ Statute, the existing Long-Term Strategies of UPJŠ, a detailed assessment of the current state of the University and the strategic documents in the field of higher education governing the Slovak Republic and the European Union.

The results of the latest comprehensive accreditation have confirmed that UPJŠ ranks among the best educational and scientific research higher education institutions in the Slovak Republic. These results allow the management of the University, its Faculties and University departments, to set the highest possible goals for the next period of its activities and meet the following motto:

“For UPJŠ to remain a modern and internationally established institution, it must continually seek ways to develop its personal and research potential.”

UPJŠ wishes to strengthen its position as a major higher-education establishment, to become a popular research partner throughout Europe, to become an attractive educational establishment for both national and international students, to increase its influence on the economic and social processes not just in Košice, the Košice Region, but also in Slovakia. By forming beneficial partnerships with employers, the third sector, and the European consortia the University wishes to help increasing the realistic chances for its graduates to find appropriate employment and contribute to the development of key industries in the commercial sector.

Being a well-received research university, UPJŠ is determined to continue in identifying and promoting its key strategic scientific research directions and present its results to the public. Thanks to the potential of social sciences and humanities, historical, educational, and legal sciences, the University will be seeking to form correct and ethical milieu so typical for the academia, but also for developing any interdisciplinary forms of research. It will be important to make this focus concurrent with the UPJŠ academics and make them active participants in following the above strategy. Viability of attaining this long-term strategy will depend not just on the commitment and capacity of the UPJŠ staff, but also on the external milieu, especially on the Government policy in the field of higher education.

In order for the University as a public higher education establishment to be able to fulfil its central role in the provision of quality higher education and innovative scientific research and, at the same time, be competitive in the international training and research area, it must have sufficient financial resources available from public resources and the European funds, while significant support for the region and the city of Košice is also necessary. We wish to believe that the authorities in charge of managing this country will, when the time comes for the implementation of this plan, be much more sensitive than previously in perceiving the requirements of Slovak universities, including sufficient funding for their basic performance and long-term development projects.

The UPJŠ academic community have enough educated and creative scientific-research and teaching staff to know how to translate their scientific talent and dedication not just in the educational process, but also in remarkable results that would attract the attention of professional public in this country and abroad, including the entities from various public and private institutions.

The ambition of the University and the Faculties managements is to convince the UPJŠ academic community that only a reflection of our position in the EHA (European University Environment) and ERA (European Research Environment) would provide incentives to take actions and adopt procedures that will allow us to establish UPJŠ as a modern and internationally recognized institution. As the University needs to have appropriate environment for creative work in all of its diverse activities, our vision is to help the University to be coherent in its approach and intellectually open to science and education.

UPJŠ mission and its position in the system of Slovak universities and in the European higher education environment (EHEA).

The main mission of the University is to provide a three-level higher education based on the latest scientific knowledge in a broad international context, according to European trends in this field, the Bologna Declaration, and other documents. UPJŠ is committed to the research university status implementing the internationally recognized scientific research that is competitive in both national and international research environments. UPJŠ is involved in the European Research Area through the acquisition of international research projects and by way of bilateral and intergovernmental cooperation agreements. Thanks to the above, UPJŠ ranks among prominent and recognized educational and scientific institutions not only in Slovakia but also in developed Europe.

In the current period, it consists of the Faculty of Medicine, the Faculty of Science, the Faculty of Law, the Faculty of Public Administration, and the Faculty of Arts, training physicians, specialists in natural science, mathematics and information science, teachers, lawyers, professionals in the field of public administration, philosophy, languages, psychology, and social work. In addition to the above five Faculties, the University provides the university study programme in the field of sport through the Institute of Physical Education and Sports.

The creation of study programs is carried out in accordance with the standards of the Internal quality evaluation system of higher education. Graduates from this second oldest classical Slovak university enjoy a good reputation both at home and abroad. The organizational structure of UPJŠ is suitably complemented by university workplaces, the existence of which is essential to ensure the required quality of study as well as services to students and staff, which are characteristic of a respected and materially well-equipped university. At present, university workplaces include: University Library (together with its organizational unit - ŠafárikPress Publishing House), Center for Information and Communication Technologies, Center for Lifelong Learning and Project Support (hereinafter "CCVaPP"), University Counselling Center (hereinafter "UNIPOC") , Botanical Garden, Student Dormitories and Canteens, Danišovce Teaching and Training Facility. Since 2017, the UPJŠ Technology and

Innovation Park (hereinafter also "TIP-UPJŠ") has been playing an important role in the field of innovation and the transfer of scientific knowledge into practice.

The University is a member of the European University Association (hereinafter "EUA"), a signatory of the Magna Charter University, a member of the Slovak and international network Scholars at Risk. The University is a member of the Association of Research and Technically Oriented Universities (so-called V7 Association), together with the Košice Institutes of the Slovak Academy of Sciences (hereinafter "SAS"), the Technical University in Košice and the University of Veterinary Medicine and Pharmacy in Košice and is also a member of the Košice Scientific Cluster. The university is open to the process of unifying the scientific and educational potential of Košice universities and SAS institutes, enabling the declaration of the Košice self-governing region (hereinafter "KSK") and the city of Košice as a major research, innovation and education center with adequate support from European, state and regional structures. UPJŠ is aware of its social responsibility beyond the borders of the region and the state, it is built as a cosmopolitan university and its ambition is to be the best university in Slovakia and to be in the first quarter of the best universities in Central Europe.

In connection with the fulfillment of the strategic objectives of the UPJŠ Long-Term Strategy using the selected tools, indicators will be formulated, the evaluation of which will be part of evaluation reports on the quality of higher education and scientific research, together with the evaluation of the fulfillment of objectives also in other key areas of the presented strategy of building up UPJŠ.

STRATEGIC GOALS, STRATEGIC OBJECTIVES AND TOOLS FOR THEIR IMPLEMENTATION IN THE MOST IMPORTANT FIELDS OF UPJŠ ACTIVITIES

1/ THE FIELD OF ACADEMIC CULTURE AND SELF GOVERNMENT AND CULTIVATION OF HISTORICAL UNIVERSITY TRADITION

Strategic goal:

Mobilize significant personalities at UPJŠ to their engagement in self-governing and management bodies of the University, so that by virtue of their authority and experience they contribute to forming the strategies and objectives of the University, promoting the significance of the decision-making powers of self-governing bodies and be authoritative support to the University and Faculties managements and an example for University students for their studies, scientific work at the University as well as for their activities in governing self-governing bodies and student associations.

Strategic objectives:

- 1. Create fair and ethical environment for the fulfilment of the main mission of the University, in which academic freedoms of expression, scientific research, and education will be guaranteed.***

Tools for Objective 1:

- a) Fostering tradition and position of the Professors' Club as an intellectual and social authority in the academic environment of the University.
- b) In decision-making and the creation of conceptual solutions, rely not only on the bodies of academic self-government, but also on other advisory bodies of the Rector in the form of "boards", which will consist of personalities from priority areas of research, education, culture, sports, marketing and promotion, and so on. An important role of the "boards" is and will be to assist the Rector in making decisions in case of the University's involvement in significant challenges and projects with a strategic impact on the scientific infrastructure and atmosphere at the University.
- c) Accept and foster freedom of research as a matter of priority in those areas of research and those parts of the University (faculty, institute, department, scientific team) that have succeeded in an open competition.
- d) Creating conditions for effective dialogue between teachers and students.
- e) Creating a pleasant and inspiring work environment for staff and students, as well as supporting activities uniting students, staff and their families.

2. Fostering academic traditions in connection with the history of the University, developing respect for its personalities and personalities of our region.

Tools for Objective 2:

- a) Foster pride and loyalty of students and staff to the University through academic ceremonies.
- b) Fostering events that will create space for intensive communication and integration of the University's academic community and the strengthening of professional pride.
- c) Promote and strictly adhere to the principles of academic ethics and academic integrity.

3. Fostering pride in the Alma Mater among its graduates.

Tools for Objective 3:

- a) Systematic building up of the Alumni Club of University graduates and the use of its professional and personnel capacity to improve the educational process, develop cooperation with practice, promote and support the University.
- b) Dynamic response to common requirements addressed to the university (opinions and measures for the protection of academic values and freedoms, compliance with the principles of the code of ethics, gender equality, promotion of green university measures, intelligent solutions in operation, and so on).
- c) Active promotion of personalities working at the University and the results achieved by them within the academic, professional, but also general public.

4. Systematically explore and promote the history of UPJŠ and its predecessors, promote the work and personality of P. J. Šafárik.

Tolls for Objective 4:

Seeking suitable forms of promoting the personality and work of P.J. Šafárik through the installation of a permanent exhibition in the premises of his birth house in Kobeliarov, professional seminars on his work, and the continuing publishment of Šafárik's Writings translations.

2/ THE FIELD OF HIGHER EDUCATION

Strategic goal:

Through the offer of attractive study programs for all interested parties with reasonable prerequisites for study, effective quality education based on the results of their own top scientific research as well as knowledge of the current state of scientific knowledge and based on the latest didactic methods, forms and means to guarantee a high degree of employability in the own field of graduates on the labor market and on a global scale in the academic environment.

Strategic objectives:

- 1. Offer quality, scientifically based, comprehensive and full-fledged education with an emphasis on the use of the scientific potential of individual faculties and workplaces of the University.***

Tools for Objective 1:

- a) Systematic reassessment and improvement of study programs in connection with world trends, requirements of practice and in accordance with Internal quality evaluation system.
 - b) Ensure an optimal number of university teachers in an adequate qualification structure for all offered study programs (hereinafter "SP") through transparent rules of personnel policy (Human Resources Strategy for Researchers, hereinafter "HRS4R"), the system of support for their further education and internal research support system.
 - c) Foster the creation of inter-faculty interdisciplinary study programs reflecting a certain degree of relatedness with regard to the possibilities of graduates' employment and practical needs.
 - d) Active involvement of students in research, pedagogical and promotional activities and increasing their motivation through special scholarships.
 - e) Foster unique and minimally represented study programs in the Slovak Republic based on their own top scientific research, development of study programs based on excellent disciplines.
 - f) Increasing the number of students in the second and third degree of study by accepting talented graduates of other universities.
- 2. Offer attractive study programs for all applicants with reasonable prerequisites for study from Slovakia and abroad, regardless of their possible health, social or other handicaps.***

Tools for Objective 4:

- a) Enhancing the selection of applicants from secondary schools and creating conditions for obtaining the best applicants for studies through the promotion of UPJŠ and cooperation of UPJŠ with other partners in the field of education (schools, founders, interest organizations, and so on).
- b) Selection from applicants for study primarily on the basis of verification of general study prerequisites identifying and taking into account individual creativity and motivation.
- c) Strengthening the active role of students in monitoring and developing the quality of education (in accordance with Internal quality evaluation system).
- d) Revision of the offer and content of SPs in order to make them clearer and simpler (in accordance with the Internal quality evaluation system), creating new attractive SPs reflecting social needs and technological trends, also SPs in foreign languages, possibly completed by a double or joint diploma.
- e) Creating same conditions for access and successful completion of education for all applicants who meet the conditions for admission, regardless of their possible handicap.
- f) Continuous monitoring and continuous improvement of teaching using the most modern didactic methods, attractive forms and tools, student-oriented learning.
- g) Use of a foreign language in teaching, internationalization of education through systematic support of academic mobility and support of employment of foreign academic staff.
- h) Allocation of special financial resources to support the diverse needs of students and support services (scholarships, University Library, continuous modernization of IT, Student Dormitories and Canteens, AIS, Smart Uni, and so on) and their distribution on the basis of transparent rules (in accordance with internal quality system).
- i) Systematic fostering of students' extracurricular and leisure activities (eg sports activities, choir, folklore ensemble, university television, student radio, summer schools, associations, and so on).

3. Be the University whose graduates have all the prerequisites for successful employment in the labor market and are ready for another academic career in their own field at the international level.

Tools for Objective 3:

- a) Systematic monitoring of graduates' employment and response to developments in the labor market.
- b) Enhancing practical teaching, strengthening the representation of professional and pedagogical practices in the offered.
- c) Strengthening and enhancing the level of career counselling.
- d) Creating useful partnerships with employers, chambers of commerce and employees, the Alumni Club and the third sector in order to increase the real possibilities of graduates in practice.
- e) Increasing the level of knowledge of the national language and fostering language preparation of students.

4. Enhance the material support of studies and the quality of services provided to students.

Tools for Objective 4:

- a) Pay due attention to the systematic modernization and aestheticization of teaching premises.
- b) In cooperation with University Library, constantly enhancing and streamlining access to study literature and electronic information resources and expanding new services with a focus on increasing information and digital literacy of students.
- c) Continue in providing special services for all students, including students with specific needs in areas such as legal, psychological, social counselling with the support of UNIPOC.
- d) Improving the quality of provided accommodation and assuring sufficient capacity of accommodation for students.
- e) Fostering the creation of laboratories focused on independent creative activities of students, creating zones designed for active relaxation of students

3/ THE FIELD OF SCIENCE, RESEARCH, INNOVATION, AND ARTISTIC ACTIVITY

Strategic goal:

Encourage cognitive, creative and organisational background of science, research, innovation, and artistic activity with the support of high-quality research based on a wide international collaboration. Making use of the potential of the University Science Parks (USP) or scientific-research centres of excellence (CE) for the high-quality development of biomedicine, material research, and information and communication technologies with the subsequent transfer of the research results into practice.

Strategic objectives:

- 1. Making use of the unique structure of the University within a range from medico-scientific to socio-humanitarian fields, legal and administrative disciplines, as its competitive advantage.**

Tools for Objective 1:

- a) Fostering the key scientific research directions, research pillars of UPJŠ, based on the principles of interdisciplinarity, internationalization and innovation, which have developed and successfully withstood competition in the international and national research area.
- b) Coordinating the participation in projects from the Structural Funds based on the analysis of the impacts of completed projects and the definition of priority research directions.

2. Making use of all the opportunities to stabilize the human potential, capable of attaining international level of research excellence. Supporting the participation of foreign researchers in the implementation of projects at the University as well as the return of prominent Slovak scientists working abroad.

Tools for Objective 2:

- a) Continuous development and attractiveness of the support system for top scientific teams, grant support for important scientific teams and personalities, ongoing financial support for postdoctoral positions at the University.
- b) Continuous development and attractiveness of the university grant system for researchers and PhD students and continuing inspection of the quality of PhD studies.

3. Having in mind internationalization of research, continue in encouraging especially the young employees to undergo mobility and internships abroad at leading universities and scientific institutions with a view to the fact that after their return they pass their experience and contribute to raising the level of research at their Alma mater.

Tools for Objective 3:

- a) For the interconnection of research groups within the University so that they are able to address scientific topics in a more comprehensive way, so that they are more competitive internationally.
- b) Seeking for possibilities of connecting the University to trends and quality determining international scientific networks (League of European Research Universities, Coimbra Group, etc.), At the same time intensifying the activities of the University within the activities of the EUA.
- c) Fostering University's involvement and participation in international research partnerships and consortia, in particular within the Horizon Europe program.

4. Morally and materially motivate the creative staff in achieving more and better results, i.e. increasing efficiency and productivity of research and rational redistribution of professional, educational, and scientific duties.

Tools for Objective 4:

- a) Foster an Open Access policy for the effective dissemination of scientific research results.
- b) Creating conditions for the so-called "sabbatical leave" for the University professors.
- c) Implementation of a transparent system of remuneration for excellent performances of creative employees.
- d) Fostering career growth, tapping the available opportunities to reward important employees at the level of the university, city, region and within the Slovak Republic.

5. Tapping the potential of the UVP and CE to increasing the success in obtaining financial support from both national and international grant agencies (eg. ERC) and research schemes (H2020 and Horizon Europe), employment of experts from abroad.

Tools for Objective 5:

- a) In order to improve the international reputation of our scientific teams in order to be able to network top workplaces and teams, foster organization of workshops in front of international experts in Brussels or other scientific centers.
- b) Initiate a new program within the Internal Scientific Grant System "UPJŠ-ERC Visiting Fellowship Grants".
- c) Creating conditions for the promotion, effective sharing and use of the scientific research infrastructure UVP and CE in order to increase the chances of integration within the ERA.

6. Tapping the potential of TIP UPJŠ to foster innovative projects and for the effective transfer of science results into practice.

Tools for Objective 6:

- a) Foster the commercial research at the University in accordance with state aid rules.
- b) Creating tools to support the implementation of creative projects of students and university staff focused on the transfer of knowledge of science and research into practice.
- c) Active assistance in the protection of property rights and intellectual property of university staff and students.

4/ THE FIELD OF DEVELOPMENT OF SCIENTIFIC INFRASTRUCTURE AND TRANSFER OF KNOWLEDGE IN SCIENCE INTO PRACTICE

Strategic goal:

Ensure the development of educational, research, information- communication and other infrastructures in such a way that it satisfies not just the needs of UPJŠ, but leads to implementation of the societal needs in the development of biomedical, material- technological, information, and social-sciences research that is closely interconnected with practice. By applying the results of research contribute to the social and economic development of society.

Strategic objectives:

- 1. Continue in building up and development of technological and personnel infrastructure of the University science and research parks and centres of excellence (Medipark, Technicom, Promatech,).**

Tools for Objective 1:

- a) For the priorities for subsequent major investments in scientific infrastructure, rely on an internal infrastructure roadmap, which will be linked to the national roadmap.
- b) Development of the university information system and its effective use to support control processes.
- c) Development and personnel stabilization of the central workplace of UPJŠ to foster preparation and implementation of research and educational projects in order to professionalize its services and thus reduce the administrative burden of creative employees of UPJŠ.
- d) Foster the development of technological and human resources infrastructure leading to the implementation of international research cooperation, in particular under the Horizon Europe program.
- e) Within the framework of an open and non-discriminatory approach, enable the use of the UPJŠ infrastructure also to other research organizations.

2. Strengthen the cooperation within the framework of the regional information strategy with universities and the SAS institutes, as well as potential customers of research results. Integrating biomedical, material, and information-technological research for creating a single Research Area within the region of "Košice Science City".

Tools for Objective 2:

- a) Linking the main research areas of university science parks and centers of excellence outside UPJŠ with a focus on the current needs of teams from UPJŠ, partners and customers from practice.
- b) Updating databases of devices and performances / methodologies that can be implemented in order to present them to the research and commercial sector. Creating a comprehensive offer of expertise, which includes technological, personnel and price offer for the implementation of cooperation with contractual partners.

3. On the campus of UPJŠ develop the objectives of the "TIP-UPJŠ" project, with an impact on our partners in Košice and KSK into the "TIP Košice" project. Fostering the following tools on a professional basis of TIP-UPJŠ:

Tools for Objective 3:

- a) Through the Technology Transfer Center (hereinafter also "TTC") ensure the commercialization of part of the academic research by helping to develop cooperation between UPJŠ and production, resp. commercial sector, popularization of innovative strategies in science, research and education; providing advice in the field of intellectual property protection; implementation of legislative measures in the identification and protection of intellectual property within the university in cooperation with external partners;
- b) Foster activities leading to implementation of the transfer of research, development and intellectual property results into practice through SAFTRA s.r.o .;

- c) Foster establishment of commercial companies in the co-ownership of UPJŠ and its start-up employees; implementation of incubation and innovation projects of students.
- d) Create conditions for the transfer of knowledge from the field of social sciences and humanities into practice.

4. Ensure further enhancement of the working environment quality, especially technical condition of buildings and facilities for education and research, as well as student accommodation with a focus on reducing energy intensity and increasing the overall user comfort for students and staff.

Tools for Objective 4:

- a) Regular updates of priorities for the reconstruction of buildings and the elimination of disrepairs.
- b) Together with the universities of Košice, SAS institutes, the city of Košice and KSK, apply for an investment project of infrastructure revitalization for the innovative background of universities and SAS in Košice

5/ THE FIELD OF INTERNATIONAL RELATIONS

Strategic goal:

Establish the University as a respected and sought-after international educational and research institution. Make use of the current wide international cooperation of the University for increasing its international prestige. Foster and intensify internationalisation of the University activities by maintaining or even expanding the international cooperation in joint topics in the field of science and education.

Strategic objectives:

1. Constantly seek and apply motivational measures to intensify the internationalization of the University in the field of education.

Tools for Objective 1:

- a) Foster international mobilities of University students for studies and internships, as well as mobility of teachers, researchers and administrative staff of the University.
- b) Foster mobility of foreign students and teachers at the University within the framework of mobility programs as an important tool for the internationalization of the University, the development of activities aimed at the social enjoyment of foreign students and learning about the culture of the region and the Slovak Republic.
- c) Creating conditions for increasing the number of study programs taught at the University in a foreign language.
- d) Foster the possibility of implementing joint study programs and study programs with double diplomas with foreign universities.
- e) Focus on diversifying mobility and grant programs that foster foreign exchanges.

- f) Foster the involvement of foreign teachers and experts involved in teaching within the study programs at the University.
- g) Initiation, maintenance and development of contractual relations with prestigious foreign partners.
- h) Maintaining effective administration of foreign mobility of students and University staff, implementing new trends in the form of "paper free" administration.
- i) Providing and developing quality services in the form of a single contact point at the University for organizational and administrative security of the stay of students, teachers and experts from abroad.
- j) Analysis, evaluation and promotion of results and benefits from international activities within the University.

2. Foster and intensify international cooperation of the University in the field of science and research.

Tools for Objective 2:

- a) Active response to stimuli and challenges related to modern human resource management with an emphasis on researchers and the effort to obtain the "HR Excellence in Research Award".
- b) Foster international cooperation of the University with universities, companies and public administration with a focus on the development of science and research at the University.
- c) Active response to global stimuli and challenges in the field of respect for academic freedoms and free scientific creation and research through the University's involvement in the Scholars at Risk network.
- d) Fostering the tools for creating an intercultural environment at the University for work and study.

3. Reinforce status of the University in the European educational and research area and thus increasing the international prestige of the University.

Tools for Objective 3:

- a) Active involvement in European higher education and higher education policy.
- b) Wording and promotion of the University's statements on pan-European and global trends in higher education and research, in particular through work in the EU and the Magna Charta Universitatum.
- c) Initiative to create an international consortium of experts as an opinion-forming entity in relation to the international environment and to assess measures for the strategic development of the University.
- d) Involvement in the European initiatives promoting university cooperation on innovation and the exchange of good practice, in particular in the form of knowledge alliances, strategic partnerships and European universities.
- e) Regular monitoring of the University international ranking within the European educational and research area and using the results of international benchmarks for continuous improvement.
- f) Promoting the University at partner universities, scientific research and educational events abroad.

- g) Foster the involvement, maintenance, management and continuous initiation on participation of the University and its experts in international organizations, advisory bodies, professional associations and networks.

6/ THE FIELD OF UNIVERSITY ORGANISATION AND MANAGEMENT

Strategic goal:

Rationalize and dynamize the UPJŠ management, create an economic milieu that will result in positive motivation for all of the constituents of the University and all of its staff and students.

Strategic objectives:

- 1. Establish the Internal quality evaluation system not only for the processes in the field of study, but also for the management of the University. Implement management and administrative processes as to place as little burden on creative staff as possible and create a suitable environment for their work.**

Tools for Objective 1:

- a) Foster international accreditation of the University, its faculties and study programs.
- b) Seek effective forms to increase the awareness of University staff and students about university events.
- c) Continuous improvement of the University's management structure with the aim of maximum efficiency, based on process and personnel audits.
- d) Establish powers of the senior staff at all levels so that their actions are motivating and generally beneficial.
- e) By regular monitoring of the activities of university workplaces contribute to the dynamic solution of their tasks and needs, and thus to their effective operation for the benefit of all subjects of the University.
- f) Making use of the structure of advisory bodies of the University management to systematically fulfill the strategic objectives of the University's Long-Term Strategy.
- g) Building on a teamwork within the academic management of the University. Developing a constant effort to increase the participation of deans of individual faculties and heads of other workplaces in the management of university processes for the benefit of the University as a whole.

- 2. Create an economic environment with motivational effect on all parts of the University, entire staff and students. Tapping the potential of multi-source funding.**

Tools for Objective 2:

- a) Continue in allocating funds primarily on the principle of performance of individual components, taking into account the provision of long-term stability of the university as a whole. During certain periods of development of the

University or one of its components, use the possibility of its support on the principle of solidarity.

- b) Making use of the Rector's Development Fund as a tool to support the strategic objectives of the University and its organizational units, especially in the field of science and education.

3. Professionalize the central administration of the Rectorate, continue in educating and increasing the professional level of the senior and administrative staff in all positions, including language skills, clearly determine the competencies of central administration.

Tools for Objective 3:

- a) Making use of the adopted measures in the organizational structure of the University for effective project support in accordance with current and upcoming challenges.
- b) Ensure information interconnection of the University workplaces.
- c) Systematically ensuring educational activities aimed at the professional growth of senior and administrative staff, especially in the field of "soft" skills and the use of ICT.

7/ THE FIELD OF UNIVERSITY INFORMATIZATION

Strategic goal:

Computerize the processes at the university and build up information and communication technologies in accordance with the latest trends to ensure the development of attractive forms of education, fostering scientific teams and effective management of the University.

Strategic objectives:

- 1. Continue to implement and integrate information systems, their transfer into a virtual or cloud environment and consistently making use of them in the effective management of the main activity of the University, the elimination of paper administration and process automatization.**

Tools for Objective 1:

- a) Defining critical information and communication infrastructure of the university and creating a plan for its sustainability and development.
- b) Optimization of the organizational structure of IT workplaces based on ClaKT, approval and regular updating of the concept of network development, maintenance of HW and SW and provision of services to clients in the field of IT.
- c) Seeking effective forms of purchase, resp. leasing of ICT infrastructure in line with current trends. Consolidation of computing capacities of the university.

2. Reinforce the position of UPJŠ as a leader in the development of information systems for the education sector.

Tools for Objective 2:

In accordance with the conclusions of the AiS2 Governing Board, ensure the modernization of the AiS2 Academic Information System for majority users of the system. Incorporate functions to support the functioning of Internal quality evaluation system into AiS2. Create integration interfaces for connecting AiS2 to other information systems within the Slovak Republic and EU.

- a) Seek opportunities to expand the implementation of e-government elements in university management through development projects using the potential of UVP Technicom at UPJŠ and TIP-UPJŠ.
- b) Actively developing the activities of CSIRT-UPJŠ as a unique workplace within ClaKT focused on prevention, protection and education in the field of cyber security.
- c) Making use of membership in Košice IT Valley for active promotion of modern trends in informatization of higher and regional education. Seek opportunities to foster educational and scientific research activities of the University and the transfer of knowledge in connection with commercial IT companies.

3. Develop UPJŠ as a digital university through the informatization of administrative and management processes and the integration of individual parts of the university information system with information systems within the public administration of the Slovak Republic.

Tools for Objective 3:

- a) Continuous integration of individual components of the university information system, creating effective channels for processing and making information available.
- b) Implementing elements of e-government and e-business to streamline the processes associated with the management of studies and the University in general.
- c) Actively making use of the university information system to support the Internal quality evaluation system.
- d) Maintain and further increase the scope, quality and availability of library electronic services, including the availability of electronic study materials for students and staff of the University, build a repository of digital collections and continue to foster e-learning.
- e) Develop audiovisual services for use in the teaching process in the form of video conferences, interactive television and radio, as well as to enable the preparation of materials for their further processing (for publishing and lecturing, creation of educational training programs).
- f) Effectively address printing, copying and scanning services, payment operations and access control to other scientific research and educational infrastructure of the University.
- g) Building creative and experiential laboratories and simulation centers fostering modern and effective forms of teaching and creative activities of students.

8/ THE FIELD OF THE DEVELOPMENT OF HUMAN RESOURCES

Strategic goal:

Reinforce the guarantee the potential of University workplaces by systemic measures in the area of personnel, appreciating superior results of employees' work and foster their qualification growth.

Strategic objectives:

- 1. Implement principles set by the European Commission for Human Resources Strategy for Researchers (HRS4R) for the implementation of legislatively comprehensive human resources management at UPJŠ, especially in the field of creative staff.***

Tools for Objective 1:

- Organizational and contentual security of the HRS4R implementation according to the methodological guidelines and principles of the European Commission.
- Implementation of HRS4R into Internal quality evaluation system.

- 2. Foster team buildings of excellent workplaces and teams, to ensure their personnel stabilization.***

Tools for Objective 2 :

- Foster creative staff into achieving the highest scientific degree of DrSc.
- Morally and financially motivate creative and professional staff of the University to improved performance on the principle of transparency and deserved equity.
- Foster and motivate staff to create intellectual property and its transfer.
- Create conditions for the personnel development of excellent teams and the stabilization of contracted top experts and reintegrants.

- 3. Motivate young creative employees to habilitation procedures and appointment procedures for a professor while maintaining demanding criteria to meet the required conditions.***

Tools for Objective 3 :

- Within the provisions and processes of the Internal quality evaluation system, monitor the guarantee potential of education providers.
- Taking measures to continuously increasing the qualification structure of teachers and researchers, administratively and financially foster qualification growth.

- 4. Foster internationalization of research and pedagogical teams at UPJŠ.***

Tools for Objective 4:

- a) Creating conditions for working positions for young employees, especially postdoctoral students from abroad.
- b) Seeking opportunities to obtain financial resources for hiring creative employees from abroad.
- c) Making use of projects and grants leading to the involvement of important foreign researchers in projects at UPJŠ.

9/ THE FIELD OF UNIVERSITY PROMOTION AND UNIVERSITY PUBLIC RELATIONS

Strategic goal:

Building media and marketing promotion and presentation of the results of the University in the field of science and education and stimulating effective collaboration of the University with significant institutions of the State, business sector, building-up the image of the University as a leader in the field of education and research.

Strategic objectives:

- 1. Ensure quality marketing, promotional and information services about UPJŠ through a website, social networks, exhibitions, education fairs and other university events.***

Tools for Objective 1:

- a) Elaboration of the University's marketing strategy, reinforcement and professionalization of marketing and promotional activities.
- b) Inform about the activities of the University in the field of education, science and research and social activities through the University's website, social networks and print and electronic media.
- c) Promotion of the University within the network of primary and secondary schools, mainly through popularization activities and activities aimed at talented students.
- d) Promoting University results in the field of scientific research activities at scientific and professional events for the professional and general public in professional and popularization media.
- e) Enhancing material equipment and promotional strategy at education fairs.
- f) Seeking new forms of University promotion within attractive and well-established events such as: Days of the City of Košice, White Night, and so on.
- g) Promotion of UPJŠ interest groups activities such as: Mixed choir Chorus Universitatis Šafarikianae (CHUŠ), Folklore ensemble HORNÁD, Theater ensemble at the Department of German Studies, Faculty of Arts UPJŠ, student event ARS ŠAFARIKIANA, Student Radio Košice, and University Television.
- h) Expanding the offer of promotional materials for the e-shop.

- i) Fostering and promotion of sports, professional and cultural events within the University and the participation of our representatives in similar activities outside the University.
- j) Improving the material conditions for the performance of sports and cultural-artistic activities of students and employees of the University.
- k) Ensure stabilization of editorial activities of the journal Universitas Šafarikiana.

2. Promote strategic investment goals and achievements in science and education. Focus on the university's science parks, results in technology transfer, top scientific teams and other important academic activities at UPJŠ.

Tools for Objective 2:

- a) Continuous updates of promotional materials about the University, its faculties and workplaces in Slovak and English language according to target groups (interested in studying, foreign students, guests of the University, etc.), in the form of movies, posters, information leaflets and boards, souvenirs, etc.
- b) Seeking new opportunities for promotion within the cultural centers of Košice, Steel Park, Slovak Technical Museum, prepared project TIP Košice, and so on.

3. In cooperation with state administration and self-government bodies, identify and use common potential to support mutually beneficial activities.

Tools for Objective 3:

- a) Develop contractually supported partnership cooperation of UPJŠ, especially with institutions of the city of Košice, Košice self-governing region and institutions of academic, sports, cultural-artistic and media character within the Slovak Republic.
- b) Develop and strengthen relations with opinion-forming universities and institutes of the Slovak Academy of Sciences.

4. Develop the potential of faculties and university workplaces for public services with the professional background of the Center for Lifelong Learning and Project Support.

Tools for Objective 4:

- a) Enhancing and expanding the offer of complementary pedagogical studies and other forms of lifelong learning with the support of CCVaPP (eg attestation exams, courses, trainings, specialization studies, University of the Third Age, SAP Academy, University without Borders, summer camps).
- b) Foster higher education perception as an integral part of lifelong learning, expand the offer of further education and in this context reinforce the position of UPJŠ as an institution which provides quality further education.
- c) Implementation of life-long learning into Internal quality evaluation system.

10/ THE FIELD OF INVESTMENT DEVELOPMENT

Strategic goal:

Pavol Jozef Šafárik University in Košice has been fulfilling its mission in the field of education, science, culture and art, sports for 60 years, thus imprinting its seal on the city of Košice as a "university city". In order to fulfill its ambitions defined in this Long-Term Strategy, it is necessary to ensure that the urban environment fits into the city environment, that the technical condition of its buildings and their technological equipment is the pride of the region and thus creates an attractive, inspiring environment for all ages or generations of general public.

University intends to fulfill this strategic goal in the field of investment development with the following partial investment plans:

1. With the support of EU resources to support regional development, construction of the Technology and Innovation Pavilion; as a joint project of universities of Košice and SAS institutes "TIP Košice" for sustainable support of innovations and technology transfer, as well as a comprehensive reconstruction of the university campus on Medická Street with expansion of accommodation capacities and construction of sports grounds for university students of in Košice and public.
2. Completion of the reconstruction of the remaining objects of historic buildings in a state of disrepair in the premises of the Rectorate and the Faculty of Arts on Šrobárová and Moyzesova streets.
3. Reconstruction of the Campus of the Faculty of Science at Jesenná 5 and Park Angelinum 9. The Botanical Garden is to be one of the most attractive places in the city; to this end, it is necessary to continue the reconstruction of the exterior of the central building and the construction of a "visit center".

11/ CONCLUSION

This Long-Term Strategy of UPJŠ in Košice for the years 2020 to 2025 was negotiated at the meeting of the UPJŠ management in Košice on 10/02/2020, at the meeting of the Extended Rector's Collegium of UPJŠ in Košice on 24/02/2020, at the meeting of the UPJŠ Scientific Board in Košice on 29/05/2020, approved at of the Academic Senate of UPJŠ in Košice on 30/04/2020 and at the meeting of the Administrative Board of UPJŠ in Košice on 12/06/2020.

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