

Pavol Jozef Šafárik University in Košice

Wisdom of the Past – Knowledge of the Present – Education of the Future

Long-Term Strategy
for the Years
2016 to 2021



PAVLA JOZEFA ŠAFÁRIKA V KOŠICIACH

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V KOŠICIACH

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Foreword

This long-term strategy of Pavol Jozef Šafárik University in Košice for the years 2016-2021 (hereinafter University, UPJŠ) defines the objectives of the next direction of the University. It is based on its mission, which is defined by the UPJŠ Statute, the existing long-term objectives 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 and the third sector, the University wishes to help increasing the realistic chances for its graduates to find appropriate employment. 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. 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.

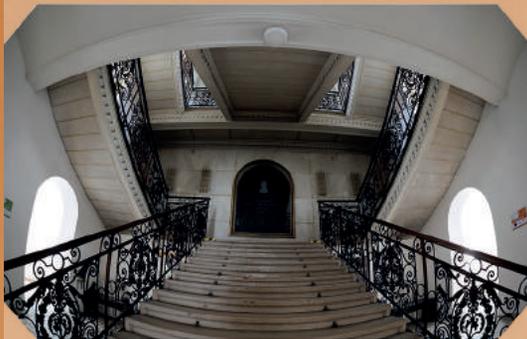
The ambition of the University and the Faculties managements is to convince the UPJŠ academic community that only a reflection of our position in the EHA (European University Environment) and ERA (European Research Environment) would provide incentives to take actions and adopt procedures that will allow 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

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. Graduates from this second oldest classical Slovak university enjoy a good reputation both at home and abroad.



1

THE FIELD OF ACADEMIC CULTURE AND SELF GOVERNMENT

Strategic goal:

Mobilizing 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.



STRATEGIC OBJECTIVES:

1. Creating a 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.
2. Creating an environment in which phenomena of bullying are undesirable, closely following internal regulations and codes of conduct to promote problem solving in the University milieu, not via the media.
3. Guaranteeing freedom of research, especially in those parts of the University research directions (Faculty, University departments, and research teams) that will be successful in an open competition.

TOOLS

- Reinforcing the position of the Professors' Club as an important advisory body to the UPJŠ Rector.
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- Establishing additional advisory bodies of the Rector in the form of "boards", which will consist of the personalities of the priority areas of research, education, culture, sports, and so on. Those advisory boards will affect the decisions taken by the Rector in case of significant challenges and projects with strategic impact on the scientific infrastructure and atmosphere at the University.
-
- Carry out an objective analysis of the University status for the previous two terms in office having regard to the degree of implementation of the recommendations of the international evaluation team.
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- Painstakingly monitoring the compliance with laws and by-laws, eliminating any signs of cronyism.



2

THE FIELD OF HIGHER EDUCATION

Strategic goal:

Providing high-quality education based on the results of active research of teachers. Reinforcing a unified legislative milieu and a trend of “opening the University from within” with a view to improving the chances of graduates to find employment in the labour market.



STRATEGIS OBJECTIVES

1. Providing the students with high-quality, science-based, comprehensive/full-value education with an emphasis on making use of the scientific potential of individual Faculties and units of the University, with a view to increasing their competitiveness.
2. Observe the implementation of the provisions of the internal quality system and the regular monitoring processes leading to a university diploma.
3. Increase the interest in studying at UPJŠ with talented high school students with a possibility of a stronger individual approach and strengthening the position of UPJŠ as expert guarantor and organizer of professional activities oriented to working with talented students of primary and secondary schools.
4. Constantly making the teaching methods more effective and more attractive by drawing on the advanced digital technologies, developing distance learning and their methodology.
5. Continuing the implementation of foreign language study programmes, as well as supporting the opening of the Universities for international students studying in the Slovak language.
6. Supporting the implementation of innovative student projects and scientific research intentions, so that students may take advantage of opportunities arising from the establishment of commercial entities at the University (start up, spin off, incubators ...).
7. In the context of lifelong learning, consolidating the position of UPJŠ as an institution providing high-quality lifelong/continuing education, expert services, and other educational services to the public.



TOOLS

Improving the selection of candidates from secondary schools and creating the conditions for acquisition of the best quality applicants for the study by using the following instruments:

- promoting the achievements of UPJŠ mainly in scientific research and educational field,
- implementing the reception of students on the basis of the results of objective verification of not just their skills and knowledge, but also their general academic aptitude by taking into account /identifying their individual creativity,
- providing systematic support to talented high school students and so attracting them to study at the University.

- Developing the potential of the Faculties and the University units for public services with a professional background of the Lifelong Learning and Project Support Centre (LLPSC). To do this, use the following tools:

- improving and extending the range of the supplementary educational study and other forms of further education by the support of the LLPSC (e.g. attestation tests, courses, instruction sessions);
- initiating the negotiations with the ministries of health and education, which should contribute to the creation of a single legislative environment necessary for the improvement and expansion of specialization teaching in medicine;
- preparing an offer of our own Third Age University, which would become a source of new information, knowledge, and skills to the general public.

- Dynamically responding to the changing requirements of the environment and creating beneficial partnerships with employers and the third sector with the aim of increasing the realistic possibilities for graduate employment by employing the following support tools:

- inter-faculty study programmes that reflecting a certain degree of kinship with a view to the possibilities of graduate employment and practical needs;
- further extending the possibilities of the modular structure of study on the principle of interdisciplinary study with a view to strengthening the university character of study and by considering the needs;
- promoting unattractive, but by the practice

desired fields;

- improving the quality of practical training and supporting the unique offer of certified interdisciplinary courses (CIC);

- developing career counselling.

- Intensifying the process of evaluation of teachers by students especially by increasing the interest in the results this survey by means of drawing relevant conclusions.

- Continue in improving the services for students:

- increasing the quality of accommodation and expanding the capacity of accommodation premises for students;

- in cooperation with the University Library constantly improving and streamlining the access to study resources and electronic information resources and extending new services focusing on increasing the information and digital literacy of students;

- continue in providing special services for all the students, including those with special needs in the areas of e.g. legal, psychological, and social counselling with the support from the University Advisory Centre (UAC)

- developing the career counselling by interconnecting the activities between the UAC the LLPSC,

- supporting the extra-curricular activities of students (e.g. Student Research, sports activities, choir....).

- fostering pride and loyalty of students to the University by:

- streamlining or making attractive the methods of teaching (e.g. by developing the distance learning, e-learning);

- promoting the involvement of students in scientific research, teaching, promotional activities by increasing their motivation through extraordinary grants;

- promoting and implementing innovative student projects and scientific research plans, making use of the opportunities arising from the establishment of commercial entities at the University (e.g. start up, spin off, incubators),

- intensifying the general social communication with the students (e.g. non-formal meetings, debates ...) to increasing their involvement in the decision-making processes at the University.



3

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

Strategic goal:

Encouraging 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 University structure uniqueness within a range from medico-scientific to socio-humanitarian fields, legal and administrative disciplines, and using this as its competitive advantage.
2. Making use of all the opportunities to stabilize the human potential, capable of attaining international level of research excellence.
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.
4. Morally and materially motivating the creative staff to achieving more and better results, i.e. increasing efficiency and productivity of research and rational redistribution of professional, educational, and scientific duties.
5. Tapping the potential of the USPs and CE to increasing the success in obtaining financial support from both national and international grant agencies, particularly from the H2020.
6. Making use of the potential of the USPs and CE to opening the University for employing experts from abroad.

TOOLS

- Identifying and defining the strategic directions of research based on the options various departments within the University (they must have a capacity for international acceptance and application).
- Defining the main priority axes and for research in the humanities, educational, historical, social, and legal sciences.
- Entrenching a system of supporting top research teams, grant support to significant scientific teams and personalities, continue to financially supporting postdoctoral positions at the University.
- Trying to create the conditions for the so-called “sabbatical leave” for the University professors.
- Continuing the system of the University grant system for young scientists and PhD students and pay constant attention to the quality of PhD. study.



4

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

Strategic goal:

Providing 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 and developing the technological and personnel infrastructure of the University science and research parks and centres of excellence (Medipark, Technicom, Promatech, ...).
2. Strengthening 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”. Promoting the integration of biomedical research at UPJŠ to creating a specialized research and development institute in accordance with the provisions of the Higher Education Act to streamline the transfer of research into practice.
3. Supporting the development of technological and personnel infrastructure that leads to implementation of international cooperation in research, particularly under the Horizon 2020 strategy.
4. Promoting the commercialization of academic research by fostering cooperation between UPJŠ and the production or the commercial sector by popularizing innovative strategies in science, research, and education and by providing know-how in the field of the protection of intellectual property rights by supporting legislative measures, policies, protection of intellectual property within the University in relation to external partners.
5. Promoting the actions leading to the implementation of the transfer of research and development and intellectual “know - how” into practice through SAFTRA s.r.o. Promoting the emergence of commercial companies co-owned by UPJŠ and its employees of the “start - up” and “spin - off” companies.
6. Ensuring further enhancement of the quality of working environment, especially the technological condition of buildings and equipment that are used to implementing the education and research, as well as student accommodation with a view to reducing energy intensity and increasing the overall user comfort for students and the staff. Prioritizing the implementation of the reconstruction of buildings and removal of defects.



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

TOOLS

- Establishing an internal “roadmap” for the priorities in the subsequent massive investment in scientific infrastructure.
- Accurately identifying the basic research areas and University parks and centres of excellence focusing on the topical needs of customers in practice.
- Creating a database of instruments and performances/methodologies that can be implemented in order to present them to research and commercial sectors.
- Developing technological, personnel, and quotation offer for research and innovation at UPJŠ for the implementation in cooperation with contractors.
- Creating a central workplace at UPJŠ for the support of preparation and implementation of research and educational projects with the aim of significantly reducing the administrative chores of UPJŠ creative staff.



5

THE FIELD OF INTERNATIONAL RELATIONS

Strategic goal:

Making use of the current wide international cooperation of the University for increasing its international prestige. Supporting and intensifying internationalisation of the University activities by maintaining or even expanding the international cooperation in joint topics in the field of science and education.



STRATEGIC GOAL

Supporting the University international activities with the aim of developing education, science, and research at the University.



TOOLS

- Increasing the number of outgoing mobility of University students for study and work.
- Encouraging the University outgoing mobility of teachers, researchers, and administrative staff.
- Promoting the increase of the number of international students at the University within mobility programmes and as free movers.
- Promoting the study of Slovak study programmes at the University for international students.
- Increasing the number of courses taught at the University in a foreign language.
- Increasing the number of study subjects taught in a foreign language within the Slovak study programmes at the University.
- Supporting feasibility of joint study programmes and study programmes with double diplomas with universities abroad.
- Diversifying attention to different mobility and grant programmes supporting international exchange.
- Initiating and increasing the number of teachers and experts from abroad in the mobility programmes and projects.
- Maintaining the quality of contractual relations with international partners and taking a responsible approach to making new international bonds.
- Streamlining the administration of international mobility of the University students and staff.
- Creating professional service in the form of a joint contact point at the University for organizational and administrative support of sojourns of teachers and experts from abroad.
- Initiating and encouraging international mobility of students and staff in the area of cultural, artistic, and sports activities.
- Analysing and promoting the results and the benefits of international activities of various units within the University.
- Regularly monitoring the international university ranking in the European educational and research environment and using the results of international benchmarking for continuous improvement.
- Monitoring current events in the European higher education and higher education policy and react to new trends within the University, as well as formulating of the University's own positions outwards.
- Initiating and developing an international consortium of experts and elites as opinion leaders in relation to the international environment.
- Promoting the University at partner universities, scientific research and educational events abroad.
- Maintaining, managing and continuously initiating participation of the University and its experts in international organizations, in advisory bodies, professional associations and networks



6

THE FIELD OF UNIVERSITY ORGANISATION AND MANAGEMENT

Strategic goal:

Rationalizing and making more dynamic the UPJŠ management, creating the economic milieu that will result in positive motivation of all of the constituents of the University and all of its staff and students.



STRATEGIC OBJECTIVES

1. Rationalizing any management and administrative processes in a way creating to the least possible measure the load for the creative staff, thus making for a suitable environment for their work.
2. Creating an economic environment that will act as an incentive for all the components of the University and all the staff and students. Exploit the potential for multi-source financing.
3. Continuing in the allotment of funds preferably on the principle of performance of the relevant components. Making use of the support option based on the principle of solidarity in certain periods of the development of the University or some of its units.
4. Professionalizing the Rector's central administration office, continuing the education and increasing professional competences of the management and administrative staff in all of their positions, including language skills, clearly specifying determining the competences of the central administration officers.
5. Adopting the measures in the organizational structure with a view to making the project support more effective in accordance with existing and emerging challenges.
6. Searching efficient forms to raise the awareness among the University staff and students of the University affairs.

TOOLS

- Given the procedural and personnel audits, continuously improving the University management structures with a view to its maximum efficiency.
- Promoting the system of powers of officials at all levels so that their action is based on motivation and general benefit.
- Transforming the Rector's current Reserve Fund into the Rector's Development Fund, making it become an instrument for promoting strategic investment projects in human resources, research, and education.
- Coordinating the project engagement from the Structural Funds under the analysis of the impact of completed projects and the definition of priority research directions.
- By regular monitoring the activities of the University units to contribute to the dynamic addressing their problems and needs, thus to their operating efficiently for the benefit of all the University entities.
- Implementing a new structure of the Rector's advisory bodies, adapting the time schedule and agenda of the meetings of the advisory bodies to the systematic attainment of the objectives of the long-term strategy of the University by relying on the teamwork developing University academic management. Continually striving for increasing participation of the Deans of Faculties and heads of other departments in the management of the University processes for the benefit of the University as a whole.
- Implementing the electronic registry for providing the management and the related processing and circulation of documents to speed and streamline the management processes.

7

THE FIELD OF DEVELOPMENT OF INFORMATION AND COMMUNICATION TECHNOLOGIES

Strategic goal:

Building the information and communication technologies in accordance with the advanced trends for providing the development of attractive forms of education, support to research teams, and effective University management.



STRATEGIC OBJECTIVES

1. Continuing in implementing and integrating the information systems, their transmission in either the virtual or the cloud environments and using them consistently in effective management of the main activities of the University, removing the paper administration and introducing the process automation.
2. Increasing the UPJŠ position as a leader in the development of information systems for the education sector.
3. Maintaining and further enhancing the scope, quality, and availability of library electronic services, including the availability of e-learning materials for students and University staff, creating a repository of digital collections and continuing in supporting e-learning.
4. Developing UPJŠ as digital university – the University electronic portal operation, engagement in the Government portals, especially in the e-Government public administration portal

TOOLS

- Optimizing the organizational structure of the IT units, approving the concept of the network development, maintenance of hardware and software and providing the services to clients in the field of IT.
- Making use of the UPJŠ membership within the IT Valley association for the qualitative development of contacts with IT companies for the formation of the graduate profile and promoting the technology transfer.
- Developing audio-visual services for their use in the teaching process through video conferencing, interactive television and radio, as well as enabling the preparation of documents for their further processing (for publishing and lecturing, creation of teaching training programmes).
- Implementing unified authentication and authorization of persons at UPJŠ to improving the support of users of information systems at the University.
- Centrally addressing the printing, copying and scanning services (e.g. by their interconnecting with virtual wallet), as well as digitization unit.





THE FIELD OF THE DEVELOPMENT OF HUMAN RESOURCES

Strategic goal:

By employing systematic measures in the field of personnel, encourage the guarantee potential of UPJŠ units, implementing the rules of a motivating system of appraising the results of the works of employees and supporting the improvement of their professional competences.



STRATEGIC OBJECTIVES

1. Seeking to establish a mechanism of personal completion of centres and teams of excellence, providing for personnel stabilization of research teams.
2. Encouraging younger colleagues to passing habilitation and inauguration procedures under maintaining demanding criteria for meeting the required conditions.
3. Supporting the creative staff to obtaining the highest scientific degree of DrSc.
4. Morally and financially motivating the creative staff of the University to improved performance on the principle of transparency and deserved justice.

TOOLS

- Monitoring the guarantee potential of entities providing education and adopting the measures to continuously improving the qualification structure of teachers and researchers.
- Creating jobs for young employees, especially the postdocs.
- Increasing the openness of the University for employing creative staff from abroad.



9

THE FIELD OF CULTIVATING THE UNIVERSITY HISTORIC TRADITIONS, SPORTING AND CULTURAL-SOCIAL ACTIVITIES, PROMOTION, AND RELATIONS OF UPJŠ WITH THE PUBLIC

Strategic goal:

Increasing the quality of 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 in the region of eastern Slovakia, improving the quality of mutual internal information interconnectedness of the University, its units and faculties.

STRATEGIC OBJECTIVES

1. Ensuring high-quality marketing, promotion and information services for UPJŠ at education exhibitions and trade fairs and other university ventures.
2. Promoting strategic investment plans in the fields of science and education, emerging university science parks, processes for technology transfers, leading research teams, commercial entities (start-ups, spin offs, incubators ...) and other relevant academic activities at UPJŠ.
3. Through the web-administrator, roofing the UPJŠ promotion activities on the Web by uploading and updating monitoring of University ventures.
4. Developing the University and its individual components promotion on billboards, in the Facebook advertising, radio spots and on social networks.
5. Promoting the tradition of sporting, cultural, and social activities with the aim of improving the promotion of the University.
6. Supporting and promoting the sporting, professional and cultural events within the University and participation of our representatives at similar activities outside the University.
7. Updating promotional materials of the University, its Faculties and University units in both Slovak and English versions by target groups (candidates for study, international students, visitors), posters, information boards, and souvenirs.
8. Ensuring the media coverage of the University and its Faculties (a promotional film on UPJŠ in both Slovak and English languages).
9. Supporting the ART ŠAFSARIKIANA student venture, the mixed choir Chorus Universitatis Šafarikianae (CHUS), the HORNÁD folklore ensemble, the theatre group at the Department of German Studies at the UPJŠ Faculty of Arts, the University without Borders, and some others.
10. Promoting the work and personality of P. J. Šafárik through installation of permanent exhibition in the UPJŠ Rector's Office premises, seminars on his work. documentaries and issuing translations of his into Slovak still untranslated works.
11. Developing a contractually underpinning UPJŠ partnerships with institutions of the city of Košice, the Košice Self-governing Region, and institutions of academic, cultural, artistic, and media character in the Slovak Republic.
12. In cooperation with the self-governing authorities (the Košice Self-governing Region) identifying and making use of the combined potential for supporting mutually beneficial activities.
13. Developing and strengthening the relations with opinion leaders in universities and Institutes of the SAS.
14. Ensuring mutual internal University information interconnection, its units and Faculties.

TOOLS

- Improving the material conditions in the University's own facilities for carrying out sporting and cultural-artistic activities of students and university employees.
- Ensuring the use of the MINERVA building to improving the leisure activities of UPJŠ students and employees, in particular for the presentation of cultural-artistic and social ventures.
- Identifying outstanding personalities working at UPJŠ in the course of its modern development and choose the appropriate options to their promotion and popularization within the University and beyond.
- Identifying and promoting outstanding students and their research, educational, sporting, and artistic activities.
- Promoting the development of the University bookshop, expanding the range of services of the electronic retail store.
- Stabilizing the editorial activities of journals published at UPJŠ (Universitas Šafarikiana, Univerzál, Prímes) and create their electronic information portal.
- Developing cooperation with the student radio and the student TV, with student associations and civic associations.

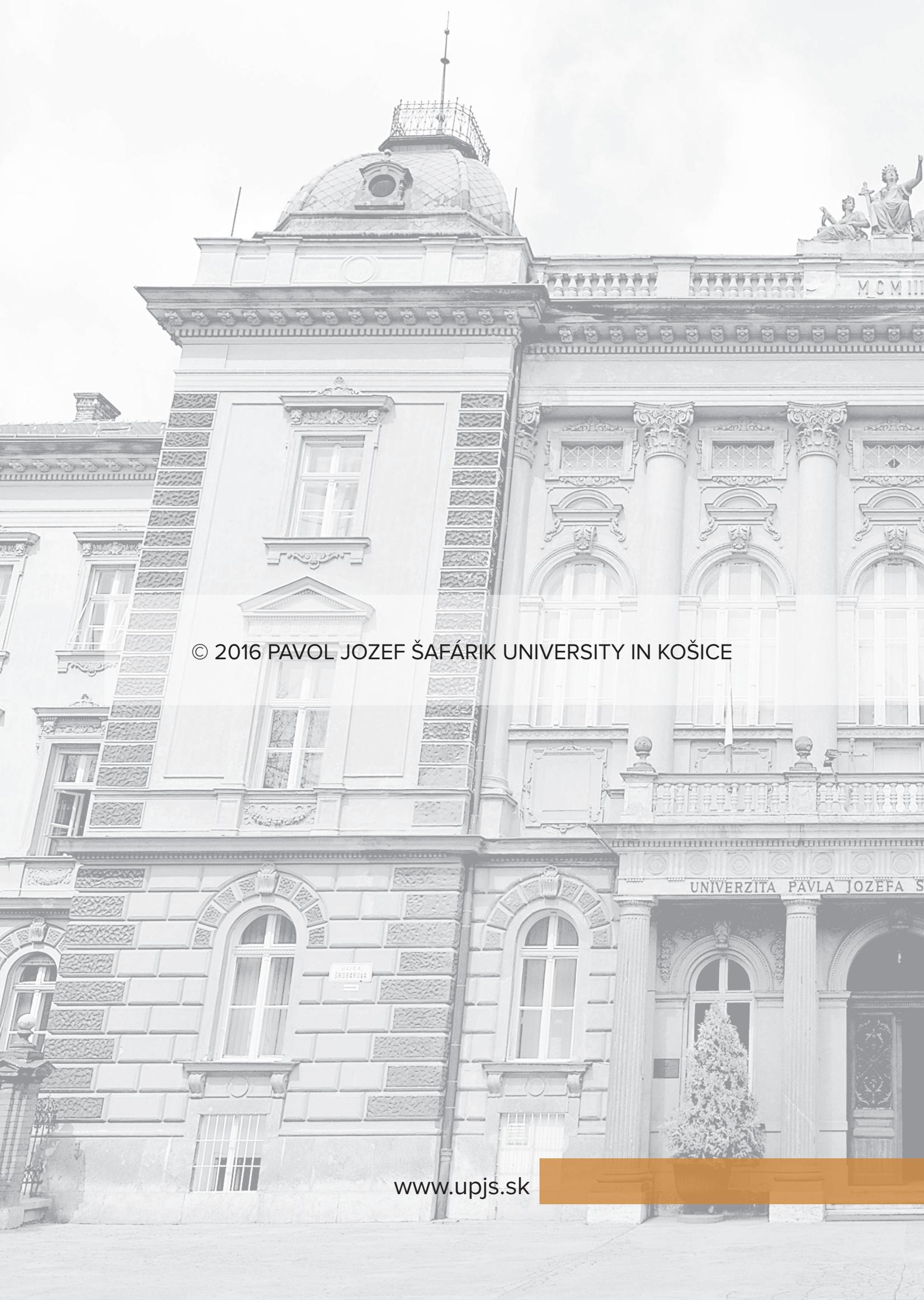


Conclusion

This long-term strategy of UPJŠ in Košice for the years 2016 to 2021 was negotiated and approved at the meetings of the UPJŠ Management on 08/02/2016, the Extended Rector's Advisory Board on 22/02/2016, the UPJŠ Academic Board on 11/03/2016, the UPJŠ Academic Senate on 17/03/2016, and the UPJŠ Board of Trustees on 13/05/2016.

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UPJŠ in Košice Rector





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