



UNIVERSITY
OF ŽILINA

Long-Term Plan

of the University of Žilina in Žilina
for **2021 - 2027**

Foreword

The Long-Term Plan of the University of Žilina in Žilina for 2021 - 2027 (hereinafter UNIZA) declares the university's own identity, defines its mission, vision and determines its strategic procedures for achieving the expected goals.

The main motivation of strategic planning is UNIZA's ambition to improve quality, to strengthen relationships with the society and to penetrate more significantly into the international environment. Strategic plans are structured by area:

- a) focused on fulfilling the main mission of the university - education, research and cooperation with practice;
- b) focused on resource development - people, finance, premises, administration and management.

Each area has set goals, tools to achieve them and indicators that will be regularly evaluated.

UNIZA's mission is in line with social expectations from university education, namely: to develop a harmonious personality, knowledge, wisdom, goodness, creativity and to contribute to the development of education, science, culture and health for the benefit of society as a whole, thus contributing to the prosperity of the knowledge society.

In drafting this important document, we necessarily followed the current state of the global world of which we are a part. We are getting under pressure from the ecological and pandemic crisis, and therefore it is impossible not to see the future vision in the field of education, science, research and further development also in terms of the need for crisis management of all academic processes.

The Long-term Plan is the UNIZA program for a six-year period. By fulfilling it, our university can present itself as a modern educational and internationally recognized scientific research institution. The ambition is academic and social prestige in the European and global context. Consistent implementation of the Long-Term Plan should enable the university to respond adequately in advance to the rapidly changing environment and the requirements of practice. To better use the innovation potential for the development of the region, Slovakia and the European Union. Continuously ensure the development of quality with an emphasis on human potential, creative activities and education. In terms of education, the emphasis is put on the abilities, knowledge and satisfaction of students, as well as on the satisfaction of their future employers, as much as possible.

Fulfilment of the set goals is a challenge for all of us - employees and students. I am convinced, given the strong potential that our university has, that we can only achieve them through joint efforts, personal commitment and responsible approach of each of us.

Jozef Jandačka - rector

Sources of identity of the University of Žilina in Žilina

The history of the University of Žilina in Žilina began on September 1, 1953, when it was established as the Railway University by separation from the Czech Technical University in Prague. It has gradually become a pillar of education in the fields of transport and technology. After moving to Žilina in 1960 as the University of Transport, it underwent a number of transformations. In 1980 its name was changed to the University of Transport and Communications and after expansion and organizational changes it was renamed the University of Žilina in Žilina (UNIZA) in 1996. At present, the university focuses mainly on the areas of transport, intelligent mobility, mechanical engineering, electrical engineering, civil engineering, information and communication technologies, informatics, artificial intelligence, economics, smart solutions and security.

Mission of the University of Žilina in Žilina

The mission of the University of Žilina in Žilina is to develop education based on scientific research activities in accordance with national and democratic traditions, to develop a harmonious personality, knowledge, wisdom, goodness and creativity of man and to contribute to the development of education, science and culture for the welfare of the whole society. Through its activities, the university wants to contribute to the development of education, to the increase of the scientific, technical and economic level of society and the needs of practice, and thus to contribute to the development of the knowledge society. In this activity, follow up on the worldwide development of science, technology and the needs of society.

Vision of the University of Žilina in Žilina

The vision is connected with the use and evaluation of the educational and scientific potential of the university at the top European level. The university also focuses on the support of the development of international cooperation with educational and research organizations and the continuous deepening of interconnection with social practice.

Values and basic principles of the University of Žilina in Žilina

- Responsibility for the quality and topicality of educational and creative activities.
- Humanism, morality and correctness in scientific research and the dissemination of knowledge and information across the European area.
- Mutual respect, collegiality and teamwork of scientific, pedagogical and other workers.
- Open scientific research activity linked to current national and international challenges and needs with a link to the provided study programmes and practice.
- Openness and focus on innovation and freedom of scientific research, dissemination of results of scientific and research activities.
- Transparency and equality of opportunities for researchers, teachers and students.

- Quality education and creative activity focused on the student with a link to the needs of practice and the development of the knowledge society.
- Transfer of knowledge and results of creative work into practice and their contribution to society.
- Resource efficiency.
- Continuous improvement of management processes and processes of education, science and research.

Strategic objective of the University of Žilina in Žilina

The strategic objective of the University of Žilina in Žilina is its formation as a modern educational and internationally recognized scientific research institution and its further development based on traditions and creative understanding of the scientific, educational, cultural and humanizing mission, with high prestige and a leading place among European universities and the wider world. The university is able to respond adequately and in advance to the rapidly changing real environment and requirements of practice using its innovative potential for the development of the region, Slovakia and the European Union, developing human potential and other university resources, while continuously ensuring the quality of creative activity and higher education and achieving satisfaction of students and their future employers at the highest possible level.

Strategic priorities of the University of Žilina in Žilina

Fulfilment of the mission and vision of the University of Žilina in Žilina is based on strategic priorities defined within individual areas, provided by support activities, namely:

Education

Obtain the decision of the Slovak Accreditation Agency for Higher Education (SAAHE) on the compliance of the Internal Quality Assurance System of the university with the SAAHE standards for the internal system and thus acquire the right to create new and modify existing study programmes.

- Provide higher education in first, second and third degree study programmes with a focus on the development of knowledge, skills and attitudes / values in all forms of education (full-time, part-time), including lifelong learning.
- To ensure an attractive offer of study programmes so that the individual study programmes, according to their content, take into account selected current megatrends and are developed within the long-term plans of the faculties: business models of shared economy, Mobility-as-a-Service, Technology-as-a-Service, digitization of products and processes, intelligent management, Logistics 4.0, Industry 4.0, Smart City, Smart Industry, transport infrastructure of the future, intelligent mobility, creation and management of transport and mobility systems, humanities and pedagogical sciences in the context of digital transformation of society and reduction of environmental impact.

- Create conditions and provide counselling for all students, as well as students with special needs and for students from disadvantaged background
- Actively involve students in solving science and research tasks at the university.
- Create favourable conditions for the further development of the internationalization of the education system.
- Continuously improve and modernize the infrastructure for teaching, social background, cultural and sports activities.

Science and research

- Increase the quality in the field of science and research reflecting the strategy of research and innovation for intelligent specialization of the Slovak Republic.
- Create conditions for cooperation and openness within the university, support top and excellent teams and individuals.
- Maintain and develop a high level of creative activity of the university.
- Set up internal processes in science and research with an emphasis on the continued fulfilment of criteria for research universities.
- Maintain and further modernize excellent research laboratories on the basis of interdisciplinary teams with a strong involvement of doctoral students, students, foreign researchers, support the creation and maintenance of post-doctoral positions.
- Create and develop a motivating environment for the development of creative activity of university employees.
- Develop targeted applied research and cooperation with practice.

Quality assurance

- Establish and maintain an effectively functioning internal quality assurance system for higher education of the university in accordance with the university's intentions and SAAHE standards.
- Ensure the satisfaction of students with the level of higher education and employers with the achieved knowledge, skills and competencies of university graduates.
- Ensure quality in all activities and areas of operation of the university.

International cooperation

- Strengthen the university's position in the European educational and scientific research area.
- Actively participate and create conditions for the acquisition and implementation of Horizon Europe and Erasmus + call projects.
- Join the European Universities Consortium.

- Create joint study programs and double diplomas with prestigious foreign universities.
- Actively participate in cooperation within international organizations and associations: The European University Association, Magna Charter University, The Visegrad University Association, Forum of European National Highway Research Laboratories, European Conference of Transport Research Institutes, European Automotive Research Partners Association, The European Multidisciplinary Society for Modelling and Simulation Technology, Association for Transport Telematics, Technological Platform Energy Security, Join Research Centre, and others.

Innovation and technology transfer

- Create the conditions for innovation.
- Ensure protection of intellectual property.
- Create conditions and environment for the creation of new patents and utility models and streamline their contribution to the university.
- Support the creation of partnerships and support mechanisms for the application of research and innovation results in practice, establishment of new business entities, start-ups, spin-offs, incubators, etc.
- Support applied research with partners from practice with direct transfer of research and development results.
- Support the commercialization of the outputs and results of creative activity.

Social responsibility of the university

- Popularize outputs from the main processes of the university.
- Respond to social changes and threats.
- Develop relationships with other entities in the education and research market.
- Engage in regional partnerships; contribute to the development of employment, economic growth of the region, as well as the Slovak Republic and the European Union.
- Build a socially responsible university with regard to environmental sustainability.
- Promote action against climate change.

Human resources and working environment

- Support the career growth of employees.
- Ensure an adequate age and qualification structure of employees.
- Develop services and benefits for employees.
- Ensure a transparent system of selection, evaluation and remuneration of employees while respecting the code of ethics and relevant standards.
- Systematically ensure the protection of personal data of employees and students.

Information systems

- Support the centralization of the management of information and communication technologies.
- Permanently ensure and increase the electronization of the main processes of the university with an emphasis on cyber security in the processing of data and documents.
- Create conditions for reducing the bureaucratic burden on creative employees and responsible project managers.
- Support the use of tools for digital education and other communication.
- Create conditions for e-Research support.
- Provide applications for data analysis of university processes for data-supported management and decision-making.
- Support the optimal use of the university data centre.

Management and development of university infrastructure

- Support the development and comprehensive use of the university's infrastructure.
- Build the campus of the University of Žilina in Žilina.
- Ensure energy management of buildings; optimize energy consumption by reducing their energy intensity, operating and using intelligent measurement and control systems.
- Increase the share of renewable energy sources in heat / cold / electricity supply systems.
- Support complex management of environmental risks in building the university's infrastructure.
- Ensure water management through the implementation of environmentally friendly technical, green and combined measures.
- Expand green and leisure areas for students and employees.
- Support the construction and development of sports and cultural infrastructure, as well as social facilities for students and university employees.
- Implement operational and technical measures to increase security against illegal conduct and the entry of unwanted persons, as well as technical measures to protect against cyber threats.
- Ensure and develop the university environment with regard to accessibility.

Management efficiency and management of financial processes

- Ensure transparent management of financial resources and efficient use of university assets.
- Streamline the public procurement system; optimize administrative and operational activities at the university.
- Extend and modify the costing of the main processes of the university.
- Implement a cash-flow management model in solving projects with an emphasis on minimizing the risks associated with their sustainability.

1. EDUCATION

"Attractive offer of university study, education and evaluation oriented to the student and for the needs of practice."

- UNIZA -

Goals

- Ensure an attractive offer of study programmes, including interdisciplinary study programmes reflecting the possibilities of graduates' employment in the labour market.
- Improve the quality of higher education by regularly re-evaluating and innovating the offer and content of study programmes.
- Create an attractive, motivating and non-discriminatory environment for students and their university study.
- Guarantee a transparent, fair and reliable admission procedure guaranteeing equal opportunities for any candidate who demonstrates the necessary prerequisites for completing the study.
- Increase the study success of students by applying a suitably set admission procedure by communication with applicants and students during the study.
- Improve the quality of the educational process through the use of innovative modern methods and forms of teaching and teacher education.
- Support students' communication in a foreign language by building an effective portfolio of language courses and subjects taught in a foreign language.
- Improve, expand and actively provide support and counselling services to applicants and students during the study.
- Improve the availability of information resources and ICT for students.
- Provide attractive and suitable educational spaces with modern material and technical and ICT equipment.
- Create suitable sports, cultural, spiritual and social backgrounds for students.
- Develop a system of further education of employees.
- Develop continuing vocational training for the needs of practice within lifelong learning, responding flexibly to socio-economic and technological changes, requirements of employers, expected knowledge and skills that are changing as a result of Industry 4.0 and demographic changes.
- Develop further education for the needs of the community fulfilling the tasks of social responsibility of the university, connecting educational and scientific and research outputs with the local community in order to popularize study at UNIZA (third mission of universities).
- Create an environment for the application of the digital way of learning as one of the teaching methods.

Activities

Achieving the goals of UNIZA in the field of education requires the implementation of a set of activities related to the entire life cycle of the student from the admission procedure, through university study to the employment of graduates in the labour market and their further education. The prerequisite for interest in studying is to ensure an attractive offer of higher education study programmes, educational programmes and courses of further and lifelong education by providing and developing quality support services for students and suitable material and technical equipment to ensure the educational process.

Activities in the field of the offer of university study and admission of applicants to study:

Create and implement policies, structures and processes of the internal system that guarantee protection against all forms of intolerance and discrimination against applicants to study and students.

- Regular re-evaluating and updating of the offer of study programmes and their content by implementing policies, structures and processes for the creation, modification and approval of study programmes, including the involvement of employers' representatives, other relevant interested parties and students.
- Transparent, fair and reliable setting of the conditions of the admission procedure.
- Inclusively set conditions of the admission procedure guaranteeing equal opportunities for each applicant who demonstrates the necessary prerequisites for completing the study.
- Implementation of the admission procedure based on the application of appropriate methods for assessing the competence of applicants for study.
- Development of the concept and implementation of tools for determining the study prerequisites at the university and the faculties of the university in order to specify the requirements and expectations for mastering the study to the applicants before the admission procedure and admission to study.

Activities in the field of providing higher education:

- Higher education based on dialogue with students and providing equal opportunities for all students, to achieve and demonstrate their potential, taking into account the needs of individuals, the labour market and society.
- Flexible use of a range of educational methods, forms and concepts and evaluation methods in order to carry out the teaching process and evaluation oriented towards the student.
- Development of innovative educational methods supported by modern digital technologies that place the student at the center of the educational process, stimulate critical thinking and active participation.
- Support of the education of university teachers by creating an effectively functioning system of compulsory adaptive education of university teachers, as well as further developing education of university teachers.

- Development of language skills and intercultural competences as a basic tool of internationalization, which is one of the most significant factors influencing teaching and education.
- Systematic teaching of professional foreign language during university study - at the level of bachelor study focused on the creation and strengthening of professional vocabulary, at the level of master / engineer study aimed at strengthening outcome in working contact, at the level of doctoral (PhD.) study focused on scientific research and publishing activities in a foreign language.
- Systematic analysis and evaluation of student success / failure, identification of the most important reasons for study failure.
- Adoption of measures to increase study success and implementation of activities focused on sharing best practice in solving study failure at the level of faculties and institutes of the university.
- Development and support of conditions for creative project teaching.
- Creation of conditions for the involvement of external and foreign workers in the educational process.

Activities in the field of support of students, spatial and material-technical provision of the educational process:

- Improvement, expansion and active provision of support and counselling services to applicants and students during their studies, including psychological and career guidance services that meet the diverse needs of students and are a prerequisite for their progress in study.
- Development of the concept of career guidance, implementation and provision of career guidance services.
- Provision, expansion and improvement of students' access to information resources, library collections and information and communication technologies.
- Construction, development and modernization of classrooms, laboratories and their material and technical and ICT equipment in order to ensure a high quality educational process.
- Creation, improvement and expansion of suitable facilities for students for the purpose of their accommodation as well as sports, cultural, spiritual and social activities.
- Support for university grant schemes for first and second degree students.

Activities in the field of further education:

- Creation and implementation of an effectively functioning system of further education for key groups of university employees based on the analysis of further education needs in relation to key competencies for lifelong learning.
- Creation of a publicly available comprehensive offer of further education, including interdisciplinary programmes and courses at all workplaces of the university within the development of further vocational education for the needs of practice.

- Creation of a comprehensive offer of education at the University of the Third Age with a divided offer of education for adults of 45-60 with an emphasis on competency education and for adults of 60- and older with a focus on hobby education in order to develop further education for the needs of community within the third mission of the university.

Indicators

- Number of open accredited study programmes in the relevant degree and form of study.
- Number of innovated study programmes in the offer of accredited study programmes.
- Number of open accredited inter-field and interdisciplinary study programmes.
- Number of submitted study applications.
- Proportion of applicants admitted study from the number of registered applicants in the relevant degree and form of study.
- Proportion of applicants enrolled in the 1st year of study out of the number of applicants admitted in the relevant degree and form of study.
- Proportion of students of the first year of study who prematurely left their study in the structure according to the reason, i.e. exclusion for failure, dropping out of study, change of study programme.
- Proportion of students in subsequent years of study who prematurely left the study.
- Proportion of students exceeding the standard length of study in the relevant degree and form of study.
- Number of graduates.
- Proportion of graduates of the relevant degree and form of study out of the number of students enrolled in the given degree and form of study.
- Number of employees with a focus on student support - study and career counselling.
- Ratio of number of students and teachers.
- Number of final theses supervised by the thesis supervisor, average number.
- Proportion of university teachers up to three years of experience with completed adaptation education.
- Proportion of university teachers completing further developing education.
- Number of accredited and non-accredited educational programmes and courses within further vocational education for the needs of practice.
- Number of participants in further vocational education from an external environment.
- Number of participants aged 45 and over involved in further education within the University of the Third Age at UNIZA.

2. QUALITY ASSURANCE

" Ensuring the quality of higher education and the satisfaction of students and their future employers at the highest possible level."

-UNIZA -

Goals

- Create, implement and maintain an effectively functioning internal quality assurance system for UNIZA higher education in accordance with the university's plans and SAAHE standards.
- Align accredited study programmes with SAAHE standards for the study programme.
- Increase the university's ability to meet the requirements of students, employers and other relevant interested parties in terms of quality of education.
- Support and increase the quality of scientific research activity and creative activity.
- Implement the achieved results in scientific research area into the educational process.
- Increase the level of creative activity in the field of habilitation and inauguration proceedings.

Activities

Creation, implementation and maintenance of an effectively functioning Internal Quality System (IQS) in accordance with the university's plans and respecting SAAHE standards based on re-evaluation and innovation of the existing IQS at the University of Žilina in Žilina in terms of new accreditation standards, including study programmes approval processes. Create a space in the structures of the IQS for the representation of students and representatives of external interested parties and involve them in monitoring and improving the functionality of the IQS.

Harmonization of accredited study programmes with the SAAHE standards for the study programme.

Application of measures related to increasing students' academic success will be monitored and subsequently evaluated by measuring students' satisfaction with the quality of education and approach of university teachers.

The use of appropriate tools and measures to achieve an increase in quality in scientific research activities in terms of submitted projects, quality outputs of publishing activities and quality infrastructure laboratory equipment.

Indicators

- Established IQS - SAAHE decision on IQS compliance with accreditation standards for IQS.
- Overview of harmonized study programmes - Decision of SAAHE on compliance of the study programme with accreditation standards for the study programme.
- Proportion of students who participated in the evaluation of the quality of teaching and teachers of the study programme out of the total number of students.
- Rate of satisfaction of students with the quality of teaching and teachers.
- Rate of satisfaction of students with specific needs.
- Rate of return of feedback from internal and external interested parties to quality assurance and improvement.

3. SCIENCE AND RESEARCH

*"The mission of science is to serve
the people."*

- Lev Nikolayevich Tolstoy -

Goals

- Focus on the future of the university as a major, internationally recognized research university not only in the European Research Area.
- Create open science, top and excellent teams.
- Continuously increase the level of scientific research activity.
- Create conditions for the involvement of external and foreign workers in scientific research activities.
- Strengthen cooperation with industry and other sectors of the economy.
- Create conditions for the growth of innovation potential, creative activity, technology and knowledge transfer and make effective use of quality assessment tools in science and research.
- Actively link scientific research activities to the implemented study programmes.

Activities

Activities in science and research at the university are developed in the spirit of academic freedoms – freedom of scientific inquiry, research, development, artistic and other creative activity. They reflect current research areas that are in line with the strategic documents of the Slovak Republic and the research areas of the university. They are based on long-term results in scientific research activity, the basic pillars of which are the results of projects from domestic and foreign grant schemes, projects from structural funds, projects of the University Science Park and Research Centre, centres of excellence and competence centres, centres of applied research, quality research infrastructure and staffing in the following areas:

Innovative industry for the 21st century:

- Intelligent production systems.
- Advanced technologies, progressive design solutions and modern materials of the future.
- Industry 4.0 - automation, innovative management.

Mobility for the 21st century:

- Intelligent transport systems and technologies.
- Intelligent, safe and environmentally friendly transport route.
- Environmental aspects of buildings, the effects of transport on the environment.

- Intelligent buildings and systems at the time of transition to a carbon-free economy and circular economy.
- Smart city and smart systems.
- Greening of transport and industry to achieve carbon neutrality.
- State and EU transport strategy: harmonization and integration of legislation and management systems of the transport and communication system of the Slovak Republic within the European area.
- Construction of the means of transport of the future and green energy.
- Electro technical materials and technologies and photonics.
- Building comprehensive security of society, crisis management and protection of persons, property, information and the environment, increasing the level of security of critical infrastructure, safe and environmentally friendly transport route and transport.
- Optimization and simulation of complex transport and service systems.
- Analysis and design of suitable solutions for urban mobility, including data collection, data analysis and data processing through machine learning, mobility solutions for urban and non-urban environments.
- Development of an intelligent network of charging and refuelling stations for alternative fuels.

Digital transformation of Slovakia:

- Information and communication technologies as a common platform to support all areas of research with a focus on photonic, SAT, terrestrial and multimedia systems.
- Digital economy. Cyber and network security. Big data - big data analysis, neural networks and deep learning.
- Distributed technologies and systems, HPC (High Performance Computing), quantum encryption and quantum information technologies.
- Visualization of data obtained from industrial processes, transformation of real objects into digital form.
- IoT and IoE - The Internet of Things and the Internet of Everything.
- Use of ICT in business management.
- Transfer and dissemination of research results for the cultural and creative industries.
- Research in the humanities and pedagogical sciences with a link to the field of digital science.

Health of the population and health technologies:

- Biomedical engineering.
- Biomedical informatics, tools, technologies and digital solutions in the field of health and care, including personalized medicine.
- Artificial intelligence and robotics and their use in biomedical applications.

In terms of qualitative changes in science and research:

- Support the qualitative evaluation of scientific and publishing activities, reward successful creators and researchers of projects and for publishing activities in major foreign and domestic periodicals, focus primarily on outputs in impact journals in recognized international databases with Q1, Q2, Q3 and increase the citation index.
- Support the funding and development of infrastructure of research and development which, together with knowledgeable researchers, will create the basic preconditions for successful participation in projects within national and international grant schemes.
- Create an overview of the offer list of existing capacities of research laboratories of individual workplaces of the university.
- Selection of research topics reflecting the trends and directions of European and global research and the requirements of industrial partners.
- Appreciate and financially motivate employees who are actively involved in quality international projects and impacted publications.
- Encourage publicity of significant results to the public through print and electronic media.
- Encourage the publication of journals indexed in internationally recognized databases.
- Organize international scientific events in order to present the results of scientific research activities.

Connection between faculties and openness within the university:

- Create top teams in the profile areas of the university's workplaces, which will be led by internationally respected researchers with the support of the UNIZA grant system.
- Create a system of operative creation of research teams, creation of a parallel structure of inter-faculty, jointly thematically focused, scientific teams managed independently of the faculties.
- Define the position of faculties in the joint solution of projects in terms of delegation of rights and obligations and their regular audit.
- Increase the qualification structure of workplaces in order to create a top scientific team with top scientific research and project activities.
- Maintain and develop the existing close cooperation between the individual workplaces of the university.
- Actively look for new penetrations of workplaces and their scientific research focus.
- Support excellent research in priority scientific areas and improve the outputs of research projects.

Sustainability of excellent research laboratories on the basis of interdisciplinary teams and involvement of the best students in the solution of science and research:

- Actively use modern scientific infrastructure, technologies and software tools to achieve quality internationally recognized results with the possibility of transfer to practice.
- Develop active cooperation with project participants, co-authors and authors of scientific articles and publications. Involve doctoral students in selected project processes by incorporating them into the personnel matrix of the project.
- Support university grant schemes for doctoral students or young researchers.
- Direct the topics of final theses to current scientific research tasks, expand the integration of student scientific power into the solution of projects and internal grant tasks.
- Scientifically focus the project teaching at the engineering (master's) degree of study.
- Continue in existing activities of good practice with an emphasis on their development and improvement.
- Focus doctoral study and its close connection on solving scientific research tasks, including the needs of economic practice; the existence of post-doctoral positions as a continuation of professional development after completing doctoral study through active participation in solving scientific and development problems; intensive use of domestic and international mobility of students, teachers and researchers; to support and link the education of doctoral students for better employment in the commercial sphere and to support the participation of second degree students in university research activities.
- Involve experts from abroad in the supervision of doctoral students' dissertations and doctoral courses, support the professional supervisors from abroad, complete foreign internships in doctoral studies and, last but not least, involve doctoral students in international research projects.

Targeted applied research, cooperation with practice:

- Actively cooperate with practice, focus the topics of final theses of students of all levels of study on the needs of practice.
- Offer specialized courses focused on the possibility of retraining according to the needs of practice and their application through selected software tools, project teaching, etc.
- Offer services for practice in terms of the use of experimental technology, technological and software equipment, to implement joint projects of applied research within the current grant calls.
- Deepen cooperation with companies in the region, in Slovakia and abroad in the field of science and research, to integrate the university's workplaces into innovation clusters and professional interest associations.

- Build joint workplaces at the university in cooperation with companies, with the possibility of involvement and application of postdoctoral students in joint research and development projects.

Targeted development of human resources:

- Create conditions and support graduation growth of employees in order to increase the quality of habilitation and inauguration proceedings.
- Continuously increase the quality criteria of the habilitation and inauguration proceedings in accredited fields with regard to international acceptance.
- Motivate employees to grow professionally not only in terms of meeting the habilitation and inauguration criteria, but mainly in terms of formation and maturity as internationally recognized experts and their scientometric indicators.

Indicators

- Number of publications in scientific periodicals registered in the world scientific citation databases Web of Science, SCOPUS mainly in the highest quartiles and deciles.
- Number of highly cited publications of authors from the university.
- Number of publications with the author participation of students, especially doctoral students.
- Regular monitoring and evaluation of the development of the quality of science and the environment at the university and their comparison within the university or with other universities.
- Quality staffing of habilitation and inauguration proceedings.
- Number of solved grants from domestic sources, including the amount of financial support.
- Number of solved grants from foreign sources, including the amount of financial support.
- Number of solved research projects from other entities, including the amount of financial support.
- Number of patents and utility models.

4. INTERNATIONAL COOPERATION

"It is the chiefest point of happiness that a man is willing to be what he is."

- Desiderius Erasmus-

Goals

- Develop previous experience, targeted coordination of planned international activities and create conditions for UNIZA workplaces to use the possibilities of EU programs: Horizon Europe and Erasmus in the period 2021-2027.
- To develop the competencies of teachers, to support the preparation of joint study programs and to introduce teaching in foreign languages, to increase the number of foreign students from the EU and non-European countries. Further increase the mobility of students and teachers, as well as its quality in all types and forms.
- Develop international cooperation with higher education institutions, non-university and research institutions and businesses in order to improve the commercialization of science, research and education results.
- Support and develop international educational and scientific strategic partnerships in order to strengthen the position of the university as one of the most important Slovak universities.
- Support the social, cultural and economic interests of the city and the region with the knowledge gained from international cooperation, with an emphasis on the social responsibility of the university.
- Fulfil the strategy of concluding international university agreements and partnerships with educational and scientific research institutions inside and outside the EU.

Activities

International cooperation is a necessary prerequisite for the sustainable development of main activities of the university - educational and scientific research. It concerns in particular cooperation in the framework of international programs, the ability to participate in international competitions and tenders in order to obtain funding from sources from abroad and from the European Union. At the same time, it is necessary to reflect on the constantly evolving needs of the labour market at the international level, which require qualified professionals with an international reach. One of the means to increase the quality of its activities as well as to improve the competitiveness and readiness of the university to operate within the European area is internationalization, which the university will strengthen in the years 2021-2027.

In terms of the development of international cooperation in the field of education:

- Continue to be involved in the solution of international projects focused on education.
- Support the successful involvement of university workplaces in Erasmus activities in the 2021-2027 programming period.

- Continue to support the international mobility of teachers and administrative staff of the university within the Erasmus program and other mobility programs inside and outside the EU.
- Support the creation and accreditation of international joint study programs and activities aimed at obtaining a joint diploma or two diplomas. Together with foreign partners to perform various pedagogical activities, such as mutual guidance and assessment of final theses, exchange of study materials, etc.
- Develop the international mobility of university students within Erasmus and various other mobility programs, increase the quality of student mobility by removing obstacles to mobility. Further support international contacts and short-term internships of students outside mobility programs, in cooperation with national agencies and in cooperation with SAAIC, SAIA, J. William Fulbright's Commission for Educational Exchange in the Slovak Republic, and others.
- Develop conditions at the university for admission of a larger number of foreign students, either within mobility programs or the study of comprehensive study programmes (teaching in foreign languages with emphasis on the English language, information resources, accommodation, etc.) even in cooperation with student organizations.
- Support the mobility of students and teachers also in sports and cultural events.
- Support activities aimed at establishing new international partnerships and concluding bilateral agreements.
- Create a system of support and stimulation of all university employees in the field of their international cooperation and mobility and increasingly invite foreign experts to lecture and research stays at the university.
- Use and promote the results of international projects on synergistic web domains promoting and popularizing science and technology, including promotion on the university's website, faculties websites and social networks for the general public.
- Use and promote the results of international projects in order to maximize the impact on individuals and the university as a whole.

In terms of the development of international cooperation in the field of scientific research activities:

- Focus on joint projects with foreign partners, activities in the field of EU research, development and cooperation programs with an emphasis on Horizon Europe, individual bilateral cooperation projects and participation in major international platforms and teams.
- Support the institutional and individual membership and participation of academic employees and the university as a whole in international cooperation projects with major partners and organizations in the world. Support the membership of UNIZA

and its employees in internationally recognized scientific and research organizations, clusters and networks.

To improve international cooperation, the university will motivate and support the development of language skills not only of pedagogical and research employees, but also other university employees and will implement further measures (e.g., bilingual labels) so that the whole university environment is attractive and seamless for foreign students, teachers and other guests.

Indicators

- Number of study programmes provided in foreign languages.
- Number of subjects provided in a foreign language.
- Number of joint study programmes with foreign partners.
- Number of double diplomas with foreign partners.
- Number of foreign university teachers, researchers and lecturers at the university.
- Number of actively used UNIZA cooperation agreements in individual areas.
- Proportion of foreign students in the total number of students.
- Number of teachers actively involved in foreign language teaching.
- Proportion of university students who have completed a study stay or internship abroad in the total number of students.
- Number of activities supporting the mobility of students, teachers and employees.
- The amount of funds obtained from the solution of non-research international projects.
- Number of UNIZA memberships in international organizations.

5. INNOVATION AND TECHNOLOGY TRANSFER

"Practice raises completely new questions for science and thus challenges one to seek quite new methods."

- Pafnuty Lvovich Chebyshev -

Goals

- Support and continuously develop the Technology Transfer Centre.
- Develop a platform for the creation of innovative companies, start-ups, spin-offs and incubators.
- Create a regional knowledge and innovation centre.
- Support the operation of a centre providing comprehensive support for the management of intellectual property rights.
- Create partnerships and support mechanisms for application in practice - the establishment of new business entities, participation in national and international clusters focused on topics related to the university, etc.

Activities

The University of Žilina in Žilina fulfils its mission by preparing graduates applicable on the labour market with the appropriate knowledge, skills and competencies. Likewise, the results of scientific research activities (apart from basic research) must be applicable and widely usable in practice or in cultural and social life. Therefore, a close connection with practice is a condition for the development of the university. The University of Žilina in Žilina will develop and deepen contacts with non-university institutions and companies in the Slovak Republic and abroad for reasons of cooperation in the areas of:

- **Education:** Education: participation of professionals from practice in the design and creation of study programmes, lectures for students and university employees; support for the participation of university students in solving specific problems of practice; cooperation in conducting excursions, internships and study stays; cooperation supervising and assessing students' final theses; participation of university teachers in the education of employees of partner organizations, training for practice, etc.
- **Scientific research activities and innovations:** transfer of results from scientific research activities into practice; creation and development of science and technology centres and innovative workplaces; participation in joint projects; organization of conferences; elaboration of expertise, reports, joint publications; participation in solving current problems for partner organizations, etc.
- **Other activities:** mutual use of premises and facilities; support for participation in international events; reciprocal memberships in university bodies and partner organizations, etc.

Mentioned activities supporting cooperation with the practice require the personal involvement of university employees. Cooperation will continue to take place on the basis of contracts concluded at the level of universities, faculties, institutes according to individual

activities and tasks.

The university will also support informal cooperation with all non-university entities.

Cooperation of the university with regional, national and transnational institutions, potential employers of graduates and users of the results of the university's scientific research activities, in addition to fulfilling social responsibility and the role the university plays as a centre of education, science and research, will increase the university's attractiveness and provide access to further finances especially from private sphere. This cooperation will also allow students to transit smoothly from academic environment to practice.

Evaluation of the potential of the University of Žilina in Žilina in connection with external environment assumes:

- Increase the innovation culture in the academic sphere, including defining processes and creating a platform for the creation of innovative companies and supporting the operation of the incubator.
- Support applied research and development through centres of applied research, University Science Park and research Centre, etc.
- Remove barriers between research, development, society and the economy, including the promotion of education, research and development activities, popularization of results among the general public, as well as consultancy for research teams in the field of processes related to the intellectual property protection and transfer of knowledge to practice.
- Increase the use of intellectual property protection institutes by research and development workplaces in the academic sphere connected with the processes of knowledge transfer and advanced technologies into practice, technological cooperation with industrial partners, consultancy on issues of legal and patent protection of intellectual property and technology transfer. Creation of conditions to support the financial coverage of the first phases of patent protection.
- Support and actively operate the Technology Transfer Centre, which will continue to provide comprehensive support for the management of intellectual property rights and the transfer of research and development results into practice.

Indicators

- Number of established cooperation partnerships with practice.
- The amount of financial income and benefits generated by participation in partnerships and transfer of knowledge, innovation and protected intellectual property into practice.
- Number of newly created business entities - Start-up, Spin-off.
- Number of patent applications, utility model applications, designs and trademarks submitted with the support of the UNIZA Technology Transfer Centre.
- Number of patent applications submitted at international level.
- Number of approved patent applications and utility models.

6. SOCIAL RESPONSIBILITY OF THE UNIVERSITY

"In science, it's not that important to get new facts, it's more important to discover new ways of thinking about them."

- Tomáš Janovic -

Goals

- Be a responsible employer; create a creative, motivating and non-discriminatory environment for employees.
- Be a responsible partner in the region in all areas of its activity.
- Be active in individual organizations focused on supporting cooperation in the field of education, science and research.
- Be actively involved in activities of associations of European cooperation and clusters.
- Participate in regional partnerships; contribute to the development of employment, and economic growth of the region, as well as the Slovak Republic and the European Union.
- Be a responsible partner in the market of educational and research institutions with a focus on responsible and transparent business and public procurement.
- Approach responsibly to the requirements of the labour market in the offer of study programmes.
- Create a platform for monitoring the applicability of graduates in practice and an institution for cooperation with university graduates (Alumni).
- Ensure efficient and energy-efficient operation of the university.
- Focus on research projects and innovations addressing the improvement of the environment and living conditions of the society, as well as adaptation to climate change.
- Cooperate with international, national, regional and local institutions in popularization of outputs of the main processes at the university.
- Spread the fame of the university in the external environment and to increase its reputation.

Activities

The University in provision and development of education, research, promotion of results and their evaluation is based on cooperation with other entities in the region and on the market of education and research in order to contribute to the creation of a comprehensive public view on university tasks, in terms of Smart Specialization of the Slovak Republic - RIS3 SK and also the Sustainable Development Goals (SDG 2030) defined by the UN.

Activities of socially responsible behaviour of the university assume:

- Improve creative, motivating and non-discriminatory working conditions.
- Expand and intensify cooperation with regional partners.
- Take co-responsibility for the state of the social environment and environment.
- Monitor and manage the impact of university processes on the behaviour of current and future students, graduates, employees and other partners.

- Monitor the impact of activities at the university in the context of the impact on the environment, the communities and the whole society in which the university operates.

- Respect the code of ethics of the employee and the code of ethics of the student within the social responsibility of the university.
- Create an inclusive culture in order to connect university employees and students that brings new and engaging perspectives, approaches and enriches experience of all in application of the principles of equality and diversity.
- Develop rules for teachers when working with students with special needs.
- Develop principles and rules for cooperation with public administration bodies, communities, student interest organizations and associations.
- Support non-formal education and volunteering.
- Support the organization and participation in scientific-technical, cultural-social and sports events.
- Organize opportunity days, career days, job exchanges, community events, children's university, competitions and events focused on science, technology and youth, activities popularizing science and technology to the general public, university and faculty open days, university of the third age, sports and cultural events, etc.
- Actively promote the university and popularize the activities and outputs of the main processes of the university.
- Regularly monitor the image of UNIZA - establish rules in connection with the implementation of surveys, establish responsibilities for the implementation, evaluation and presentation of the results of surveys and researches.
- Develop the marketing strategy of the university - establish rules for elaboration and evaluation at the faculty and university level.
- Regularly monitor UNIZA placement in rankings.

The university is part of social relations and through these relations it applies its influence on society and at the same time obtains information about expectations from its surroundings.

Indicators

- Number of popularization activities.
- The degree of employability of graduates in the labour market.
- Involvement in partnerships in the region (including clusters).
- Membership in professional organizations and international networks.
- Number of information about the university in the media.
- Number of expert opinions of university employees in the media.
- Number of promotional events in which the university participated in an external environment.
- Number of events organized at the university.
- Number of members involved in organizations for graduates (Alumni).
- Number of awards received of the university, faculties and university parts, including students and university employees.
- Placement of the university in world rankings.

7. HUMAN RESOURCES AND WORKING ENVIRONMENT

" Most people say that it is the intellect which makes a great scientist. They are wrong: it is character. "

- Albert Einstein -

Goals

- Optimize the organizational structure of the university so that it is able to ensure all its activities and priorities with emphasis on the quality of educational and scientific research activities, and thus achieve the maximum effective use of the funds obtained.
- Systematize personnel planning in relation to the main processes and career development opportunities for employees.
- Develop standards for selection procedures and standards for individual job positions.
- Develop a system of adaptation process for newly recruited employees, in particular for beginning university teachers and researchers.
- Develop a system of evaluation of university employees in relation to the activity plans of individual workplaces.
- Streamline and professionalise the internal administration and administrative activities at the university by reducing unnecessary bureaucratic burden and, conversely, strengthening activities where necessary (electronic circulation of documents, intensive and efficient communication between the various administrative units in the relevant matter).
- Develop further education of university employees.
- Create a clear, non-discriminatory and motivating work environment.
- Provide consulting and other services for employees.
- Obtain the "HR Excellence in Research" award.

Activities

The development of the university is primarily based on quality, qualified and satisfied employees. In this area, the university will focus on the following activities:

- Gradually improve the qualification and age structure of employees in the positions of university teachers and researchers in accordance with the requirements of accreditation of individual study programmes.
- Monitor and regularly evaluate the number and structure of employees in order to rationalize and streamline all activities and optimize the structure of employees.
- Develop standards for individual job positions with transparent criteria and procedures for selecting employees.
- Develop a system for the evaluation of performance of employees in order to create a plan for professional and career development, system of motivation and stimulation.
- Support postdoctoral students and prospective academic employees (university teachers and researchers), especially in the field

of their professional pedagogical activity, or an active seek for them in accordance with the processes of internationalization and the solution of individual projects.

- Develop existing adaptation education for beginning university teachers and researchers.
- Support the development of language competences of employees.
- Support the personal development of non-pedagogical employees by obtaining and participating in projects, by organizing professional courses within lifelong learning.
- Create educational programmes for individual categories of managers, including the creation of personnel reserves for specified management positions.
- Implement the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Develop the comparative analysis and action plan needed to obtain the award "HR Excellence in Research".

- Implement the activities planned in the action plan and their self-assessment.
- Implement projects focused on the support of women at the university.
- Develop services for employees in the field of health care, consultations and advice in connection with their career growth, etc.
- Regularly conduct an employee satisfaction survey and implement its conclusions at UNIZA.
- Systematically ensure the protection of personal data of employees and students.
- Systematically expand employee benefits.
- Create conditions for the active use of the university's sports grounds for employees, including the organization of sports events (university sports days, etc.) and sports and physical education camps.
- Create a system for active involvement of employees in individual areas of university life and set up processes for obtaining suggestions, proposals and comments.
- Building human resources with an emphasis on smooth generational change.

Indicators

- The proportion of academic employees (university teachers and researchers) in the total number of university employees.
- Qualification and age structure of university employees.
- Number of university employees who completed further education.
- Proportion of individual groups of university employees completing further education.
- Number of employee benefits.
- Number of employees using the benefits provided by the university.
- Number of meals provided in the catering facilities of the university.
- Average salary of an employee by category.

8. INFORMATION SYSTEMS

" The whole of life, from the moment you are born to the moment you die, is a process of learning."

- Jiddu Krishnamurti -

Goals

- Develop and support existing information systems with the provision of services and the application of ICT in the main and supporting processes of the university.
- Integrate existing systems with an emphasis on a user-friendly environment and access from mobile devices.
- Continuously innovate and optimize the virtualization of ICT infrastructure with efficient use and sustainable development.
- Increase the level of digital education and practical skills in the use of information technology at the university.
- Integrate information systems, workflow and data sharing, support decision-making and management of scientific research activities (ISSR – Information System of Science and Research).
- Develop support for the management of the educational process (Learning Management System) - LMS - e-learning, technology-supported education, the use of multimedia and digital presence.
- Develop the possibilities of digital forms of education (MS Teams, Zoom, Webex, Google, and more).
- Continuously modernize, standardize and unify the system and application environment and the WEB of the university and its departments.
- Ensure management and digitization of university content (ECM, DM), digitization of documents - optimization of the number of printed documents, application of digital certificate, administration of DOI (Digital Object Identifier) of published publications.
- Make information resources available to students and employees through remote and mobile communication. Increase the cyber security and reliability of the university ICT environment.
- Implement internal cloud and dynamic network services.
- Ensure the operation and appropriate use of computer systems.
- Develop the use of the SOFIA system.
- Ensure the extension of the functionalities of the internal payment system eMANY - Electronic Wallet at UNIZA,
- Ensure maximum expansion of the payment system in university conditions in order to eliminate cash payments.
- Prepare the extension of the electronic access system to the university premises.
- Prepare a dispatching system for the control and management of energy processes.
- Integrate parking systems into a central information system.
- Create a central repository and system for management of e-books and course books.

Activities

The information systems of the university ensure the main tasks in the field of education and scientific research activities and the administrative and technical-economic operation of the university. ICT applications in the university environment are reflected in changes in the organization of work, in the structure of content creation, in the provision of ICT services and in new forms of communication.

In these areas, the university will focus on the following activities:

- Develop and provide analytical tools for assessing the quality of science, research and education.
- It will systematically improve and ensure the system of protection of personal data.
- Continue in the development of the Academic Information System (AIVS) with an integrated e-learning system with a focus on student and teacher (student / teacher portal), in support of individual study plans with an emphasis on related legislative processes.
- Improve a unified environment for effective project management and project team management.
- Improve and expand the centralized collection and evaluation of requirements for the development of ICT and information systems services in order to use them in the design and development of information systems.
- Support further development of library and information services for the needs of students and employees of the university, to make information sources and external databases available through the UNIZA University Library and to support their use in education, science, research and other professional activities.
- Support publishing activities, in particular through own publishing house, with an emphasis on the wider use of electronic media.
- Improve information systems in the field of management and human resources so the work with them would simplify administrative procedures, allow clarity of all data and availability for employees at the appropriate levels of management, including the protection of personal data.
- Support the optimization of improvement of e-infrastructure, the operation of the university data centre with an emphasis on virtualization, users of virtual workplaces and infrastructure, especially from the point of view of research, development and applications.
- Ensure protection of critical and sensitive data and infrastructure against cyber threats.
- Support the provision of multi-user application software.
- Extend the introduction of university digital signature into the circulation of documents.
- Ensure continuous supplementation and improvement of intranet functions for maximum sharing of regulations, guidelines, procedures, instructions, events, documents, etc.

- Carry out analysis of data structures and their innovations for all analytical tools.
- Ensure the gradual electronization of the administration and circulation of documents.
- Support the further development and improvement of electronization of quality assessment system.

Indicators

- Number of new functions and applications in information systems at the university.
- Capacity of IT resources to support education, science and operation.
- Performance of university computer network.
- Time and percentage use of the data centre.
- Number of subjects supported by e-learning.
- Number of electronic information sources in the library.
- Number of published book and electronic resources at the university.
- Number and percentage use of accessible databases in the library.
- Number of publications registered in the library according to individual categories and workplaces.
- Annual turnover of the cashless electronic payment system.

9. MANAGEMENT AND DEVELOPMENT OF THE UNIVERSITY INFRASTRUCTURE

"Quality education and cutting-edge research require a modern and well-developed university infrastructure."

- UNIZA -

Goals

- Develop a plan for the implementation of the development and modernization of research and educational infrastructure, taking into account the already built infrastructure, including university science parks, research centres and other research and educational infrastructure.
- Continue in further building of the campus and development of the university infrastructure in accordance with the Zoning Plan of the University of Žilina in Žilina - laboratory and seminar premises, university library, congress centre, parking areas, sports grounds, accommodation facilities, etc.
- Renovate and complete buildings and infrastructure on the university campus - completion of projects Reducing the energy intensity of university buildings, completion of the reconstruction of dormitories, etc.
- Equip the buildings for education, scientific research and the development of original technologies and materials bringing innovative solutions with a high positive impact on society with modern technologies.
- Take a comprehensive approach to the solution of parking spaces on the university campus.
- Modernize individual sports grounds and sports facilities of the university.
- Build recreation and green zones on the university campus for employees and students.
- Address the use of rainwater collected from the roofs of university buildings to irrigate green zones.
- Reconstruct the university's internal and external energy infrastructure.
- Reduce the energy intensity of processes at the university by applying intelligent management in the field of energy and facility management.
- Use renewable energy sources, especially solar and low-potential geothermal energy for hot water heating in the summer in the catering facility and in other buildings of the Veľký Diel area.
- Complete the implementation of energy management of buildings for all university buildings.
- Implement and use micro photovoltaic power plants on the large roofs of university buildings as energy sources in the administration of the university.
- Implement environmental risk management with the new Lean Management application, which will move further waste reduction and an active approach to recycling.
- Use the university infrastructure efficiently, including ICT.

- Take a comprehensive approach to obtaining financial resources on the basis of their combinations so the optimal distribution of costs is ensured - revenues from the sale of assets, subsidies and resources of the European Structural Funds, non-grant resources, etc.

Activities

In terms of material development of the university, it will mainly focus on the construction and reconstruction of buildings for education and scientific research activities with the aim of gradual completion of the university campus in Veľký Diel, complex care for the university's assets, including the solution of energy and water consumption and environmental risks. Therefore, the university in cooperation with its individual parts and institutes assumes:

- Prepare and implement projects focused on the development of the university infrastructure in accordance with the Zoning Plan and the Long-Term Plan of the University of Žilina in Žilina.
- Search for suitable calls from structural funds, subsidies and grant schemes suitable for the development of infrastructure and implementation of activities of the university, its parts and individual faculties.
- Cooperate and communicate with faculties and individual parts of the university in the preparation and implementation of projects, provide administrative support and advice.
- Consistently register projects in the University's Science and Research Information System.
- Modernize information and communication technologies and techniques for the needs of education and scientific research activities in accordance with current needs, funding opportunities and the conclusions of audits and standards.
- Reconstruct and innovate the technical equipment of existing buildings, including the gradual reduction of energy intensity of university buildings and accommodation facilities and improve accommodation and catering facilities for students and employees - reconstruction of block H, modernization of the building and technological equipment of the New Canteen, etc.
- Modernize the athletic track and multi-purpose sports grounds.
- Build the Sports Centre of the University of Žilina in Žilina.
- Build a car park and Student Square near the catering facility of the University of Žilina in Žilina, carry out the construction of a car park of the Veľký Diel Accommodation Facility at block G-H, improve paved areas in front of the Veľký Diel Accommodation Facility – blocks DA, DB, DC, DD.
- Continuously optimize the parking system and improve the surroundings of individual buildings on the university campus.
- Continue to ensure the protection of property and persons at the university.
- Ensure project preparation and gradual implementation of new buildings of the university library, congress centre, rectorate, area of the Faculty of Security Engineering, laboratories of the Faculty of Civil Engineering and other buildings for

education and scientific research activities of the university.

- Complete the leisure and green zones of the university.
- Build an ecological and efficient irrigation system for a complex solution for rainwater management.
- Implement the renovation of building "A" Hurbanova street No. 15 in the center of Žilina.
- Modernize and expand the spaces in the basement of the RB building at the Faculty of Management Science and Informatics, as well as expand the teaching spaces of the faculty and reconstruct the auditorium.
- Re-evaluate the use of individual real estate of the university, including the possibility of renting and selling them or changing their use.
- Gradually reconstruct the cottages of the University Resort of Zuberec.
- Monitor, analyse and optimize the energy intensity of the university's facilities and equipment, including energy management.
- Gradually introduce Lean Management of environmental risk management in order to continuously manage waste and packaging management from the point of view of ecology and environmental protection, seek development and technological solutions for processing, recycling or alternative use of various types of waste and secondary raw materials.
- Implement operational and technical measures to increase security against illegal acts and the entry of unwanted persons, as well as technical measures to protect against cyber threats.

Indicators

- Area of teaching spaces in m².
- Office space in m².
- Volume of total investments in university infrastructure per m².
- University operating costs per m².
- Number of parking places at the university.
- Percentage use of university car parks.
- Percentage use of university accommodation facilities.
- Area of university sports facilities in m².
- Share of renewable energy sources in heat / cold and electricity supply systems.
- Energy consumption per m².

10. ECONOMIC EFFICIENCY AND MANAGEMENT OF FINANCIAL PROCESSES

"I know from experience that people who only wanted to get more money have rarely been able to do that. On the other hand, people who know why they need money and what they want to do with it have a better chance to achieve their goals."

- Richard DeVos -

Goals

- Create and develop a system of management of financial processes focused on internal quality assurance tools in accordance with the National Reform Programme of the Slovak Republic and the Slovak Republic Recovery Plan.
- Apply the concept of planning, financing and internal budgeting of costs and revenues, taking into account changes in the financing of higher education institutions in relation to individual parts of the university.
- Develop a system of calculation of costs and revenues (direct and indirect) for the main processes of the university, including calculation of costs and revenues for individual study programmes.
- Optimize and streamline processes in the public procurement system in the university environment in accordance with applicable legislative standards.
- Apply the optimal model and procedure for managing the university's cash flow and risks associated with the sustainability of projects.
- Focus on simplification and optimization of administrative activities at the university.

Activities

Within the framework of economic efficiency and management of financial processes, the University will focus on the following during the fulfilment of its goals:

- Preparation, setting up and update of motivational rules in creation and allocation of the budget funds at all sources of the university.
- Development of project financing system - grant management.
- Implementation of electronic circulation of accounting documents with the use of the functionality of document management.
- Extension and addition of the functionality of managerial reporting.
- Transfer and synchronization of data between AIVS UNIZA and IS Sofia in those areas where no interface was created.
- Increasing the efficiency of the use of individual university premises with an emphasis on the optimization of energy and operating costs.
- Elaboration of cost calculation for individual activities as a basis for pricing.

Indicators

- The value of revenues from educational activity and their share in the total revenues of the university, with the breakdown by individual workplaces.
- The value of revenues from scientific research activity and their share in the total revenues of the university, with the breakdown by individual workplaces.
- The value of revenues from business activity and their share in the total revenues of the university, with the breakdown by individual workplaces.
- The value of revenues and costs per creative employee of the university in total and with the breakdown by individual workplaces.
- The share of wage costs in the total costs of the university.
- Student costs in individual study programmes.

UNIZA Long-Term Plan for 2021-2027 was discussed and submitted for further discussion by **UNIZA management** at its meeting on **18 January 2021**.

On **1 February 2021** at the **UNIZA Rector's Advisory Board** meeting, the UNIZA Long-Term Plan for 2021-2027 was discussed and submitted for further discussion.

On **February 8, 2021**, the Rector of UNIZA submitted the UNIZA Long-Term Plan for 2021-2027 for discussion in the UNIZA Scientific Council and approval in the UNIZA Academic Senate.

On **18 February 2021**, the **UNIZA Scientific Council** discussed the UNIZA Long-Term Plan for 2021-2027 at its meeting with the fact that its further evaluation and elaboration of the implementation will be part of the university's annual reports and partial action plans - tasks for the following period.

On **February 22, 2021**, the UNIZA Long-Term Plan for 2021-2027 was approved by the **UNIZA Academic Senate**.