UNIVERSITY
OF ŽILINA

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Internal Quality Assurance System at the University of Žilina

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PART 1: THE STATUS OF THE INTERNAL QUALITY ASSURANCE SYSTEM AT THE UNIVERSITY OF ŽILINA

Article 1
Introductory Provisions

1. This document is issued as an internal regulation of the University of Žilina in accordance with the provisions of Section 15 par. 1 (b) of the Act No.131/2002 Coll. on Higher Education and on Changes and Supplements to Some Laws, as amended (hereinafter referred to as the "Higher Education Act") and in accordance with the provisions of Section 3 par. 2 (b) of the Act No. 269/2018 Coll. on Quality Assurance of Higher Education and on Amendments to the Act No. 343/2015 Coll. on Public Procurement and on Amendments to Certain Acts, as amended (hereinafter referred to as the "Higher Education Quality Assurance Act").
2. The Statute of the Accreditation Board of the University of Žilina is an internal regulation of the University of Žilina (hereinafter referred to as "UNIZA"), which is a part of the internal quality assurance system at UNIZA (hereinafter referred to as the "IQAS UNIZA"*, in Slovak "VSK UNIZA").*
3. This document establishes a comprehensive internal quality assurance system at the University of Žilina, with a view to fulfil the UNIZA mission and the UNIZA Long-Term Plan and achieving compliance of the UNIZA Internal Quality Assurance System with the Standards of the Slovak Accreditation Agency for Higher Education (hereinafter referred to as the "SAAHE").

Article 2
Basics of the Internal Quality Assurance System at UNIZA

1. In ensuring the quality of education, UNIZA builds on its previous long-standing experience and tradition. Systematic work on improving the quality of education at the faculties as well as at the institutes of the university-wide study programmes in the previous period used the implementation of quality management system standards according to the ISO 9001 standard, multiple implementation of the CAF model, creation of its own system supported by the formulation of policies, setting of objectives, evaluation of a set of factors and indicators, including the use of extensive surveys among the members of the UNIZA academic community (both employees and students), which served to gradually strengthen the quality culture.
2. The Standards of the Slovak Accreditation Agency for Higher Education effective from 1 September 2020 (hereinafter referred to as the "SAAHE Standards") provided a strong impetus to UNIZA in the field of quality assurance.
3. The development of the UNIZA Long-Term Plan fully respected the emerging trends in the field of quality assurance at higher education institutions, expressed in the relevant acts of law as well as in the standards and methodologies issued by the SAAHE. In the process of development of the UNIZA Long-Term Plan for the years 2021-2027, the mission of UNIZA, its vision, values, goals, and related indicators were defined with broad involvement

of the members of the academic community. The UNIZA Long-Term Plan was approved by the UNIZA Academic Senate on 22 February 2021.

4. The structured internal quality assurance system at UNIZA was officially introduced by the Directive No. 113 on 2 December 2013. The system was functional, regular quality measurements were conducted and quality improvement measures were taken. Following the publication of the standards for the internal quality assurance system for education, an extensive analysis of the IQAS UNIZA was performed at UNIZA. The analysis was performed by internal UNIZA staff in managerial and executive positions, students, and partners from practice. Each of the criteria of the standard was subjected to an examination of its compliance with the existing state of quality assurance at UNIZA. The results of the analysis served as input to the review of the IQAS UNIZA.
5. In the approach to the review of the IQAS UNIZA, based on the results of the analysis, most attention was focused on reformulating policies, setting up processes, support structures and redesigning or elaborating documentation.
6. UNIZA continues to put a lot of effort into engaging the widest possible part of the academic community as well as external stakeholders in the form of external partners from practice to increase the likelihood of fulfilling the objectives and to improve the awareness of the quality assurance process among all UNIZA members and supporters, and to create an environment of trust that UNIZA is able to meet the ever-increasing demands placed on the quality of education.

Article 3
Commitment to Responsibility for the Quality of Education

1. By adopting this document, the UNIZA management and the entire academic community declare their primary responsibility for the quality of education and creative activities, the common sharing of UNIZA values expressed in policies, as well as the focus on achieving UNIZA quality objectives derived from the UNIZA quality assurance objectives and policies.
2. The main means for the fulfilment of the UNIZA's objectives is the IQAS UNIZA consisting of policies, processes and supporting structures. This system is perceived by UNIZA top management and staff as an integral part of UNIZA management. It is applied in UNIZA's day-to-day activities by adhering to specific rules and guidelines which are part of UNIZA's internal regulations.

Article 4
Perception of the Logic of the SAAHE Standards for the Internal Quality Assurance System at UNIZA

1. The IQAS UNIZA is elaborated in such a way that it is in compliance with all standards for the internal system issued by the SAAHE and at the same time that it respects the peculiarities of UNIZA and its workplaces as well as the objectives of UNIZA.
2. The basis of the IQAS UNIZA is the policies expressing the guiding principles that are in line with the values of UNIZA and provide the basic framework for setting objectives, processes, and structures.
3. The areas defined by the SAAHE Standards are developed at UNIZA into the life cycles of these key areas and are expressed by processes in a process map representing the backbone of the quality assurance at UNIZA (https://adonis.uniza.sk:8443/). The basic

links between the areas are expressed in Figure 1, where "IS" with a number indicates a relevant SAAHE Standard for the Internal System (IS).

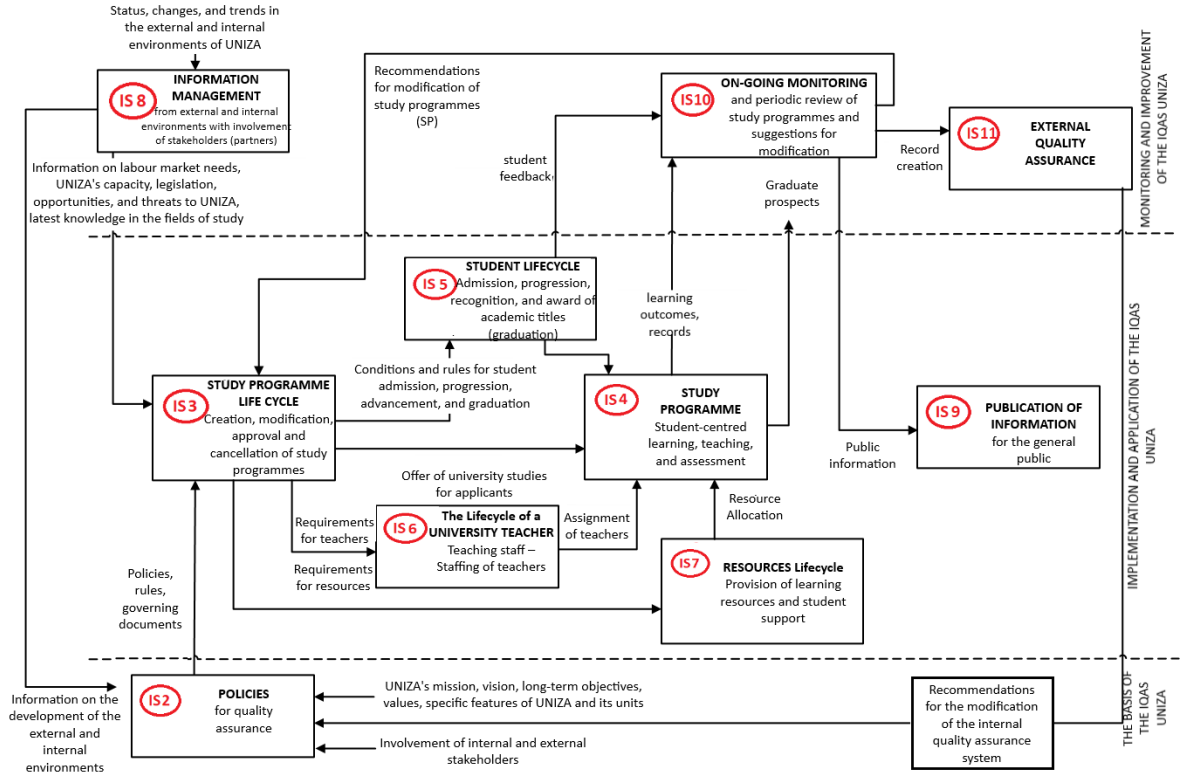


Figure 1: Basic links among the areas identified by the SAAHE Standards in the IQAS UNIZA

PART 2: POLICIES AND OBJECTIVES OF THE INTERNAL QUALITY ASSURANCE SYSTEM AT THE UNIVERSITY OF ŽILINA

Article 5
Purpose of the UNIZA policies

1. The purpose of formulating and publishing the UNIZA policies is to highlight the principles applied at UNIZA through various strategies, objectives, procedures, and rules. They are set up so that UNIZA expresses through the policies what guides its various quality assurance activities. Thus, they are not aimed at what is to be done or how exactly an activity is to be performed, but rather at providing a framework for setting rules and thus enabling UNIZA's objectives, processes, and structures to refer to the principles set out in the UNIZA's quality assurance policies (Criterion IS 2.4.1 of the SAAHE Standards for the Internal System).
2. The application of the principles expressed in the policies is set up in such a way that it is reviewable whether they have been correctly applied in the relevant UNIZA structures, objectives, processes, and rules. The UNIZA management is responsible for the validity and timeliness of the policies.
3. In formulating the policies, UNIZA has taken into account the following requirements:
   a) consistency of the policies (interdependence without contradictions),
   b) consistency with UNIZA's mission and the UNIZA Long-Term Plan,
   c) formulation of the policies that could be accepted or adopted by stakeholders (partners) involved in the educational process or having a relevant impact on education and other creative activities.

Article 6
Declaration of the UNIZA Quality Assurance Policy

1. UNIZA accepts responsibility for the quality of education provided at all levels, which means that each member of the academic community, starting with the UNIZA management, is accountable for the quality of their work and its results, as well as for the improvement of their role – management staff, teachers, scientists/researchers, and other university employees with higher education occupying positions where higher education is required and who are employed by the university at fixed weekly working hours (the staff part of the academic community) and the students of the university (the student part of the academic community).
2. At UNIZA, quality is a matter for all employees and students, but poor quality is also a matter for all.

Article 7
UNIZA Policies in Relation to Quality Assurance

1. The policy for the creation, modification, and approval of study programmes – P1:
   a) UNIZA shall deliver study programmes in the field of knowledge determined by the UNIZA Long-Term Plan, in accordance with UNIZA partnerships, current international

trends, while respecting the interrelation of education with creative activities and the requirements of practice.

b) The study programmes at UNIZA shall correspond with the appropriate level of the qualifications framework and shall have a clear link with the system of professions.

c) The study programmes shall have clearly defined learning objectives as well as learning outcomes and UNIZA shall use an appropriate range of pedagogical and assessment methods to master and demonstrate them.

d) The internal composition of the study programmes at UNIZA shall allow for the flexibility of learning paths in the study and the development into lifelong learning programmes.

2. The policy for the involvement of employers and other stakeholders as defined by the SAAHE Standards (hereafter referred to as "stakeholders") in the participation and decision-making at UNIZA – P2:
   a) UNIZA shall be interested in opinion and requirements of employers, employees and other stakeholders and involve them in the processes of design and approval of the quality assurance system in order to create greater added value to UNIZA's activities and results.
   b) UNIZA shall obtain targeted feedback on its activities, decisions and results from stakeholders or authorities from practice in order to be able to validate its results and to be inspired in further development of UNIZA with improved and innovative processes and services.
   c) UNIZA shall create an environment for the meaningful and mutually beneficial involvement of teachers in research activities and the involvement of researchers in the educational process.
   d) UNIZA shall create favourable conditions for the further development of the internationalisation of the education system.
3. The policy for the student support and involvement of students – P3:
   a) UNIZA shall ensure the timely identification of students in need of support and assistance in order to provide them with specific arrangements and information.
   b) UNIZA shall ensure awareness of resources and services, the availability of the necessary resources and services for the support of education and learning for the students.
   c) UNIZA shall support the personal development of students by encouraging their initiative and creativity, by conducting a dialogue in order to promote the student-teacher relationship, by providing opportunities as well as resources for organizing events.
   d) UNIZA rejects discrimination and intolerance and shall take effective measures in order to prevent any manifestations of discrimination and intolerance also in relation to students.
4. The policy for transparency and public information – P4:
   a) The information published on the UNIZA's mission, study programmes, graduates and the functioning of the internal system shall meet the relevant needs of stakeholders in terms of timing, form, and content.
   b) UNIZA shall ensure the transparent management of financial resources and efficient use and management of its assets.
   c) UNIZA shall ensure that its responsibilities towards the set strategic goals are addressed and shall favour the principle of accountability rather than reporting on activities that have been undertaken.

d) UNIZA shall obtain the information necessary for management in such a way and by such means that this administration imposes a minimum burden on the creative employees and students of UNIZA.

5. The policy for monitoring, reviewing, approval and improvement of the internal quality system (IQS) – P5:
   a) UNIZA shall ensure the independence and objectivity of the monitoring, review, and approval of the study programmes in order to achieve the required level of quality of education and to increase it.
   b) Through continuous monitoring of the external as well as the internal environments, UNIZA systematically obtains the information necessary for the modification of the study programmes and the educational environment, with feedback from internal and external stakeholders (partners) on UNIZA's activities, outputs and outcomes being an essential source of information for the improvement.
   c) The monitoring of progress in research and fields of study is a matter for all creative employees and is organized at all levels of UNIZA.
   d) UNIZA shall respond to societal changes and threats and take measures in order to reduce environmental burdens.
   e) The management of UNIZA shall regularly review the UNIZA internal quality assurance system (IQAS) in order to verify its functionality and improve it systematically through the measures taken.
   f) The measures taken are continuously included into the UNIZA monitoring system and their effectiveness is evaluated.
6. The quality assurance policies at UNIZA are an integral part of the quality assurance system and the objectives and indicators of the quality of education are in line with these policies. The policies are regularly reviewed and improved, especially in the light of significant changes in the external environment.
7. The quality assurance policies at UNIZA were submitted to the meeting of the UNIZA Academic Senate on 28 June 2021 and in the form of the Directive No. 213 Quality Assurance Policies at the University of Žilina (hereinafter referred to as the Directive No. 213) and were approved by the UNIZA Scientific Board on 1 July 2021 without any comments.

Article 8
UNIZA Quality Objectives and Related Quality Indicators

1. The University of Žilina has set its main motive for the field of EDUCATION "Attractive offer of university studies, student-centred learning, teaching, and assessment for the needs of practice" in the framework of the UNIZA Long-Term Plan for the years 2021 – 2027.
2. The main motive is elaborated into basic objectives for the field of education, respecting the mission, values, policies, and strategic goals of UNIZA. Control indicators are also set for each of the main objectives, fulfilling the requirement of the criterion IS 2.8.1.b.1 of the SAAHE Standards for the Internal System and in several cases overlapping with other areas of the university management.
3. The objective: "To ensure an attractive offer of study programmes, including interdisciplinary study programmes reflecting graduates' employability in the labour market" is followed by the following indicators:
   a) Number of interdisciplinary study programmes.
   b) Graduate labour market employability rates.

c) Frequency and intensity of involvement in partnerships in the region, including cluster partnerships.
d) Extent of membership in professional organisations and international networks.

4. The objective: "To improve the quality of higher education by regularly reviewing and innovating the offer and content of study programmes" is followed by the following indicators:
   a) Number of open accredited study programmes at the relevant level and form of study.
   b) Number of innovative study programmes in the offer of accredited study programmes.
   c) Number of open accredited interdisciplinary study programmes.
   d) Established, functional and effective IQAS UNIZA – The SAAHE decision on compliance of the UNIZA IQAS with accreditation standards for the IQAS.
   e) Overview of the harmonized study programmes – The SAAHE decision on the compliance of the study programme with the SAAHE accreditation standards for the study programme.
5. The objective: "To create an attractive, motivating and non-discriminatory environment for students and their university studies" is followed by the following indicators:
   a) Percentage of students who have participated in the evaluation of the quality of the educational process and the teachers of the study programme out of the total number of students.
   b) Level of student satisfaction with the quality of teaching and teachers.
   c) Satisfaction rate of students with special needs.
   d) The degree of involvement of internal and external stakeholders in quality assurance and improvement.
   e) Number of members involved in alumni organizations (Alumni).
6. The objective: "To guarantee a transparent, fair and reliable admission procedure guaranteeing equal opportunities to every applicant who demonstrates the necessary qualifications for completion of study" is followed by the following indicators:
   a) Proportion of admitted applicants out of the number of applicants applying for the relevant level and form of study.
   b) The proportion of applicants enrolled in the first year of study out of the number of applicants admitted in the relevant level and form of study.
7. The objective: "To increase the academic success of students by applying an appropriate admissions procedure, communication with applicants and students during their studies" is followed by the following indicators:
   a) Number of applications submitted for studies.
   b) Proportion of the first-year students who drop out of their studies, broken down by reason, i.e. exclusion for failure, dropping out, change of the study programme.
   c) Proportion of students in subsequent years of study who dropped out.
   d) The proportion of students exceeding the standard length of study at the relevant level and form of study.
   e) Number of graduates.
   f) The proportion of graduates of the level and form of study concerned out of the number of students enrolled in the level and form of study concerned.
8. The objective: "To improve the quality of the educational process through the use of innovative modern methods and forms of teaching and further teacher training" is followed by the following indicators:
   a) Proportion of the university teachers with up to three years of experience who have completed adaptive training.

b) Proportion of the university teachers receiving further development training.
c) Number of events organised at the university.
d) Number of awards received by the university, faculties, and workplaces, including students and staff of the university.
e) The university's position in world rankings.

9. The objective: "To promote student communication in a foreign language by building an effective portfolio of language courses and subjects delivered in a foreign language" is followed by the following indicators:
   a) Number of study programmes offered in foreign languages.
   b) Number of subjects offered in a foreign language.
   c) Number of joint study programmes with foreign partners.
   d) Number of double degrees with foreign partners.
   e) Number of foreign university teachers, researchers, and lecturers at the university.
   f) Number of actively used UNIZA cooperation agreements in particular fields.
   g) Proportion of foreign students in the total number of students.
   h) Number of teachers actively involved in foreign language teaching.
   i) Proportion of the university students who have completed a foreign study stay or internship in the total number of students.
   j) Number of activities promoting mobility of students, teachers, and staff.
   k) The volume of funding received from non-research international projects.
   l) Number of UNIZA memberships in international organisations.
10. The objective: "To improve, expand and actively provide support and guidance services to applicants and students during their studies'" is followed by the following indicators:
    a) Number of staff focusing on student support.
    b) Extent of study and career counselling provided.
    c) Proportion of the number of students to the number of teachers.
11. The objective: "To improve the availability of information resources and ICT for students" is followed by the following indicators:
    a) Performance of the university computer network.
    b) Time and percentage utilization of the data centre.
    c) Number of subjects supported by e-learning.
    d) Number of electronic information resources in the University Library.
    e) Number of books and electronic resources published at the university.
    f) Number and percentage usage of accessible databases in the University Library.
    g) Number of publications registered in the University Library by category and department.
    h) Annual turnover of the cashless electronic payment system.
12. The objective: "To provide attractive and suitable educational premises with modern material-technical and ICT equipment" is followed by the following indicator – The volume of total investment in the university's educational infrastructure per m2.
13. The objective: "To create appropriate sporting, cultural, spiritual and social facilities for students" is followed by the following indicators:
    a) Area of the university's recreation areas with access for students in m^2.
    b) Area of the university sports facilities in m^2.
    c) Percentage use of the University Accommodation Facilities.
    d) Number of parking spaces at the university.
    e) Percentage utilisation of the university's car parks.
14. The objective: "To develop a system of further training for staff" is followed by the following indicators:

a) Quality sustainable staffing of the habilitation and inauguration proceedings, for example by an appropriate number of professors and international representation.
b) The proportion of academic staff (university teachers and researchers) in the total number of university staff.
c) The qualification and age structure of the university staff.
d) Number of university employees who have received further training.
e) Proportion of each group of university employees undergoing further training.

15. The objective: "To develop continuing vocational education for the needs of practice within the framework of lifelong learning, flexibly responding to socio-economic and technological changes, employers' requirements, expected knowledge, knowledge and skills changing as a result of Industry 4.0 and demographic changes" is followed by the following indicator – Number of accredited and non-accredited educational programmes and subjects within continuing vocational education for the needs of practice.
16. The objective: "To develop further education for the needs of the community fulfilling the tasks of the social responsibility of the university, linking educational and scientific research outputs with the local community with the aim of popularising studies at UNIZA (the third mission of universities)" is followed by the following indicators:
    a) Number of participants in continuing professional education from external environment.
    b) Number of participants aged 45 and over involved in further education within the framework of the University of the Third Age at UNIZA.
17. The objective: "To create an environment for the application of digital learning as one of the teaching methods" is followed by the following indicators:
    a) Number of subjects supported by e-learning.
    b) Number of new functions and applications in information systems at the university.
    c) Capacity of IT resources for the support of education, science, and operation.
18. The indicators are elaborated in a way that they have specific target values set at the level of study programmes for a given period and are regularly evaluated within the monitoring mechanism of the internal quality assurance system at UNIZA.
19. The results of the evaluation of the indicators constitute an input to the review of the IQAS UNIZA and to the evaluation of individual study programmes.

PART 3: INTERNAL QUALITY ASSURANCE SYSTEM STRUCTURES AT THE UNIVERSITY OF ŽILINA

Article 9
Responsibilities of the Management Staff of UNIZA and its Units

1. The UNIZA management is responsible for the overall quality of processes and resources (the environment created in order to achieve UNIZA's objectives) and for the overall results achieved.
2. The deans and the senior staff of the university-wide workplaces at UNIZA are responsible for the quality of processes and results in their units. Each member of the academic community is responsible for the quality of his/her work and its results, as well as for improving his/her role in terms of quality assurance.
3. Quality assurance at UNIZA is coordinated by the UNIZA management (the rector and vice-rectors), using the professional and administrative support of the UNIZA Quality Manager.
4. The main tasks of the UNIZA management in the field of quality are as follows:

a) to ensure the continuity of the UNIZA's mission and the main direction of UNIZA, in particular by setting objectives and creating conditions for their achievement;
b) to support the day-to-day work of the university academic community by developing and consolidating the university's quality culture together with all members of the academic community;
c) to ensure the monitoring, periodic review, and evaluation of the IQAS UNIZA, as well as to communicate the results of these reviews to the academic community and UNIZA workplaces in the form of a public report;
d) to manage the development and improvement of the internal quality assurance system based on the monitoring and review of quality at UNIZA;
e) to review the submitted evaluations of relevant areas of the IQAS UNIZA at individual faculties/institutes and to impose measures for their improvement based on the results of the evaluation.

5. The quality assurance at UNIZA faculties/institutes in relation to the IQAS UNIZA is coordinated by the management of the workplaces, i.e. the deans, management staff, possibly with the support of a special position of the quality manager or a unit established at the level of the UNIZA workplace, depending on the type of the workplace.
6. Responsibilities for the IQAS UNIZA are incorporated into the responsibilities defined for the management of UNIZA and its units, and are integrated into the ordinary management procedures. The deans/directors of institutes are responsible for the implementation of the IQAS UNIZA in the faculty/institute environment. The monitoring functions, posts, or departments of specific UNIZA workplaces play an important role in quality assurance.
7. The main responsibility for the implementation, development and quality assurance of a study programme lies with the guarantor of the study programme according to the Directive No. 205 Rules for Assigning Teachers to the Provision of Study Programmes at the University of Žilina (hereinafter referred to as the Directive No. 205). The study programme guarantor is primarily responsible for the achievement of the learning objectives and learning outcomes defined in the description of the study programme, for the definition of the content and scope of the final state examination, for the thematic focus of the final theses at a given level of study, for the development, monitoring and regular assessment of the study programme. The study programme guarantor shall, on the basis of the discussion of the Board of the Study Programme, determine the profile subjects of the study programme and the teachers of the profile subjects, and shall also determine the subjects of the core.

Article 10
Basic Structures of the IQAS UNIZA

1. The UNIZA structures related to the quality of study programmes are defined by a special internal regulation of UNIZA – the Directive No. 214: “Structures of the Internal Quality Assurance System for the Creation, Modification, Approval and Cancellation of Study Programmes at the University of Žilina” (hereinafter referred to as the Directive No. 214), which responds to the criterion IS 2.4.2 and the criterion IS 2.4.4 of the SAAHE Standards for the Internal System.
2. **The Accreditation Board of the University of Žilina** consists of the chairman, the first and second vice-chairman and the members of the Accreditation Board. In terms of quality assurance, it represents the highest independent decision-making body in the framework of quality assurance of higher education, accreditation of study programmes, habilitation

proceedings and the proceedings for the appointment of professors at UNIZA. It also supervises the quality of study programmes, especially in terms of their responsiveness to changes.

3. The Directive No. 210 “Statute of the Accreditation Board of the University of Žilina” regulates the status, scope, composition, responsibilities, and authorities, implemented activities, method of negotiation and decision-making of the UNIZA Accreditation Board and its working groups within the IQAS UNIZA.
4. **The UNIZA Scientific Board** consists of distinguished experts active in the fields in which UNIZA delivers its educational, research and creative activities. The members of the UNIZA Scientific Board are appointed and dismissed by the rector after approval of the UNIZA Academic Senate. The composition of the UNIZA Scientific Board respects the representation of each field of study at UNIZA.
5. In terms of quality assurance, **the UNIZA Scientific Board** has defined its powers for the creation, modification, cancellation, and harmonization of the university-wide study programmes with the SAAHE Standards for Study Programmes in the Directive No. 204 "Rules for the Creation, Modification, Approval and Cancellation of Study Programmes at the University of Žilina" (hereinafter referred to as the Directive No. 204).
6. **The Scientific Board of the Faculty** consists of distinguished experts active in the fields in which the faculty delivers its educational, research and creative activities. Its members are appointed and dismissed by the dean of the faculty after approval of the Academic Senate of the faculty. The composition of the Scientific Board of the Faculty shall respect the representation of each field of study at the faculty.
7. **The Scientific Board of the Faculty** has the authority defined by the Directive No. 204 for the creation, modification, cancellation, and harmonization of the study programmes provided at the faculty with the SAAHE Standards.
8. **The UNIZA Academic Senate** is the highest self-governing body of UNIZA elected from the members of the academic community. It includes representatives of the staff and the student part of the academic community.
9. In terms of quality assurance, **the UNIZA Academic Senate** is responsible for the approval of the internal regulations of UNIZA in accordance with the Higher Education Act, namely the Statute, Study Regulations and other internal regulations of the university and its workplaces, which is also declared in the Statute of the University of Žilina.
10. **The Faculty Board of Guarantors** consists of all persons who bear the main responsibility for the implementation, development, and quality assurance of accredited study programmes at the relevant level of higher education at the faculty as well as other experts in accordance with the Directive No. 214. They are approved by the Scientific Board of the Faculty and appointed by the dean of the faculty.
11. In terms of quality assurance, **the Faculty Board of Guarantors**, in accordance with the Directive No. 214, expresses its opinion on proposals for the harmonization of existing accredited faculty study programmes with the SAAHE Standards, expresses its opinion on the need to create, the intention to create and the proposal to create a new faculty study programme or a study programme provided by several faculties of UNIZA, expresses its opinion on the proposal to modify a faculty study programme or a study programme provided by several faculties of UNIZA, expresses its opinion on the initiative to cancel a faculty study programme or a study programme provided by several faculties of UNIZA, expresses its opinion on other matters related to the quality assurance of education at the faculty on the basis of the requirements and the assignment of the dean of the faculty.

12. **The University Board of Guarantors** consists of all guarantors of accredited university-wide study programmes at the relevant level of higher education, in which UNIZA provides higher education, as well as other experts in accordance with the Directive No. 214. The guarantors are approved by the UNIZA Scientific Board and appointed by the rector of UNIZA.
13. In terms of quality assurance, **the University Board of Guarantors**, in accordance with the Directive No. 214, expresses its opinion on proposals for the harmonization of existing accredited university-wide study programmes with the SAAHE Standards, expresses its opinion on the need to create, the intention to create and the proposal to create a new university-wide study programme, expresses its opinion on the proposal to modify a university-wide study programme, expresses its opinion on the proposal to cancel a university-wide study programme, expresses its opinion on other matters related to the quality assurance of education at UNIZA.
14. **The Board of the Study Programme** is established in accordance with the Directive No. 214. The members of the Faculty Board of the Study Programme are appointed by the dean of the faculty. The members of the Board of the Study Programme for university-wide study programmes are appointed by the rector.
15. In terms of quality assurance, **the Board of the Study Programme**, in accordance with the Directive No. 214, elaborates a proposal for the creation of a new study programme, modification and cancellation of an existing study programme, incorporates comments and recommendations of the relevant Board of Guarantors and recommendations of the relevant authority from practice when designing a new study programme, when modifying a study programme and when harmonizing a study programme with the SAAHE Standards for Study Programmes and the Standards for the internal quality assurance system for higher education. It accomplishes and approves changes in the study programme that are not a modification of the study programme; it accomplishes other activities within the IQAS UNIZA related to ensuring and improving the quality of education in the study programme, and it accomplishes other tasks within the IQAS UNIZA.
16. **The Guarantors of the Habilitation and Inauguration Proceedings** (both at a faculty and at UNIZA within the university-wide fields of study of the habilitation and inauguration proceedings) represent a group of experts responsible for the development and quality assurance of the field of the habilitation proceedings and the inauguration proceedings (hereinafter referred to as the "HPaIP") at UNIZA within the meaning of the Directive No. 208 "Rules for the Acquisition of Rights, Harmonization of Rights, Regulation and Cancellation of Rights to Habilitation and Inauguration Proceedings at the University of Žilina" (hereinafter referred to as the Directive No. 208).
17. **The Board of Guarantors of the Field of Habilitation and Inauguration Proceedings** (at the faculty/at UNIZA within the university-wide HPaIP fields of study) is a group of experts responsible for the development and quality assurance of the HPaIP fields of study. They are the main guarantors of the individual HPaIP fields of study for which the faculty/UNIZA has accreditation rights within the framework of the university-wide HPaIP fields of study in accordance with the Directive No. 208.
18. **The Rector's Advisory Board** ensures the selection of candidates for the Accreditation Board, the University Board of Guarantors, and the Board of the Study Programme for the university-wide study programmes.
19. **The Dean's Advisory Board** shall ensure the selection of candidates for the Board of the Study Programme and the Faculty Board of Guarantors.

Article 11
Structures of the IQAS UNIZA
Providing Support for Academic Integrity and Adherence to Academic Ethics

1. Adherence to academic ethics and promoting support for academic integrity is part of the duties of all employees and students of UNIZA in accordance with the Directive No. 207 "Code of Ethics of the University of Žilina" (hereinafter referred to as the UNIZA Code of Ethics).
2. **The Ethics Board of UNIZA** is an advisory body of the rector for the field of academic ethics. It consists of 5 members appointed by the rector of UNIZA. If a complaint to be solved concerns a student, the student, nominated for this position by the student part of the UNIZA Academic Senate, is also a member of the Board. If necessary, the chairman of the Ethics Board may invite an expert on the issue at hand for consultation. The Board performs the activities specified by the UNIZA Code of Ethics in terms of ensuring the fulfilment of the criterion IS 2.6.d of the SAAHE Standards for the Internal System.
3. **The Disciplinary Boards** of the faculties as well as of UNIZA consist of 6 members – 3 are university teachers, 3 are students of the respective faculty, or in the case of a university-wide study programme, representatives of the faculties and institutes, appointed by the dean/rector after approval by the Academic Senate of the faculty/the UNIZA Academic Senate.
4. In terms of fulfilling the criterion IS 5.e.1 of the SAAHE Standards for the Internal System, the Disciplinary Board resolves disciplinary offences, examines complaints of disciplinary offences, conducts disciplinary proceedings, adopts resolutions, elaborates proposals for the imposition of disciplinary measures, while following the Directive No. 201: "Disciplinary Regulations for Students of the University of Žilina".

Article 12
Structures of the IQS UNIZA
to Support the Monitoring of the IQAS Functionality and Its Improvement

1. The main role of quality assurance of education is performed by **the Board of the Study Programme.**
2. According to the duties determined by the Directive No. 214, **the Board of the Study Programme** performs the monitoring of the study programme, including the collection and evaluation of suggestions from the internal and external environments from individual stakeholders, evaluates the key indicators of education for the study programme with the intention to improve the quality of education, assesses the professional level of the study programme and its compliance with the state of current knowledge in the field.
3. The Board of the Study Programme elaborates a report on the internal evaluation of the quality of educational activities within the study programme according to the SAAHE Standards for the Study Programme and adopts measures in order to improve the quality, evaluates the practical employability of the study programme graduates, evaluates once a year the fulfilment of the learning objectives and learning outcomes of the study programme, proposes and implements measures in order to improve the study programme, elaborates information on the study programme for publication, elaborates information on the professions that a successful graduate of the study programme can pursue, and on the employability of the study programme graduates.

4. **The Control and Internal Audit Department** is an organizational unit of UNIZA directly managed by the rector. It supervises the compliance with the regulations and rules stipulated in the internal quality assurance system of UNIZA in order to achieve compliance with the Standards with respect to the Directive No. 223: "Monitoring and Periodic Review of the Study Programmes". In conducting the supervision, it cooperates with the quality manager and representatives of relevant stakeholders.
5. **The Information and Communication Technologies Centre (Institute)** is an organisational unit of UNIZA managed by the Vice-rector for Information Systems. For the needs of management, evaluation and improvement of study programmes and the internal quality assurance system, it collects, processes and analyses information obtained from information systems for the evaluation of specified quality indicators using the Power BI specific analytical tool. Information management at UNIZA is defined in the Directive No. 218 "On the Collection, Processing, Analysis, and Evaluation of Information to Support the Management of Study Programmes" (hereinafter referred to as the Directive No. 218). It also fulfils its tasks within the basic structures for student and teacher support services at UNIZA.

Article 13
Basic Structures for UNIZA Student and Teacher Services

1. **The Departments for Studies at the individual faculties or the UNIZA Department for Education for the university-wide study programmes** (hereinafter referred to as the "Department for Studies") are available to provide information to students and to provide the services to students and teachers necessary to reduce the administrative burden on students and teachers.
2. **The Coordinators for students with special needs** perform organizational, coordination, information and management activities aimed at creating an accessible academic environment, objectively assessing the special needs of students, and creating appropriate conditions for students with special needs without reducing the demands on their academic performance.
3. **The Institute of Lifelong Learning** is an organisational unit of UNIZA which, in addition to its tasks in the education of UNIZA students, provides pedagogical training for UNIZA teachers, as well as lifelong learning courses for UNIZA employees, students, graduates and applicants from the external environment.
4. **The University Library** is an organisational unit of UNIZA which provides information resources in the form of publications, documents, and access to databases to UNIZA students and creative employees, as well as lending and literary research services, and publication registration services.
5. **The Institute of Physical Education** is an organisational unit of UNIZA, which, in addition to its tasks in the education of UNIZA students, provides physical activity programmes for students and interested employees, such as organising physical education camps and competitions, and ensures comprehensive sports activities for both students and employees of UNIZA.
6. **The UNIZA Counselling and Career Centre** is an organisational unit of UNIZA providing basic counselling and psychological assistance to students and employees of the university. Its task is to provide psychological, social counselling and intervention oriented on personality development and support in solving personal and study problems, stressful situations, etc.

7. **EDIS – Publishing House of UNIZA** is an organizational unit of UNIZA. In addition to the main activity of publishing UNIZA publications, including textbooks and study materials, EDIS provides printing and publishing of final theses for students completing their studies at UNIZA in accordance with their unified design approved by the UNIZA management.
8. **The UNIZA Accommodation Facility** is an organizational unit of UNIZA providing accommodation to UNIZA students on the basis of the Contract on Provision of Accommodation Services at UNIZA. The available documentation is the Directive No. 163/2018: Accommodation Regulations.
9. **UNIZA Catering Facility** is an organizational unit of UNIZA. It provides meals for UNIZA students and employees and also catering services when organizing events of UNIZA or its workplaces.
10. **Student organisations** promote the effective use of students' leisure time. UNIZA supports a number of student organisations, such as the GAMA Club, the Internet Club, the dormitory TV Í-tečko, RAPEŠ Radio, Radio X, the Erasmus Student Network UNIZA, the University Firefighting Club. In addition, UNIZA also supports student self-government activities, such as the Board of Accommodated Students at Veľký Diel and Hliny. The socio-cultural organisations of UNIZA enable the involvement of students and teachers in the activities of the Stavbár folklore ensemble at the University of Žilina and in the activities of the University Pastoral Centre at the University of Žilina.

PART 4: PROCESSES OF THE INTERNAL QUALITY ASSURANCE SYSTEM AT THE UNIVERSITY OF ŽILINA

Article 14
Basic Areas of the IQAS UNIZA for Process Management

1. UNIZA has harmonized its IQAS UNIZA with respect to the key areas of the quality assurance system as well as for the needs of the procedural processing according to the requirement of the criterion 2.4.3 of the SAAHE Standards for the Internal System and has identified from the SAAHE Standards for IQAS the areas of Study Programme, Student, Teacher, Partner, Resource (material, information, financial) in accordance with Figure 2. The other core areas are the acquisition, processing and use of information and the monitoring of the internal quality assurance system. The area Teacher is linked with an important area of Habilitation and Inauguration Proceedings (Rights), which has also been processed within the IQAS UNIZA. An important part of the process processing is also the area of Activity of the Accreditation Board.
2. The processes are elaborated and made publicly available as part of the IQS UNIZA on the website https://adonis.uniza.sk:8443/.

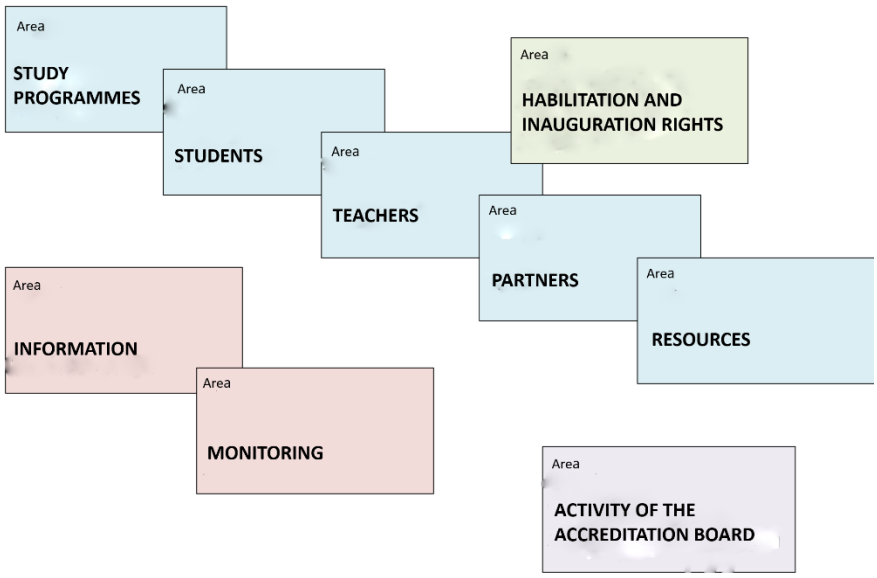


Figure 2: Key areas identified by the standards for process processing within the IQAS UNIZA

3. Determination of the ideal process flow results from the conducted analysis of the status of the existing IQAS UNIZA, comparison of the identified status with the requirements/criteria of the SAAHE Standards for the Internal System and implementation of measures for the harmonization of the IQAS UNIZA with these requirements. A description of the ideal course of the selected processes can be found in Appendix No. 3.
4. The rules enabling the harmonization of the IQAS are described in the relevant directives associated with the IQAS UNIZA processes.

Article 15
Approach to the Definition of the IQAS UNIZA Processes

1. The processes of the lifecycles of the key areas describe the core activities and their sequences. These activities are assigned to structures that ensure their implementation according to the relevant rules set out in the management documentation.
2. The processes in each area are defined in the paragraphs of Article 16 of this Directive and in the relevant figures. The letters indicated in the cells inside the tables represent activities and structures: 'R' stands for a person responsible for the implementation, 'A' approves the implementation, 'C' is to be consulted, 'I' is to be informed.

Article 16
Processes of the Key Area of the IQAS UNIZA "Study Programmes"

1. The starting point for any preparation for the creation, modification or cancellation of a study programme shall be the information obtained from the process of "Monitoring of the external and internal environments" relevant to UNIZA study programmes regulated in the Directive No. 223 "Monitoring and Periodic Review of the Study Programmes" (hereinafter referred to as the Directive No. 223). The implementation of this process is ensured by all stakeholders in their fields, i.e. both external (UNIZA's partners from practice, which may also be employers or graduates) and internal (structures, management staff).
2. On the basis of the information obtained, the dean for faculty programmes and the rector for the university-wide study programmes will ensure that this information is analysed,

especially in terms of assessing opportunities and threats. All subsequent processes shall follow the Directive No. 204.

3. The dean for faculty programmes and the rector for the university-wide study programmes shall ensure that, in the context of considerations on the study programmes, the availability of resources (financial, personnel, space, and materials) is reviewed based on their current and planned utilization. The discussion shall also take into account the possibility of expanding resources in the relevant period.
4. For the purpose of harmonization of study programmes, the dean/rector shall proceed in accordance with the Directive No. 204. After discussing the proposals of candidates in the dean's/rector's Advisory Board and after approval by the Faculty/UNIZA Scientific Board, the dean/rector appoints members of the Board of the Study Programme.
5. The Board of the Study Programme shall ensure the elaboration of a proposal for the harmonization of the existing study programme, using information and consultation with relevant stakeholders, in particular employer representatives. The dean/rector shall submit the proposal for the harmonization to the faculty/UNIZA as well as to the institute for internal discussion, to the Dean's/Rector's Advisory Board for discussion, and shall request the Board of the Study Programme to supplement or modify the proposal for the harmonization, if necessary. The final version of the proposal shall be submitted by the dean/rector to the Faculty/UNIZA Scientific Board for approval. After the opinion of the authority of practice has been expressed, the dean/rector forwards the proposal for the harmonization to the Faculty Board of Guarantors/University Board of Guarantors for their opinion.
6. In the event of the identification of requirements or a situation which implies the need to create a new study programme, the dean/rector shall address the proposal for the creation of a new study programme to an authority from practice, and subsequently address the Faculty Board of Guarantors/University Board of Guarantors with the opinion of the authority from practice.
7. In the case of a positive opinion on the initiative for the design of a new study programme, the dean appoints, after discussion in the Dean's Advisory Board, a Design Committee, which elaborates the Intention of the study programme. After the discussion in the Dean's Advisory Board, the dean submits the Intention for the study programme to the authority from practice and subsequently, with the opinion of the authority from practice, he/she also addresses the Faculty Board of Guarantors/University Board of Guarantors with the Intention for a new study programme.
8. In the case of a positive opinion on the Intention to create a new study programme, the dean/rector appoints, after discussion in the Dean's/Rector's Advisory Board, the members of the Board of the Study Programme, which elaborates a Proposal for a new study programme. He/she shall consult the Proposal for a new study programme with the authority from practice and the Faculty Board of Guarantors/University Board of Guarantors and, after incorporating their comments, submit the Proposal for a new study programme to the Faculty/UNIZA Scientific Board for approval.
9. In case of a need to modify the study programme, the Board of the Study Programme elaborates a Proposal for modification of the study programme, which is commented by the authority from practice and the Faculty Board of Guarantors/University Board of Guarantors, and after incorporating their comments, if there are any comments, the dean/rector submits the Proposal for modification to the Faculty/UNIZA Scientific Board for approval.
10. In the case of university-wide study programmes, the dean/rector submits to the UNIZA Accreditation Board for consideration all applications related to the creation, modification,

approval, and cancellation of study programmes at a respective faculty or university-wide study programmes.

11. Approved harmonization of a study programme, creation of a new study programme, modification, or cancellation of a study programme, including all related requisites, shall be recorded in the Study Programme Card.

12. The processes of the 'Study Programmes' area are shown in Table 1 with the relevant requisites:

	Area of the Internal Quality Assurance System:	**STUDY PROGRAMMES (Application of the P1, P2, P4 Politics)**												
Name of the process	Relevant documentation (**Di**rective, **Art**icle, **par**agraph)	Stakeholders	Dean/Rector	Dean's /Rector's Advisory Board	Faculty /UNIZA Scientific Board	Board of the Study Programme	Faculty / University Board of Guarantors	Authorities from practice	Rector´s Advisory Board	Design Committee	Accreditation Board	AB working groups	Department for Studies	Related criteria of the IQAS Standards
Monitoring of the external and internal environments		R	C			I								IS 3.1.2, IS 8.a.1, IS 10.a.1
Analysis of the external and internal environment	D_204, Art. 3, par.2	C	R											IS 8.a.1, IS 10.e.1
Checking the availability of resources	D_217, Art. 7	C	R	I			C						C	IS 2.5.1, IS 2.5.2, IS 2.5.3, IS 10.c.1
Appointment of the members of the Board of the Study Programme	D_205, Art.3 D_214, Art. 17		R	C	A		I	I					I	IS 3.1.1, IS 3.1.2, IS 3.2.a.1, IS 3.2.a.2
Harmonization of the study programme	D_204, Art. 10	C	A	C		R	I						I	IS 3.2.c, IS 3.2.b.1, IS 3.4.1, IS 3.4.2
Elaboration of an initiation for the design of a new study programme	D_204, Art. 3		R				C	C						IS 3.2.a.2, IS 3.2.b.2, IS 3.2.d, IS 3.2.e, IS 3.4.1
Elaboration of an intention for a new study programme	D_204, Art. 4		A	C			C	C	C	R				IS 3.2.a.2, IS 3.2.b.2, IS 3.2.d, IS 3.2.e, IS 3.4.1, IS 3.2.f.1, IS 3.2.f.2, IS 3.2.f.3, IS 3.2.f.4
Elaboration of a design of a new study programme	D_204, Art. 5		A			R	C	C					I	IS 3.2.b.2, IS 3.2.d, IS 3.2.e, IS 3.2.f.1, IS 3.2.f.2, IS 3.2.f.3, IS 3.2.f.4, IS 3.2.f.5, IS 3.2.g, IS 3.2.h, IS 3.3.1
Incorporation of comments	D_204, Art. 5, par. 8		A	I		R	I	I						IS 8.a.1
Modification of the study programme	D_204, Art. 7	I	C	C	A	R	C	C					I	IS 10.1.e
Submission of the application for the study programme (a new SP, modification)	D_204, Art.2, par.2 D_204, Art. 5, par. 20		R		A	C	I		C				I	IS 3.2.d, IS 3.2.d
Review of the application (for the harmonization of a SP, for a new SP, modification of the SP) by the UNIZA Accreditation Board	D_204, Art.2, par.4 D_210, Art. 12		I								A	R		IS 3.1.1, IS 3.1.2, IS 3.2.b.2, IS 3.2.b.3
Implementation of the study programme	D_209	I	A	C		R	I						I	IS 4.c.2, IS 5.a.1

Article 17
Processes of the Key Area of the IQAS UNIZA "Students"

1. UNIZA shall, through its website and other media, inform applicants on study opportunities at UNIZA, providing structured, objective, and complete information on the study programmes and the learning environment of UNIZA in a form suitable for different target groups of applicants, including those requiring a specific approach to information.
2. The admission procedure at UNIZA is managed through rules that ensure compliance with the basic requirements of adequacy of the assessment of eligibility for studies, fairness, transparency, objectivity and the avoidance of any discrimination or undue favouritism of applicants. The admission procedure ends with the enrolment of the admitted student.
3. By enrolling for studies, students are actively offered the opportunity to participate in the structures of the IQAS UNIZA and in elected and non-elected structures in which students are represented. At the same time, they have the opportunity to become members of student organisations focusing on sports, cultural and social activities of students.
4. The student prepares his/her own study plan, or in cooperation with the study programme advisor and the Department for Education, and according to his/her own focus uses the possibilities of selecting the learning paths that a particular study programme allows him/her, also by combining it with other study programmes.
5. The student develops his/her personality by completing educational activities and learning on his/her own, including the use of information and technical resources made available by UNIZA, while observing the principles of academic ethics and integrity. In developing his/her personality, he/she shall make appropriate use of the support provided by teachers and UNIZA.
6. If a student demonstrates that he/she has already acquired the required knowledge, skills and competences prior to taking a particular subject, for example by taking a course or relevant lifelong learning activity (e.g. by obtaining a certificate) at another school or accredited institution and at a different time, the subject guarantor, after verifying that the demonstrated acquired knowledge, skills and competences are in line with the requirements of the Course Information Sheet, will take into account these knowledge, skills and competences in the assessment of the student up to the level of recognition of the completion of the subject.
7. The UNIZA student is provided with all-round support throughout his/her life cycle through the support structures, in particular the provision of academic, career and psychological counselling, the easing of the administrative burden on students during admission, study and graduation, the provision of access to UNIZA's information services and products, and the support of the student's own initiatives.
8. The student is allowed to demonstrate the degree of achievement of the expected learning outcomes in the assessment. He/she receives feedback on his/her learning performance from the teacher through assessment, which not only assesses the level of mastery of the expected learning outcomes, but also takes into account the student's activity and independence and provides recommendations for further learning.
9. While studying, the student fulfils his/her obligations, which are administratively monitored by UNIZA through the earning of the required credits, which, combined with feedback from teachers, enables the tracking of his/her progress to the achievement of the expected learning objectives.

10. UNIZA ensures through policies, structures, and processes that students can seek protection of their rights and can point out and remedy any deficiencies. Similarly, a student's appeal against a decision or assessment of a student is reviewed in an orderly manner.
11. At the time of graduation, the student is expected to demonstrate, through the completion and defence of a final thesis and a state examination, the extent to which the student has achieved the expected learning outcomes.
12. After fulfilling all the prescribed conditions, the UNIZA student is awarded the relevant title and is issued with all other documents of the acquired education. UNIZA shall archive relevant data to prove the eligibility of the titles awarded.

13. The processes of the 'Student' area are shown in Table 2 with the relevant requisites:

	Area of the Internal Quality Assurance System:					**STUDENTS (Application of the P2, P3 Politics)**								
Name of the process	Relevant documentation (**D**irective, **Art**icle, **par**agraph)	Applicant	Student	Teacher	Dean	Vice-dean for Education	Dean´s Advisory Board	Department for Education	Board of the Study Programme	Centre for ICT	Vice-rector for Education	Legal Department	Ad-hoc Commission	Related criteria of the IQS Standards
Informing the applicant	D_206, Art. 1, par. 2 D_218, Art. 7, 18	I			A		C	I	C	R	C			IS 2.10.2, IS 5.a.1, IS 5.b.1, IS 9.1.c, IS 9.1.d
Admission procedure	D_206, Art. 1, D_206, Art. 2 D_209, Art. 5, D_218, Art. 8	C			A	C	I	R	I	I				IS 5.a.1, IS 5.c.2, IS 5.c.1a, IS 2.6.d.3
Student involvement	D_214 D_201, Art. 5 D_209, Art.11, par. 25, 26	I	R		A	I	C	I	I				C	IS 2.6.a.1, IS 2.9.1a, IS 3.2.a.1, IS 7.g.2, IS 10.d.1, IS 10.1.e, a.1,
Selection of the learning path (choice of subjects)	D_203, Art. 2 D_209, Art. 11, par. 2 D_209, Art. 8, par. 2, 6	I	R			A		C		I				IS 3.2.h, IS 4.b.2
Student learning	D_209 Art. 11/1,2,3,4, D_209 Art. 2/5, D_209, Art. 3/1,4,8 D_217, Art. 17		R	C										IS 4.a.1, IS 4.b.1, IS 2.10.2, IS 2.10.3
Recognition of subjects	D_209, Art.7, par. 12 D_209, Art. 15		R	C		A		I						IS 5.1f.1
Receiving support services and sporting, cultural and social activities	D_Resources D_209, Art. 11, par. 27 D_217, Art. 18, 19		R		C	A		R	I	C				IS 2.6.j, IS 7.d.1,2, IS 7.e.1, IS 7.f.1,
Receiving feedback	D_209, Art. 9 D_209, Art. 10		R	C										IS 4.a.2, IS 4.c.2, IS 4.f.1, IS 4.g.1, IS 4.g.2, IS 4.h.1,IS 4.j.1
Student progression	D_209, Art. 6, 7, 8 D_209, Art. 12, 13, 14 D_218, Art. 9		C					R						IS 5.a.1
Student appeal	D_209, Art. 10 D_201, Art. 8 D_209, Art. 25		R		I	A		C				C	R	IS 4.k.1, IS 2.6.f
Completion of the study	D_209, Art. 16, Art. 17 D_209, Art. 18, 19, 20, 21, 22 D_218, Art. 11		R		A									IS 5.e.1
Award of a title	D_218, Art. 12		I		A			R		C				IS 5.g.1

Article 18
Processes of the Key Area of the IQAS UNIZA "Teachers"

1. In relation to the provision of staff resources for the harmonization, creation and modification of study programmes, the head of department, in consultation with the study programme guarantor, the Board of the Study Programme and the dean for the faculty study programmes and the rector or the head of an institute for the university-wide study programmes, shall identify the need for a post of a university teacher with the required specification.
2. UNIZA has clearly defined criteria as well as the procedure for occupying the posts of university teachers, researchers, professors, and associate professors defined in the Directive No. 200 "Principles of the Selection Procedure for the Employment of University Teachers, Researchers, Positions of Professors and Associate Professors" (hereinafter referred to as the Directive No. 200).
3. The senior staff member shall request the dean of the faculty or the rector of UNIZA to announce the selection procedure, in which case the need for financial resources to cover the post must also be ensured.
4. The relevant personnel officer shall ensure the procedural aspects of the selection procedure.
5. In the selection procedure, the selection committee shall select objectively, transparently, and fairly from among the applicants and recommend to the dean/rector the most suitable candidate for admission.
6. A university teacher, researcher, professor, or an associate professor occupying a position of a professor shall be assigned to the relevant department of a UNIZA workplace after concluding an employment contract with UNIZA.
7. The assignment of a teacher to the subjects of a study programme is defined by the Directive No. 205 " Rules for Assigning Teachers to the Provision of Study Programmes at the University of Žilina" (hereinafter referred to as the Directive No. 205). The assignment of a teacher to a subject is recorded in the Employee Record.
8. The Directive No. 212 "Rules for the Definition of the Workload of Creative Employees of the University of Žilina" (hereinafter referred to as the Directive No. 212) defines the rules for the distribution of the workload of creative employees at UNIZA.
9. The head of the department is authorised to ensure, after consultation with the teacher, the distribution of his/her workload for education and other creative activities in such a way as to ensure the fulfilment of the faculty's tasks and to enable the teacher's personal, career and qualification development.
10. The teacher prepares the subject in such a way that the content and the pedagogical methods selected enable the achievement of the expected learning outcomes stipulated for the particular subject. The subject matter shall be specified in the Course Information Sheet approved by the Guarantor of the Study Programme. The teacher, in cooperation with other teachers, provides the educational activities as specified in the Course Information Sheet.
11. Part of the Course Information Sheet is the identification of the pedagogical methods used to assess the extent to which the student has achieved the expected learning outcomes assigned to the subject. The teacher, using the set assessment methods, provides feedback to the student on his/her performance. Particular emphasis is placed on adherence to academic integrity and ethics in assessment.

12. The teacher develops his/her skills and competencies as appropriate to the study programme in consultation with the Board of the Study Programme and according to his/her own goals. Activities related to the development of competencies that must be covered by the faculty or institute resources shall be approved by the appropriate head of a department or institute.
13. Support for teachers in developing their competences is provided by the Institute of Lifelong Learning. The teacher shall inform the relevant personnel officer of the results achieved in the development of competences and enter them in the Employee Record.
14. The teacher shall continuously improve his/her qualification level and, after fulfilling all the conditions stipulated in the Directive No. 211 "Procedure for Obtaining the Scientific-Pedagogical Titles and Artistic-Pedagogical Titles Associate Professor and Professor at the University of Žilina" (hereinafter referred to as the Directive No. 211), shall, if interested, submit an application for the commencement of the habilitation or inauguration proceeding at the relevant faculty or at UNIZA. At the same time, with regard to his/her professional focus, he/she may request the dean/rector's approval for further training at another higher education institution in accordance with the Act No. 311/2001 Coll. Labour Code as amended.
15. In the event of the need to release a teacher from a subject, the potential consequences for the subject and the study programme must be considered. The head of department, in cooperation with the teacher and the Board of the Study Programme, shall ensure that the quality of the study programme is maintained.

16. The processes of the 'Teachers' area are shown in Table 3 with the relevant requisites:

Area of the Internal Quality Assurance System:					**TEACHERS (Application of the P2, P3 Politics)**												
Name of the process	Relevant documentation (**Di**rective, **Art**icle, **par**agraph)	Applicant for a job position	Dean	Teacher	Selection Committee	Head of Department	Guarantor	Board of the Study Programme	Vice-dean for Education	Human Resources Department	Partner from practice	Student	Institute of Lifelong Learning	Faculty Secretary	Department for Education	Disciplinary Board	Related criteria of the IQAS Standards
Identification of the need for a job position of a teacher	D_217, Art. 4 D_217, Art. 15		A	I		R	C	R	I	I				I			IS 2.5.1, IS 10.c.1
Call for applications	D_200, Art. 2, par. 5, 6, 7 D_200, Art. 4 D_200, Art. 5	I	A	I		C	I	C	I	R				C			IS 2.6.d.2, IS 2.6.d.3
Establishment of a selection committee	D_200, Art. 6, par. 10, 11 D_200, Art. 7		A		I	R				C							IS 6.a.1, IS 6.a.2, IS 6.a.3, IS 6.b.1, IS 6.c.1
Selection procedure	D_200, Art. 8	C	A		R												IS 2.6.d.2
Recruitment of the Teacher	D_200, Art. 8, par. 11	I	A	C		C			I	R					I		IS 6.c.3
Assignment of the Teacher	D_205, Art. 1, par. 2 D_205, Art. 4, par. 1c, 2c D_205, Art. 5, par. 5	I				R	C	A	I						I		IS 6.c.1, IS 6.f.1, IS 6.f.2, IS.6.f.3, IS 6.g.1
Determination of the Teacher's workload	D_212, Art. 3			C		R		I	C								IS 2.6.j, IS 6.c.4, IS 6.h.1
Course preparation and teaching	D_218, Art. 13			R			A	I			C	C			I		IS 4.a.1, IS 4.c.1, IS 4.c.2, IS 4.d.1, IS 4.d.2
Student evaluation and provision of feedback	D_209, Art. 9 D_218, Art. 13			R			A					C			I	I	IS 4.a.2, IS 4.e.2, IS 4.f.1, IS 4.g.1, IS 4.g.2, IS 4.g.3, IS 4.h.1, IS 4.i.1, IS 4.j.1
Developing competencies of the Teacher	D_205, Art. 2			R		A	I	C		I	C		R				IS 4.e.1, IS 4.e.2
Increasing Teacher's qualification levels			A	R		C	I	C		I							IS 2.7.1, IS 6.f.2, IS 6.g.1
Releasing the Teacher			A	C		R	I	C		I	I				I		IS 2.5.1

Article 19
Processes of the Key Area of the IQAS UNIZA "Partners"

1. UNIZA uses cooperation with external stakeholders in accordance with the Directive No. 221: "Cooperation of the University of Žilina with External Partners from Practice" for the fulfilment of its objectives.
2. Emphasis is placed on external stakeholders (partners) who fundamentally influence the decision-making of the faculty/institute or UNIZA as a whole in terms of setting the direction, for example, by providing information on the requirements of the labour market, feedback to graduates of study programmes or cooperation in the implementation of study programmes, for example, through internships for students or teachers, cooperation in conducting final theses or in the assessment of students.
3. UNIZA and its individual units shall identify potential partners who represent UNIZA's area of competence, individual fields of study, study programmes and are interested in supporting and participating in the fulfilment of UNIZA's objectives. The set of potential partners shall be approved by the dean of the faculty or, in the case of the university-wide study programmes, by the director of the institute or the rector. The most important thing is to determine the preliminary proposed form of cooperation and to designate a responsible person to communicate with the potential partner, who then approaches the partner for cooperation, and, in case of a positive response, they refine the form and scope of cooperation through communication, about which the responsible person informs the dean, the director of the institute or the rector on an ongoing basis.
4. If necessary, in order to demonstrate the credibility of UNIZA, the responsible person shall provide the partner with the UNIZA Long-Term Plan, policies and, where appropriate, other relevant documentation of UNIZA for quality assurance of education, or allow the partner to visit the partner on site where the partner can ascertain the facilities of the UNIZA environment and the functionality of the IQAS UNIZA.
5. The partner shall fulfil the cooperation with UNIZA in accordance with the scope specified in the framework agreement on cooperation, for example by joining UNIZA structures within the IQAS, by participating in the implementation of study programmes in an agreed form, by providing technological equipment or software, by providing feedback or by participating in research activities and in the organisation of professional events.
6. The cooperation with the partner is subject to review, and the review may include a list of the activities, outputs, and results of the cooperation, as well as the partner's opinion on the form and extent of the cooperation implemented. The implementation of the review is the responsibility of the Board of the Study Programme; the results of the review are approved by the dean of the faculty and, in the case of the university-wide study programmes, by the rector.
7. The outcome of the review of the faculty's cooperation with the partner may be a proposal to extend the cooperation, modification of the subject of cooperation, recommendations to make the cooperation more effective, as well as a decision to terminate the cooperation.

8. The processes of the 'Partners' area are shown in Table 4 with the relevant requisites:

	Area of the Internal Quality Assurance System:	PARTNERS (Application of the P2 Politics)									
Name of the process	Relevant documentation	Stakeholders	Dean	Dean´s Advisory Board	Responsible Person	Partner	IQAS Structures	Board of Study Programme	Legal Department	Secretary	Related criteria of the IQAS Standards
Identification of Partners	D_Partner, Art. 4	R	A	C			I				IS 2.6.a.2, IS 8.c.1
Addressing and acquiring a Partner	D_Partner, Art. 5	I	A	C	R	C					IS 3.2.a.2, IS 9.a.2, IS 10.b.1
Establishing an official relationship with the Partner	D_Partner, Art. 5	I	A	I	C	R		I	R	C	IS 2.8.1
Fulfilling the relationship with the Partner	D_Partner, Art. 3 D_Partner, Art. 6, Art. 7	I	A	C	R	R	R	C		I	IS 2.9.1, IS 3.2.e, IS 7.c.1, IS 10.a.1, IS 10.1.e
Reviewing the relationship with the Partner	D_Partner, Art. 8	I	A	I	C	C	I	R		C	IS 2.6.h.1, IS 8.a.1
Termination of the relationship with the Partner	D_Partner, Art. 8	I	A	C	C	R	I		R	C	IS 2.8.1

Article 20
Processes of the Key Area of the IQAS UNIZA "Resources"

1. UNIZA divides the resources intended for the implementation of study programmes into financial resources, spatial resources, material, technical, personnel resources, information resources and supporting infrastructure resources.
2. The Board of the Study Programme shall determine the resource requirements related to the implementation of the study programmes. The deans of the faculties and the directors of the institutes shall ensure that the available resources and their use are recorded.
3. Requests for resources may be submitted by the Board of the Study Programme but also by the management staff of the faculty, e.g. heads of departments or directors of institutes. The need for renewal of resources may also be brought to the attention of faculty technical support.
4. The request for resources should include the assignment to a study programme, the specification of the resource, the intended location of the resource, and the request should also indicate the potential responsible person or persons responsible for the use of the planned resource.
5. The request for resources shall be approved by the dean of the faculty, or for the university-wide study programmes, by the rector after discussion in the Dean/Rector's Advisory Board and in consultation with the secretary of the faculty/bursar regarding the identification of options to cover the financial performance associated with the requirement to acquire and operate the resource.
6. Once the resource has been acquired and installed, the resource will be registered in the appropriate system and arrangements will be made to make it fully operational, which includes training the operator and designating a person responsible for the use of the resource (usually designated by the head of the relevant department or the Vice-dean for Education).
7. The Dean's Advisory Board will decide on the assignment of the resource to learning activities after considering the resource assignment requirements submitted by the Board of the Study Programme. In the case of requirements for use of a resource by more than one study programme, the Faculty Board of Guarantors shall submit the resource assignment requirements.
8. Information about the availability of the resource is provided in an appropriate form to all potential users of the resource, which is the responsibility of the dean of the faculty. Central information on UNIZA resources is provided by the UNIZA Information and Communication Technologies Centre.
9. The person responsible for the use of the resource conducts the necessary instruction and provides possible training of all its users.
10. When using the resource, all its users shall take care to use it economically. The person responsible for the resource shall ensure that maintenance of the resource is performed at a time and in a manner that minimally disrupts the planned educational activities associated with the resource. The person responsible for the use of the resource shall, in cooperation with the guarantor, address any malfunctioning of the resource in a manner that includes the replacement of any resulting disruption to the learning activities in which the resource was intended to be implemented during its malfunctioning.

11. A resource that is no longer to be used in the delivery of the educational process or in creative and other related activities is to be removed from the relevant availability records and its environmentally sound disposal or further meaningful use is to be arranged.
12. UNIZA shall endeavour to ensure that the resources used for the implementation of study programmes are accessible to persons with disabilities as well as to students with special needs. It provides support measures wherever possible in the university environment and for all resources, and purposefully creates an environment to equalise study opportunities for students with special needs. Similarly, UNIZA ensures that all resources that are arranged for use by persons with disabilities are identified and information on these resources is made appropriately accessible to these persons through the ICT Centre.

13. The processes of the 'Resources' area are shown in Table 5 with the relevant requisites:

Area of the Internal Quality Assurance System:		**RESOURCES (Application of the P3, P4 Politics)**										
Name of the process	Relevant documentation (**D**irective, **Art**icle, **par**agraph)	Dean	Dean´s Advisory Board	Responsible Person	Head of the Department	Technical support	Board of Study Programme	Department for Schedules	Users	Secretary	ICT Centre	Related criteria of the IQAS Standards
Determination of the need for a resource	D_217, Art. 3 D_217, Art. 14	A		R	C	I	R		I		C	IS 2.5.3, IS 10.c.1
Allocation of funds	D_217, Art. 4	A	C		I		I			C		IS 2.5.2, IS 7.a.1
Identification of the location and installation of the resource	D_217, Art. 9	I	A	C	C	R	I		C	I		IS 7.b.1, IS 7.h.1
Assignment of the resource	D_217, Art. 10	A	R	I	I	I	C		I	I		IS 2.4.4, IS 7.b.2
Arrangement of the resource for disadvantaged students and staff	D_209, Art. 11, par. 24, 25, 26 D_218, Art.11	A	I	C	C	R	I		I	I	I	IS 5.d.1 IS 7.b.2
Informing about the resource	D_209, Art. 11, par. 27 D_217, Art. 11	I	I	C	A	C	I	I	I	I	R	IS 9.1.d, IS 2.10.2
Use of the resource	D_217, Art. 12 D_217, Art. 14	I	C	C		C	A	I	I			IS 7.e.1, IS 7.f.1 IS 7.g.1, IS 7.g.2 IS 7.i.1, IS 7.j.1 IS 10.b.1
Maintenance of the resource	D_217, Art. 12			C	I	R	I		I	I	I	IS 7.i.1
Decommissioning the resource	D_217, Art. 13	A	I	C	I	R	I	I	I	C	I	IS 7.i.1

Article 21

Documentation of Processes

1. Documentation is one of the pillars of the IQAS UNIZA, as it ensures the uniformity of the implementation of activities and creates a prerequisite for the repetition of the achieved outputs of activities.
2. The issuance of internal regulations at UNIZA is regulated by Directive No. 197 "Creation, Commenting, Approval and Issuance of Internal Regulations of the University of Žilina" (hereinafter referred to as the Directive No. 197).
3. In terms of content, the directives elaborate, in accordance with the processes of the relevant areas of the IQAS UNIZA, on the basic rules representing the minimum required for the fulfilment of UNIZA's objectives and the fulfilment of the criteria of the SAAHE Standards for the Internal System.
4. A set of all UNIZA internal regulations is made available to all UNIZA employees and students.
5. A process model with linked structures and documentation is made available to all designated UNIZA employees. Individual sub-processes are made available to all employees in the form of pictorial instructions with links to websites, legislative documents or UNIZA internal regulations.
6. Faculties shall adopt the internal quality assurance system of UNIZA by approving the documentation, respecting the approved internal regulations of UNIZA, but also their own specificities, which justify possible modifications and amendments.
7. Within the framework of the development and implementation of the internal quality assurance system, UNIZA has made every effort to de-bureaucratise and simplify access to information which includes the introduction of electronic documents and the automation of their flow.
8. The prerequisite for efficient creation of files and submission of requests for the harmonization, design, modification, and cancellation of study programmes, as well as the process of their approval within the processes of the UNIZA Accreditation Board, has been created, while reducing the likelihood of administrative failures.
9. Each UNIZA workplace must ensure that documented information (e.g. in the form of reports) on the compliance of the study programmes with the SAAHE Standards is submitted to the relevant structure for review.

Part 5: ENSURING COMPLIANCE OF STUDY PROGRAMMES WITH THE SAAHE STANDARDS

Article 22
Approaches to Quality Assurance of Study Programmes at UNIZA

1. The compliance of study programmes at UNIZA with the SAAHE Standards for the Study Programmes is achieved through the process of harmonization of a study programme.
2. The process includes rules, procedures and responsibilities of specific structures related to quality assurance of study programmes implemented at UNIZA.
3. The specific rules and procedures for the quality assurance of study programmes at UNIZA are defined in the Directive No. 204.

4. The process of submitting requests for the harmonization, creation, modification, approval, and cancellation of a study programme is supported by a set of electronic forms and the provision of an electronically supported document flow.
5. Each study programme at UNIZA has its own electronic "Study Programme Card" within the "Study Programmes" portal which concentrates all the information necessary for the creation of applications and reports related to the harmonization, modification, creation, or cancellation of a study programme. The Study Programme Card also allows for the efficient creation of the Study Programme Description.
6. UNIZA pays special attention to the quality assurance of the third level study programmes (the doctoral degree). The relevant rules are defined in the Directive No. 216 "Quality Assurance of the Doctoral Degree Studies at the University of Žilina".

Part 6: HABILITATION PROCEEDINGS AND INAUGURATION PROCEEDINGS AT THE UNIVERSITY OF ŽILINA

Article 23
Principles and Procedures of the Habilitation Proceedings and the Inauguration Proceedings at UNIZA

1. The compliance of the habilitation proceedings and the inauguration proceedings (hereinafter referred to as the "HPaIP") at UNIZA with the SAAHE Standards for the Habilitation Proceedings and Inauguration Proceedings is achieved at UNIZA by setting specific rules, establishing procedures, and assigning structures with responsibilities for the individual activities of the HPaIP processes.
2. The specific rules and procedures for quality assurance of the HPaIP are regulated at UNIZA by the Directive No. 208.
3. The specific rules for the evaluation of the creative activity of an employee are regulated by the Directive No. 220 "Evaluation of the Creative Activity of Employees in Relation to Quality Assurance at the University of Žilina" (hereinafter referred to as the Directive No. 220).
4. The process of compiling an application for the HPaIP rights is supported by a set of electronic forms and the provision of an electronically supported document flow.
5. Each creative employee at UNIZA has his/her own electronic "Employee Personal Card" within the "Employee" portal which concentrates all the information necessary for demonstrating the competence and qualification of the employee, for a comprehensive evaluation of the creative activities of the individual and the group of employees, and therefore for the creation of applications and reports with the need to indicate the outputs of the employee's creative activities.

PART 7: MONITORING OF THE STUDY PROGRAMMES AND MONITORING OF THE FUNCTIONALITY AND EFFECTIVENESS OF THE INTERNAL QUALITY ASSURANCE SYSTEM AT UNIZA

Article 24
Information for the Effective Management of Study Programmes and the Internal Quality Assurance System at UNIZA

1. The rules, procedures and responsibilities concerning the systematic collection, processing, analysis, and evaluation of information in the necessary scope and structure

for the management of educational activities and for the management of creative activities and other related activities of UNIZA are defined in the Directive No. 218 "On the Collection, Processing. Analysis and Evaluation of Information to Support the Management of Study Programmes".

2. The information obtained in the framework of monitoring of the study programmes and monitoring the functionality of the internal quality assurance system is analysed and the results are provided to the management staff and published for the target customers.
3. Monitoring reports and records are stored and archived on reliable storage media, the operation of which is the responsibility of the UNIZA Information and Communication Technologies Centre.

Article 25
Monitoring and Periodic Review of Study Programmes

1. The ensuring of sustainability and quality of the study programmes is demonstrated at UNIZA by monitoring and periodic review of the study programmes. The form and method is specified in the Directive No. 223.
2. The purpose of the Directive is to determine the approach to the preparation and conduct of the internal and external reviews of the quality of the study programmes, to identify the potential for improvement, and to obtain relevant feedback from all stakeholders.
3. Ongoing monitoring and periodic review of the study programmes is conducted at three levels:
   a) At the level of the Board of the Study Programme, which is the responsibility of the study programme guarantor,
   b) At the level of the faculty, which is the responsibility of the chairman of the Faculty Board of Guarantors, or at the level of the institute, which is the responsibility of the chairman of the University Board of Guarantors in the case of university-wide study programme,
   c) At the level of the university, which is the responsibility of the UNIZA Accreditation Board.
4. At the level of the Board of the Study Programme, detailed monitoring and periodic review of the study programme is conducted, focusing on the achievement of the competences and qualifications of graduates with the required level of the qualifications framework, on the achievement of the learning objectives as well as the learning outcomes, on the implementation of the SP with the incorporation of current knowledge and requirements in the relevant field, on the monitoring of the effectiveness of the modifications of the study programme, which were made on the basis of the previous continuous monitoring and periodic review of the study programme, on the compliance with the relevant rules and regulations ensuring compliance of the study programme with the SAAHE Standards.
5. At the faculty/institute level, monitoring and periodic review of the quality of the education and of the provided study programmes are conducted through analysis of the external and internal environments of the faculty/institute providing each study programme. For this purpose, monitoring and review reports of the study programmes and feedback from stakeholders are used.
6. At the level of the university, the Internal Assessment Reports of the study programmes and the results of the monitoring of the provided education are evaluated.
7. Assessments of the study programmes also include suggestions for improving the success of the study programmes, taking into account the needs of practice.

Article 26
Monitoring the Functionality and Effectiveness of the Internal Quality Assurance System at UNIZA

1. The IQAS UNIZA shall be functional and effective in order to comply with the P5 Policy and fulfil the criterion 2.6.g of the SAAHE Standards for the Internal Systems.
2. The UNIZA management bears the overall responsibility for the functionality and effectiveness of the IQAS UNIZA and, in view of this responsibility, respects the monitoring policy and ensures the independence and objectivity of the monitoring, regularly reviews the internal quality assurance system at UNIZA in order to verify its functionality and to systematically improve it through the measures taken.
3. The management of the faculties/institutes receives and evaluates the information obtained from the monitoring of the internal and external environments, which is necessary for the modification of the study programmes.
4. The role of the structures of the IQAS UNIZA is to create and develop a culture of compliance based on adherence to agreed and approved regulations and rules ensuring the quality of education. The regulations and rules are based on the mission, values, policies, and objectives of UNIZA and are applied with the support of the corresponding processes and structures.
5. The functionality of the internal quality assurance system for education at UNIZA is expressed via:
   a) the consistency of the IQAS UNIZA with UNIZA's objectives, defined mission, vision, values and policies,
   b) the sustainable success of study programmes in which applicants are interested and in whose graduates' employers are interested,
   c) the compliance of the IQAS UNIZA with the SAAHE standards, reflected in the processes and rules, ensured by the structures, and set in the governance documentation,
   d) the compliance with the rules defined in the governing documentation ensuring that tasks are accomplished without unnecessary administrative burden on members of the UNIZA academic community,
   e) the ability to demonstrate the achievement of the required outputs and outcomes as they are captured in forms and records.
6. The UNIZA Core Policies for Quality Assurance in Education stipulate the principles for the monitoring, review, approval, and improvement processes of the IQAS UNIZA. A systematic approach to the management of these processes is supported by rules and structures, which are defined at UNIZA by relevant management documentation and records.
7. The source of monitoring is the documented information on activities conducted and results achieved.
8. Specific responsibilities are assigned to the processes of monitoring the functionality of the IQAS UNIZA, either in the form of a structure or a specific process owner.
9. The UNIZA monitoring system includes the measures taken and their effectiveness is examined as part of the monitoring and the review processes.

Article 27
Sources of Monitoring and Evaluation of the Functionality and Effectiveness of the Internal Quality Assurance System at UNIZA

1. Monitoring the functionality of UNIZA requires working with information, therefore collecting, processing, analysing, and making information available is an integral part of the system for monitoring the functionality of UNIZA. The monitoring system is built on four basic pillars:
   a) working with feedback from stakeholders,
   b) systematic collection of information on changes in the internal and external environments affecting the study programmes and the IQAS UNIZA,
   c) supervising compliance with rules and regulations,
   d) evaluation of the fulfilment of objectives and trends through measurable indicators (the list and definition of indicators are elaborated in the Methodological Guideline: Indicators of the IQAS UNIZA and the Method of Their Evaluation).
2. **Working with feedback** – the means of obtaining feedback are surveys of UNIZA target groups, which are students (applicants, students, graduates), teachers, graduates, employers, partners. Accepted forms of obtaining feedback from target groups are feedback surveys in the form of questionnaires, targeted interviews with individuals and groups representing relevant stakeholders, suggestions made by individuals and groups of people from stakeholders. Feedback is always obtained after significant changes to the IQAS UNIZA, but at least every 2 years for each of the relevant stakeholders.
3. **Systematic collection of information** on changes in the external and internal environments is described in the Directive No. 217 and the Directive No. 218. The information gathering system shall respond in terms of timing, form, and content to the relevant needs of the stakeholders from whom the requested information is obtained. Part of the quality monitoring system is to oblige teachers to collect information, in addition to that already in place, for example information on the recognition equivalents (certificates) of the education in the subjects they teach, on the pedagogical and assessment methods they use in their subjects. The collection of information is an ongoing task for each individual and organisational unit of UNIZA.
4. **The supervision of compliance with the rules and regulations** defined in the internal regulations of UNIZA is ensured by all employees in managerial positions and the Control and Internal Audit Department, supplemented in the performance of supervision and monitoring by the UNIZA Quality Manager and representatives of relevant parties, especially students. The subject of this type of monitoring is primarily the implementation of planned educational activities, the management of the student life cycle from an administrative point of view, the efficient management of resources, compliance with academic ethics, the ascertainment of the values of specified measurable performance indicators, the verification of the timeliness and objectivity of published information, compliance with the conditions of accommodation for disadvantaged students, the fulfilment of contractual relations concluded with partners in connection with quality assurance, the extent of involvement of students and relevant stakeholders. The compliance with the rules and regulations is monitored at least once a year for each of the areas examined.
5. **Evaluation of the fulfilment of the criteria of the SAAHE Standards** is ensured by the Board of the Study Programme/Board of Guarantors, the subject of their monitoring being the completeness of the Course Information Sheets, the evaluation of the results of the measurable indicators, the evaluation of the appropriateness of the forms and methods of the educational process also on the basis of the results of the application of the active role of the student in learning, evaluation of trends in indicators (e.g. trends in applicants and admissions, enrolment of students in the SP, trends in student assessment results in relation to the achievement of expected learning outcomes, trends in student advancement

to higher grades), the effectiveness of the link between science and research and education, changes in current knowledge, technological possibilities and the needs of society. Evaluation of the achievement of the standards shall take place at least once every two years.

6. The UNIZA Accreditation Board shall ensure through its activities that the content of the approved SP complies with the description of the field of study, taking into account trends in the field and their consideration in the modifications of study programmes, and shall also evaluate the fulfilment of the corrective measures imposed in connection with the submission of applications for approval of the harmonization, modification of a study programme or an application for approval of a new study programme.

Article 28
Measures in Case of Non-compliance
of the Internal Quality Assurance System at UNIZA

1. Monitoring shall ensure that the commitment to compliance is fulfilled. Non-compliance is the result of non-compliance with regulations. Following the findings of the monitoring, a solution to the non-compliance and to the behaviour that potentially leads to non-compliance must be prepared.
2. The most common source of non-compliance is human behaviour. The types of employee behaviour contributing to non-compliance with the internal quality assurance system may include the following:
   a) inconsistent familiarity with regulations and rules,
   b) forgetfulness of a duty, for example due to negligence or overworking of the employee,
   c) deliberate disregard of rules and regulations, for example because of a belief that they are unreasonable.
3. Preventive measures in place at UNIZA to prevent undesirable behaviour that may lead to non-compliance with the IQAS rules and regulations include:
   a) specification of the responsibility for compliance within the job requirements,
   b) the introduction of regular briefings and reminders of compliance obligations to students and UNIZA staff,
   c) explaining the consequences of non-compliance with rules and regulations to students and staff through examples,
   d) involving students and staff as widely as possible in drafting and commenting on rules and regulations so that they share their purpose,
   e) ensuring that all students and staff have the opportunity to report violations of, or even concerns about violations of the rules and regulations and that they are appropriately protected as whistle-blowers.
4. When non-compliance is identified, it must be addressed and, where appropriate, steps must be taken to control and correct the non-compliance, depending on its severity. The UNIZA organisational unit that caused the non-compliance is to deal with the consequences by assessing the need for action to address the cause of the non-compliance and to ensure that it does not recur or occur elsewhere by investigating whether a similar non-compliance exists in another part of the IQAS UNIZA or may potentially occur.
5. The organisational unit with responsibility for the area in which the non-compliance has occurred shall ensure that effective measures are applied to address the non-compliance in real time and, where appropriate, highlight the need for changes to be made to the IQAS UNIZA or its unit.

Article 29
Improvement and Review of the Internal Quality Assurance System at UNIZA

1. The basis for the improvement of the IQAS UNIZA is the monitoring and follow-up review of the IQAS UNIZA by the UNIZA management.
2. During the review of the IQAS UNIZA by the UNIZA management the following shall be taken into account:
   a) the status of measures from previous reviews conducted by the UNIZA management,
   b) changes in the external and internal contexts relevant to the IQAS UNIZA,
   c) changes in the structure, needs and expectations of stakeholders that are relevant to the IQAS UNIZA,
   d) changes in the legislation on which the IQAS UNIZA is based,
   e) information from monitoring and measurement, including trends in indicators and the incidence of non-compliance,
   f) the results of audits and external evaluations,
   g) opportunities for continuous improvement.
3. The UNIZA management reviews and also assesses the adequacy of the policies, the independence of monitoring, the extent to which overall objectives are being met, the adequacy of resources, the existence of new threats and risks to quality, the level of denunciation and the appropriateness of the indicators assessed.
4. The results of the review by the UNIZA management include decisions regarding the imposition of improvement measures, the utilization of opportunities for continuous improvement and the identification of any need for change in the IQAS UNIZA.
5. The UNIZA management review shall take place at least once a year and shall be recorded.
6. When the review identifies a need for change in the IQAS UNIZA, the change shall be implemented in a planned manner, considering:
   a) the purpose of the changes and their potential impact on stakeholders,
   b) the extent of the interventions to the IQAS UNIZA in terms of interlinking documentation, processes, structures, and policies,
   c) the availability of resources needed to implement the change.
7. A review of the IQAS UNIZA shall take place every four years or when major changes significantly affect the IQAS UNIZA.

Article 30
External Quality Assurance at UNIZA

1. As part of its efforts to improve the internal quality assurance system, UNIZA is also dedicated to gaining targeted inspiration from the environment of renowned and successful international universities through benchlearning.
2. In addition to the internal review, UNIZA shall also subject its IQAS UNIZA to an external review at least once every four years. This is done in an effort to objectify the internal review and in order to obtain further ideas for the improvement of the IQAS UNIZA.
3. The ideas obtained from the benchlearning and recommendations from the external review of the internal quality assurance system represent important inputs for the process of the improvement of the IQAS UNIZA.

Article 31
Final Provisions

1. This Directive repeals the Directive No. 113 Internal Quality Assurance System of the University of Žilina approved by the Academic Senate on 2 December 2013 as amended by the Appendix No. 3 from 21 November 2019.
2. An integral parts of this Directive are as follows:
   a) Appendix No. 1 List of relevant legal regulations for the IQAS UNIZA;
   b) Appendix No. 2 List of UNIZA internal regulations relevant for the establishment of quality assurance rules and the IQAS UNIZA;
   c) Appendix No. 3 Sequence of activities and structures involved in the key processes of the IQAS UNIZA.
3. This Directive was discussed by the UNIZA Academic Senate on 4 October 2021 and was approved by the UNIZA Scientific Board on 14 October 2021.
4. This Directive shall enter into force and effect on the date of its approval by the UNIZA Scientific Board.
5. The Amendment No. 1 to the Directive No. 222 was discussed by the UNIZA Academic Senate on 25 April 2022 and was approved by the UNIZA Scientific Board on 5 May 2022.
6. The Amendment No. 1 shall enter into force and effect on the date of its approval by the UNIZA Scientific Board. i.e. on 5 May 2022.

Prof. Ing. Jozef Jandačka, PhD
Rector

Appendix No. 1

List of relevant legal regulations for the IQAS UNIZA

1. Act No. 269/2018 Coll. on Quality Assurance in Higher Education and on amendment of Act No. 343/2015 Coll. on Public Procurement and on amendment of certain acts, as amended
2. Act No. 131/2002 Coll. on Higher Education and on Changes and Supplements to Some Act, as amended
3. Act No. 552/2003 Coll. on Execution of Work of Public Interest, as amended
4. Act No. 311/2001 Coll. The Labour Code, as amended
5. Act No. 176/2004 Coll. on the Disposal of the Property of Public Institutions and on Amendment of the National Council of the Slovak Republic Act No. 259/1993 Coll. the Slovak Chamber of Forestry, as amended by Act No. 464/2002 Coll. as amended
6. Act No. 18/2018 on Personal Data Protection and Amending and Supplementing Certain Acts, as amended
7. Act No. 185/2015 Coll. Copyright Act, as amended
8. Act No. 435/2001 Coll. on Patents, Supplementary Protection Certificates and on Amendments to Certain Acts (The Patent Act)
9. Act No. 517/2007 Coll. on Utility Models and on Amendments to Certain Acts, as amended
10. Act No. 211/2000 Coll. on Free Access to Information and on Amendments to Certain Acts, as amended (The Freedom of Information Act)
11. Act No. 568/2009 Coll. on Lifelong Learning and on Amendments to Certain Acts, as amended
12. Standards of the Slovak Accreditation Agency for Higher Education:
    a) Standards for the Internal Quality Assurance System
    b) Standards for Study Programmes as amended by Appendix No. 1
    c) Standards for Habilitation Proceedings and Inauguration Proceedings
13. Methodology for the Evaluation of the Standards of the Slovak Accreditation Agency for Higher Education – full version as of 18 February 2021
14. Decree No. 614/2002 Coll. of the Ministry of Education, Science, Research and Sport of the Slovak Republic on the Credit System of Studies
15. Decree No. 244/2019 Coll. of the Ministry of Education, Science, Research and Sport of the Slovak Republic on the System of the Fields of Study of the Slovak Republic

Appendix No. 2

List of UNIZA Internal Regulations Relevant for the Establishment of Quality Assurance Rules

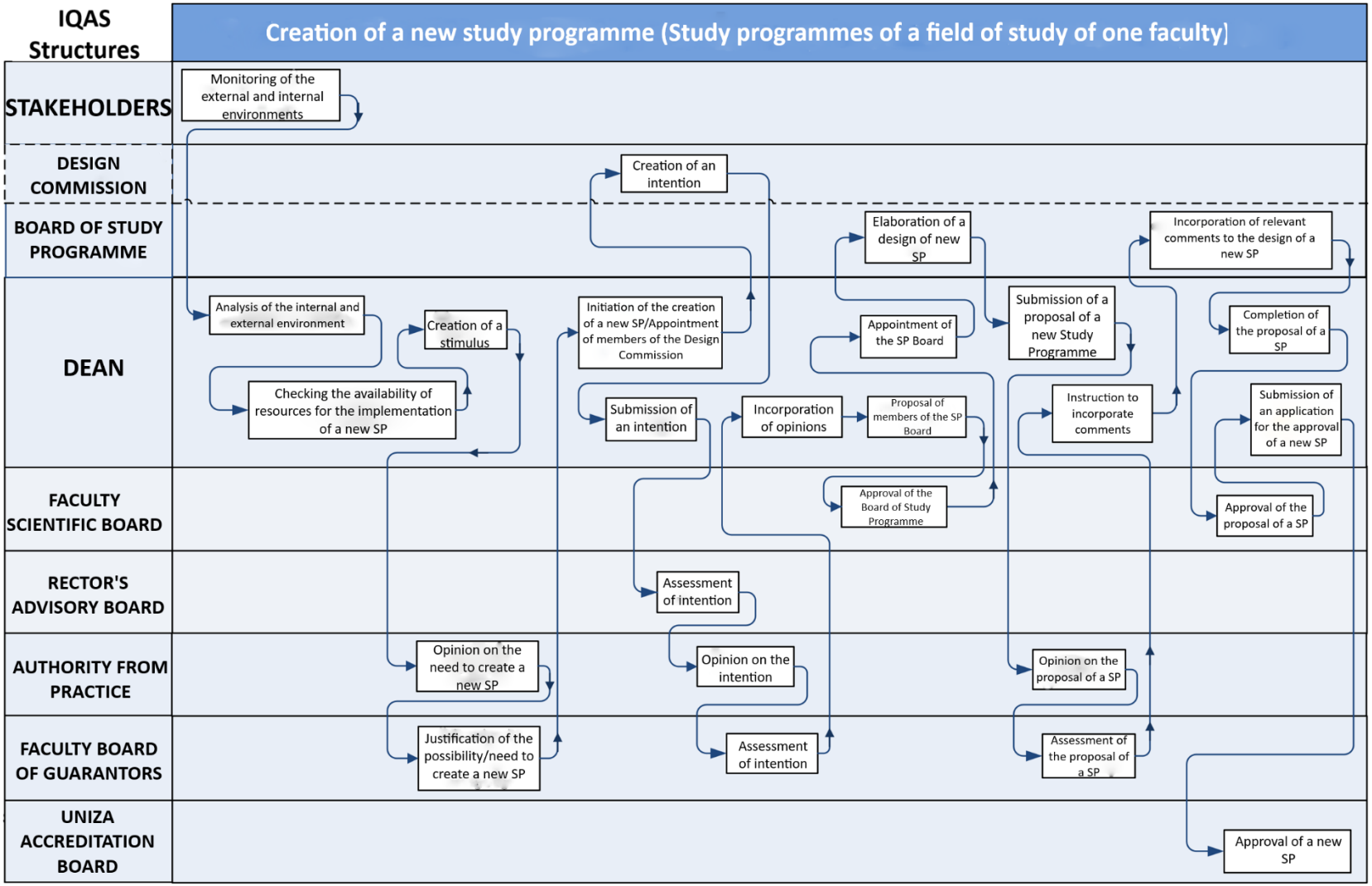
Number of the Directive	Title of the Directive	Area covered by the Directive	Directive approved on
104	Principles for the Disposal of Property as amended by Amendment No. 1	Resources	20 December 2016
106	Statute of the University of Žilina	UNIZA Internal quality assurance system	14 November 2018
110	Study Regulations for the Third Degree of the University Study at the University of Žilina as amended by Amendment No. 4	Student	24 May 2022
113	Internal Quality Assurance System as amended by Amendment No. 3	UNIZA Internal quality assurance system	21 November 2019
118	Rules for Supplementary Pedagogical Study at the University of Žilina	Teacher	9 October 2014
132	On Free Access to Information	Teacher Student	27 October 2015
133	Directive on the Management of Intellectual Property in the Conditions of the University of Žilina	Teacher Student	16 October 2015
149	Organizational Rules of the University of Žilina as amended by Amendment No. 17	Structures	4 October 2021
152	Principles of Publishing Activities of the University of Žilina as amended by Amendment No. 1	Teacher	31 March 2020
159	Staff Regulations	Teacher	23 October 2017
167	Rules of Procedure of the Disciplinary Committees of the University of Žilina as amended by Amendment No. 1	Student Teacher	26 June 2021
178	Principles of the Rigorous Examination and Rigorous Thesis Defence at the Research Institute of High Mountain Biology of the University of Žilina as amended by Amendment No. 1	Student	12 March 2018
180	Grant system of the University of Žilina as amended by Amendment No. 1	Researcher Student	28 July 2021
189	Rules for Allocation of Accommodation and Price Discounts for Members of Student Organizations in Accommodation Facilities of the University of Žilina	Student	7 October 2019
197	Creation, Commenting, Approval and Issuance of Internal Regulations of the University of Žilina	UNIZA Internal quality assurance system	26 May 2021
198	Support for Applicants for Study and Students with Special Needs at the University of Žilina	Student	14 June 2021

200	Principles of the Selection Procedure for the Employment of University Teachers, Researchers, Positions of Professors and Associate Professors	Teacher	28 June 2021
201	Disciplinary Regulations for Students of the University of Žilina	Student	28 June 2021
202	Criteria for Appointing Professors and Associate Professors and Rules for Appointment of Visiting Professors	Teacher	1 July 2021
203	Rules for the Creation of Recommended Study Plans for UNIZA Study Programmes as amended by Amendment No. 1	Study programme	5 May 2022
204	Rules for the Creation, Modification, Approval and Cancellation of Study Programmes at the University of Žilina as amended by Amendment No. 2	Study programme	5 May 2022
205	Rules for Assigning Teachers to the Provision of Study Programmes at the University of Žilina as amended by Amendment No. 1	Teacher	5 May 2022
206	Principles and Rules of the Admission Procedure for the Study at the University of Žilina	Student	28 June 2021
207	Code of Ethics of the University of Žilina	Teacher Student	28 June 2021
208	Rules for the Acquisition of Rights, Harmonization of Rights, Regulation and Cancellation of Rights to Habilitation and Inauguration Proceedings at the University of Žilina as amended by Amendment No. 1	Teacher	5 May 2022
209	Study Regulations for the 1st and 2nd Degree of University Study at the University of Žilina as amended by Amendment No. 2	Student Teacher	24 May 2022
210	Statute of the Accreditation Board of the University of Žilina as amended by Amendment No. 1	Study programme	5 May 2022
211	Procedure for Obtaining the Scientific-Pedagogical Titles and Artistic-Pedagogical Titles Associate Professor and Professor at the University of Žilina	Teacher	1 July 2021
212	Rules for the Definition of the Workload of Creative Employees of the University of Žilina	Teacher	1 July 2021
213	Quality Assurance Policies at the University of Žilina as amended by Amendment No. 1	Policies	5 May 2022
214	Structures of the Internal Quality Assurance System for the Creation, Modification, Approval and Cancellation of Study Programmes at the University of Žilina as amended by Amendment No. 1	Structures	5 May 2022
215	Directive On Final, Rigorous and Habilitation Theses in the Conditions of the University of Žilina	Teacher Student	14 October 2021
216	Quality Assurance of the Doctoral Degree Studies at the University of Žilina as amended by Amendment No. 1	Student	5 May 2022

217	Resources to Support Educational, Creative and Other Related Activities of the University of Žilina as amended by Amendment No. 1	Resources	5 May 2022
218	Directive On the Collection, Processing, Analysis and Evaluation of Information to Support the Management of Study Programmes as amended by Amendment No. 1	Information	5 May 2022
219	Mobility Programmes of UNIZA Students and Staff Abroad	Teacher Student	14 October 2021
220	Evaluation of the Creative Activity of Employees in Relation to Quality Assurance of Education at the University of Žilina	Teacher	14 October 2021
221	Cooperation of the University of Žilina with External Partners from Practice as amended by Amendment No. 1	Study programme	5 May 2022
223	Monitoring and Periodic Review of the Study Programmes	Study programme	5 May 2022
225	Statute of the UNIZA Counselling and Career Centre	Student	22 November 2021
224	Library and Lending Regulations of the University Library UNIZA	Teacher Student	25 November 2021
226	Directive On Copyright Ethics and the Elimination of Plagiarism under the Conditions of the University of Žilina	Teacher Student	25 November 2021
227	Rules for the Creation, Modification, Approval and Cancellation of the Joint Study Programmes at the University of Žilina	Study programme	17 February 2022
228	Professional Development of the UNIZA University Teachers	Teacher	17 February 2022
229	Procedures for the Recognition of Learning Outcomes, Issuing and Recognition of Diplomas and Certificates of Study	Teacher Student	17 February 2022
231	Card of Creative Employee and Doctoral Student of the University of Žilina in the UNIZA Employee Portal as amended by Amendment No. 1	Teacher Student	5 May 2022
4/2021	Methodological Guideline for the Creation and Modification of UNIZA Study Programmes	Study programme	28 October 2021
6/2021	Methodological Guideline for the Creation and Modification of UNIZA Study Programmes	Study programme	29 October 2021
1/2022	Methodological Guideline on the Procedure of the Academic Recognition of Certificates of Study Obtained Abroad at the University of Žilina	Study programme Student	31 January 2022
2/2022	Methodological Guideline on Electronic Access to Information Resources at the University of Žilina	Teacher Student	18 February 2022
3/2022	Methodological Guideline to the Directive No. 215 On Final, Rigorous and Habilitation Theses in the Conditions of the University of Žilina	Student	11 March 2022

Appendix No. 3

Sequence of Activities and Structures Involved in Key Processes of the IQAS UNIZA



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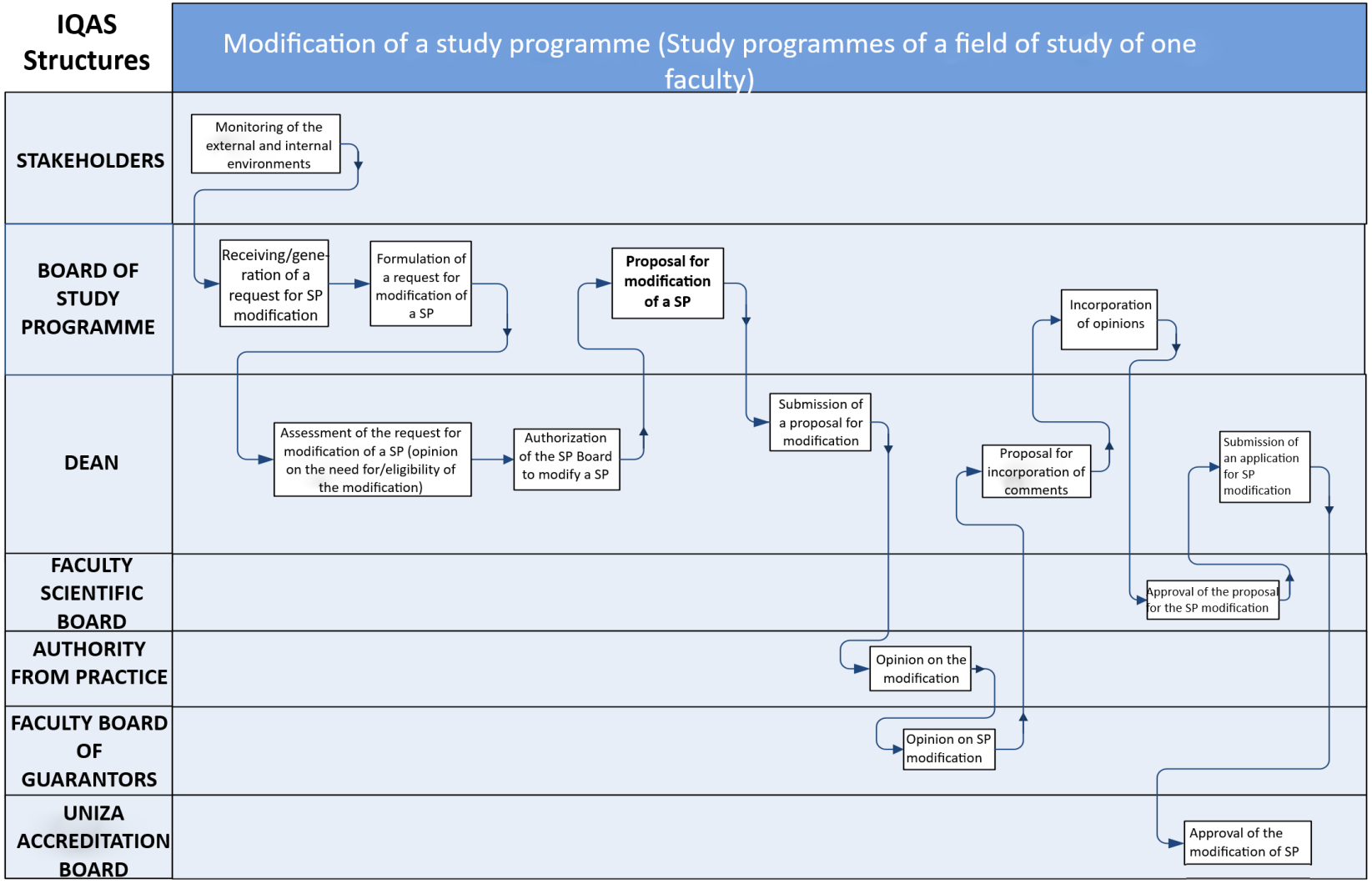

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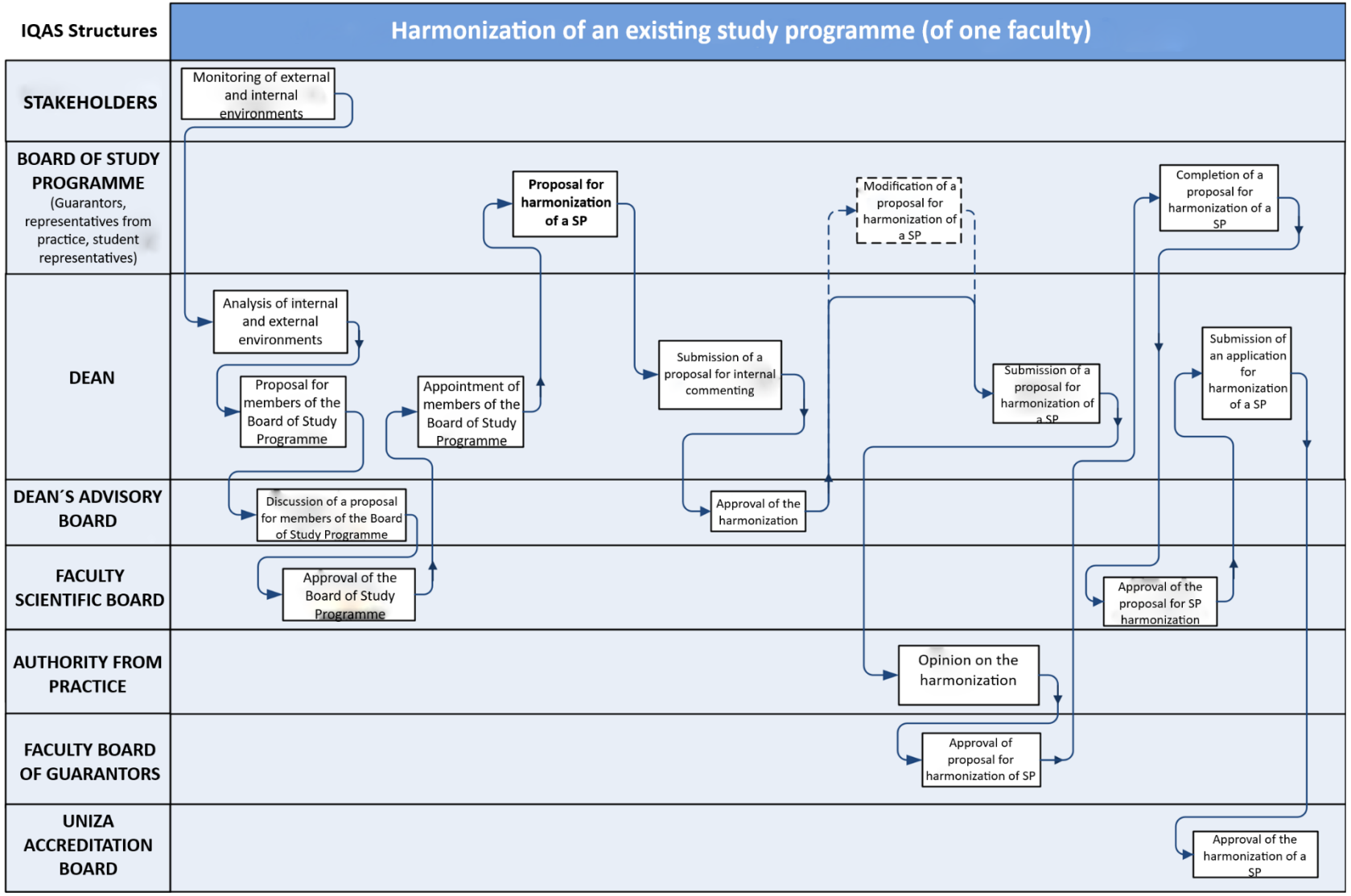

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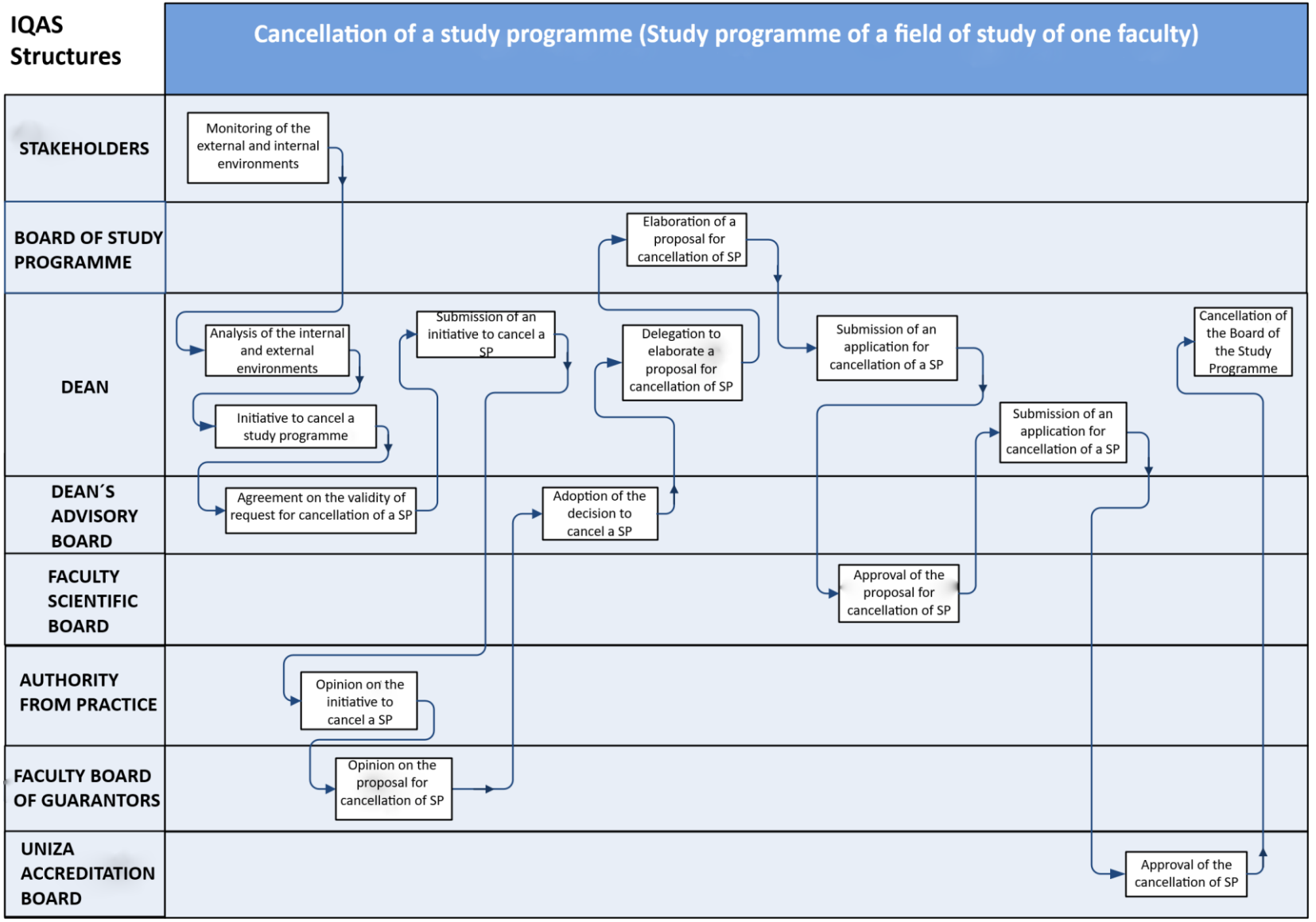
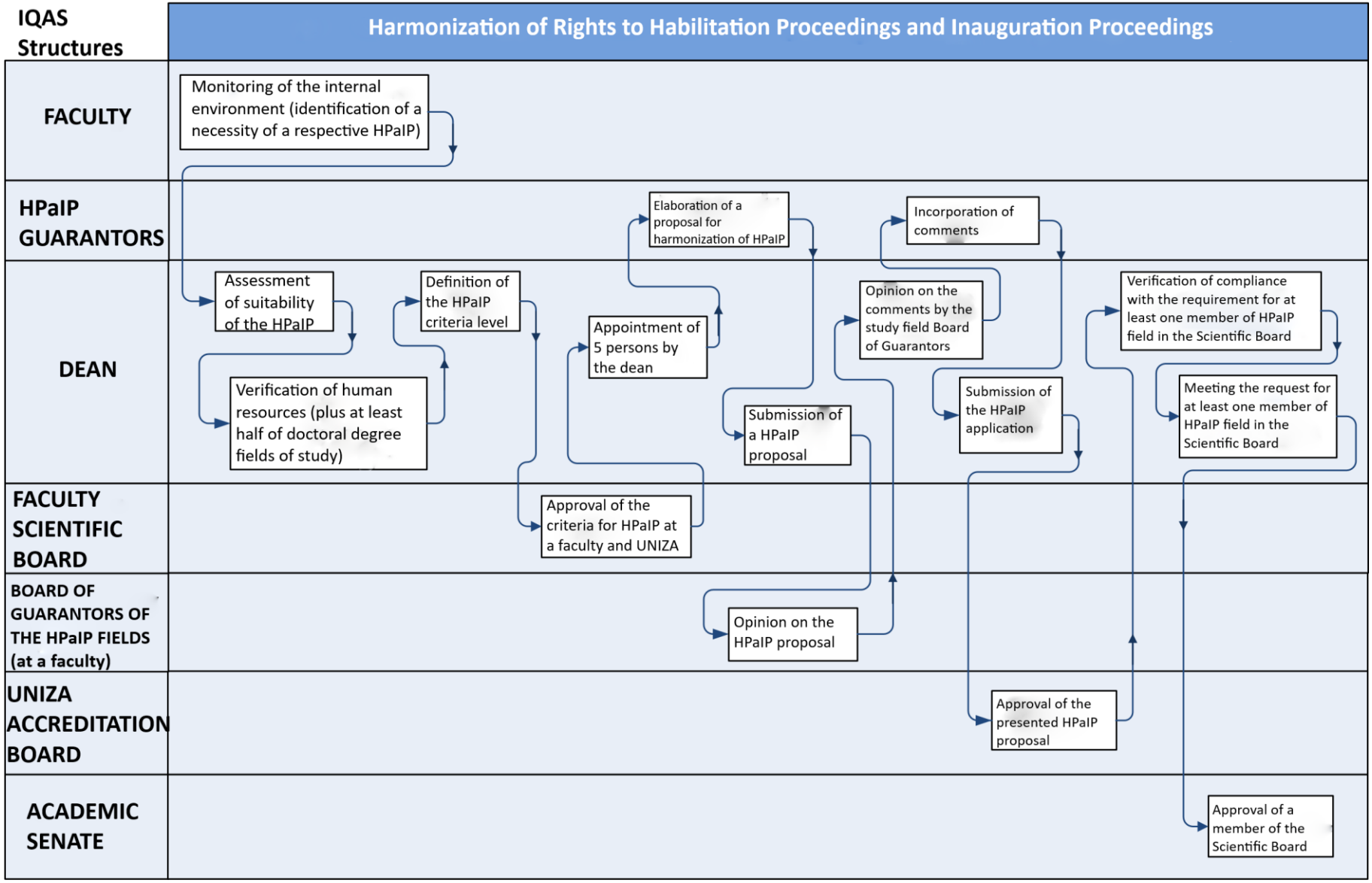
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