

**LONG-TERM PLAN OF MATEJ BEL UNIVERSITY IN BANSKÁ
BYSTRICA
2021 - 2026**

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IDENTITY

Matej Bel University in Banská Bystrica was established by merger of School of Economics of Services and Tourism in Banská Bystrica and Pedagogical Faculty in Banská Bystrica on 1 July 1992 by the Slovak National Council Act no. 139/1992 Coll. of 27 February 1992.

Following the centuries-old traditions of education in the town of Banská Bystrica, today the university follows up the European legacy of Matej Bel, based on the tradition of social tolerance and interdisciplinary approach in scientific research. Matej Bel (1684 – 1749) was the author of many scientific, pedagogical, patriotic, philosophical and religious works. His enduring legacy is the postulate of equal nationality rights, religious tolerance, unifying of people and nations, love of country and faith in the power of education and culture. His work has contributed to the development of science, education, learning and culture in Slovakia and Europe.

In the academic year of 1949/1950, a branch of the Faculty of Education at the Slovak University in Bratislava was founded in Banská Bystrica. The first college in Banská Bystrica was founded in 1954. It was Higher Pedagogical School. On 1 September 1964, the Faculty of Education was established. In 1973, a detached workplace of the Faculty of Commerce of the School of Economics in Bratislava was established in Banská Bystrica, which became the Faculty of Economics of Services and Tourism in 1977. As of 30 June 1992, the School of Economics in Bratislava was divided by Act no. 139/1992 Coll. to the School of Economics in Bratislava and the School of Economics of Services and Tourism based in Banská Bystrica, which was established from the Faculty of Economics of Services and Tourism in Banská Bystrica. The School of Economics of Services and Tourism in Banská Bystrica and the Faculty of Education in Banská Bystrica became the basis of a new university - Matej Bel University in Banská Bystrica. Matej Bel University currently has six faculties – four since 1992 – Faculty of Economics, Faculty of Arts, Faculty of Education and Faculty of Natural Sciences, and two since 1995 – Faculty of Political Sciences and International Relations and Faculty of Law. The university focuses on the humanities, social sciences and natural sciences. It is a university with a strong regional influence, a strong position in the national environment and a dynamic presence at the international level.

MISSION

The main mission of the university is to create and disseminate knowledge that protects, strengthens and develops democratic and humanistic values and contributes to solving societal challenges in the 21st century. In fulfilling our mission to be an open, dynamic and intercultural institution that provides education and develops science, research, innovation, culture and the arts, we respect the fundamental values of freedom, democracy, the rule of law, human rights and sustainable development.

BACKGROUND OF LONG-TERM PLAN

The evolution of the "knowledge-oriented society" emphasizes the position of universities as key players in knowledge generation and human creativity. The long-term plan in education, science and research reflects current strategic documents, plans and programmes at the global level (Agenda 2030 and Sustainable Development Goals), European level (the 9th Framework Programme Horizon Europe - EU Framework Programme for Research and Innovation 2021-2027, Digital Europe Programme, EUA Strategic Plan: "European universities shape the future", document EUA: "Universities without walls. A vision for 2030"), national level (Modern and Successful Slovakia, Recovery and Resilience plan for Slovakia, National strategy for open science, Action plan of the Open Government Initiative) and regional level (strategic priorities for the development of the Banská Bystrica self-governing region for 2021-2027 with a view to 2030, defined in the Initial report for the Economic and Social Development Programme / Integrated Territorial Strategy of the Banská Bystrica self-governing region for 2021-2027).

The institutional starting points are, in particular, the UMB documents reflecting the national legislative framework for the creation and maintenance of internal quality systems (Internal Quality Assurance System for Higher Education at UMB Directive; Statute of UMB Internal System of Quality Assurance Board; Creation, modification and approval of study programmes and submission of applications to the Slovak Accreditation Agency for Higher Education Directive; Principles and procedures of internal assessment of UMB's internal quality system Directive; External assessment of UMB's internal system of quality Directive) and the Long-term plan of UMB for 2015-2020). The long-term plan will be implemented through an implementation document, which will be the main tasks of UMB for the calendar year.

VISION

In the third decade of the 21st century, Matej Bel University in Banská Bystrica has the ambition to act as:

- the most important player in the field of education, science, research and culture in central Slovakia;
- a university with an irreplaceable and unique position among Slovak universities;
- an internationally recognized centre for education, science and research in the social sciences, humanities and natural sciences;
- an open university reflecting the principles of diversity, equality and inclusiveness, respecting the freedom of scientific research in the spirit of the principles of academic ethics;
- an employer providing opportunities to use and develop skills to all employees in above-standard conditions and protecting socially disadvantaged persons and persons with disabilities;
- a strategic partner with a significant degree of social responsibility, protecting the values of freedom, democracy, equality, cultural diversity, intercultural dialogue, respecting the principles of environmental protection in all its activities.

VALUES

FREEDOM

UMB protects its autonomy, moral and scientific independence from political and economic power and respects academic freedoms. Freedom also expresses the possibility of choice within the study path.

OPENNESS

Openness reflects the diversity, equality, inclusiveness and transparency that are reflected in all university processes.

RESPONSIBILITY

Responsibility is manifested both inwards and outwards. Inwards, we understand it as a conscious and ethically responsible approach of employees and students to the fulfilment of their duties and obligations to Matej Bel University and to each other; rejection and zero tolerance of plagiarism, predatory publishing practices and deception in the performance of their duties. Responsibility outwards expresses an active role of the university as a public actor engaging in public debate and contributing to the development of civil society and achieving the goals of long-term sustainable development.

STRATEGIC AREAS, STRATEGIC GOALS

I Education – quality and modern education for society and the student	II Science and research – science and research with an impact on society and the economy	III Internationalization – open university, reliable partner with a specific anchorage in the European area	IV Third mission of the university – a fixed part of the Slovak educational space, reflecting the needs of the region, open to cooperation with public and private sector partners	V Long-term sustainable development, efficient economy, digitalization, informatization and gradual move towards a green university
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I.1 Implementation and continuous improvement of the Internal System of Quality Assurance of higher education and obtaining institutional accreditation

I.2 Increasing the level of digitalization of education and innovative methods for the knowledge society (implementation of new and innovative methods, forms and technological trends of teaching; making the education at UMB appealing and modern) and support services for students

II.1 Adaptation of the institutional and programme base for the development of excellent science and research (*sustainable excellence, support of transdisciplinary and interdisciplinary research, implementation of HRS4R, increasing the absorption capacity of project activities, harmonization of internal regulations with UMB's Internal System of Quality Assurance and the SAAHE standards*).

III.1 Implementation of new EU education policies

III.2 Internationalization at home - creating favourable conditions for internationalization activities within UMB, support for foreigners in the academic community, intercultural dialogue, cultural diversity, cultural competencies and values

III.3 Cultivating strategic partnerships. Comprehensive support of internationalization as a transversal priority of UMB in line with UMB's institutionalization strategy, UMB's Erasmus Charter and Policy Statement. Support for activities to create consortia of European universities and strengthening other key university and non-university contractual and non-contractual cooperation; emphasis on key partnerships according to the area priorities defined in UMB's internationalization strategy

IV.1 Strengthening UMB's position as a strategic partner with an account to the needs of the region and the state with an emphasis on long-term strong areas of the university's activities

IV.2 Building the UMB brand and popularizing the results of UMB's activities. Emphasis on two dimensions - Stability in tradition, dynamics to the current challenges.

IV.3 Strengthening UMB's position in the decision-making, evaluation and management processes of external entities at the level of the city, region and Slovakia, and through an effective system of promotion

V.1 Effective and transparent management

V.2 Continuous improvement of the university infrastructure with an emphasis on reducing the energy intensity of the operation, improving working and study conditions and building an institutional identity

V.3 Implementation of the principles of general long-term sustainability and consideration of environmental aspects to the extent achievable

I.3

International dimension of education

I.4 Quality and modern lifelong and open learning

II.2 Creating a research and innovation ecosystem supporting the development of the regional economy and improving the quality of life in the region
(changes in the way research works and the organization of science itself, with emphasis on the connection of university research with companies, public administration entities and the non-government sector by creating innovation clusters, digitalization of research infrastructure, information support, information knowledge infrastructure)

II.3 Interaction between science and society in the context of fragmentation and digitalization of society
(importance for politics and civil society, development of social capital, active, resilient and sustainable civil society, social role and responsibility of science, development of open and digital science, popularization of science)

I. EDUCATION – QUALITY AND MODERN EDUCATION FOR SOCIETY AND STUDENT

I.1 IMPLEMENTATION AND CONTINUOUS IMPROVEMENT OF INTERNAL SYSTEM OF HIGHER EDUCATION QUALITY ASSURANCE AND OBTAINING INSTITUTIONAL ACCREDITATION

TOOLS AND INDICATORS

I.1.1 Creation of internal regulations of the Internal System of Quality Assurance at UMB and its units

Indicators: the number of newly-created internal regulations of the Internal System of Quality Assurance; the number of updated internal regulations of the Internal System of Quality Assurance; the number of received quality improvement proposals

I.1.2 Institutionalization of the Internal System of Quality Assurance at UMB

Indicators: the structure of bodies ensuring the internal quality system; the website of the Board for the Internal Quality Assurance System; e-mail account zlepsovanie.kvality@umb.sk.

I.1.3 Modification of study programmes and fields of habilitation and inauguration proceedings with the study programme standards and the standards for habilitation and inauguration proceedings

Indicators: the number of modified study programmes, the share of modified study programmes in the total number of study programmes before modification, the number of modified fields of habilitation and inauguration proceedings before modification, the share of modified fields of habilitation and inauguration proceedings in the total number of fields of habilitation and inauguration proceedings before modification, the share of modified fields of habilitation and inauguration proceedings in the number of modified 3rd level study programmes.

I.2 DIGITALIZATION OF EDUCATION (IMPLEMENTATION OF INNOVATIVE AND NEW METHODS, FORMS AND TECHNOLOGICAL TRENDS OF TEACHING; APPEALING AND MODERN EDUCATION AT UMB) AND SUPPORT STUDENT SERVICES

TOOLS AND INDICATORS

I.2.1 Digitalization of education

Indicators: the number and the share of blended learning study programmes; the number and the share of complete distant learning courses; the creation of Smart Digital University Campus project

I.2.2 Implementation of new methods, forms and technological trends of teaching

Indicators: the number and the share of service learning based study programmes; the number of service learning based subjects, the share of teachers using technological innovation and interactive elements in teaching; the share of teachers using IT tools in student testing; the number of innovative

and new forms and methods of education introduced in the accredited study programmes; the number and the share of courses based on networking between students and teachers; the number and the share of courses using elements of artificial intelligence

I.2.3 Institutional support of digitalization of education

Indicators: the number of revised e-learning systems and tools; the rate of student and teacher satisfaction with the Academic Information System (monitoring of satisfaction, use and upgrade of functionalities).

I.2.4 Comprehensive consulting and support services responding to current and special needs of students

Indicators: a functioning University Career Centre providing social, psychological and legal counselling and counselling for students with special needs and from socially disadvantaged backgrounds; the number of providers and recipients of counselling; the amount of funds used for investment and non-investment activities for the needs of students with special needs; a functioning Career Centre; the number of coaches, counsellors and recipients of career services; the number of students and staff involved in the implementation of innovative ways in practical training and internships

I.3 INTERNATIONAL DIMENSION OF EDUCATION

TOOLS AND INDICATORS

I.3.1 International cooperation as a tool of internationalization of study

Indicators: the number of foreign students; the share of foreign students in the total number of students; the share of students with non-Slovak citizenship studying in a language other than Slovak out of the total number of students; the share of outgoing mobility students; the number of incoming mobility students at UMB; the number and the share of students and graduates in the accredited joint study programmes with foreign universities

I.3.2 International cooperation as a tool of increasing the competencies of the staff

Indicators: the share of teachers with more than 1 year of experience at a foreign university or research institution abroad; the number of incoming mobility teachers; the number and the share of outgoing mobility teachers; the number of incoming researchers; the number and the share of outgoing researchers; the share of teachers with proven knowledge of at least one foreign language (level at least B2); the share of non-teaching staff with a proven knowledge of at least one foreign language (level at least B1)

I.3.3 International dimension of study programmes

Indicators: the number and the share of accredited study programmes in a foreign language; the number and the share of final theses in a foreign language; the number and the share of subjects taught in a foreign language in Slovak medium study programmes; the number of accredited joint study programmes with foreign universities (especially double degree and joint degree programmes).

I.3.4 Support of international dimension of education

Indicators: the number and the share of foreign applicants for study in the total number of applicants; the number of international marketing activities; the share of bilingual (Slovak-English) applications of information systems; the number of bilingual regularly updated basic documents and standards

I.4 QUALITY AND MODERN LIFELONG AND OPEN LEARNING

TOOLS AND INDICATORS

I.4.1 Attractive and innovative learning activities and lifelong learning programmes responding the needs of the professional and lay public

Indicators: the number of lifelong learning activities and the number of their graduates; the number of programmes offered and delivered by the Third Age University and the number of their graduates; the number of the Children's University participants; the number of offered and delivered learning activities of the Methodical Centre and the number of their graduates; the number of offered and delivered learning activities of the Career Centre; increase in the share of innovative elements in lifelong learning activities and programmes; feedback from the participants of lifelong learning activities and programmes

I.4.2 Lifelong learning activities and programmes using elements of distance learning

Indicators: the number of lifelong learning activities and programmes carried out in distance form and combined form; the number of participants of lifelong learning programmes in distance and combined form.

I.4.3 Mentoring and start-ups

Indicators: the number of collaboration companies, institutions and organizations, the number of mentors, the number of start-ups, the number and the share of students using mentoring, the number and the share of students involved in start-ups

II. SCIENCE AND RESEARCH – THE IMPACT OF SCIENCE AND RESEARCH ON SOCIETY AND THE ECONOMY

II.1 ADAPTION OF INSTITUTIONAL AND PROGRAMME BASE FOR THE DEVELOPMENT OF EXCELLENCE IN SCIENCE AND RESEARCH (SUSTAINABLE EXCELLENCE, SUPPORT OF TRANSDISCIPLINARY AND INTERDISCIPLINARY RESEARCH, IMPLEMENTATION OF HRS4R, INCREASE IN ABSORPTION CAPACITY OF PROJECT ACTIVITIES, HARMONIZATION OF INTERNAL REGULATIONS WITH UMB'S INTERNAL SYSTEM OF QUALITY ASSURANCE, THE STANDARDS OF THE SLOVAK ACCREDITATION AGENCY FOR HIGHER EDUCATION)

TOOL AND INDICATORS

II.1.1 Development of excellent research in defined areas of basic and applied research

Indicators: defining the university's areas of excellent research, including artistic disciplines, listing the main areas of research, the number and the quality of research teams, new Internal System of Quality Assurance of UMB, excellence criteria.

II.1.2 Support of international collaboration, mobility and enhancing the ties with quality global universities, development of comprehensive counselling and support services for international collaboration on projects

Indicators: the number of international consortia and partnerships, the number of international research projects with UMB involvement; the number of research team members going abroad for mobility; the number of excellent publications; the number of joint scientific results with foreign co-authors

II.1.3 Support of transdisciplinary and interdisciplinary research

Indicators: the number of transdisciplinary and interdisciplinary research projects; the amount of funds raised for transdisciplinary and interdisciplinary research projects

II.1.4 Project activities to support excellent science

Indicators: the number of international research projects with UMB involvement; the amount of funds obtained from national and international projects; the number of joint excellent scientific results with foreign co-authors, an innovative system of project registration

II.1.5 Modernization of the infrastructure for top scientific teams

Indicators: the amount of funds obtained from national and international projects to support infrastructure

II.1.6 Harmonization of internal regulations with UMB's Internal System of Quality Assurance

Indicators: Directive on doctoral studies; Directive on habilitation and inauguration proceedings

II.1.7 Improvement of the quality of 3rd level study programmes aimed at excellent achievements in publication activity and international collaboration in science and research

Indicators: quality publication outputs of doctoral students; the share of doctoral students in publication outputs in reputable databases; the share of doctoral students in international research projects; the number of doctoral students going abroad for mobility

II.1.8 Creation of jobs for researchers–postdoctoral scholars as a support instrument of excellent science

Indicators: the number of researchers-postdoctoral scholars; the quality of publication outputs of researchers-postdoctoral scholars

II.1.9 Implementation of HR Excellence in Research Award (drawing an action plan for 2021-2023 within the implementation and long-term adherence to the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers in the framework of the Human Resources Strategy for Researchers)

Indicators: adoption of Gender Equality Plan; Creating the Open Science Strategy at UMB; the number of dissertation supervisors who completed the training for supervisors; the system of development of transversal competencies of doctoral students; the number of documents, directives and internal regulations in English

II.2 CREATION OF A RESEARCH AND INNOVATION ECOSYSTEM TO SUPPORT THE REGIONAL ECONOMY AND INCREASE THE QUALITY OF LIFE IN THE REGION (CHANGES IN THE WAY RESEARCH WORKS AND IN THE ORGANIZATION OF SCIENCE ITSELF, WITH FOCUS ON LINKING UNIVERSITY RESEARCH WITH COMPANIES, PUBLIC ADMINISTRATION BODIES AND THE NON-GOVERNMENT SECTOR BY CREATING INNOVATIVE CLUSTERS, DIGITALIZATION OF RESEARCH INFRASTRUCTURE, INFORMATION SUPPORT, INFORMATION KNOWLEDGE INFRASTRUCTURE)

TOOL AND INDICATORS

II.2.1 Support of research areas with a potential for active cooperation and links to social and economic practice

Indicators: the degree of UMB involvement in meeting the needs of the region in selected areas, the number of applied research projects, the number of research teams, the number of activities with UMB involvement, involvement in regional development projects, the number of implemented innovations

II.2.2 Support for the creation of clusters and innovation centres within the city and the region with the active participation of UMB

Indicators: UMB's units engaged in clusters and InnoBBSK: regional centre of innovation, the establishment of an ICT incubator, the number of applied research projects, the number of implemented innovations

II.2.3 Adaptation and flexible response of research activities to the needs of socio-economic development of the region

Indicators: a database of contracts with application sphere entities, the number of research teams involved in research for business entities, the number of projects with regional partners, the number of implemented innovations, a system of support to set up and evaluate spin-off companies with a UMB's stake.

II.2.4 Systematic support of research activities of students, doctoral students and postdoctoral scholars oriented to the needs of business entities

Indicators: the number of students, doctoral students, postdoctoral scholars producing outputs for practice, introduction of courses focused on knowledge and technology transfer

II.2.5 Digitalization of the research infrastructure

Indicators: extension of licenses for information resources, digitized and expanded library collections of UMB's University Library

II.2.6 Strengthening the position of UMB as a strategic partner in the region

Indicators: the number of partnerships, the number of regional projects with UMB involvement, the position of UMB's representatives in regional structures

II.3 INTERACTION BETWEEN SCIENCE AND SOCIETY IN THE CONTEXT OF FRAGMENTATION AND DOGITALIZATION OF SOCIETY (IMPORTANCE FOR POLITICS AND CIVIL SOCIETY, THE DEVELOPMENT OF SOCIAL CAPITAL, AN ACTIVE, DURABLE AND SUSTAINABLE CIVIL SOCIETY, THE SOCIAL ROLE AND RESPONSIBILITY OF SCIENCE, THE DEVELOPMENT OF OPEN AND DIGITAL SCIENCE, POPULARIZATION OF SCIENCE)

TOOL AND INDICATORS

II.3.1 Support of research areas with the potential for active cooperation and links to public administration, educational institutions, cultural institutions and the civil sector at the international, national and regional levels

Indicators: a map of inter-institutional cooperation, the number of applied research projects, the number of research teams, the number of activities with UMB involvement

II.3.2 Establishment of an interdisciplinary unit/workplace focusing on the social science aspects of digital technologies as a support in producing applicable scientific results and creating a regional centre of excellence

Indicators: a functional workplace focusing on the social science aspects of digital technologies, measurable outputs of achieved results (international cooperation, projects, outputs)

II.3.3 Popularization of science and research results and presentation of scientific information to the public, following the development of social cohesion and resilient and sustainable civil society, integration of science into all areas of external relations with partners in the public, civil and private sectors at various levels (international, national, regional)

Indicators: UMB's Open Science Strategy, Data Management Plan, building the UMB brand in the scientific environment, monitoring of media, the place of UMB in UniRank; a catalogue of partners; the number of partnerships; sharing the most important activities with partners, creating a communication plan for the promotion of science and research results in public space, institutional repository – archiving the results of scientific activities, the number of scientific papers published in Open Access

II.3.4 Creating a supportive environment to strengthen scientific integrity

Indicators: implementation of obligations arising from the commitment to the Declaration on Strengthening Scientific Integrity in Slovakia

II.3.5 Development of citizen science, with the possibility of citizen participation in scientific research activities

Indicators: analysis of workplaces with potential for the development of citizen science, degree of citizen participation in scientific research activities, the amount of funds for the development of scientific research activities, the number of researches carried out within community based research

III. INTERNATIONALIZATION – AN OPEN UNIVERSITY, A RELIABLE PARTNER WITH A SPECIFIC PLACE IN THE EUROPEAN AREA

III.1 IMPLEMENTATION OF NEW EU POLICIES FOR EDUCATION

TOOL AND INDICATORS

III.1.1 Implementation of the Erasmus Without Papers Strategy and the use of digital tools for Erasmus+ institutional management

Indicators: number of agreements in the Erasmus+ Dashboard system, evaluating the benefits of concluded cooperation agreements at university level, evaluating the benefits of non-contractual cooperation

III.1.2 Use of digital tools European Student Card and Erasmus+ Mobile App – basic elements of "green" Erasmus for students

Indicators: the number of students using the European Student Card, the number of students using the Erasmus+ Mobile App

III.1.3 Support of innovative student and staff mobility

Indicators: the number of incoming and outgoing mobility students and staff, the number of participants of short-term mobility, virtual mobility, blended mobility, the amount of funds administered under each mobility scheme, the structure and benefits of staff travel abroad

III.1.4 Comprehensive consulting and support services for student and staff mobility (incoming and outgoing)

III.2 INTERNATIONALIZATION AT HOME – CREATION OF FAVOURABLE CONDITIONS FOR INTERNATIONALIZATION ACTIVITIES AT UMB, SUPPORT OF FOREIGN PERSONS IN ACADEMIA, INTERCULTURAL DIALOGUE, CULTURAL DIVERSITY, CULTURAL COMPETENCE AND VALUES

TOOL AND INDICATORS

III.2.1 Increasing the professional, intercultural and transversal competencies of students and staff through the main study and further education

Indicators: updating the offer and evaluating further educational activities aimed at increasing the level of transversal skills and professional competencies of UMB's students and staff, the number of such activities and the number of their participants, the level of language and communication competence of students and staff, the presence of lectorates of foreign languages and cultures at UMB and sending lecturers of Slovak language abroad, the number and the quality of study programmes focused on foreign languages, the scope and the impact of student practical training abroad or in international teams, the number of students and staff involved in The Duke of Edinburgh's International Award

III.2.2 Systematic support for selected target groups with emphasis on internationalization: mutual student support (buddy system, peer-learning); innovative ways of practical training and development of students' transversal competencies (coaching, mentoring and service-learning in cooperation with experts from practice) with a strong international dimension

Indicators: the number of career coaches, the scope of student practical training abroad or in international teams, the number of students and the activity rate of home students and participants involved in selected activities

III.2.3 Support of the international dimension of education and cultural diversity. Promotion of intercultural dialogue, creating support programmes for cultural inclusion, targeted development of cultural and artistic life in the academic community

Indicators: the number of countries of origin/nationalities represented in academia, the number, the quality and the impact of cultural inclusion programmes, the number, the scope and the impact of international marketing activities

III.2.4 Development of cultural and artistic life in the academic community and beyond. Protection and dissemination of tangible and intangible cultural heritage

Indicators: the amount of funds for UMB's artistic ensembles, the number, the scope and the impact of marketing activities promoting UMB's artistic ensembles, arts or artistically oriented workplaces, as well as other actors of artistic life at UMB

III.3 CULTIVATION OF STRATEGIC PARTNERSHIPS. COMPREHENSIVE SUPPORT OF INTERNATIONALIZATION AS A TRANSVERSAL PRIORITY OF UMB CONSISTENT WITH THE INSTITUTIONALIZATION STRATEGY OF UMB, ERASMUS CHARTER AND POLICY STATEMENT OF UMB. SUPPORT OF ACTIVITIES TO CREATE CONSORTIA OF EUROPEAN UNIVERSITIES AND ENHANCING OTHER KEY UNIVERSITY AND NON-UNIVERSITY CONTRACTUAL AND NON-CONTRACTUAL COOPERATION. EMPHASIS ON KEY PARTNERSHIPS ACCORDING TO THE PRIORITY AREAS DEFINED IN THE INTERNATIONALIZATION STRATEGY OF UMB

TOOL AND INDICATORS

III.3.1 Promotion of privileged partnerships between European universities. Maximum development of cooperation at all levels within consortia and harmonization of processes at all levels

Indicators: the number of mobility students within top consortia, the number of common teaching and learning projects, science and research projects implemented with partners in consortia

III.3.2 Promotion of networks and partnerships with an international reach. Support of active UMB memberships in networks, associations, organizations and societies associated with a systematic analysis of the benefits of this type of activity

Indicators: the number and the structure of receipts of foreign visits at UMB, the number and benefits of memberships in international organizations and networks

III.3.3 Cultivating strategic partnerships with an emphasis on creation of joint study programmes, joint-degree study programmes, educational activities provided by international teams of teachers and experts. Support of doctoral studies with a strong international dimension. Development of common activities in teaching and learning, research and publishing with consortia partners under available project schemes

Indicators: the number of joint study programmes, the number of doctorates under double supervision, the number and the results of implemented KA2, KA3, VF projects and other project schemes.

IV. FULFILLING THE THIRD MISSION OF THE UNIVERSITY - A FIXED PART OF THE SLOVAK EDUCATIONAL AREA, REFLECTING THE NEEDS OF THE REGION, OPEN TO COOPERATION WITH PARTNERS FROM THE PUBLIC AND THE PRIVATE SECTOR

IV.1 STRENGTHENING OF UMB POSITION AS A STRATEGIC PARTNER TAKING INTO ACCOUNT THE NEEDS OF THE REGION AND THE STATE WITH AN EMPHASIS ON THE LONG-TERM STRONG AREAS OF UNIVERSITY ACTIVITIES

TOOL AND INDICATORS

IV.1.1 Orienting educational and research activities to the current needs of society and the region

Indicators: the number of changes in education directly related to the needs of society and the region, the number and the impact of activities using a service learning educational strategy, the number of implemented educational research and development projects for practice and and the public sector, the number and the funds of implemented projects in cooperation with the public sector and entities in the region, the number of employees participating in the activities of entities in the region (commissions, expert groups, assessors, etc.)

IV.1.2 UMB support to the city and the region in the fight against extremism and all forms of intolerance

Indicators: the number of employees participating in related activities, the number, the scope and the impact of co-organized events with an emphasis on effective communication of these activities inwards and outwards

IV.2 BUILDING THE UMB BRAND AND POPULARIZATION OF THE RESULTS OF UMB ACTIVITIES

TOOL AND INDICATORS

IV.2.1 Intensification of the cooperation with graduates, identification of key employers of UMB graduates, communication in the field of graduate evaluation. Creation of an electronic system of systematic contact with graduates and a database of employers in the region

Indicators: the number and the structure of graduates at selected employers, the number of graduates in the defined key positions of graduate evaluation by employers

IV.2.2 Involvement of students in practice in order to expand cooperation with selected entities in the region.

Indicators: the number of qualification theses in cooperation with the application sphere according to individual sectors (private sector, state administration, public sector) and the quality of responses to this form of cooperation, the number and evaluation of benefits of implemented activities

IV.2.3 Systematic and comprehensive branding of the UMB brand

Indicators: the number of UMB media presentations in audiovisual space, the number of UMB media presentations in mainstream print media, the number of events of national importance with the presentation of UMB and its brand, the number of foreign events outside professional events with the presentation of UMB and its brand, the number of publications and publishing activities with the share of UMB

IV.2.4 UMB marketing manual and visual identity manual defining the circumstances and rules of using the tools in practice

Indicators: a manual of visual identity in electronic and printed form

IV.3 STRENGTHENING OF UMB POSITION IN DECISION MAKING, EVALUATION AND MANAGEMENT OF EXTERNAL ENTITIES IN THE TOWN, REGION AND COUNTRY THROUGH AN EFFECTIVE SYSTEM OF PROMOTION

TOOL AND INDICATORS

IV.3.1 Institutional strengthening of UMB position through active involvement of employees in regional and national institutions, public positions, the media and non-governmental organizations

Indicators: the number, identification and promotion of activities of employees working in the non-academic sphere of influence at regional and national level; the number of memberships in professional organizations

IV.3.2 Students working in important positions of student self-government, student national bodies or the Slovak Accreditation Agency for Higher Education and other important public functions

Indicators: the number, commitment and achievement of representing students

IV.3.3 Systematic and effective promotion of selected activities and achieved results of workplaces, teams, and/or individuals

Indicators: the number and the scope of published information about the university in the media, the number of media appearances of university staff, the number of awards for the university and its components, including staff, the number of presentation events and events organized

V. LONG-TERM SUSTAINABLE DEVELOPMENT, EFFICIENT MANAGEMENT, DIGITALIZATION, INFORMATIZATION AND A PROGRESS TOWARDS A GREEN UNIVERSITY

V.1 EFFICIENT AND TRANSPARENT MANAGEMENT

TOOLS AND INDICATORS

V.1.1 Continuous improvement of the used information systems in order to increase the efficiency of their use in terms of user comfort, availability and functionality. Electronization of selected internal processes identified on the basis of an audit in order to gradually reduce the documents in paper form.

Indicators: the number of innovations and used functionalities of information systems specific to the UMB environment, regular monitoring of satisfaction and evaluation of information systems by users and its assessment, the number of administrative processes and documents converted to electronic form

V.1.2 Optimization of the structure of existing information systems by a gradual transition to a unified information system in order to achieve effective management at all levels

Indicators: identified key data for strategic management, creation of a unified UMB information system

V.1.3 Personnel audit, analysis and reassessment of UMB organizational structure at the level of individual UMB units across all workplaces in order to reassess workloads and optimize the number and structure of jobs

Indicators: development of selected economic indicators (personnel costs, operating costs, etc.) and performance indicators (especially in terms of 1 employee) in relation to the current financing methodology and long-term financial sustainability, quantification of organizational changes made and their impact

V.2 CONTINUOUS IMPROVEMENT OF UNIVERSITY INFRASTRUCTURE WITH FOCUS ON LOWER ENERGY INTENSITY OF OPERATION, IMPROVEMENT OF WORKING AND STUDY CONDITIONS AND BUILDING INSTITUTIONAL IDENTITY

TOOLS AND INDICATORS

V.2.1 Renewal of ICT infrastructure. ICT upgrade. Improvement of working and ergonomic conditions of employees. Identification of external financial resources usable for financing ICT, support in their acquisition, electronic system for recording investment priorities in ICT.

Indicators: multi-source funding and the amount of funds invested in ICT, the number, quantification of benefits and use of acquired technologies; the number and structure of projects under which ICT technologies are procured

V.2.2 Implementation of measures aimed at reducing energy intensity, increasing the share of available low carbon and more environmentally friendly technologies

Indicators: the number of implemented investment projects, the amount of finance on investment projects, the amount of funds saved, quantification of the benefits of implemented investment projects for the environment

V.2.3 Systematic improvement of the existing and construction of a new UMB sports infrastructure with the aim of gradual transformation of the existing premises at Tajovského 57 into a modern multi-purpose sports complex, including modernization of other elements of UMB sports infrastructure outside the said complex (athletic stadium according to the rules of the World Athletics, construction of a multi-purpose sports hall and other sports grounds, modernization of the gym at Tajovského 40 and other sports premises)

Indicators: the number and the amount of finance of implemented investment projects, the assessment of the effectiveness of the use of modernized sports infrastructure

V.2.4 Centralization of selected library workplaces of UMB University Library by implementing an investment project to expand the capacity of existing premises

Indicators: extension and centralization of the area of use for providing services of the University Library (UL), improvement of the service portfolio of the UL, monitoring of the satisfaction of UL users

V.2.5 Systematic support of individuals and groups who, through their sporting, cultural, social and other activities, make a significant contribution to building an institutional identity

Indicators: the number, scope and intensity of realized events / participations in regional, national, or international events, the evaluation of the social impact of individual activities

V.2.6 Support for the development of publishing activities of employees and students and promotion of the UMB brand through the expansion and improvement of the quality of services of the Belianum publishing house

Indicators: the number of publications of UMB employees and students, the number of publications of external authors, the number of Belianum publications available in commercial bookstores, the number of Belianum publications available in academic shops, the number of participations in book fairs and presentation events, the number of graphic services for authors from internal and external environment, the number of Belianum publications promoted in the media, the number of publications published in cooperation with other institutions not co-authorship)

V.3 IMPLEMENTATION OF THE PRINCIPLES OF LONG-TERM SUSTAINABILITY WITH SETTING ACHIEVABLE ENVIRONMENTAL GOALS

TOOLS AND INDICATORS

V.3.1 Implementation of water retention measures in UMB facilities in order to mitigate the consequences of climate change. Creation of the Water program of the rainwater management system in UMB buildings and plots, proposal of the location of specific water retention measures, rain gardens, etc.

Indicators: the number of implemented measures, the amount of funds saved, the amount of external funds raised

V.3.2 Increasing the share and quality of greenery in UMB exteriors. Audit of greenery on UMB plots, systematic care plan, monitoring of invasive species, support for the creation of relaxation zones in UMB exteriors with sophisticated technologies

Indicators: the number of priority plant species, the number of planted taxa, the number of sanitized trees, the number of destroyed invasive species (units/area), the number of installed benches and other elements for relaxation

V.3.3 Support for cyclomobility of UMB employees and students through the expansion of existing and construction of new infrastructure (parking spaces for bicycles/scooters, construction of charging stations, bikesharing)

Indicators: the number of created parking spaces, the amount of funds allocated to increase the cyclomobility of employees and students, quantification of the created cyclomobility infrastructure