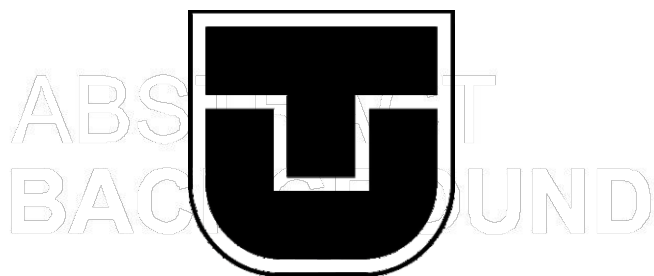


LONG-TERM STRATEGIC PLAN

of the Technical University of Košice

2016 - 2023





Foreword

The Long-Term Strategic Plan of the Technical University of Košice (hereinafter referred to as TUKE) sets objectives in educational, scientific, research, development, artistic, innovative, entrepreneurial, and other creative activities for the period 2016-2023. It is based on the vision of TUKE, its mission defined in the statute, analysis of its position in the educational, scientific and research, and social space, on previous long-term strategic plans, and on important national and international documents focused on higher education.

The long-term strategic plan is based on the concept of development and needs of faculties as well as individual departments of TUKE and development priorities defined by them, and on the university-wide concept of development and strategy of TUKE for the next period. The long-term strategic plan is a basis for long-term strategic plans of faculties and other TUKE departments.

The long-term plan is focused on strategic objectives, their concrete fulfilment; measures and tools aimed at this are part of the updates of the long-term strategic plan for respective years. Each sub-objective will be elaborated in more detail, setting out a plan of key implementation measures for a given year, and identifying measurable indicators of their implementation. The Long-Term Strategic Plan of the Technical University of Košice will thus be evaluated and updated annually. Such an approach makes it possible to expand the list of priorities with current tasks with a shorter implementation time every year, as well as to respond to the latest developments at TUKE, in the field of higher education, and the society. Decisive for the successful fulfilment of strategic priorities and gradual fulfilment of partial objectives of the long-term plan is that they be adopted by members of the Academic Community of the Technical University of Košice, and their active participation in this process. The successful fulfilment of the long-term plan will also be significantly affected by external social conditions in which the Technical University of Košice will develop in the next decade.

Thanks to the many exceptional people who have worked and continue to work at the university, TUKE stands on solid foundations and should make the most of its strengths in the future. However, in connection with the current situation and conditions, as well as current societal needs, these will need to be further developed and the position of TUKE strengthened in all areas, so that its students, graduates, and staff will proudly recognize it. Therefore, we offer the following vision, eight strategic priorities and their sub-objectives.





About University

The Technical University of Košice was founded in 1952, but its roots must be sought much deeper in the past. The Universitas Cassoviensis was founded in Košice as early as 1657, but technical education was raised to the higher education level only in 1762, when the Austro-Hungarian monarch Maria Theresa established the Mining Academy in Banská Štiavnica. This provided education and developed research activities in a whole complex of scientific disciplines ranging from ore mining to production and processing of metallic materials.

The origins of higher technical education in Košice date back to 1937, when the Milan Rastislav Štefánik State Technical College in Košice was established by Act no. 170 of the Czechoslovak Republic. Teaching was to begin in the school year 1938/39, but the pre-war events following the Vienna Arbitration caused the college to be moved first to Prešov, then to Martin, and finally to Bratislava, where it formed the foundation for the Slovak University of Technology in Bratislava.

The true birth of the Technical University of Košice took place on 8 July 1952, on the basis of Government Regulation no. 30/1952 Coll. establishing the university with three faculties. A significant event of renaming of the College to the Technical University of Košice took place based on Act of the Slovak National Council of 13 February 1991.

Today, about 10,000 students study at the nine faculties and more than 700 professors, associate professors, assistants and an equal number of research and technical and economic staff work at the university. In addition to faculties, TUKE has several university-wide departments focused mainly on solving large projects of scientific and research nature. The Technical university of Košice covers a wide range of educational needs not only for the region of Eastern Slovakia, but in many fields, it is the only centre of science, research, and education not only in Slovakia but also in Central Europe. It works closely with other universities and with the industry of the region and the whole of Slovakia.

Faculties

- Faculty of Mining, Ecology, Process Control and Geotechnologies 1952
- Faculty of Materials, Metallurgy and Recycling 1952
- Faculty of Mechanical Engineering 1952
- Faculty of Electrical Engineering and Informatics 1969
- Faculty of Civil Engineering 1976
- Faculty of Manufacturing Technologies 1992
- Faculty of Economics 1992
- Faculty of Arts 1998
- Faculty of Aeronautics 2005





Vision

The Technical University of Košice as a leading research and educational institution at the national level and recognized abroad, an attractive place with a collegial and friendly atmosphere for creative activities of its students and staff, co-creating a cultured cohesive community, equipped with modern infrastructure, confident and attractive centre of creativity and innovative actions for the benefit of knowledge and society.

Mission

Primary mission of the Technical University of Košice, as a research institution that is part of the European education and research area, is to protect knowledge, develop education and spread literacy based on scientific knowledge and creative scientific and artistic activity in the spirit of national and universal humanitarian and democratic traditions.

The Technical University of Košice emphasises:

- Fulfilling quality criteria and promoting the features of excellence and intellectual maturity in all areas of activity.
- Excellence of achieved results in the field of science, research, innovation as well as creative and artistic activity.
- Interdisciplinarity in science, research, technology transfer, and education to achieve integrated and synergistic results.
- Internationalisation with focus on creating a university environment with a clear international character.

Values and Principles

- Academic culture based on the ideas of truth, goodness, humanity, and justice.
- Freedom in educational, scientific, and artistic activities.
- Responsibility for progress in knowledge and development of society.

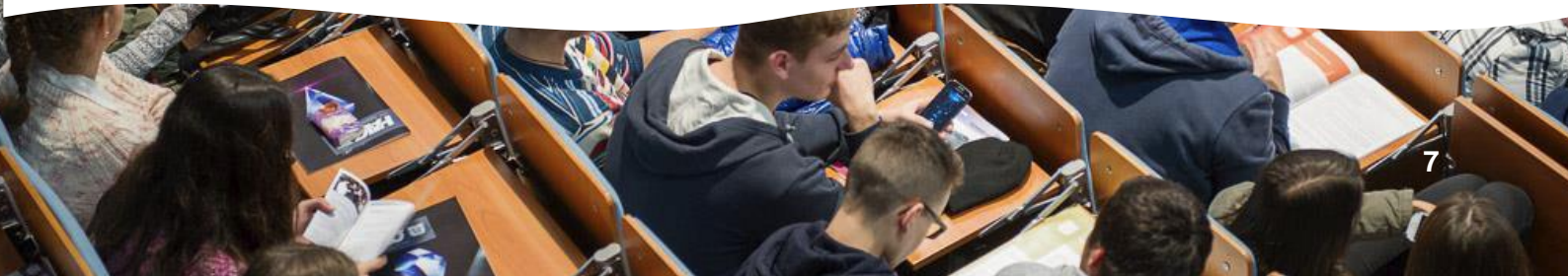
Strategic objectives in Education

Provide high-quality education at all levels of study, which with its attractiveness will help increase interest in studying at TUKE not only by very good students from Slovakia, but also a larger number of foreign applicants, as well as increase employers' interest in TUKE graduates

- Create conditions for better adaptation of first-year students immediately after their entry into university.
- Improve study programmes, the level of lectures, exercises, and consultations, in order to stimulate and increase the interest of quality applicants to study at TUKE.
- Constantly create conditions for creative dialogue with students based on a collegial and welcoming approach of teachers.
- Introduce new, modern forms of interactive education based on mobile education (m-learning).
- Support the natural talents of students, develop the skills of gifted students, create conditions for special care for talented students.
- Hold a dialogue with the representatives of employers, take into account their requirements and suggestions, and adequately transform them into the pedagogical process, increase the involvement of experts from practice in the pedagogical process.
- Increase the quality of the study programmes offered, especially in English, and ensure that at least one subject is taught in a foreign language within each study programme.
- Continuously modify study programmes based on evaluating the applicability of graduates in practice.
- Start a discussion on the possibility of preparing attractive interdisciplinary study programmes at TUKE.
- Significantly increase the share of foreign students at TUKE.
- Flexible preparation of educational activities within the processes of lifelong learning.
- Create conditions for obtaining a double diploma on the basis of cooperation with foreign universities, and conditions for obtaining the title "EUR ING".
- Expand and improve international cooperation in study programmes with emphasis on the mobility of students and teachers, joint programmes, joint supervision of final theses, etc.
- Link education at the second level of study more closely to scientific research, or artistic activities, and practice.
- Increase the involvement of students in the process of evaluating the quality of teaching and intensify cooperation with student organisations.



- Increase student involvement in the development, educational, and research activities of TUKE and other institutions.
- Continue to improve social conditions for study, create a suitable background for social communication of students.
- Continue to develop quality information and counselling services for all TUKE students.
- Continue to create suitable conditions for a quality extracurricular life of TUKE students (sports, culture).
- Create new or more strongly promote the existing subjects (programmes) for the field of business.
- Create conditions for practice-oriented problem-based education (suggestions from industry).
- Collaborate with domestic and foreign industrial sector on the preparation and implementation of customised education.
- Improve crisis support and assistance.
- Improve the conditions for the study of students with specific needs.





Strategic Objectives in Science and Research

Strengthen the position of TUKE as a leading research university in Slovakia and recognized abroad

- Support top research teams, centres of excellent research, and highly specialised workplaces at TUKE.
- Increase the international impact of the results of scientific research, artistic, and creative activities of TUKE employees, including an increase in citations and references.
- Motivate to high-quality publication outputs in recognized impact periodicals, to the creation of demanding engineering works and significant works of art, as well as to the development of modern technologies that will enhance domestic prestige and increase the international prestige of TUKE.
- Financially support filing of patents and standardise the protection and use of intellectual property for the benefit of staff, students, and the university.
- Continue to build the USP Technicom and promote its potential for more efficient technology transfer into practice.
- Support the creation of business incubators for small and medium “Hi-Tech”, “Start-Up”, or “Spin-off” companies.
- Acknowledge the best results of TUKE students and staff in science, as well as significant “Start-Up” and “Spin-off” activities.
- Continue to build joint university-wide workplaces, in coordination with existing infrastructure.
- Systematically support effective international scientific cooperation and increase the activities and success of TUKE in international grant competitions with an emphasis on Horizon 2020.
- Support the activities of university staff in scientific and professional associations of national and international importance.
- Inspire faculties and partners to interdisciplinary mutually beneficial cooperation, to create space for exceptional interactions that can bring unexpected knowledge and fundamental results – discoveries.
- Contribute to greater involvement of second-level students in research and research teams.
- Support activities connected with the organization of prestigious international scientific and artistic events and conferences by TUKE staff and students.
- Regularly evaluate the university’s placements in international rankings and the shares of individual faculties in individual evaluation categories.
- Create better conditions for young scientists at TUKE (e.g. Rector’s fund).
- In cooperation with industry, create conditions for the use of research results of employees and students in economic practice.



Strategic Objectives in Human Resources

Increase care of TUKE students and staff and systematically monitor their professional growth

- Create favourable conditions for young researchers, especially graduates of doctoral study programmes, in order to keep good talented researchers at the university (appropriate financial policy, involvement in major projects, etc.).
- Consider long-term research experience outside TUKE (especially abroad) as an important factor favourably supporting qualification growth.
- In habilitation and inauguration proceedings, increase the share of applicants from the younger and middle generation, provided that the high demands placed on them are maintained by meeting defined minimum criteria and by promoting demanding ethical standards of the academic profession.
- Increase the level of social care for students (for example, by rapidly paying and expanding scholarships), young researchers with established families (using the social fund), and staff (by introducing a sabbatical year).
- Create such working conditions that will enable the balance of study or professional and personal life of students and university staff (possible establishment of a kindergarten, children's play area, fitness centres, sports and cultural opportunities).
- Form a human resources strategy with an emphasis on smooth generational renewal.

Strategic Objectives in Management

Make the financial management, management and administration of the university more effective

- Continue to intensify the multi-source funding of the university and its faculties and increase the independence from the state budget “in the positive sense” through appropriate tools.
- Require and enforce a methodology for financing public universities in Slovakia that clearly considers their quality.
- Improve the methodology of distribution of funds within the university in such a way that it corresponds as much as possible to the priorities in scientific research, artistic and educational activities.
- Increase the efficiency and professionalise internal administrative activities at the university by reducing unnecessary bureaucracy and, conversely, strengthening activities where necessary. Departments of the Rectorate and Dean’s offices of faculties must be highly professional, competent workplaces.
- Carry out ongoing audits and, based on them, carry out possible restructuring of the Rectorate to optimize its activities, including strengthening the responsibility of heads of departments, reassessing the classification of staff according to their qualifications, and setting transparent incentive rules (including financial evaluation).

Strategic Objectives in Internationalisation

Strengthen the internationalisation of all TUKE activities and increase its credit abroad

- Increase focus on the quality of foreign relations and international cooperation and support especially those that have concrete outputs in the form of cooperation in education, joint research projects and high-quality publications; systematically further develop very valuable and beneficial cooperation with traditional partner universities.
- Continue to develop participation and cooperation in prestigious international organizations (European University Association (EUA) and others).
- Support international mobility of students and creative staff of the university, mainly through the Erasmus Plus programme.
- Acquire quality foreign experts or postdoctoral students for scientific and pedagogical work or cooperation, even in the form of longer stays at TUKE.
- Continuously develop high-quality education in English and implement activities aimed at attracting a larger number of foreign students.
- Collaborate with partner universities on the preparation and implementation of agreements on double degrees.



Strategic Objectives in Infrastructure Development

Develop the TUKE infrastructure in such a way as to meet the growing needs of a modern research and education institution

- Update the concept of the general development plan of TUKE and, after its evaluation, systematically implement its objectives.
- By building a new building in the main TUKE campus, achieve optimal placing of workplaces of individual faculties and faculties as a whole.
- Continue the successful implementation of projects using the European Structural and Investment Funds under the Operational Programme Research and Innovation in the programming period 2014-2020.
- Prepare construction projects within the construction of USP Technicom II.
- Complete the ongoing development activities implemented within the USP Technicom and INFRA projects supported by the European Structural Funds.
- Continue the revitalisation, aestheticization and making the TUKE complex more appealing (including the premises of Faculty of Aeronautics, and Faculty of Manufacturing Technologies based in Prešov), as well as its entrance exterior area through the location of unifying architectural components and units created on the basis of unity of functionality, technical perfection, and aesthetics.
- Continue to systematically take care of TUKE's real estate and enhance it through regular maintenance, renovation measures, and reconstruction work.
- Continue the renovation and modernisation of student accommodation facilities at dormitories.
- Continue the reconstruction and modernisation of sports facilities (including facilities near student dormitories).
- Continue to build infrastructure for science and arts.
- Increase the efficiency of energy management and buildings of TUKE, as well as the energy efficiency of real estate used by TUKE.
- Develop a plan for the management of TUKE real estate by 2020.
- Work effectively to obtain other sources of funding for TUKE (efficiency in business activities).
- Modernisation of catering facilities for TUKE Student Dormitories and Canteens.



Strategic Objectives in ICT Development

Improve and develop information and communication technologies, including creative systems and applications, which will ensure the effective performance of scientific research and educational activities at TUKE and its management

- Continue with the successful solution of the national project Slovak Infrastructure for High-Performance Computing (SIVVP) financed from the structural funds of the European Union.
- Extend access to scientific databases, online book publications, and electronic journals, support video conferencing and streaming technologies.
- Systematically modify the MAIS Information System based on changing requirements and, if necessary, supplement it with other modules.
- Create conditions for wider use of High-Performance Computing by TUKE staff and students.
- By making greater use of the computational potential obtained by connecting the capacity of the AUREL supercomputer and grid centres set up at workplaces of Slovak Academy of Sciences and four Slovak universities (Slovak University of Technology in Bratislava, University of Žilina, Matej Bell University, and Technical University of Košice), significantly increase the efficiency and quality of scientific work.

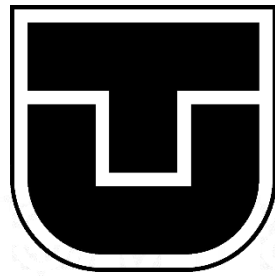




Strategic Objectives in Cooperation with Practice and the Non-Academic Sphere

Strengthen the position of TUKE and make it better known as a leading institution in public in Slovakia through active cooperation and communication with practice and the non-academic sphere, and popularise the best results of its students and employees

- TUKE must be constantly presented to public, and its results, offers, and attractiveness must be known: Together with the faculties, effectively present the dynamics of development, scope, and uniqueness of the university to various target groups, from those interested in study to the general public, including the media.
- To develop cooperation and communication of the university with the practice, state and self-governing bodies, universities, institutes of SAS and other scientific workplaces, cultural institutions, and professional associations; cultivate relationships with graduates more actively through the TUKE Alumni Club.
- Actively identify and participate in the creation of key documents and possible legal regulations related to higher education, science, research, and creative activities.
- Enforce and meet demanding criteria for the classification of higher education institutions in Slovakia in the category “Research University”.
- Further develop conditions for innovation or technology transfer, important for all faculties of the university, and cooperation of faculties with practice, in an effort to commercialise the results of scientific research and development.
- Emphasis should be placed on the engineering approach in cooperation with the application sphere and the transfer of science results into practice, especially with regard to the Industry 4.0 strategy.



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