



LONG-TERM STRATEGIC PLAN

OF THE UNIVERSITY OF VETERINARY MEDICINE AND PHARMACY IN KOŠICE FOR THE PERIOD 2024 – 2029



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INTRODUCTION

The University of Veterinary Medicine and Pharmacy in Košice (hereinafter referred to as UVMP in Košice) in accordance with Section 2 (10) of Act No. 131/2002 Coll. on Higher Education and on Amendments and Additions to Certain Acts (hereinafter referred to as the Act on Higher Education) and other provisions of the Act on Higher Education has developed the Long-term Strategic Plan of the University of Veterinary Medicine and Pharmacy in Košice for the period 2024 - 2029.

The long-term strategic plan regulates the mission, tasks and position of the UVMP in Košice according to § 1 of the Higher Education Act and contains its intentions in individual areas of activity. In addition to the requirements of the Higher Education Act, the long-term plan takes into account the requirements of Directive 2005/36/EC of the European Parliament and of the Council on the recognition of professional qualifications, as amended by Directive 2013/55/EU of the European Parliament and of the Council amending Directive 2005/36/EC on the recognition of professional qualifications and Regulation (EU) No 1024/2012 on administrative cooperation through the Internal Market Information System. The latter provides for specific regulated requirements for the training of veterinarians and pharmacists. It also takes into account the requirements of the document of the Ministry of Education, Science, Research and Sport of the Slovak Republic entitled Long-term strategic plan in educational, research, development, artistic and other activities for the field of higher education for the years 2023 - 2028.

The long-term strategic plan of the UVMP in Košice is prepared for a period of six years and follows the long-term plan of the UVMP in Košice for the period 2018 - 2023 and its last update from 2022. In the preparation of the long-term plan, the requirements of Act No. 269/2018 Coll. were considered. No. 269/2018 Coll. on Quality Assurance of Higher Education and on Amendment and Supplementation of Act No. 343/2015 Coll. on Public Procurement and on Amendment and Supplementation of Certain Acts, as amended, the standards of the Slovak Accreditation Agency for Higher Education (SAAHE) and the recommendations of the European Association of Establishment for Veterinary Education (EAEVE). The key objective of the UVMP in Košice, after its inclusion among the universities in Europe with Accreditation status, is to maintain this status and to belong to the top educational institutions in Slovakia and internationally.

An important part of the UVMP Košice Long-term Strategic Plan for the period 2024 - 2029 is quality assurance in accordance with the standards and guidelines for quality assurance in the European Space of Higher Education (ESG).



VISION AND MISSION

UVMP in Košice is and wants to remain a university recognised in Slovakia and internationally. It wants to provide high quality education with practical application of graduates at a comparable international level in the field of veterinary and pharmaceutical education resulting from its own scientific results. It wants to provide high quality education based on the latest scientific knowledge and teaching/research activities supported by modern material and technical equipment.

UVMP in Košice as a part of the European Higher Education Area and the Common European Research Area has the mission to develop harmonious personality, knowledge, wisdom, goodness and creativity in man and to contribute to the development of education, science, culture and health for the well-being of the whole society, and thus to contribute to the development of a knowledge-based society. The main task in fulfilling the mission is to provide undergraduate and postgraduate higher education based on scientific research in the fields of study of veterinary medicine, pharmacy and biology in accordance with the needs of society.

UVMP in Košice as a public higher education institution fulfils its mission in the system of higher education institutions in accordance with the Higher Education Act, primarily by educating professionals at all levels of higher education in the field of veterinary medicine, food hygiene and pharmacy, and in particular by educating graduates in the regulated professions of veterinary surgeon and pharmacist in accordance with Directive 2005/36/EC of the European Parliament and of the Council, as amended.

UVMP in Košice is the only institution of its kind for university veterinary education and one of the two for pharmaceutical education in the Slovak Republic and, together with other universities in the Slovak Republic, plays an essential role in the concept of a knowledge-based society, in fulfilling the basic objectives of the Lisbon Strategy in the Slovak Republic and in the continuation of the Bologna Process.

UVMP in Košice, in accordance with its long-term plan, has as a general objective the maintenance of the qualitative level of research and development activities corresponding to an internationally recognised institution in the priority areas of the university's scientific and research activities with a view to ensuring the continuity of its development, within the framework of developing the One World, One Health concept by linking veterinary and human medicine, food hygiene, the environment and pharmacy. Education is clearly linked to teaching/research activities in individual study programmes, with the level and focus of teaching/research activities corresponding to the level and outcomes of higher education.



SWOT ANALYSIS

STRENGTHS

- national and international accreditation,
- increasing interest of domestic and foreign students in studying at UVMP at all levels of higher education,
- teaching meeting the requirements for hands on teaching and fulfilling the requirements of day one competences,
- placement of university graduates in important professional and social positions at home and abroad,
- the growing trend of implementation of the results of applied research and innovations in practice,
- successful cooperation in the field of scientific research with the workplaces of the Slovak Academy of Sciences,
- involvement of undergraduate students in scientific projects,
- the existence of clinics specialising in animal species,
- the operation of new modern facilities at all clinical workplaces enabling highly specialised professional activities to be carried out,
- the existence of its own purpose-built facilities for the implementation of practical training of students,
- high-quality personnel and material-technical provision guaranteeing high quality of provided education,
- experience and success of the University in obtaining funding from national grant agencies, EU Structural Funds and the Recovery and Resilience Plan of the Slovak Republic,
- obtaining funding from non-grant sources,
- high degree of computerisation of operational activities and modern IT equipment,
- professionally proficient and motivated academic and support staff,
- sufficiently defined management processes, effective and transparent governance, clearly defined lines of authority,
- the university management's interest in improving the quality, efficiency and effectiveness of management and an established quality assessment system based on the implementation of formal procedures comprising a complete PDCA quality cycle,
- a system of regular performance appraisal of teaching/research staff,
- the existence of contractual relations with professional organisations to enable students to carry out compulsory professional practice and internships,



- regular participation of university experts in educational activities for practice and joint organisation of professional events,
- involvement of representatives from practice and cooperating organisations in various activities and activities of the University.

WEAKNESSES

- difficulty of study - high drop-out rate,
- high teaching load of students and teachers in the form of direct pedagogy,
- continued dominant orientation towards the acquisition of domestic projects (VEGA, KEGA, APVV) as the main option for funding science,
- insufficiently developed scientific research activity in the field of pharmacy, absence of interrelated team publications,
- poor linkage of the results of teaching/research activities with the business sector and the production sphere,
- low mobility of teaching/research staff,
- insufficient renewal of high-end diagnostic instrumentation of clinical departments, including the creation of a university diagnostic network between departments,
- a shortage of European qualified specialists at clinical sites,
- lower involvement of students in clinical activities outside the teaching period during semesters,
- problematic guarantee continuity of some study programmes and courses,
- high workload of teaching staff in direct teaching and students in relation to ECTS credits,
- lack of qualified staff in some professions due to low financial remuneration,
- misunderstanding of management processes and the reasons for quality assessment by some staff,
- insufficient use of opportunities for communication with the public, education and promotion of the services provided,
- lower rate of obtaining feedback from practice on the readiness of university graduates for employment in the labour market.

OPPORTUNITIES

- increasing demand for veterinary medicine and pharmacy graduates in Slovakia and EU countries,
- increasing number of people interested in studying veterinary medicine from abroad (EU + third countries),



- opportunity to apply for international projects using various science and research support schemes,
- opportunities to obtain non-repayable funding for science and research activities from the Structural Funds (ESIF),
- increasing the level of specialisation of clinical staff and gaining space to deal with referred patients,
- increasing the number of clinical staff to obtain European Diploma Specialist positions,
- applying for funding for the purchase of state-of-the-art diagnostic instrumentation for clinical departments,
- opportunities to obtain non-repayable funds from the Operational Programme Slovakia and the Slovak Recovery and Resilience Plan aimed not only at reducing energy consumption,
- Membership of the University's top staff in professional organisations in the fields of agriculture, food, pharmaceuticals and the environment,
- membership in the American Association of Schools of Veterinary Medical Colleges (AAVMC),
- existing quality management processes in an external environment applicable to the university,
- advancement of information technology usable to improve processes at the University,
- expanding the possibilities and conditions for the implementation of professional practices and internships outside the University, as well as for the implementation of extramural teaching in accordance with the requirements of European institutions for veterinary education,
- recruiting new practitioners to use their experience in the educational process,
- getting new partners and increasing the popularisation of the results of the teaching/research activities of the University's workplaces to improve their transfer and implementation in practice.

THREATS

- reduction of resources allocated from the state budget for public universities,
- reduction in the number of students due to weak population years,
- inadequate preparation of secondary school students for the rigours of study (a consequence of COVID-19),
- insufficient funding for science on a societal scale,
- high administrative burden and bureaucratisation in the process of obtaining funding from the SR Recovery and Resilience Plan,
- lower interest in doctoral studies associated with the departure of university graduates abroad with the prospect of a more promising future, to the detriment of strengthening the scientific base at the alma mater,



- non-fulfilment of the requirements and criteria for the subsequent evaluation of the university in the framework of international accreditation,
- insufficient readiness of university graduates for the performance of the studied profession after graduation and their lower applicability on the labour market,
- lagging in the quality of professional and specialised services provided to clients and loss of the university's reputation and number of patients for practical clinical teaching,
- possible cuts in the resources allocated from the state budget for education to public universities and an unpredictable methodology for the distribution of subsidies to public universities,
- frequent changes in legislation, especially in the wage and economic areas, and the absence of methodologies in many areas of the management of public higher education institutions,
- inadequate maintenance of buildings and grounds due to low endowment and lack of capital funding and overall underfunding of public universities,
- inadequate financial remuneration of education workers and the lack of quality workers in the labour market needed to fill vacant positions,
- threats to food security and the quality of the food chain and the country's food sovereignty,
- loss of acceptance by the professional public and a decline in the interest of the practice in cooperation with the deterioration of conditions for the implementation of extramural teaching of students.



EDUCATION

GENERAL OBJECTIVE

To maintain the position of UVMP in Košice as a prestigious university, which carries out education in the study fields of veterinary medicine, pharmacy and biology, focusing mainly on veterinary medicine, hygiene, technology and health food safety and pharmacy at the level of the first, second, combining the first and second, and third degree of higher education both in Slovakia and in the international educational space in accordance with the needs of practice and the requirements of society, relying on the standards of quality, research and innovation.

STRATEGIC OBJECTIVE 1

To be one of the nationally and internationally recognised educational institutions providing veterinary and pharmaceutical education meeting national and European legislative and other professional educational requirements.

TOOLS:

- 1.1. To meet the standards of the Slovak Accreditation Agency for Higher Education for the internal quality assurance system of higher education in accordance with Acts No. 269/2018 Coll., No. 343/2015 Coll. and No. 131/2002 Coll. in order to be included among the accredited universities.
- 1.2. To meet the conditions for international accreditation of veterinary education and to maintain the status of an internationally accredited university.
- 1.3. Fulfil the conditions for university veterinary and pharmaceutical training set by the European Union for the regulated professions of veterinarian and pharmacist, and thus ensure the recognition of the diplomas of veterinarians and pharmacists of the UVMP in Košice by European legislation (Directive 2013/55/EU of the European Parliament and of the Council amending Directive 2005/36/EC on the Recognition of Professional Qualifications, Standard Operating Procedures by EAEVE).



- 1.4. To meet the legislative and other professional requirements and conditions of European institutions for veterinary education.

EDUCATION

STRATEGIC OBJECTIVE 2

Increase the quality, level and attractiveness of the educational process at all three levels of higher education.

TOOLS:

- 2.1. To innovate the curricula in the Study programmes of General Veterinary Medicine, Food Hygiene and Pharmacy in view of the requirements of national and international accreditation, relevant legislation, the latest European and national trends in education in the veterinary and pharmaceutical profession, changes in the competencies of pharmacists and the requirements of employers.
- 2.2. Improve the staffing of teaching - academics from research institutions with higher qualifications, practitioners, experts with foreign experience.
- 2.3. Cooperate with professional organisations to meet the requirements of social practice.
- 2.4. Strongly implement hands on teaching by promoting teaching oriented towards the acquisition of skills needed for the profession (day one competences).
- 2.5. Expand the scope for clinical practice and internships for gaining practical experience, especially at university workplaces - clinics, specialized laboratories, but also outside the university with contractual partners (CVS SR, SVFA SR, SVFI, food and pharmaceutical companies, companies and pharmacies...).
- 2.6. Continue to modernise teaching by using modern multimedia resources, e-learning materials, animal models and artificial intelligence.
- 2.7. Develop spatial, operational, instrumentation, material, information and administrative support.
- 2.8. Establish and develop joint degree programmes in pharmaceutical education, aquaculture, veterinary medicine and other areas at all levels of higher education with a view to strengthening cooperation between educational institutions at national and international levels.



EDUCATION

STRATEGIC OBJECTIVE 3

To maintain and increase interest in studying at UVMP in Košice.

TOOLS:

- 3.1. Promote studies at UVMP in Košice through participation in national and international educational fairs, social networks, contractual partners, "advocate groups" - from the ranks of alumni, organization of open days.
- 3.2. To select prospective students on the basis of predetermined criteria so that the admission procedure is reliable, fair and transparent.
- 3.3. To organise admission interviews also with the use of a third party in the form of online interviews.
- 3.4. Create conditions for studying at UVMP in Košice for students from abroad in study programmes not only in English, but also in Slovak language.
- 3.5. Introduce preparatory courses for admission interviews using e-learning.
- 3.6. Reconsider the offer of third cycle study programmes offered in Slovak and English language.
- 3.7. Organize a children's university.

STRATEGIC OBJECTIVE 4

To maintain and improve the applicability of UVMP in Košice graduates in practice in accordance with the needs of the labour market and social order.

TOOLS:

- 4.1. To cooperate with professional organizations (SVFA, CVS SR, institutes of the Slovak Academy of Sciences, SPC, production, etc.) to modernize the content of teaching in order to align the results of education with the needs of social practice (to meet the requirement placed on regulated professions, e.g. competencies of the first day).
- 4.2. Introduce a professionally oriented bachelor's degree programme.



EDUCATION

STRATEGIC OBJECTIVE 5

Ensure sufficient, timely and targeted support for all students.

TOOLS:

- 5.1. Expand existing forms of support for all students, including students with specific needs, to include psychological, social, legal and career counselling.

MEASURABLE INDICATORS

- Obtaining the status of an accredited university with assigned rights. (June 2024)
- Maintaining International Accreditation status in the study program of general veterinary medicine. (December 2025)
- Number of curricula adapted and implemented (Annually as of 31 May)
- Number of new curricula introduced into teaching. (Annually as of 31.10.)
- Number of external teachers involved in teaching. (v as of 15.7.)
- Success of individual marketing tools (student fairs, contractors, advocates, DOD...) based on reference from enrolled students (questionnaire) (Annually as of 31.10.)
- Number of prospective students applying to study. (Annually as of 31.10.)
- Number of students enrolled out of the total number of students admitted (attractiveness rate) (Annually as of 31.10.)
- Percentage of students with non-Slovak citizenship out of all students studying in the Slovak language (Annually as of 31.10.)
- Introduction of e-learning materials to prepare for entrance examinations in foreign studies. (Annually as of 15.9.)
- Student success rate of students with specific needs (Annually as of 31.10.)
- Number of contracts concluded with professional organisations for the performance of internships (Annually as at 31.12.)
- Number of unemployed graduates 12 months after graduation. (Annually as of 1 September)
- Percentage of graduates who are employed in their field of study (questionnaire) (Annually as of 30.11.)
- Percentage of students who graduated after the first year out of all enrolled students (Annually as of 31.10.)
- Percentage of students enrolled beyond the standard length of study. (Annually as of 31.10.)
- Percentage of students who have completed the standard length of study out of all enrolled students from a given cohort. (Annually as of 15.11.)



TEACHING/RESEARCH ACTIVITIES

GENERAL OBJECTIVE

To maintain the qualitative level of research, development and teaching/research activities corresponding to the University of European standard in the priority areas of scientific research and teaching/research activities of the University at the level of international acceptance with the perspective of ensuring the continuity of its development, within the framework of developing the concept of One World, One Health by linking veterinary and human medicine, food hygiene, environment and pharmacy.

Maintain and strengthen excellent basic and applied research, development and innovation, and comprehensive coverage of all three levels of study.

STRATEGIC OBJECTIVE 1

To raise the quality of scientific research activities to a sustainable level by linking veterinary and human medicine, food hygiene, environment and pharmacy in the sense of the One World, One Health concept.

TOOLS:

- 1.1. To continuously select and maintain a tribal base of high-quality researchers.
- 1.2. Focus research in an interdisciplinary manner by encouraging the formation of research teams from different departments and interdependence in publishing activities.
- 1.3. Create prerequisites for participation in European research projects within the EU SF, Horizon Europe, ERA, INTERREG, etc.
- 1.4. Create optimal conditions for the scientific and research activities of top teaching/research staff.
- 1.5. Ensure compliance with minimum publication criteria for teaching/research staff.
- 1.6. Update the scoring of teaching/research staff in accordance with current SAAHE requirements.



TEACHING/RESEARCH ACTIVITIES

- 1.7. Involve workplaces in the preparation of projects.
- 1.8 Encourage young researchers by launching internal grant agency calls and creating postdoctoral positions.
- 1.9. Cooperate with advanced research organisations (universities, SAS).
- 1.10. Motivate teaching/research staff to publish the results of scientific work in high quality impact journals.
- 1.11. Promote research results in the media to popularize science and research.
- 1.12. Develop scientific journals Folia Veterinaria and Folia Pharmaceutica Cassoviensia with the aim of their indexing in world citation databases.
- 1.13. Supplement and develop material and technical equipment to ensure quality scientific and research activities.
- 1.14. Create conditions for the acceleration and intensification of applied research with an emphasis on the development of new products with the potential for patenting.

STRATEGIC OBJECTIVE 2

Develop pharmaceutical research.

TOOLS:

- 2.1. Establish a trend-setting scientific group for pharmaceutical research.
- 2.2. Increase the integration of creative pharmaceutical professionals into scientific research teams.
- 2.3. Promote cooperation with domestic and foreign departments with a pharmaceutical focus.



TEACHING/RESEARCH ACTIVITIES

STRATEGIC OBJECTIVE 3

Improve and develop innovation, knowledge transfer and intellectual property protection.

TOOLS:

- 3.1. Support and motivate staff for applied research and innovative activities, technology transfer, development of new products, diagnostics, etc.
- 3.2. Develop an internal regulation for innovative activities, intellectual property and technology transfer.
- 3.3. Develop a strategy for the moral and material reward of staff with successful application of innovation in the form of patents.
- 3.4. Translate the results of teaching/research activities into the establishment of a start-up or spin-off company.

STRATEGIC OBJECTIVE 4

Scientifically integrate teaching/research staff to increase efficiency and success in bidding for major projects.

TOOLS:

- 4.1. Promote and create university science parks.
- 4.2. Promote and create strategic scientific partnerships and science centers with partners of related scientific focus.
- 4.3. Participate in the activities of regional institutions, consortia and centers (CNIC, ICKK, etc.) and contribute to the development of the region.



TEACHING/RESEARCH ACTIVITIES

STRATEGIC OBJECTIVE 5

Promoting the principles of open science, open education and academic ethics.

TOOLS:

- 5.1. Ensure the creation of own infrastructure for open science, or use publicly available repositories (e.g. Zenodo, etc.).
- 5.2. Establish rules for academic and scientific integrity and research ethics by creating a code of ethics covering the academic and scientific field.
- 5.3. Establish a working group on academic and scientific integrity and ethics.
- 5.4. Implement an anti-plagiarism system and a system to check for AI interference in papers published in an academic environment.
- 5.5. To publish materials published by the University to the maximum extent possible in digital form with a public license, allowing others to access, use, etc. free of charge in accordance with the license.

STRATEGIC OBJECTIVE 6

Supporting career development for higher quality research and education.

TOOLS:

- 6.1. To maintain the number of PhD students at the required level with a view to their future establishment in the academic environment.
- 6.2. Develop the soft skills of PhD students, which are crucial when applying for grants or working in academia.
- 6.3. Encourage the establishment of doctoral and postdoctoral schools with their close collaboration with academic libraries.



TEACHING/RESEARCH ACTIVITIES

- 6.4. Ensure support for every student, including PhD students with specific needs (language support for international students, counselling services, barrier-free access).
- 6.5. Strengthen opportunities for training of PhD students by multiple supervisors with a focus on international research and thesis writing in a foreign language.
- 6.6. Encourage interdisciplinarity and internationalization of doctoral studies.
- 6.7. Participate in the process of obtaining the European Commission's HR Excellence in Research label.

MEASURABLE INDICATORS

- Number of candidates applying for doctoral studies. (Annually, June)
- Number of students admitted and enrolled in doctoral studies. (Annually, September)
- Percentage of Level 3 students with non-Slovak citizenship out of all Level 3 students (Annually, September)
- Proportion of 2nd degree graduates from study programmes accredited at another university enrolled in 3rd degree studies at UVMP in Košice (Annually, September).
- Number of defended dissertations in due time. (Annually, September)
- Ratio of number of graduates to number of enrolled PhD students (Annually, September)
- Number of doctoral students enrolled beyond the standard length of study. (Annually, September)
- Collaboration with external educational institutions involved in the implementation of the Level 3 study programme. (Annually, September)
- Number of PhD students graduating annually in standard and extra-standard length of study. (Annually, September)
- Number of publications by researchers and PhD students in WoS/Scopus databases weighted by JCR quartiles (Annually, May)
- Number of monographs by researchers and PhD students in Nordic list weighted by level (Annually, May)
- Number of publications in reputable IF journals and books by reputable foreign publishers (Annually, May)
- Number of publications published in digital form with a public license (Annually, May)
- Number of citations over one-, two- and five-year periods as well as citation ratio trend. (Annually, May)
- Number of highly cited publications in the WoS database (Annually, May)
- Number of publications in Nature Index. (Annually, May)
- Number of European patents (Annually, December)
- Number of international projects obtained from the EU SF, Horizon Europe, ERA, INTERREG, etc. (Annually, December)



TEACHING/RESEARCH ACTIVITIES

- Number of domestic projects received (Annually, December)
- Volume of current expenditure in € from foreign research grants per year. (Annually, December)
- Number of cutting-edge research teams and centers of excellence (Annually, December)
- Number of innovations or patent-protected utility models (Annually, December)
- Results of individual departments' scores for scientific research activities. (Annually, May)
- Internal evaluation of individual departments and clinics and its teaching/research staff (Annually, June)
- Number of organized or co-organized scientific conferences (symposia) with international participation. (Annually, December)
- Number of teaching/research officer vacancies advertised in English (Annually, December)
- Number of joint research, art and innovation centers with other universities in Slovakia (Annually, December)



CLINICAL AND OTHER PROFESSIONAL ACTIVITIES

GENERAL OBJECTIVE

To deepen the unique position of the University as a professional and teaching/research institution providing highly qualified veterinary, pharmaceutical and other professional activities in the field of practical clinical teaching and other professional activities for students and the professional public, providing professional and specialized services for patients in outpatient, inpatient, mobile clinical and laboratory activities, in accordance with the latest scientific and professional knowledge taking into account current trends in the veterinary and pharmaceutical profession.

STRATEGIC OBJECTIVE 1

To improve the quality of activities and services provided in all areas of clinical activity.

TOOLS:

- 1.1. To ensure the activities of the University Veterinary Hospital clinics and other clinical departments in accordance with the requirements of ensuring high availability of general and specialised veterinary care for patients.
- 1.2. To carry out expert and specialised veterinary clinical and laboratory work in all animal species with a high level of outpatient and inpatient care.
- 1.3. To operate mobile clinics in farm-based clinics and to extend their activities to other animal species.
- 1.4. Improve communication with the public to promote the professional services provided to continually meet the need for enough patients within each animal species for clinical teaching.
- 1.5. Evaluate patient owner satisfaction questionnaires for services provided at all clinical sites.



CLINICAL AND OTHER PROFESSIONAL ACTIVITIES

STRATEGIC OBJECTIVE 2

Ensure a high level of specialisation of clinical staff and further develop specialised professional veterinary activities.

TOOLS:

- 2.1. To operate clinical workplaces in accordance with the requirements of educational activities, scientific research activities, the provision of professional and specialised services and cooperation with practice.
- 2.2. To develop the professional and specialised veterinary activities of clinical staff by species.
- 2.3. To equip clinical workplaces with state-of-the-art instrumentation, expand and modernise clinical and laboratory diagnostic activities to meet the needs of professional and husbandry practice in accordance with the latest trends.

STRATEGIC OBJECTIVE 3

Increase the number of European Veterinary Specialists in clinical and clinically related departments.

TOOLS:

- 3.1. Create the conditions for European Veterinary Specialists.
- 3.2. Motivate and support the interest of prospective clinical staff in European Veterinary Specialists positions.



CLINICAL AND OTHER PROFESSIONAL ACTIVITIES

STRATEGIC OBJECTIVE 4

To increase the professional readiness and practical skills of graduates for the performance of clinical activities with the aim of their immediate employability on the labour market.

TOOLS:

- 4.1. To introduce new innovative methods of practical teaching in the Clinical Skills Center with the gradual expansion of its activities.
- 4.2. Carry out practical clinical teaching of students in accordance with the current requirements for the practice of the profession immediately after graduation (day one skills).
- 4.3. Engage students in clinical activities by conducting clinical practice throughout the academic year.
- 4.4. To expand the use of the University's purpose-built facilities for the delivery of practical clinical and professional learning.
- 4.5. To implement and evaluate a system of clinical and professional practice placements and internships in order to record and check mastery of tasks in the clinical practice record book.

STRATEGIC OBJECTIVE 5

Develop highly professional facilities for the practice of pharmacy.

TOOLS:

- 5.1. Expand opportunities for practical training of students in the field of pharmacy, including pharmacy practice in the university pharmacy.
- 5.2. Expand the number of cooperating pharmacies for the implementation of practical pharmacy and research activities.
- 5.3. To implement and evaluate the pharmacy practice system in order to record and control the mastery of specified activities in the pharmacy practice record book.



CLINICAL AND OTHER PROFESSIONAL ACTIVITIES

STRATEGIC OBJECTIVE 6

To raise the level of professional activities in the field of hygiene, quality, food safety and public health to ensure high professional readiness of graduates, implementation of research activities and cooperation with practice.

TOOLS:

- 6.1. Seek new opportunities for cooperation and implementation of the educational process in food enterprises.
- 6.2. To develop activities in the field of food hygiene, safety and quality and to create conditions for the acquisition and validation of new scientific knowledge.

MEASURABLE INDICATORS

- Number of state-of-the-art diagnostic and analytical instruments at clinical sites. (Annually, December)
- Number of outpatients, inpatients and clinic referrals. (Annually, December)
- Number of specialist and specialised clinical sites (Annually, December)
- Number of specialist clinical skills laboratories operated at the Clinical skills center site. (Annually, December)
- Number of patient owner satisfaction surveys submitted for clinical skills services and results of their analyses. (Annually, February)
- Number of European graduate specialists working in the clinics. (Annually, December)
- Number of students engaged in clinical activities throughout the academic year (Annually, August)
- Number of hours of practical clinical and vocational teaching undertaken at the University's purpose-built facilities (Annually, August).
- Number of hours of practical teaching in the pharmacy study programme, including pharmacy practice, implemented in the university pharmacy. (Annually, August)
- Number of pharmacies for the implementation of professional pharmacy practice (Annually, August)
- Number of food businesses for the implementation of professional food hygiene activities (Annually, August)



UNIVERSITY DEVELOPMENT AND RESOURCE MANAGEMENT

GENERAL OBJECTIVE

Development of the University with the aim to become one of the modern, dynamically developing educational institutions in Slovakia and in the international educational space by rational management of human, financial and material-technical resources.

STRATEGIC OBJECTIVE 1

Develop the university from national resources.

TOOLS:

- 1.1. Increase the quality of project submissions and the success rate of departments in national grant calls.

STRATEGIC OBJECTIVE 2

To implement the development of the University focused on the material and technical security of the University and human resources from the EU and other structural funds.

TOOLS:

- 2.1. Involve the University in calls for proposals under the current operational programmes and the Recovery and Resilience Plan of the Slovak Republic.
- 2.2. Coordinate the preparation of projects in line with the needs of the University.
- 2.3. Involve the University in the Horizon Europe research and innovation programme.



UNIVERSITY DEVELOPMENT AND RESOURCE MANAGEMENT

STRATEGIC OBJECTIVE 3

Renovate the University's buildings and facilities and improve energy efficiency with respect to environmental quality.

TOOLS:

- 3.1. Carry out renovations based on the University's financial capabilities and priorities from all sources.
- 3.2. Prepare project documentation in order to comprehensively renovate buildings and reduce energy consumption.

STRATEGIC OBJECTIVE 4

Streamline the University's energy and waste management.

TOOLS:

- 4.1. Continue to implement energy efficiency and resource efficiency measures.
- 4.2. Implement the construction of photovoltaic power plants to reduce energy dependence on electricity supply.
- 4.3. Make separate waste collection more efficient in cooperation with waste processors.

STRATEGIC OBJECTIVE 5

Strengthen mechanisms to increase revenue from non-subsidy sources and maintain a positive economic outturn.

TOOLS:

- 5.1. Financially support processes that raise subsidy and non-subsidy revenues and financially incentivise successful promoters of these sources.
- 5.2. Plan and use entrusted funds rationally at all levels of management.



UNIVERSITY DEVELOPMENT AND RESOURCE MANAGEMENT

STRATEGIC OBJECTIVE 6

Support and fund an Internal Grants Agency.

TOOLS:

- 6.1. Allocate funds annually for an Internal Grant Agency.

STRATEGIC OBJECTIVE 7

Improve the knowledge and skills of staff in further training.

TOOLS:

- 7.1. To plan the upgrading of staff knowledge and skills according to the needs of the University.
- 7.2. Enable staff to undertake training that will enhance their expertise and optimise their performance.
- 7.3. Provide financially for scheduled staff training leading to the improvement of their knowledge and skills.

STRATEGIC OBJECTIVE 8

Financially and morally reward teaching/research staff based on scores.

TOOLS:

- 8.1. Allocate and distribute funds annually based on teaching/research staff scores.



UNIVERSITY DEVELOPMENT AND RESOURCE MANAGEMENT

STRATEGIC OBJECTIVE 9

Manage human resources at all levels.

TOOLS:

- 9.1. Annually review the systematisation of all categories of staff.
- 9.2. To develop and evaluate on an annual basis the continuity of individual study programmes and disciplines of the habilitation proceedings and the proceeding for appointment of the professors.

STRATEGIC OBJECTIVE 10

Modernise the University's technical base.

TOOLS:

- 10.1. Manage technological resources so that they do not become morally obsolete.

STRATEGIC OBJECTIVE 11

Promote the integration of selected university activities.

TOOLS:

- 11.1. Create conditions for active participation in consortia and clusters focused on research, development and innovation.



UNIVERSITY DEVELOPMENT AND RESOURCE MANAGEMENT

STRATEGIC OBJECTIVE 12

Continue activities to build a green university.

TOOLS:

- 12.1. Engage in Race-to-Zero activities and challenges to help mitigate the impact of climate change on the environment.
- 12.2. Focus on reducing emissions and a low-carbon economy.
- 12.3. Organize and support the University's green activities.
- 12.4. Engage in public and private sector green challenges.

MEASURABLE INDICATORS

- Number of projects submitted (Annually, December)
- Number of projects funded (Annually, December)
- Amount of grant funding per teaching/research employee. (Annually, December)
- Qualification structure of staff (Annually, September)
- Numbers of training received. (Annually, December)
- Financial indicators - costs, revenues and economic result. (Annually, April)
- Amount of funds allocated to the internal grant agency (Annually, April)
- Number of capital actions and repairs carried out in financial terms (Annually, December)
- Quantity of separated waste produced (Annually, December)
- Energy consumption (gas, electricity) (Annually, December)



QUALITY AND PROCESS MANAGEMENT

GENERAL OBJECTIVE

Raise the level of quality of the University at national and international level through modern and transparent management processes in line with the University's mission.

STRATEGIC OBJECTIVE 1

To fulfil the conditions for maintaining the competence to carry out habilitation and appointment procedures and to carry out study programmes.

TOOLS:

- 1.1. To continuously select and maintain a tribal base of high-quality researchers.
- 1.2. To focus research on an interdisciplinary manner by encouraging the formation of research teams from different departments and interconnectedness in publishing activities.
- 1.3. To meet the standards of the SAAHE for habilitation proceedings and proceeding for appointment of the professors.
- 1.4. To meet the standards of the Slovak Accreditation Agency for Higher Education for study programmes.
- 1.5. Continuously meet the requirements of the evaluation of the internal quality assurance system for education at the national level.

STRATEGIC OBJECTIVE 2

Maintain Accreditation status within the EAEVE International Assessment.

TOOLS:

- 2.1. Implement the terms of the current SOP and address the remaining deficiencies resulting from the 2016 international accreditation.



QUALITY AND PROCESS MANAGEMENT

STRATEGIC OBJECTIVE 3

Become a member of the American Association of Veterinary Medical Colleges (AAVMC).

TOOLS:

- 3.1. Meet the criteria for full AAVMC membership.

STRATEGIC OBJECTIVE 4

Involve the university in global rankings.

TOOLS:

- 4.1. Meet the criteria for ranking in global rankings.

STRATEGIC OBJECTIVE 5

Participate in the National Quality Award of the Slovak Republic according to the CAF model.

TOOLS:

- 5.1. Implement the principles of the CAF model more effectively, based on the recommendations from the participation in the National Quality Award competition according to the CAF model in the previous period.

STRATEGIC OBJECTIVE 6

Implement standards and guidelines for quality assurance in the European Higher Education Area.

TOOLS:

- 6.1. Regularly revise the internal regulation Quality Assurance of Higher Education at UVMP in Košice.



QUALITY AND PROCESS MANAGEMENT

STRATEGIC OBJECTIVE 7

Maintain a functional quality assessment system based on the implementation of procedures comprising a complete PDCA quality cycle.

TOOLS:

- 7.1. Implement the PDCA cycle in all areas of the University's activities.

STRATEGIC OBJECTIVE 8

Increase the clarity and rationalisation of management processes and processes related to the operation of the University.

TOOLS:

- 8.1. Enhance information systems to manage processes related to the management and operation of the University.
- 8.2. Introduce exclusively electronic filing and electronic circulation of documents.
- 8.3. Introduce electronic internal documents and forms.
- 8.4. Continue to develop the UVMP's Quality Portal.
- 8.5. Encourage the implementation of new technologies and consistently provide support for existing technologies.



QUALITY AND PROCESS MANAGEMENT

MEASURABLE INDICATORS

- Number of accredited habilitation proceedings, proceeding for appointment of the professors and number of study programmes (Annually, August)
- National Quality Awards received (November 2026 and November 2028)
- Maintaining the status of an accredited university in the EAEVE evaluation. (November 2025)
- Obtaining full membership in the AAVMC. (March 2029)
- Evaluation of the University's rankings in selected international rankings. (continuously)
- Information and Communication Technology and Information Systems Structure (Annually, December)
- Number of joint non-academic and regional cooperation projects with other universities in Slovakia. (Annually, December)
- Number of joint ICT centers and systems, joint administrative centers, joint libraries, joint procurement centers with other universities in Slovakia (Annually, December)



COOPERATION WITH PRACTICE AND TRANSFER OF KNOWLEDGE

GENERAL OBJECTIVE

To actively cooperate with non-university institutions, organisations, associations and other entities that can significantly raise the profile of the University, can positively influence the direction of student education, research and professional activity in the areas of education provided at the University and contribute to the dissemination and use of new knowledge in practice.

STRATEGIC OBJECTIVE 1

Promote and develop all forms of cooperation with practice, scientific departments, institutions and professional associations.

TOOLS:

- 1.1 Develop cooperation with professional chambers and institutions in the field of education and ensure the participation of their representatives in the bodies and commissions of the University.
- 1.2. Involve representatives from collaborating organisations and other practitioner institutions in curriculum development and evaluation.
- 1.3. Ensure regular participation of university experts in educational events of the CVS SR, SVFA SR, SCF, professional associations, and organize joint seminars, workshops and other events.
- 1.4. Actively seek out new areas for collaboration with practice and practitioners using their experience in the educational process.
- 1.5. To provide professional, advisory, consultancy and expert services at a high professional level to organisations and associations involved in the breeding and care of animals.



COOPERATION WITH PRACTICE AND TRANSFER OF KNOWLEDGE

STRATEGIC OBJECTIVE 2

In cooperation with practice, to guarantee professional practical training and to expand the offer of practical training programmes and consultancy and advisory activities.

TOOLS:

- 2.1. To carry out clinical and professional practice and internships of students with cooperating organizations and institutions based on contractual relations.
- 2.2. To select the most suitable private practices, veterinary districts, pharmacies and food businesses for the implementation of students' professional practices and to control their implementation.
- 2.3. To create a positive image of the University, the role of veterinarians, pharmacists and other professions gained by studying at the University.
- 2.4. To create conditions for the effective implementation of extramural teaching.
- 2.5. Evaluate the views of collaborating organisations on cooperation and obtain feedback on the readiness of university graduates to enter the labour market.

STRATEGIC OBJECTIVE 3

Ensure the transfer and use of new knowledge of scientific research and development activities from the workplaces of the University to practice.

TOOLS:

- 3.1. Promote the collaboration of teaching/research teams and university staff with practice.
- 3.2. Transfer new, creatively acquired knowledge into practice.
- 3.3. Increase the popularization of the results of the research activities of students and staff and promote the capabilities of the University's research departments.



3.4. Acquire new partners to implement the results of applied research in practice.

MEASURABLE INDICATORS

- Number of contractual relationships with organisations providing conditions for the implementation of compulsory internships and student placements (Annually, September)
- Number of specialisation training of veterinarians at clinical sites. (Annually, December)
- Number of experts and specialists from clinics participating in events organised by cooperating veterinary organisations, associations and societies (Annually, December)
- Feedback from practice on the readiness of graduates to enter the labour market. (Annually, December)
- Number of professional services to breeding practices, organisations and associations involved in breeding and animal care in the field of advisory, consultancy and expert services (Annually, December)
- Number of jointly organised events with non-university institutions (Annually, December)
- Number of representatives of external stakeholders involved in the educational activities, bodies and committees of the University (Annually, December)
- Number of clinical and professional placements and internships in selected private practices, veterinary districts, pharmacies and food businesses and the results of their follow-up (Annually, September)
- Number of University research teams and departments collaborating with practice (Annually, December)
- Number of realised results of research activities in practice (Annually, December)



INTERNATIONALIZATION

GENERAL OBJECTIVE

To strengthen the position of the University within the European educational area, to acquire and deepen mutual relations with partner institutions abroad, to ensure greater academic mobility of students and university staff, to make study and work in the territory of the Slovak Republic more accessible for foreign students and staff.

STRATEGIC OBJECTIVE 1

Develop the University's international cooperation and memberships in international institutions and organizations.

TOOLS:

- 1.1. Actively participate in activities in international institutions (WVA, FVE, EAEVE, VetNEST, WAVES, EAFP, VUA, SAAIC, AAVMC, EUA, FIP and others).
- 1.2. Actively seek and develop contractual relationships with partner institutions in education, science and research.
- 1.3. Participate in the call for the Alliance of European Universities to form an international consortium focusing on the European green deal and the One Health approach.
- 1.4. Participate in the university networking by attending conferences of educational institutions (EAIE, NAFSA, etc.).



INTERNATIONALIZATION

STRATEGIC OBJECTIVE 2

Encourage and increase the interest of international students in studying at the University.

TOOLS:

- 2.1. Improve the quality and offer of study programmes offered in English.
- 2.2. Modernize the admission process for foreign applicants.
- 2.3. Conduct preparatory courses for the admission procedure in the form of e-learning.
- 2.4. Actively promote opportunities to study at the University by participating in international education fairs as well as at events under the Study and research in Slovakia brand.

STRATEGIC OBJECTIVE 3

Support and promote scholarship programmes for international mobility of students and academic staff.

TOOLS:

- 3.1 Establish a working group to support the promotion of scholarship programmes (Erasmus+, CEEPUS, NSP SR, etc.).
- 3.2. Promote the interest of students and teaching/research staff in mobility abroad.
- 3.3. To broaden the range of foreign institutions offered for the purpose of mobility.
- 3.4. Promote a mobility window for students and the recognition of learning outcomes gained through mobility.
- 3.5. To organise and establish an international summer school.
- 3.6. Participate in the implementation of mobilities such as BIP (blended intensive program) under Erasmus+.



INTERNATIONALIZATION

STRATEGIC OBJECTIVE 4

Integrate international students in the academic environment and social life of the university.

TOOLS:

- 4.1. To support the activities of the International Veterinary Students Association (IVSA), the European Pharmacy Students Association (EPSA) and the Society of Košice Students of Pharmacy (SKŠF).
- 4.2. Promote international student exchanges.
- 4.3. Facilitate the adaptation of international students in a new environment.
- 4.4. Support the activities of student organisations from different universities (ESN, ANSA, etc.).
- 4.5. To increase the language competences of university teachers and other UVMP staff.

STRATEGIC OBJECTIVE 5

Promote the internationalisation of science and research.

TOOLS:

- 5.1. Strengthen the University's memberships in international organisations in the field of science and research.
- 5.2. Promote the involvement of staff and research teams in international projects.
- 5.3. Invite foreign speakers to selected lectures.
- 5.4. Participate in the organisation of international scientific conferences and professional workshops.
- 5.5. Create favourable conditions for university teachers from abroad.



INTERNATIONALIZATION

MEASURABLE INDICATORS

- Number of cooperation agreements signed with foreign partners (Annually, December)
- Number of foreign mobility of academic staff and students for study, practice and internship. (Annually, September)
- Number of students who participated in international events abroad (Annually, September)
- Number of international students who participated in events organized by the University. (Annually, September)
- Number of job applicants applied and accepted from abroad. (Annually, August)
- Number of students who participated in the International Summer School organised by the University (Annually, December)
- Number of grants and strategic partnerships with foreign universities. (Annually, September)
- Active membership of international educational, scientific and professional institutions and associations (Annually, December)
- Number of mobilities of foreign students and teaching/research staff at the University. (Annually September)
- Funding in cooperation contracts with non-academic and regional external actors abroad according to the central register of contracts (Annually, December)



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2024