



Catholic University in Ružomberok

**LONG - TERM PLAN OF
THE CATHOLIC UNIVERSITY IN
RUŽOMBEROK
2022-2027 (with a projection to 2030)**

Ruzomberok, 2022

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The draft of the Long-term Plan of the Catholic University in Ružomberok for the years 2022 - 2027 (with a view to 2030) was prepared by: Mária Kozová, Vice-Rector for Science, Arts and Foreign Relations, Mariana Magerčiaková, Vice-Rector for Education and Ján Kamoda, Bursar, in cooperation with nominated representatives of the Bishops' Conference of Slovakia, representatives of the Rector's Office of the Catholic University in Ružomberok, representatives of the Faculty of Pedagogy, the Faculty of Philosophy, the Faculty of Theology, the Faculty of Health of the Catholic University in Ružomberok, the Jan Vojtašák University Pastoral Centre in Ružomberok and the University Pastoral Centre of St. John of God in Ružomberok. The University of Pastoral Care of the Martyrs of Košice in Košice. Students from all four faculties were also involved in the preparation of the long-term plan.

TABLE OF CONTENT

Foreword	4
1. VISION OF THE CATHOLIC UNIVERSITY IN RUŽOMBEROK	5
2. BASIC VALUES OF THE CATHOLIC UNIVERSITY IN RUŽOMBEROK.....	6
3. MISSION OF THE CATHOLIC UNIVERSITY IN RUŽOMBEROK.....	6
4. CROSS-CUTTING PRIORITIES	7
5. MAIN AREAS OF ACTIVITIES ON WHICH IT FOCUSES LONG-TERM INTENT FOR THE DEVELOPMENT OF THE CATHOLIC UNIVERSITY IN RUŽOMBEROK	8
5.1 Education	8
5.2 Science, research, art and doctoral studies.....	11
5.3 Internationalization and international cooperation	13
5.4 The third social mission and building a green university	15
5.5 Support processes aimed at resource development	17
5.5.1 Promotion and presentation of the Catholic University in Ružomberok at home and abroad	17
5.5.2 Formation of students, university teachers, researchers, workers and other employees of the Catholic University of Ružomberok, based on Christian values	18
5.5.3 Implementation of the internal quality assurance system at Catholic University in Ružomberok and improving the quality of managers processes	20
5.5.4 Development of effective economic management	21
5.5.5 Modernization of infrastructure for teaching, social background, cultural, spiritual and sports activities and other services for students and employees	22
5.5.6 Development of information and communication technologies	22

PROLOGUE

The long-term plan of the Catholic University of Ružomberok for the years 2022 - 2027 with a view to 2030 is not only a strategic document, the elaboration of which is required by the Higher Education Act, but it is above all a vision and a mission to move from words to actions. It is a guide to concretise our values - truth, unity, professionalism and responsibility - and to live them out on a daily basis.

The long-term goal of our alma mater is to strike a balance between the static and the dynamic, the stable and the unstable, that is, between what remains and what is constantly changing.

What remains constant is the spirit, the idea of our university: our mission to form minds and hearts according to morality, the Catholic faith, and the best academic traditions. We will continue to be a recognized confessional university that aims - originally and creatively - to strengthen its Catholic and Christian identity and its ecumenical openness.

What is constantly changing, however, is the almost fully digital world we are now part of. We live in this world, we need to react to it, we need to listen to it and understand it, but at the same time we also need to be able to offer our own original ideas and solutions. That is why the need to ensure excellence and innovation in research, development and the arts, to increase the internationalisation of our internal environment and to strengthen our position at international level is also at the forefront of our long-term vision. Closely and immediately related to this is an internal quality assurance system, which will be an absolute must at our university "at the end of the day", i.e. in 2027. I also draw attention to the fact that KU will become a socially responsible strategic partner in the cities and regions where it operates.

Our university is not a hermetically sealed space, but an academic ecosystem that - like photosynthesis - takes in substances and stimuli from the environment to transform them - in the spirit of our tradition and roots - into the animating oxygen of knowledge, understanding and truth. We want our university to purposefully build a green university strategy and consistently apply measures to protect the environment.

Let the academic community accept this Long Term Goal of the Catholic University as a commitment that everyone will carry out through his or her own work and contribution. Accept it also as a kind of "legacy" that I leave here as rector for the years to come in your tenure.

Slovakia is a poem, Pope Francis said during his visit to Slovakia. Reinforced by the words of the Holy Father, I add: If Slovakia is a poem, let the Catholic University become a collection of poems.

Jaroslav Demko

Rector of KU in Ružomberok

1. VISION OF THE CATHOLIC UNIVERSITY IN RUŽOMBEROK

The Catholic University in Ružomberok in the time horizon 2027 to 2030 will be:

- **a recognized university of a confessional nature** in the European area higher education, in the common European research area and in the network Catholic universities;
- **a university that offers quality education** oriented to the student and needs of the future, provides an opportunity for study even to students who have specific needs, monitors the employment of graduates on the labor market and maintains good contacts with them;
- **a university that emphasizes excellence and innovation** in research, development and art, and motivational means supports top teams and the transfer of knowledge into practice,
- **a university providing training for students and employees** established on Christian values, which integrally links Catholic teaching with the latest scientific knowledge and creatively applies it to solutions aimed at the development of society;
- **a university with completed internationalization of the internal environment and respected in the international academic environment**, which is attractive an institution for foreign students and employees;
- **a university with an established internal quality assurance system provided education** in all components and at all levels;
- **a university with modern infrastructure** for teaching, social, cultural and other facilities services and leisure activities for students and employees;
- **an important strategic partner in all cities and regions** where they have headquarters its workplaces, which contributes to their sustainable development and creates regional partnerships in the field of academic, economic, social, cultural and spiritual life;
- **a socially responsible organization in relation to the environment**, which fulfills the principles of the Laudato Si' encyclical, the Sustainable Development Agenda in its activities 2030, the European Green Agreement and the SR 2030 Environmental Strategy;
- **a university engaged in international Catholic academic activities associations and networks**, where they jointly contribute to solving the current challenges of science and art and development of society in the international space;
- **an employer with a built-in motivational work environment, with an efficient management system supporting the development of resources.**

2. CORE VALUES OF THE CATHOLIC UNIVERSITY IN RUŽOMBEROK

Truth: Seek the truth and be willing to share it.

Unity: working towards a common goal, developing a culture of academic integrity and applying the principle of subsidiarity.

Professionalism: to serve human development and a just society through quality education, science, research and the arts.

Responsibility: to do good with the best intentions and to honour the principles of solidarity and sustainable development.

3. MISSION OF THE CATHOLIC UNIVERSITY IN RUŽOMBEROK

KU Mission Statement

We shape the mind and the heart:

In the spirit of the Catholic moral, intellectual and academic tradition, we provide university education and upbringing and carry out research for the integral development of man and the good of the whole society.

The Catholic University in Ružomberok (KU) is a public university with a confessional character, which owes its foundation to the Conference of Bishops of Slovakia and the National Council of the Slovak Republic. It is committed to the tradition of Catholic universities throughout the world and wishes to protect and promote human dignity, quality of life, health, cultural and natural heritage. Through its activities, it wants to contribute to solving the problems and challenges of our time on the basis of Christian principles. It does so in the knowledge that God comes to us as and through communities of people. This communion contains within itself the many theological, liturgical and spiritual traditions that shape the life of the Church. It represents the presence of the Catholic Church in society, following the Constitution *Ex corde Ecclesiae*. In all spheres of university life, it focuses on the strengthening of Catholic identity and the formation of authentic community.

It carries out its educational, scientific and research activities in connection with the European Higher Education Area and the Common European Research Area, especially in the fields of historical, theological, humanities, social, pedagogical, natural, social, health and medical sciences, as well as in the arts, economics and management. It takes a responsible approach to fulfilling the third social mission in the spirit of the encyclical *Laudato Si'*, the 2030 Agenda for Sustainable Development, the European Green Deal and the Slovak Environmental Strategy 2030. It is an important partner in the academic, social, cultural and spiritual life of all the cities and regions where the University is located.

KU contributes to the dialogue between religions and cultures, between faith and science. It does not lose sight of ethical values and reflects on problems from the perspective of theology. In all areas of its activities, it emphasises the preservation of scientific integrity and adherence to academic ethics. It promotes the integral development of critical thinking, the development of body, soul and spirit that characterize educated, capable and free individuals. It strives to make its students not only appreciative of great feats of the human spirit, but also sensitive to poverty, injustice, and oppression. It fosters a sense of human solidarity and a concern for the common good that will bear fruit when learning becomes a service of justice. It seeks to develop a sense of community and responsibility that will prepare graduates to build a more humane and spiritual society.

4. CROSS-CUTTING PRIORITIES

- **Increase the quality** in all activities of the university and improve its position in the domestic market and the international academic environment.
- **To strengthen the Catholic identity** and formation of students and employees on Christian values in all spheres of university life.
- **Respond to the employment of graduates on the labor market** and current social interest and expected trends with new study programs and diversified forms lifelong learning.
- **Apply the criteria of academic excellence**, which takes performance into account and efficiency in science, research and the arts.
- **Strengthen the internationalization** of the internal environment of the university and improve the position universities in the international higher education and scientific space.
- **Strengthen strategic partnerships and the transfer of scientific knowledge into local practice** regional and national level.
- **To build the university as a socially responsible institution** ("sustainable/green university") in relation to the environment and apply conservation measures resources.
- **To create a motivational environment at the university for education, creative activity, development and career growth of all employees and students and to strengthen the pride of students, employees and graduates in KU.**

5. THE MAIN AREAS OF ACTIVITIES ADDRESSED IN THE LONG-TERM DEVELOPMENT PLAN OF THE CATHOLIC UNIVERSITY IN RUŽOMBEROK

5.1 EDUCATION

Strategic Objectives:

1. To support prospective and attractive study programs, including interprofessional and interdisciplinary ones, reflecting the needs of the labor market and social need.
2. To guarantee a transparent and fair admission procedure ensuring equal opportunities for every applicant who proves the prerequisites for completing the studies.
3. Increase the quality of the educational process by using modern and innovative educational methods, support the education of scientific and pedagogical staff and introduce a system of continuous education of KU employees and its monitoring.
4. Create tools and conditions for students to successfully complete their studies, develop transferable skills, expand support services for students with specific needs, intensify faculty cooperation with the KU Counseling Center, and expand the range of counseling services for students in the field of career and social counseling.
5. Develop cooperation with secondary schools and implement the KU Public Relations Strategy for the purpose of promoting the study programs carried out at the KU, publicize the achievements of students, graduates and employees of the KU.
6. To create an attractive and motivating educational environment with modern material and technical equipment and a cultured and friendly environment for extracurricular cultural, sports, social and spiritual enjoyment of students, to implement a pastoral formation plan for students and employees.
7. Expand the offer of lifelong learning programs in the context of the needs of the labor market and social needs in view of the changing socio-economic and demographic changes, including interest and civic education, develop educational programs within the University third age.
8. Streamline contacts and cooperation with KU graduates, employers of KU graduates and other interested parties, look for ways to effectively connect the university and employer environments in the education process with the aim of improving the organization of students' professional practice.

Tools and measures:

1. Reflect on the processes of the internal quality assurance system in the framework of continuous monitoring, periodic evaluation and periodic approval of study programs in the context of the perspective of each study program from the point of view of the needs of the labor market and social needs.
2. Develop and implement policies, structures and processes of the internal quality assurance system that guarantee protection against intolerance and discrimination of study applicants.
3. Monitor and regularly evaluate the applicability of graduates on the labor market, systematically analyze and evaluate the academic success of students and determine the causes of failure in studies.
4. To ensure a system of continuous education of university teachers and other KU employees with a focus on various areas: development of pedagogical skills, intercultural competences, use of ICT, foreign languages.
5. To expand and streamline the tools for supporting students in successfully completing their studies through the cooperation of KU faculties with the KU Counseling Center, with a special focus on students with specific needs; support the functioning of the system of study advisors.
6. Cooperate with principals and educational advisors of primary schools, primary art schools and secondary schools, especially Catholic schools.
7. To promote KU, its faculties and study programs in accordance with the KU Public Relations Strategy.
8. To develop and modernize the environment of KU and its components with regard to ensuring the quality of education, as well as the cultural, sports, social and spiritual enjoyment of students.
9. Implement the internal regulation Principles of Catholic Formation at the KU in Ružomberok.
10. Support the involvement of students in the activities of the governing self-governing bodies of the university and its faculties.
11. Support the creation of student associations and associations at the university and faculty level.
12. To expand the teaching of subjects and study programs in foreign languages.
13. To implement the Program for supporting the adaptation of foreign students at the University of Ružomberok and its faculties.
14. Streamline contacts and activities for alumni within the KU Alumni Club, use motivational tools for KU alumni membership in the club.
15. Involve employers of KU graduates and other interested parties in the education process and internal quality assurance system.

Indicators:

1. Number of open accredited study programs at the relevant level and form of study, including the number of interdisciplinary and interdisciplinary study programs.
2. Summary reports containing findings on the processes of continuous monitoring, periodic evaluation and periodic approval of study programs and the conclusions reached in terms of support for prospective study programs.
3. Data from monitoring the labor market employability of KU graduates.
4. Data from the analysis and evaluation of students' academic achievement.
5. Number of theses supervised by practitioners.
6. Information on continuing education for KU employees.
7. Number of different types of support services provided to students, especially students with specific needs.
8. Information implemented activities within the system of study advisors at all faculties of KU.
9. Number of activities in cooperation with primary schools, primary art schools and secondary schools.
10. Evaluation of the implementation of the KU Public Relations Strategy, the number of promotional activities implemented.
11. Information on the material and technical equipment of KU and its components, the number of cultural, sporting, social and spiritual activities.
12. Number of lifelong learning programs implemented at KU and its units, including interest and civic education programs.
13. Number of study programs in foreign languages.
14. Number of joint study programs with foreign universities.
15. Number of foreign students studying at KU.
16. Reports on the implementation of the Program of Support for Adaptation of Foreign Students at KU in Ružomberok and its faculties.
17. Number of incoming and outgoing students in international mobility.
18. Number of active student interest associations and societies.
19. Information about the activities of the KU Alumni Club.
20. Number of contracts and activities with graduate employers and other stakeholders.

5.2 SCIENCE, RESEARCH, ARTS AND DOCTORAL STUDIES

Strategic Objectives:

1. Define research priorities for faculty and common strategic interdisciplinary research themes for KU
2. Increase the involvement of creative workers and doctoral students at KU in foreign and domestic projects and strengthen the position of KU in the international and national scientific community.
3. To increase the social, economic and cultural-artistic contribution of the results of science, research and art of KU creative workers and students to the development of Slovakia and its regions.
4. Increase the success rate of publishing articles in peer-reviewed journals, foreign peer-reviewed journals and proceedings and in domestic publications registered in Web of Science/Scopus databases.
5. Emphasize the quality of doctoral study programmes as a priority of the University's educational activities in the given research field and support the creation of jobs for young scientists (post-doc) within the framework of international scientific projects.
6. Involve students at all levels of study in the creative activities of KU appropriately in relation to the learning outcomes and the level of the qualification framework
7. To contribute to the dialogue between religions and cultures, between faith and science, while upholding the highest ethical values of academic and scientific integrity.
8. Ensure consistent implementation of all commitments of the Declaration on strengthening the Culture of Scientific Integrity in Slovakia
9. Ensure the implementation of open science requirements in the R&D process following the National Strategy for Open Science

Tools and measures:

1. Create a platform for university-wide discussion to identify research priorities for faculty and common strategic cross - disciplinary research themes for KU
2. Strengthen interdisciplinary and inter-faculty scientific cooperation in order to effectively use the scientific, research and artistic potential of individual departments to create centres of excellence in research and education.
3. Develop and implement a set of measures in the field of science, arts and international relations to support the achievement of the required international level of creative activities to obtain accreditation for the fields of habilitation and inauguration and for the 3rd cycle study programmes
4. Build the University Project Center, which will provide administrative, technical and methodological support services for creative workers in searching for and contacting potential project partners and in the administration of resolved research projects

5. Develop at KU and its faculties evaluation criteria for the performance of creative workers in the field of science, research, art and other creative activities in accordance with the requirements of the SAAVŠ standards and criteria, the principles of open science and other internationally respected criteria.
6. Develop and implement faculty incentives to increase scientific and artistic activities and other creative activities
7. Create a Doctoral School at the KU, which will ensure that doctoral students studying at the KU complete the common elements of scientific training (including the culture of academic integrity and the principles of open science) and will create a professional background for improving their didactic and language competences and developing proposals for scientific projects. All faculties and invited external lecturers will participate in organizing events of common elements of scientific and professional training of PhD. students.
8. In the implementation of doctoral study programmes, expand cooperation with the institutes of the Slovak Academy of Sciences and other domestic and foreign universities and institutions, with particular emphasis on universities associated in the Federation of Catholic Universities.
9. Regularly organize for students of all levels of study the SVOČ, motivate students to engage in other creative activities of KU and include seminars focused on the research project among the elective courses.
10. Implement the requirements of the Declaration on Strengthening the Culture of Scientific Integrity in Slovakia in all areas of creative activity.
11. Develop a model form for an institutional open science policy in line with international standards and integrate open science issues into the 1st, 2nd and 3rd cycle curricula.
12. To implement the Strategy of Slovak Librarianship in individual strategic areas with a focus on the specific of academic libraries.
13. To provide access to library and information services reflecting the latest technologies, including access to digitised documents from the library collection and virtual services.

Indicators:

1. Defined faculty research priorities and common strategic interdisciplinary research themes for KU.
2. University Project Centre up and running.
3. Number of scientific projects obtained from domestic grant agencies (APVV, VEGA, KEGA, and other agencies) and the amount of financial support.
4. Obtained funds from solved scientific domestic and foreign projects calculated per creative worker

5. Number of foreign projects obtained from foreign grant agencies (Horizon Europe, COST, Visegrad Fund and other agencies), and the amount of financial support.
6. Number of fields of study with accreditation for habilitation and inauguration and number of fields of study in which a top or significant international level of creative activity is achieved.
7. Established and actively operating Doctoral School at KU and the number of PhD students and other students and young university teachers who participated in its events.
8. Number of accredited doctoral study programmes.
9. Share of PhD students in the total number of students and share of foreign PhD students in the total number of PhD students.
10. Percentage of PhD students who have completed internships abroad during their PhD studies with a total duration of more than one month through the Erasmus+ programme, Marie Curie Skłodowska actions of the Horizon Europe programme, SAIA offers and offers of other agencies.
11. The number of students involved in the SSTC and other forms of student scientific and professional activities.
12. Creation of a university repository or use of freely available, verified repositories (ZENODO - CERN) for access to publicly funded publications

5.3 INTERNATIONALISATION AND INTERNATIONAL COOPERATION

Strategic Objectives:

1. Define priority thematic areas and priority regions/countries for international cooperation. Strengthen KU's cooperation and involvement with the European Federation of
2. Catholic Universities (FUCE) and the International Network of Catholic Universities (IFCU) and expand KU's membership in other international organisations and associations.
3. Expand international cooperation in the educational process in the field of joint international study programmes, promote international mobility of students and staff and ensure the necessary institutional arrangements at KU and its faculties.
4. Expand international cooperation in science, research and the arts and provide supportive institutional arrangements at KU.
5. To ensure and develop the internationalisation of the internal environment of KU and its faculties and to increase the internationalisation of the educational process at all KU faculties.

Tools and measures:

1. Promote inter-institutional and inter-sectoral international mobility of KU students and staff. In particular, support the mobility of students studying foreign languages and the mobility of PhD students.
2. Ensure the innovation of existing and the development of new courses offered in foreign languages in individual study programmes, including international cooperation on online learning, digital content creation and making it accessible to students.
3. Introduce joint study programmes with foreign universities and accredited study programmes in foreign language.
4. Increase the quality of services provided to foreign students/employees (effective communication environment at least in English at all faculties and Rectorate workplaces, in the settings of academic-information systems, web site and other communication tools).
5. Promote the mobility of workers in the fields of science, research and the arts in order to develop their social, professional and scientific contacts and to achieve results of an internationally recognised standard.
6. Ensure regular participation in national and international education fairs and other events to promote the study programmes offered.
7. To build on active membership in international higher education organisations and networks and to strengthen the position of KU in the network of Catholic universities and to strengthen cooperation with Pontifical Universities.
8. Strengthen the promotion of KU and its faculties abroad, improve and update the KU website and the websites of its faculties in foreign languages.

Indicators:

1. The proportion of students sent on mobility abroad out of the total number of students and the number of students admitted on mobility from abroad in the respective academic year.
2. Proportion of PhD students on mobility abroad in the relevant academic year.
3. The number of seconded recruited teachers other staff in the relevant academic year.
4. Number of accredited and implemented study programs offered in languages other than Slovak.
5. Number of accredited conducted joint study programs with foreign universities.
6. Number of satisfied international students and employees with the services of KU departments.
7. Number of foreign research projects and other projects of creative activity obtained at KU.

8. Number and share of staff mobilities in science, research and the arts. 9. KU membership activity in international alliances, consortia and networks. 10. Number of active bilateral/multilateral agreements and memoranda on international cooperation

5.4 THE THIRD SOCIAL MISSION AND BUILDING A GREEN UNIVERSITY

Strategic objectives

1. Strengthen the position of the CoE as a reliable and responsible strategic partner of state and local government, business and the third sector at national, regional and local level and increase its societal impact.
2. Utilize the scientific, professional and artistic potential of KU and together with regional partners to implement mutually beneficial projects for the social, economic, economic, cultural, artistic, spiritual and environmental development of the local community and regions.
3. Intensify cooperation and regular contacts with KU graduates on the applicability in practice and on the extent of use of knowledge and skills acquired during studies.
4. To build and develop KU as a socially responsible university that implements environmental and sustainable development measures in all areas of its activities. To place particular emphasis on engagement with the programmes and challenges of the Decade of Climate Protection.
5. Promote the involvement of KU students and student initiatives in the implementation of environmental and sustainable development measures at KU and activities implemented for the benefit of the local community.

Tools and measures:

1. Expand KU's cooperation with educational, scientific, social, health, environmental, cultural, artistic, spiritual, sports and media institutions at the national level in order to strengthen KU's societal influence in the development of national policies and strategies and in addressing current societal issues.
2. To expand the contractually agreed cooperation of KU with state and local government authorities, academic, business and third sector organisations, especially in the towns and regions where KU has its offices (towns of Ružomberok, Levoča, Košice and Spišská Kapitula - Spišské Podhradie; self-governing regions: Žilina, Košice and Prešov) and within the Slovak Republic.
3. Support the participation of KU staff in expert committees and working groups in public administration, business and the third sector at national, regional and local level and initiate, in cooperation with regional partners, the creation of consultation centres for cooperation with practice.

4. To intensify contacts of KU with potential customers of science, research and art results from public administration, business and third sector and to actively search for opportunities to use the knowledge potential and specific services of the university to support economic, social, environmental and cultural-artistic life at local and regional level.
5. Seek appropriate calls from structural funds, subsidies and grant schemes to implement joint projects between KU and its practice partners to support local and regional development.
6. To expand cooperation with charitable and voluntary organisations, to initiate and support voluntary activities of KU staff and students, especially in the field of helping socially disadvantaged local communities, vulnerable persons and people in need.
7. To develop the educational, educational and spiritual potential of the faculties and university-wide departments for public services with professional facilities of the Centre for Lifelong Learning, the University of the Third Age, the KU University Library, the KU History Cabinet and the university pastoral centres.
8. To create a platform for closer collaboration between KU and alumni who can and want to assist KU in its development and apply personal recommendations and experiences of alumni to the system of education, science, research, arts and the third social mission.
9. Develop a Strategy for building a green/sustainable KU for 2022-2027 (with a view to 2030), which will take into account the principles and requirements of the encyclical 'Laudato Si', the 2030 Agenda for Sustainable Development, the European Green Deal and the Environmental Strategy of the Slovak Republic 2030.
10. Create a grant scheme to reward significant volunteer activities of KU students, student clubs and organizations (e.g. active in the field of arts, culture, sports), activities of students involved in the implementation of environmental measures, building a green KU and other actions supporting the social, economic, environmental, cultural and spiritual development of the local community and region.

Indicators:

1. Number of confirmed KU partnership collaborations with institutions of educational, scientific, health, environmental, cultural-artistic, spiritual, sports and media focus at national and regional level, whose outputs have significantly influenced the development of national and regional policies and strategies and the solution of topical societal and regional development issues.
2. Number of cooperation agreements between KU and state and local government authorities, academic, business and third sector organisations, especially in the cities and regions where KU has its workplaces and within the Slovak Republic.

3. The number of application projects carried out in the framework of calls for proposals from structural funds, subsidies and grant schemes, in which KU participated together with regional partners, and the financial income from these projects.
4. The number of KU staff and students who are members of expert committees and working groups in the public administration, business and third sector at national, regional and local level, dealing with areas of economic, social, cultural, artistic, spiritual, sporting, media or environmental development, and health and social work.
5. Number of outputs of the creative activity of KU staff with an applied contribution to the development of knowledge, skills for socio-economic practice, the development of civil society and national community, the preservation of cultural heritage, the development of new materials and technologies, new pharmaceuticals, for management and/or policy (including joint publications with strategic partners).
6. Number of volunteer activities of KU staff and students, especially in the field of helping socially disadvantaged local communities, vulnerable persons and people in need.
7. Number of educational and social activities for different target groups of the public (professionals, children, youth, students of primary and secondary schools, universities, seniors, general public and other interest groups).
8. Number of activities organized within the platform and KU alumni club.
9. Strategy for building a green/sustainable KU for 2022-2027 (with a view to 2030) and the number of environmental measures implemented in the areas of KU activities.
10. A grant scheme has been created to reward significant volunteer activities of KU students, student clubs and organisations (e.g. active in the field of arts, culture, sports), activities of students involved in introducing environmental measures, building a green KU and other actions supporting social, economic, environmental, cultural and spiritual development of the local community and the region.

5.5. SUPPORTING PROCESSES FOR RESOURCE DEVELOPMENT

5.5.1 PROMOTION AND PRESENTATION OF THE COMPANY AT HOME AND ABROAD

Strategic Objectives:

1. Raising awareness positive image the University, its activities and organised events;
2. Strengthening interest in studying at the University, at all levels of study, both full-time and part-time,

3. Informing the target groups about the University's activities well in advance and in appropriate forms.

Tools and measures:

1. Implementation of effective external and internal communication at the university- wide and faculty level
2. Cooperation with regional and national scientific, educational and cultural institutions
3. Maintaining and creating contacts with regional and national media.
4. Creation of periodical and non-periodical information and promotional materials about KU in Ružomberok
5. Active content creation and communication in the digital environment, through the KU website and social networks (Facebook, Instagram, YouTube and others).
6. Organization and participation in cultural and social events, knowledge competitions and Olympiads, regular implementation of the "Open Day" at KU in Ružomberok, promotion of the alumni club "KU Alumni Club" at the university and faculty level.

Indicators:

1. Number of media outputs and responses to the activities of KU in Ružomberok. Monitoring of outputs about KU in Ružomberok.
Number of media outputs of KU in Ružomberok.
2. Monitoring of KU v
Ružomberku website and social networks (Facebook, Instagram, etc.). The priority indicators are the number of followers and the reach of posts.
3. Number of cultural, social and popularization activities organized at the university (faculties and individual departments of KU).
4. Number of promotional events in which the University has participated in external settings.
5. Number of members involved in alumni organizations (KU Alumni Club).

5.5.2 FORMATION OF STUDENTS, UNIVERSITY TEACHERS, RESEARCHERS AND OTHER STAFF BASED ON CHRISTIAN VALUES

Strategic Objectives:

1. To support the personal maturation of students, teachers and staff of the Catholic University in Ružomberok in the light of Christian doctrine and to guide them spiritually towards a personal and profound sacramental life;
2. Greater effort in the application of Gospel values for the building of the university community and in the capacity for selfless service to brothers and sisters;

3. Strengthening the ability to justify one's faith, especially in the life of the younger generation;
To lead to efforts to build intercultural dialogue and, in the light of the Gospel, to see
4. each person as a brother or sister;
To help us to take responsibility for our country and to see it as our mother and sister
5. in the light of the Gospel.

Tools and measures:

1. A return to the original idea of the university as a community of teachers and students - *commuio magistrorum et scholarium*, being together and having time for each other;
2. The willingness of each member of the university community to build a personal deep relationship with Jesus, with the desire to build in oneself also a Marian dimension;
3. Strengthening the dialogue between faith and science, both inside and outside the Catholic University and on the various platforms of today's mass media;
4. To take advantage of the strategic location of our country, our city and the Catholic University, which are to become places of welcome, meeting, home and a source of mutual cultural and spiritual maturation;

Indicators:

1. Incorporation of the University Pastoral Centre of Ján Vojtaššák in Ružomberok (UPaC) and the University Pastoral Centre of St. Košice Martyrs in Košice (UPeCe) into the structures of the Catholic University in Ružomberok;
2. Financial support for the activities of the UPaC in Ružomberok (especially the necessary reconstruction of windows in the UPaC) and the UPeCe in Košice.
3. Number of media outputs and responses to the activities of UPaC in Ružomberok and UPeCe in Košice, web and social network monitoring;
4. Presentation of KU in Ružomberok at National Youth Meetings in Slovakia, World Youth Days, or other youth events both in Slovakia and abroad;
5. Guests from cultural, social, cultural and spiritual life from Slovakia as well as from abroad at the KU in Ružomberok;
Seminars of religious communities, various religious and youth Christian
6. communities on the KU campus, especially during the summer holidays;
Cultural, spiritual and social events at KU for KU alumni, current members and
7. family members;
Support for international students and minority groups in Slovakia, especially
8. Roma communities.

5.5.3 IMPLEMENTATION OF AN INTERNAL QUALITY ASSURANCE SYSTEM TO IMPROVE THE QUALITY OF MANAGEMENT PROCESSES

Strategic Objectives:

1. Implementation and maintenance of a comprehensive and effective quality assurance system in all areas of the University's activities in accordance with the University's mission and SAAVŠ standards.
2. Evaluating and improving the internal quality assurance system at KU.
3. Increasing clarity and streamlining core, management and support processes.
4. Capacity development for analytical, strategic and other activities and support for decision - making and planning based on relevant data and information

Tools and measures:

1. Consistently apply SAAVS standards to the university environment.
2. Update KU's internal regulations in order to ensure the internal quality system and ensure their consistent compliance.
3. Evaluate the functionality of the internal quality assurance system at regular intervals.
4. Promote a culture of quality through regular activities directly or indirectly related to quality.
5. Set up quality monitoring and improvement mechanisms using the PDCA (Plan-Do-Check-Act) improvement cycle.
6. To prepare an internal evaluation report on the implementation of the internal quality assurance system at KU in order to achieve a positive decision of SAAVŠ the compliance of the internal system and its implementation with the Standards for Internal Quality Assurance System for Higher Education.
7. To develop and support the role of evaluation of the quality of education and curricula and, based on their analysis, to propose procedures to improve it.
8. Consistently analyze and evaluate stakeholder quality assessment feedback and make relevant decisions from it.
9. Improve the quality of information technology process assurance.
10. Efficient vertical and horizontal flow of information between all KU components.

Indicators:

1. Number of internal audits focused on individual parts of the KU internal quality system.
2. Number of preventive and corrective actions related to improving the effectiveness of the internal quality system.
3. Number of updated processes of the KU internal quality assurance system.

4. Number of aligned study programmes according to the study programme standards issued by the Slovak Accreditation Agency for Higher Education.
5. Proportion of students and staff participating in quality system surveys.
6. Number of graduates and employers participating in quality surveys.
7. Outputs from the questionnaires of quality surveys reflected in the educational process.
8. Number of new technologies purchased and support for existing technologies.

5.5.4 DEVELOPING EFFECTIVE ECONOMIC MANAGEMENT

Strategic objectives

1. Establish the University's organisational structure to ensure the efficient use of financial resources in management.
2. To streamline internal administration and administrative activities using modern digital technologies and the intranet.
3. To create an economic environment that motivates all parts of the university, all staff and students.
4. Create the potential for multi-source funding.

Tools and measures

1. Improve the skills and professional structure of staff in all positions. Systematically
2. evaluate work activities in order to rationalise and streamline administrative management.
3. Regularly expand employee benefits and conduct employee satisfaction surveys.
4. Continue to prioritise the distribution of funds on the basis of performance to ensure the long-term stability of the whole University.
5. Support the development of project activities to ensure multi-source financing.

Indicators

1. Qualification and professional structure of the university staff.
2. Number of teaching and non-teaching staff who have received further training to support the improvement of their professional qualifications and their practical skills.
3. Number of electronic information software programmes by category and workplace.
4. Number of employee benefits.
5. Efficiency of revenues from scientific research activities.
6. Efficiency of project returns.

5.5.5 UPGRADING INFRASTRUCTURE FOR TEACHING, SOCIAL FACILITIES, CULTURAL, SPIRITUAL AND SPORTING ACTIVITIES AND OTHER SERVICES FOR STUDENTS AND STAFF

Strategic objectives

1. Continue to provide quality laboratory and seminar spaces, the university library and accommodation facilities.
2. To complete the project "Green Life at the Catholic University".
3. Reconstruct the university's internal energy infrastructure.
4. To improve the life of students in the sense of preserving the spirit of the Catholic University.
5. Focus on supporting students' extra-curricular activities.
6. Build up accommodation capacity.

Tools and measures

1. Prepare and implement projects aimed at improving the quality of laboratory and seminar spaces
2. Within the framework of the project "Green Life at the Catholic University" to build and renovate the existing facilities to reduce the energy consumption of the University.
3. Manage environmental risk management from an ecological and environmental perspective in a sustainable manner.
4. To reinforce the idea of a university in the spirit of Christian values.
5. Strengthen extracurricular sports, cultural, spiritual and social activities of students.
6. To prepare a project for the extension of the accommodation facility.

Indicators

1. Volume of total investments in improving the quality of laboratory and seminar spaces.
2. Volume of total investments in the infrastructure of the university.
3. Energy consumption.
4. Number of students participating in the creation of sports, cultural and spiritual events.
5. Realization of the extension project of the accommodation facility

5.5.6 THE DEVELOPMENT OF INFORMATION AND COMMUNICATION TECHNOLOGIES

Strategic objectives

1. Continue to develop existing information systems.
2. To improve the level of digital literacy of university employees.
3. Continue the implementation of information systems with the aim of using them in the effective management of the main activities of the university.
4. Systematically develop the use of the Sofia system.
5. Support and ensure quality digital education through distance learning.
6. Modernize the overall structure of digital technologies at the university.

Tools and measures

1. Improve and secure the personal data protection system.
2. Develop an academic information system with a focus on students and teachers.
3. To implement education in the field of digital literacy.
4. Optimize the operation of the university data center with an emphasis on virtualization, mainly from the point of view of research, development and applications.
5. Expand the introduction of digital signatures into the circulation of documents.
6. To ensure and improve the function of the intranet at the university.
7. Improve analytical outputs within the Sofia program.
8. Develop digital forms of education (MS Teams, Webex, ZOOM, Google, etc.).
9. To support further development in the modernization of digital technologies.

Indicators

1. Numbers of new information systems at the university.
2. Number of teaching and non-teaching staff involved in education.
3. Number of analytical outputs from the Sofia program.
4. Number of subjects that are provided in the form of distance education.
5. The amount of funds used for the modernization of digital technologies.