



**LEKÁRSKA FAKULTA**  
Univerzita Komenského  
v Bratislave

## **Internal Regulations** **Comenius University in Bratislava, Faculty of Medicine**

# **Long-term development objectives of Comenius University in Bratislava, Faculty of Medicine for the years 2021 - 2027**

The long-term development objectives under Act no. 131/2002 Coll. on Higher Education and Changes and Supplements to Some Laws, as amended, negotiated in the Scientific Board of the Faculty of Medicine, Comenius University on 16.12.2021 and approved by the Academic Senate of the Faculty of Medicine, Comenius University on 21.12.2021.

# Volume 2021

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# INTRODUCTION

The long-term development objectives of the Faculty of Medicine, Comenius University in Bratislava (FM CU) in education, social responsibility, scientific research, human resources, infrastructure, organisation and management represents the essential strategic document of the faculty development for the period from **2021** to **2027**.

The adoption of the long-term development objectives (DO) for six years follows the Act on Higher Education. The presented strategic plan is more specific and focused on the annual evaluation of the planned and achieved goals in education, science and research. The submitted DO builds on the previous long-term objectives of the Faculty of Medicine, Comenius University, and the last update of the Faculty of Medicine, Comenius University for 2014-2024 and is based on an analysis of the current state and strategic materials of the European Union.

Strategic objectives of FM CU for the following period reflect changes that happened in the university and society-wide environment in Slovakia and worldwide. The Faculty of Medicine of Comenius University considers academic freedoms enshrined in the Constitution of the Slovak Republic to be a fundamental principle of its functioning, especially freedom of education and scientific research and autonomy and independence. Equally important, there is solid academic self-government and the application of ethical principles in scientific and pedagogical work and the management processes of the university and faculty. Only in this way, the creative and free atmosphere necessary for the quality development of the university can be achieved.

The successful fulfilment of the long-term objectives must be mastered by members of the academic community of the faculty, who shall actively participate in their fulfilment. Internationalisation is one of the conditions for the successful development of Comenius University in Bratislava and the Faculty of Medicine of Comenius University. We want to be open to international students, teachers and researchers and at the same time support our students and staff to gain pedagogical and scientific experience at prestigious foreign universities. Through cooperation and dialogue with partners from all over the world, the Comenius University and the Faculty of Medicine of Comenius University have the ambition to operate as a university respected on a global scale.

At the same time, we are aware of the importance of close cooperation with other universities and scientific institutions in the Slovak Republic, especially with the Slovak Academy of Sciences, professional societies, state institutions, professional organisations and student associations.

We want to emphasise creating a positive image of the university through a professional communication strategy towards the public and individual faculties, teachers, researchers, and especially students.

With its division, DO confirms that the Faculty of Medicine of Comenius University perceives education and research as its main goals, while other activities performed at the faculty should be tools to support and achieve these goals.

## MISSION

The Faculty of Medicine of Comenius University (FM CU) is an integral part of Comenius University in Bratislava (CU), established by Act no. 375/1919 Coll.

The mission of the Faculty of Medicine, Comenius University, as the faculty of the university is given in § 22 of the Act no. 131/2002 Coll. on Higher Education and Changes and Supplements to Some Laws, as amended.

FM CU fulfils its mission, notably by:

- education of professionals with the highest education, high moral principles, civic and social responsibility,
- education based on knowledge of evidence-based medicine and only scientifically proven knowledge of medical and natural sciences,
- education in the spirit of the values of democracy, humanism and tolerance and guiding students to creative, critical and independent thinking, healthy self-confidence and national pride,
- developing, preserving and disseminating knowledge through research, development and other creative activities,
- providing further education,
- engaging in public debate on social and ethical issues and the formation of civil society,
- developing international, mainly European, cooperation by supporting joint projects with universities abroad and other foreign institutions, the mobility of staff and university students and the mutual recognition of studies and diplomas.

The primary task of the Faculty of Medicine of Comenius University is to provide higher education in accredited study programmes in all three levels of study, which end with the award of a degree according to the study program. In addition to the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> - degree studies, the Faculty of Medicine of Comenius University currently has accreditation in 40 accredited specialised and subspecialised study programmes in the medical profession doctor and dentist and 4 certified study programmes in the medical profession doctor and dentist. In addition, the Faculty of Medicine of Comenius University has 18 accredited study

branches for habilitation and appointment procedures for professors.

The vital position of the Faculty of Medicine of Comenius University is given by the fact that its employees participate besides to pedagogical and scientific research activities of the Ministry of Education also in the provision of health care in the health sector. This fact places higher demands on ensuring the quality of accredited study programmes and the graduate profile, and the material and technical provision of tasks arising from the dualism of the umbrella departments.

The research programme of the Faculty of Medicine of Comenius University consists of several primary problem areas. It focuses on neuroscience, oncology, cardiovascular and metabolic diseases, and new trends in all research areas using molecular biology and genetics.

Creative staff and students of the Faculty of Medicine, Comenius University, are part of the international pedagogical and scientific community.

The present is a very turbulent period when the demands on individuals and employees are changing. The age limit of required qualifications is shifted, and, last but not least, the economic pressure on all faculty activities is constantly increasing. These facts do not allow the use of long-established models of teaching, research and other activities, and it is necessary to update them to modern requirements.

## VISION

The primary intention is the constant improvement of the education quality of future doctors so that it will correspond to the latest biomedical knowledge. With this, the scientific-research activity of teachers is closely linked, which is reflected, among other things, in the teaching of medical students. An adequate remuneration and control system is needed to achieve these goals. This system has been under construction in recent years, but its further development will be necessary to motivate teachers optimally. Students' motivation will also be increased by the reform of studies, which will ensure the implementation of modern forms of teaching. An important factor is also the environment in which teaching takes place. Although the FM CU premises have been renovated in recent years, it will be necessary to continue renovating to create a suitable study environment where students and teachers will feel comfortable.

# STRATEGIC OBJECTIVES

A socially responsible research university and faculty with quality graduates and an international reputation.

- FM CU **is responsible for providing** quality education, research, and other creative activities.
- FM CU constantly **updates the content and forms of education**, responding to current and new societal problems and challenges.
- FM CU systematically brings and **implements new trends** in healthcare, medical science and research, **innovation** and technology, emphasising the attributes of green and digital transformation in all areas of its activities.
- FM CU actively seeks **cooperation with partners at home and abroad** – with students, scientific and scientific-pedagogical institutions, state and public institutions, local and regional governments, employers, businesses, interest groups, non-profit sector.
- FM CU **actively communicates with society** to transfer knowledge, present results, provide expert opinions, and provide a moral compass to improve the provided health care and preventive education while increasing the medical literacy of the community.
- FM CU consciously contributes to the sustainable development of the whole society.
- FM CU has the ambition to improve its position as **a significant European faculty**.



# 1 Strategic objectives in the field of education

**1.1 to maintain the position of the Faculty of Medicine, Comenius University as an institution whose name will continue to be perceived as a guarantee of the quality of education, an institution whose graduates will be considered as able to solve problems in a demanding and also international environment effectively, flexibly and creatively.**

## **Activities to fulfil the strategic objective:**

- to carry out education at all levels of higher education,
- to maintain the current number of students, combined 1<sup>st</sup> and 2<sup>nd</sup>, as well as 3<sup>rd</sup>-degree students in Slovak and English language, at least 3000 students,
- to implement the latest scientific, methodological and methodical knowledge into the pedagogical process,
- to continue to expand the possibilities of students of the Faculty of Medicine, Comenius University to complete part of the study programme at other universities abroad within the LLP / Erasmus programmes,
- following current educational trends in education and science to innovate existing and to introduce new study programmes, including the use of synergy for the development of joint study programmes of several faculties,
- to harmonise the internal system to ensure the quality of education with the Slovak Accreditation Agency for Higher Education (SAAHE).
- to ensure the active participation of students, professional organisations, employers and another professional in the provision of quality education,
- to motivate the students and staff to carry out activities that are subject to quality assessment according to internal, national and international standards,
- to harmonise study programmes with the expected development in practice so that the graduates of the Faculty of Medicine, Comenius University are ready to reflect on the impulses from the environment of their activities and to promote the professional and ethical character of their profession,

- to develop the third degree of university study, especially on its fundamental impact on the research character of the Faculty of Medicine, Comenius University,
- to increase the number of third-degree study programmes,
- to apply a well-thought-out concept of the "study part" in the preparation of accreditation materials for the third degree, which will create preconditions for student's creative research activities,
- to develop specialised study, certification preparation and continuing education of medical staff at the Faculty of Medicine, Comenius University,
- to ensure for pedagogical staff improvement and development of their pedagogical skills.

**Indicators:**

- *Implementation of an internal system for ensuring the quality of education.*
- *Criteria for evaluating the quality of study programmes under the SAAHE Methodology for Evaluating Standards.*
- *Periodic evaluation and assessment of the study programme's quality – internal evaluation reports of the study programmes.*
- *Participation of student representatives in quality assurance structures.*
- *Collection and evaluation of students feedback on satisfaction with the quality of education.*
- *The total number of offered study programmes is according to the 1st, 2nd, and 3rd grades.*
- *The number of international students studying a foreign language.*
- *The number of international students studying in the Slovak language.*
- *The number of joint study programmes of several faculties, universities and interdisciplinary study programmes, interdisciplinary programmes.*

**1.2. to build a symbiosis of traditional values and modern trends in education.**

**Activities to fulfil the strategic objective:**

- to innovate and restructure study programmes regularly, applying an approach that emphasises the importance of learning outcomes and acquired competencies,
- to create an effective way of assessment of the teaching process of an institute/department teacher based on a questionnaire of students and graduates and contact teaching classes,
- to expand and innovate teaching at the Faculty of Medicine, Comenius University, using modern methods of online teaching, methods of simulation and virtual medicine and telemedicine,
- to develop the Institute of Simulation Medicine and Virtual Medical Education, of the Faculty of Medicine, Comenius University,
- introduction of telemedicine methods and online teaching, use of distance online method in lecture or seminar activities
- to interconnect theoretical and practical teaching, to improve and develop the cooperation of teachers of theoretical subjects with departments within the framework of lecture and seminar activities,
- to re-evaluate practical teaching and its scope effectively, to make maximum use of time within "bedside" teaching to acquire "skills."
- to support the labour market required flexibility of graduates and students' personal preferences by creating more expansive space for optional and compulsory elective subjects.

**Indicators:**

- *Innovation of study programmes and unique content.*
- *Evaluation of student surveys.*
- *The scope of simulation medicine teaching individual subjects (number of simulators and simulation activities used in practical teaching).*
- *Numbers of joint lectures and professional seminars provided by theoretical, preclinical and clinical workplaces.*

**1.3. to provide education linked with the scientific-research activity of teachers and with the requirements of practice**

#### **Activities to fulfil the strategic objective:**

- to innovate doctoral study programmes systematically, through regular revision and evaluation, thus ensuring the connection of the content of study programmes with the scientific research activities of teachers and with the requirements of practice,
- to base teaching on teachers' scientific activities, drawing from the best domestic and world sources of scientific knowledge, taking into account the specifics of the branch and an interdisciplinary approach to problem-solving,
- to support the involvement of students of all study programmes in research activities, to organise student scientific conferences and to support the participation of students in domestic and international scientific, artistic and practice-oriented competitions,
- to emphasise improving the practical training and professional practice of doctoral students.

#### **Indicators:**

- *The organisation of student scientific conferences and the number of presented works.*
- *The number of students involved in scientific teams.*
- *The degree of satisfaction of students with practical teaching and professional practice of doctoral studies.*

### **1.4 to increase the quality of doctoral studies systematically**

#### **Activities to fulfil the strategic objective:**

- to support the internationalisation of doctoral studies and the foreign mobility of doctoral students following the specificity of the department,
- to emphasise the professional and scientific quality of supervisors, to involve top domestic and foreign researchers in the education and evaluation of doctoral students,
- to increase the participation of doctoral students in research projects,
- to prepare doctoral students for publishing in prestigious journals and publishers systematically

- to strengthen the so-called soft skills of doctoral students, especially in project preparation and presentation of research results,

**Indicators:**

- *The number of doctoral students – graduates of the 2<sup>nd</sup> degree of education, taking into account the specifics of individual fields.*
- *The number of joint doctoral programmes with prominent foreign universities in fields is appropriate.*
- *The number of foreign doctoral students in branches in which it is appropriate.*
- *Number of academic mobility of doctoral students*
- *Reports on the evaluation of the quality of doctoral studies according to individual branches of study*
- *The number of top foreign researchers involved in the education and evaluation of doctoral students in branches where it is appropriate.*
- *The number of doctoral students per supervisor (average and maximum number).*
- *The number of doctoral students who have completed their doctoral studies in due time.*
- *The number of publications with a significant impact on the development of the given branches well as the number of responses to the publishing activities of doctoral students; if usual for the branch, the number of publications which are registered in the Web of Science or Scopus databases or other relevant databases taking into account the specificities of the field*

## **1.5 to ensure a sufficient number of professionally qualified teachers**

**Activities to fulfil the strategic objective:**

- to ensure that the teachers of the Faculty of Medicine, Comenius University have demonstrable results of creative activity at an appropriate level, practical experience, pedagogical skills and the necessary language skills,
- to create conditions and encourage career and qualification growth of teachers,
- to assess teachers' pedagogical activities in a defined way and to determine indicators of excellence in teaching, to support excellent and innovative teachers,

- to support innovative forms of education (team-based learning, problem-based learning, OSCE implementation, interactive virtual and simulation learning, etc.).

**Indicators:**

- *Number and qualification structure of teachers.*
- *Number/length of teachers' stays abroad.*
- *The share of contact teaching (including student support) in the total work capacity of teachers (in hours per week).*
- *Age of teachers providing profile subjects (average age and range).*
- *Number and quality of teachers' publications in total and in the last 6 years.*
- *The number of responses to teachers' publications in total and in the last 6 years.*
- *The number of final theses supervised by one supervisor of the final thesis (average and maximum number).*
- *The number of awarded excellent and innovative teachers.*

## **1.6 to ensure the effective participation of students in the education and management of FM CU**

**Activities to fulfil the strategic objective:**

- to ensure the participation of student representatives in self-governing bodies of the FM CU,
- to ensure the participation of student representatives in the structures, ensuring the design of new and modifications of existing study programmes, their approval and evaluation.

**Indicators:**

- *The extent of representation (number of representatives) of students in the structures of the internal system for quality assurance of education.*
- *Regular collection and evaluation of feedback on students' satisfaction with all aspects of their studies and taking corrective action.*

## **1.7 to improve constantly the quality of activities concerning the needs of students**

### **Activities to fulfil the strategic objective:**

- to ensure that all information about study programmes, teaching methods, forms and assessment criteria is known to students in advance,
- to support modern pedagogical approaches focused on the student (so-called student-centred-learning),
- systematically to obtain and evaluate feedback from students of various degrees of study and graduates through surveys and surveys and use it in measures to improve the quality of education,
- regularly to evaluate and revise the rules, forms and methods of teaching, learning and assessment, to take into account the diversity of students and their needs and to identify and improve inefficient forms,
- to support the creation and updating of study literature and the expansion and rationalisation of the available range of information sources, including the support of internationally recognised teaching texts, databases and licenses,
- to support the development of study counselling and support, especially in times of crisis during the study,
- to support existing student organisations, foundations, associations and initiatives and the origination of new ones,
- to maintain contacts with graduates, notably to support the establishment and development of alumni clubs.

### **Indicators:**

- *The proportion of students who participated in evaluating teaching quality and teachers out of the total number of students.*
- *The number of submitted student complaints.*
- *The number of scholarships and awards to students for excellent study results and representation of the Faculty of Medicine, Comenius University or Comenius University in extracurricular activities.*

- *The number of employees focused on student support (study advisors).*
- *Obtaining feedback from graduates*

## **1.8 to improve the material and technical provision of education systematically**

### **Activities to fulfil the strategic objective:**

- to ensure a suitable environment for quality work and study,
- to take care of the necessary equipment of the academic library, access to databases,
- to improve the equipment of classrooms, study rooms and areas for practical training,
- to provide teaching through modern digital technologies and teaching aids, to provide the necessary hardware, software and technological equipment.

### **Indicators:**

- *Collection and evaluation of feedback on student satisfaction with education's material and technical provision.*
- *Offered electronic and other services for students and teachers.*
- *Securing access to databases.*
- *The number of free accesses to paid articles in the academic library of the FM CU.*
- *Equipment for classrooms, study rooms and space for practical training.*

## **1.9 to deepen the internationalisation of studies purposefully**

### **Activities to fulfil the strategic objective:**

- to create and deepen strategic partnerships with prestigious foreign universities in education, especially within the university alliance ENLIGHT,
- to participate actively in European and non-European programmes,
- to support the participation of students and teachers in international competitions,



- targeted promotion of study opportunities at the FM CU for foreign applicants with excellent study results,
- to improve the web presence of FM CU in English,
- to maintain and actively support the admission of international students to study in English and Slovak languages.

**Indicators:**

- *The number of implemented projects within strategic partnerships with prestigious foreign universities in education.*
- *The proportion of teachers with an internship at a foreign university or research institution abroad.*
- *The number of students and teachers participating in the international competition.*
- *The number/share of international students from developed countries.*
- *The number of applicants for studies with non-Slovak citizenship.*
- *Web presentation of the Faculty of Medicine, Comenius University on the possibilities of studying in the English language.*
- *Collection and evaluation of satisfaction feedback from international students.*

## **1.10 to develop specialisation studies and certification training**

**Activities to fulfil the strategic objective:**

- to maintain the quality of specialisation studies and certification training at the Faculty of Medicine, Comenius University,
- to develop and expand the number of programmes of specialised study and certification preparation, which will be under the guarantee of the Faculty of Medicine, Comenius University,
- to meet the deadlines for submitting accreditation and re-accreditation of individual programmes of specialisation study and certification preparation,
- to increase the quality of teaching staff by experts from practice, experts from other and international institutions,
- to implement and develop residency studies following the applicable legislation of the Ministry of Health of the Slovak Republic,

- to minimise the situation when experts from the FM CU guarantee specialised studies at other educational institutions.

**Indicators:**

- *The number of accredited specialisation study and certification training programmes.*
- *Accreditation of new and regular re-accreditation of already approved programmes of specialisation study and certification preparation.*
- *The number of participants in education and successful graduates in specialisation studies and certification training.*
- *Professional make-up of teaching staff.*
- *The number of educational activities within individual programmes of specialisation study and certification training.*

## 2 Strategic objectives in research

Medical education has been inextricably linked to science and research since its inception. As the oldest and largest medical faculty of the Slovak Republic, FM CU is well aware of the direct connection between science and education. That is why scientific research is one of its core activities. Pedagogical activity and science are inseparable at research-oriented medical faculties. The management of the Faculty of Medicine, Comenius University, supports all forms of research at the faculty, **basic, applied and clinical research.**

The starting point in determining the long-term objectives in science and research is the organisational changes achieved so far in the infrastructure and educational process, which help employees and students of the Faculty of Medicine, Comenius University in Bratislava in scientific research.

The scientific research level is one of any higher education institution's leading qualitative and quantitative indicators. The SAAHE also emphasises scientific research when assessing the granting of the right to carry out study programmes and habilitation and inauguration proceedings. As a place of free scientific research and excellent scientific research activities, FM CU, after defining the leading research programmes and assessing social needs, decided to define the following long-term strategic objectives for science and research. To fulfil this strategic goal, the Faculty of Medicine, Comenius University has set the following objectives:

**2.1 to maintain the position of the Faculty of Medicine of Comenius University as a top research institution of national and international importance by further developing the faculty's research character.**

**Activities to fulfil the strategic objective:**

- To motivate scientific-pedagogical and scientific-research employees and full-time doctoral students to higher activity in scientific research by further renewing and building the necessary infrastructure, supporting their career growth, and objective differentiated remuneration (support of excellent research). Part of the activity is also to increase the workload ratio of workplaces leading to a workload in education, but

without decreasing the quality of the educational process for undergraduate students, doctoral students, and doctors enrolled in specialised studies.

- To achieve an average of at least one in extenso scientific or professional publication in scientific journals indexed in the Web of Science or SCOPUS database per year per creative employee of the institutes/departments of the faculty. The FM CU will motivate its employees to publish in internationally renowned journals in quartiles Q1 and Q2, with a direct financial reward according to set criteria.
- To obtain grant funds and ensure their effective use for scientific research.
- To implement their scientific research at an internationally accepted level, including the principles of scientific partnership and cooperation between academic institutes and clinical workplaces.
- To implement our scientific research at an internationally accepted level, also on the principles of scientific partnership and cooperation with other faculties of Comenius University in Bratislava, Comenius University Science Park, and the Slovak Academy of Sciences and other research universities in Slovakia and abroad. It is an essential step in achieving interdisciplinarity in research and its internationalisation.
- Concentrating scientific research into four main directions of research, which are: Neurosciences, Cardiovascular diseases, Oncological diseases and Metabolic, endocrine and inflammatory diseases. The main research directions are adapted to current world trends and societal needs. Therefore, if necessary, the dean and the faculty management can update them after discussion in the Scientific Board of the Faculty of Medicine, Comenius University, and thus focus the attention of faculty staff on new areas with extremely significant research and application potential (reflecting on new and progressive trends in research). The main research directions at the Faculty of Medicine, Comenius University in Bratislava, are freely available on [the website](#).
- Transfer of own scientific research results into diagnostic and medical-preventive clinical practice, especially in cooperation with hospitals, which are pedagogical bases of the Faculty of Medicine, Comenius University (University Hospital Bratislava, National Institute of Paediatric Diseases, National Institute of Oncology, National

Institute of Cardiovascular Diseases, Oncological Institute of St. Elisabeth, University Hospital of Merciful Brothers with Polyclinic, and others).

- To strengthen the Project Centre of the Faculty of Medicine, Comenius University will continue to offer professional assistance to all employees and full-time doctoral students to manage the administrative part of project preparation and implementation.
- To support scientific research in undergraduate education by promoting and supporting Student Scientific Professional Activity activities.
- To support the activities of faculty staff in scientific and professional committees of departmental, national and international importance.
- To motivate and support the possibilities of completing targeted study and research stays abroad, at top university and research institutions, for their scientific-pedagogical and scientific-research workers, as well as full-time doctoral students. The goal can be achieved, for example, through ERASMUS+ mobility, academic mobility of the Slovak Academic Information Agency, or successful applications for targeted grant support (e.g., Fulbright's research and lecture programme).
- As part of the internationalisation of research, to support short-term and long-term stays of top foreign researchers at the Faculty of Medicine, Comenius University (e.g., as visiting professors, creating post-doctoral positions, through the EU Research and Innovation Programme).
- Continuous material and financial support for publishing in the scientific journal Bratislavské lekárske listy/Bratislava Medical Journal.
- To monitor compliance with ethics in research – from ethics committees to the supervision of plagiarism, the publication of false information and good practice in determining who should co-author a publication.

**Indicators:**

- *The implemented internal system for quality assurance of scientific research and creative activities linked with education and continuous development.*
- *Regular internal evaluation report on scientific research and other creative activities approved by the Scientific Board of the Faculty of Medicine, Comenius University.*

- *Regular evaluation of meeting the minimum criteria for publishing activity of science-research employees.*
- *Publication activity of the Faculty of Medicine staff, Comenius University (number of publications and citations).*
- *The number of scientific projects at the Faculty of Medicine, Comenius University.*
- *Grant activity of individual workplaces and employees of the Faculty of Medicine, Comenius University.*
- *Activities of the Project Centre of the Faculty of Medicine, Comenius University.*
- *Report on the activities of the magazine Bratislavské lekárske listy/Bratislava Medical Journal.*
- *Study and research stay at other workplaces at home and abroad.*
- *The number of outputs of creative activity of top international quality.*
- *Volume/share of financial research support.*

## **2.2 to reflect on current and progressive trends in biomedical research**

### **Activities to fulfil the strategic objective:**

- to strengthen interdisciplinary, interprofessional and translational research by connecting and cooperating theoretical scientific disciplines with clinical workplaces.
- In the coming years, the faculty's research potential will be concentrated in pre-identified priority research areas, so-called main directions of research:
  - Cardiovascular diseases,
  - Cancerous diseases with a focus on the research of the most socially oncological severe diseases and the identification of biomarkers associated with resistance to chemotherapy and the late consequences of chemotherapy.
  - Neurosciences focus on sudden stroke, central nervous system tumours, peripheral nervous tissue diseases and neurodevelopmental disorders, specifically on the aetiology of autism.
  - Metabolic, endocrine and inflammatory diseases.

- To identify and purposefully support top scientific research activities from our resources.
- To motivate employees to publish in the most important scientific and professional journals (especially quartiles Q1 and Q2) and renowned publishers.
- To support the submission of applications and assistance in solving research tasks funded by national and transnational grant schemes, such as Comenius University Grants for full-time doctoral students, national grant schemes VEGA, KEGA, APVV, grants of the Ministry of Health, as well as international grants and projects supported by the European Commission.
- To build excellent workplaces as logistics platforms for cooperation in progressive research.
- To build joint research infrastructures shared by staff from several separate institutes/ departments.
- To support the organisation of top scientific events at the Faculty of Medicine, Comenius University.
- To provide professional, assessment and expert activities to state and non-state organisations within the business activities, further supporting excellent research at the Faculty of Medicine, Comenius University.

***Indicators:***

- *The number of publications in quartiles Q1 and Q2.*
- *The number of excellent centres of the Faculty of Medicine, Comenius University and excellent teams operating at the Faculty of Medicine, Comenius University.*
- *The number of solved grants.*

### **2.3 to educate future scientists at the Faculty of Medicine, Comenius University**

Doctoral studies are very closely linked with scientific research. Students of doctoral study programmes are a vital part of the research potential of the Faculty of Medicine, Comenius University, and the entire university. Raising the current level of doctoral studies is a condition for gaining a foothold in the European and global research area. FM CU has as

its priority the goal to increase the level of doctoral studies and its attractiveness among its graduates.

**Activities to fulfil the strategic objective:**

- To ensure quality guidance of doctoral students in doctoral study programmes, both full-time and part-time and in Slovak and English language.
- To support the accreditation of new study programmes.
- To achieve, that the faculty provides full-time doctoral students with the opportunity to complete targeted study stays abroad at least once during the doctoral study period, the implementation of an appropriate part of the study programme in English, as well as support for active participation of doctoral students in major international conferences. Doctoral students should make more intensive use of the mobility opportunities offered by Comenius University in Bratislava, such as mobility supported by the Development Fund of Comenius University, Bratislava.
- To improve the quality of individual guidance of doctoral students, systematic preparation of doctoral students for writing scientific publications, writing applications for grants and projects, and preparing for the presentation of their research results, especially in the form of compulsory elective courses and educational courses.
- To strive to involve top foreign researchers in the education and final evaluation of doctoral students.
- To motivate doctoral students to participate regularly in the annual faculty conferences of doctoral students, as well as in international doctoral students' conferences
- Increased care must be taken to ensure that doctoral students defend their doctoral dissertations in the standard length of study.
- To increase the number of people interested in doctoral studies at the Faculty of Medicine, Comenius University, through:
  - a) creation of recruitment materials,
  - b) extension of diploma thesis training at other faculties of Comenius University by the staff of the Faculty of Medicine, Comenius University,



c) modification of the remuneration system for doctoral students.

**Indicators:**

- *The numbers of accredited doctoral study programmes at the Faculty of Medicine, Comenius University and new accredited doctoral study programmes.*
- *The number of doctoral students who completed their doctoral studies*
- *Quality of publications of doctoral students at the Faculty of Medicine, Comenius University.*
- *The numbers of grants submitted and obtained by doctoral students at the Faculty of Medicine, Comenius University.*

## **2.4 to create optimal conditions for basic, applied and multidisciplinary research**

**Activities to fulfil the strategic objective:**

- to ensure optimal material and organisational conditions for maximising the contribution of critical researchers and their teams to research activities (IT, library, statistics, etc.),
- to support the implementation of interdisciplinary research projects,
- to build and maintain top research centres,
- to develop activities supporting the acquisition of subsidies and funds from EU operational programmes.

**Indicators:**

- *Collection and evaluation of feedback from creative workers on satisfaction with their creative activity's material and organisational conditions.*
- *The number and quality of top research centres of the Faculty of Medicine, Comenius University.*
- *Amount of financial support obtained from domestic and international grant schemes and other competitive sources.*
- *The number of supported and solved projects.*

## 2.5 to develop and maximise the use of creative human potential

### Activities to fulfil the strategic objective:

- To support excellent young researchers in their career growth and long-term stabilisation in the university environment.
- To create new positions for scientists.
- To actively support student science at the undergraduate and postgraduate levels to renew and develop human resources.
- To use the existing UK internal grant scheme actively for the young and extend it to multi-annual grants.
- To support habilitation and inauguration procedures of academic staff meeting the requirements for the qualification process within and outside the Faculty of Medicine, Comenius University.
- To implement, develop and regularly evaluate its internal system for quality assurance of habilitation and inauguration proceedings.

### Indicators:

- *The number of 3<sup>rd</sup>-degree students in study programmes to which the branches of habilitation and inauguration proceedings are assigned.*
- *The number of supervisors in study programmes to which the branches of habilitation and inauguration proceedings are assigned.*
- *The number of approved proposals for the title of professor in the Scientific Board of the Faculty of Medicine, Comenius University in the current year.*
- *The number of approved proposals for the title of associate professor in the Scientific Board of the Faculty of Medicine, Comenius University in the current year.*
- *The number of stopped habilitation proceedings and inaugural proceedings (initiated proceedings that the Scientific Council did not approve, withdrawn by the applicant or otherwise stopped) in the current year.*
- *Regular internal evaluation report on the quality of the habilitation and inauguration proceedings approved by the Scientific Board of the Faculty of Medicine, Comenius University.*
- *The number and volume of grants awarded under the internal grant scheme.*

- *Evaluation of supervisors based on whether their doctoral students complete their doctoral studies.*
- *Updating the criteria that teachers must meet to be supervisors for PhD students.*

### **3 Strategic goals in management, human resources and infrastructure**

The position of the FM CU in society is determined by the level of educational, scientific, professional and other activities and their presentation. The decisive parameter of the position and importance of the Faculty of Medicine of Comenius University is its intellectual potential formed by professors, associate professors, other pedagogical and scientific staff, other staff and students. Therefore, this potential must be maintained and further developed. To fulfil this strategic goal, the Faculty of Medicine, Comenius University has set the following:

#### **3.1 to preserve and develop the intellectual potential of the Faculty of Medicine, Comenius University**

##### **Activities to fulfil the strategic objective:**

- to create working conditions that would attract educated and capable young pedagogical workers and researchers to work at the faculty,
- to improve the age structure of teachers and researchers,
- to create conditions for staff to meet the qualification criteria and reduce the number of teachers who do not have a PhD title,
- when filling the positions of professors and associate professors, take complete account of their participation in the solution of grant research projects and publishing activities,
- to use inter-university teacher exchange programmes to create conditions for their dissemination,
- to develop further training of staff, including language skills.

##### **Indicators:**

- *The age structure of the FM CU employees.*
- *The number of employees, teachers and researchers.*

### **3.2 to support the personnel status of the Faculty of Medicine, Comenius University with a social programme for employees**

#### **Activities to fulfil the strategic objective:**

- at the employee's remuneration, to take into account personal abilities and achieved work results, work intensity, complexity and scope of work performed and its contribution to achieving the goals of the faculty,
- to ensure a system of social services for employees,
- to provide constant care to create the conditions for safe work.

#### **Indicators:**

- *Collection and evaluation of employee satisfaction feedback*
- *Internal regulations or provisions of internal staff remuneration regulations*
- *Provisions of the Collective Agreement*

### **3.3 to apply elements of strategic management within academic self-government**

#### **Activities to fulfil the strategic objective:**

- The FM CU managed autonomously by academic self-government
- the long-term intention of the faculty development is to represent the essential strategic management tool
- to ensure an efficient vertical and horizontal flow of information between all segments

#### **Indicators:**

- *Long-term development objectives of the Faculty of Medicine, Comenius University and its concretisation.*
- *Regular evaluation of the fulfilment of the long-term objectives.*

### **3.4 to maintain and develop the quality of all activities on all parts**

#### **Activities to fulfil the strategic objective:**

- to develop quality at all parts and levels of the faculty and formulate and implement processes forming a comprehensive internal quality assurance system ("internal system"), which follows the approved standards of the Slovak Accreditation Agency for Higher Education (compliance of the internal system is externally assessed and accredited),
- to implement, monitor and evaluate the functionality and timeliness of the internal system and take measures for its continuous development regularly,

**Indicators:**

- *Internal legislation – internal quality assurance system – compliance with accreditation standards.*
- *Organisational support of internal system processes*
- *Financial security of the internal system*
- *Regular internal evaluation report on the implementation of the internal system*
- *External accreditation of the internal system*

### **3.5 to create optimal working conditions**

**Activities to fulfil the strategic objective:**

- to pay attention to the observance of employee rights, observance of the Code of Ethics for CU staff and students,
- to implement a transparent and meritorious remuneration system, apply a differentiated approach, mainly based on pedagogical and creative performance
- to provide adequate equipment for buildings, offices, workspace and employees as the office furniture, information and communication technologies, modern computer technology, including software, office supplies, access to data sources, etc.
- to collect and evaluate employee feedback systemically.

**Indicators:**

- *Collection and evaluation of feedback on employee satisfaction with working conditions*
- *Internal regulations or provisions of internal staff remuneration regulations.*

- *Evaluation of compliance with the Code of Ethics for CU staff and students.*

## 4. Strategic objectives in foreign relations and international cooperation

The Faculty of Medicine, Comenius University in Bratislava, has the ambition to continue to operate as a scientific, professional and educational institution of **supranational importance**. International mobility is a tool for promoting the entire faculty, whose reputation we want to spread in this way. However, it should be noted critically that the internationalisation of research is absent in our country so far, like at many other Slovak universities. On the other hand, at a high level, we provide medical education to students in the English language from more than 40 countries worldwide, which opens up opportunities for better cooperation with our graduates and university workplaces abroad. International students apply to us to complete their entire university studies and complete a comprehensive part of their studies through the ERASMUS mobility program.

### Activities to fulfil the strategic objective:

- Strengthening the involvement of the Faculty of Medicine, Comenius University in Bratislava, in international scientific research cooperation in the European Research Area through interfaculty partnerships, international research centres, and international research teams and projects.
- Deepening existing and establishing new bilateral cooperation based on individual agreements with foreign universities/medical faculties.
- Extending the level of involvement of undergraduate students, full-time doctoral students, post-doctoral students, pedagogical and research workers in international academic mobility programmes (e.g. ERASMUS+ mobility, mobility of the Slovak Academic Information Agency, Fulbright programme for research and lectures, etc.).
- To improve the provision of information to students and staff and help plan their studies and research abroad. Each staff member or student has sufficient information about mobility opportunities and has administrative support in applying for mobility abroad.



- Supported active participation of FM CU's critical scientific and pedagogical staff in European and world medical and educational professional organisations.
- Support for important international medical congresses organised on the Faculty of Comenius University in Bratislava premises.
- Regular organisation of faculty-wide lectures by foreign experts for undergraduate students, doctoral students, and the employees of the Faculty of Medicine, Comenius University in Bratislava.
- As part of the internationalisation of research, to support short-term and long-term stays of top foreign researchers at the Medical Faculty of Comenius University in Bratislava (e.g., as visiting professors, creating post-doctoral positions through the EU Research and Innovation Program internationally).
- To continue to support above-standard cooperation with medical faculties in the Czech Republic by regularly involving Czech experts in assessing doctoral dissertations, habilitation theses, professional material for the inauguration procedure, etc.
- To increase the promotion activity of the Faculty of Medicine, Comenius University in Bratislava abroad.

**Indicators:**

- *Bilateral cooperation of the Faculty of Medicine, Comenius University, and other faculties and universities at the national and international levels.*
- *The number of students involved in international academic mobility programmes.*
- *Foreign stays of teachers and doctoral students of the Faculty of Medicine, Comenius University at foreign scientific research and pedagogical institutions.*
- *Stays of top foreign scientists at the Faculty of Medicine, Comenius University.*

## 5. Strategic goals in social responsibility

### 5.1. the FM CU as a space for sharing and disseminating knowledge in the field of medicine

#### Activities to fulfil the strategic objective:

- the FM CU consciously contributes to the sustainable development of the whole society,
- the FM CU makes itself visible in solving societal and regional problems, uses its potential to communicate critical issues and attitudes to the public, provides relevant opinion-based information and statements to the public
- the FM CU carries out purposeful awareness-raising activities, disseminates scientifically-based facts and prevents the dissemination of false or contrived information
- the FM CU supports pedagogical-scientific activities aimed at solving current challenges
- the FM CU will increase the awareness and knowledge of its students and staff in environmental science
- the FM CU will purposefully reduce the energy intensity of its premises

#### Indicators:

- *Projects and activities to popularise science*
- *The number of employee appearances in the media*
- *The number of employee participation in public, professional discussions*

### 5.2 the FM CU as a reference point in public space

#### Activities to fulfil the strategic objective:

- The FM CU enhances education and culture through the active dissemination of the latest research and science,

- strengthens and improves the presentation of its scientific and pedagogical results and activities in the media,
- within the scope of business activities, it will offer state and non-state organisations and all other interested parties professional assessment and expert activity at the highest level for immediate needs in health care.
- educators and students as professional and moral authorities in society

***Indicators:***

- *The number of popularisation outputs*
- *The number of offered/realised expertises*
- *Financial income from business activities*

The long-term objectives of the Faculty of Medicine, Comenius University in Bratislava was created to sufficiently stimulate employees to maintain the existing positive results and, at the same time, to achieve the necessary changes. Achieving the set strategic goals cannot be ensured without the joint efforts of the entire academic community of the Faculty of Medicine, Comenius University.

In Bratislava, 22.12.2021

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