

**UNIVERSITY OF VETERINARY MEDICINE
IN KOŠICE**

THE SLOVAK REPUBLIC

SELF-EVALUATION REPORT

KOŠICE 2006

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**EVALUATION
OF THE UNIVERSITY OF VETERINARY MEDICINE IN KOŠICE
BY THE EUROPEAN UNIVERSITY ASSOCIATION (EUA)**

Dr.h.c. Prof. MVDr. RUDOLF CABADAJ, PhD.
The Rector

20th December, 2006, Košice, the Slovak Republic

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1. INTRODUCTION

The submitted self-evaluation report of the University of Veterinary Medicine in Košice (UVM KE) is the result of the self-evaluation process within the project „The Institutional evaluation of higher education institutions in the Slovak Republic“ that resulted from collaboration between the Slovak Rector’s Conference (SRC) and European University Association (EUA).

The principal goals of the project focus on the development of a national system of institutional evaluation of higher education institutions and support of a quality culture within the higher education system of the Slovak Republic.

The UVM KE self-evaluation report was prepared according to EUA instructions and is focused on the standards and values of our higher education institution, monitoring and management of quality, strategic management and capacity for development of UVM KE. It is a report of an analytical character aimed at the analysis of UVM KE strengths and weaknesses, opportunities and trends (SWOT analysis).

The self-evaluation process was managed and the self-evaluation report (SER) was prepared by the following self-evaluation steering committee:

Chairman: Prof. MVDr. Emil Pilipčinec, PhD.

Secretary: Assoc. Prof. MVDr. Peter Korim, Csc.

Members: Prof. MVDr. Viera Bajová, PhD.

Assoc. Prof. MVDr. Emil Švický, PhD.

Ing. Osvald Kőrner

Ing. Ján Király

MVDr. Peter Lazar, PhD.

Prof. Ing. Štefan Vilček, DrSc.

Assoc. Prof. MVDr. Igor Valocký, PhD.

MVDr. Zuzana Kostecká, PhD.

Marek Ulbrík (student representative)

The submitted SER was discussed by the Board of UVM KE and the entire academic community (personnel, students) had the opportunity to become acquainted with its contents. All comments submitted by members of the academic community were analysed by the steering committee and those relevant were included in the SER.

The aim of SER was to provide an objective picture of UVM KE. Consequently we first analysed the evaluated sections without a pre-set aim to write a “favourable report” at any cost.

A positive aspect of the self-evaluation process is its complex approach to evaluation and analysis of key activities of the University and the subsequent defining of its strengths and weaknesses, opportunities and future development potentials. No major difficulties or problems were encountered during the self-evaluation process.

2. INSTITUTIONAL CONTEXT

2.1 Brief history

The UVM KE was established originally as a Veterinary college by the Act in the Slovak National Council No. 1/1950 of the Civil Code (of December 1949) as a logical response to the demands of the society to produce highly knowledgeable veterinary surgeons capable of dealing with the dismal animal health situation in Slovakia at that time.

In 1952, by government Order No. 30/1952 of the Civil Code, concerning some changes in the organization of higher education institutions, the Veterinary College in Košice was changed to the Veterinary faculty and affiliated to the Agricultural college in Nitra.

The original name of the institution and its independence was resumed on September 1st, 1969, when Act No. 169/1968 of the Civil Code came into force.

On the basis of Act No. 137/199 of the Civil Code of April 1st, 1992, the name of our institution was changed from Veterinary college in Košice to the University of Veterinary Medicine in Košice.

At present, the University of Veterinary Medicine in Košice is an important Slovak scientific-research and education institution with well-developed collaboration and international standing within the milieu of veterinary universities, colleges and faculties.

2.2 Geographical situation of UVM KE

The University of Veterinary Medicine in Košice is located in the second largest city of the Slovak Republic, Košice, an important centre of Eastern Slovakia. The city with its 270,000 inhabitants is the seat of additional two universities, University of Pavel Jozef Šafárik and Technical University in Košice, as well as of various scientific research institutes of the Slovak Academy of Sciences.

The majority of UVM KE units (Departments, administration, library and additional infrastructure) is located in one area in the northern part of Košice. Student dormitories are located approximately 300 metres from the University area.

The University owns also several specialised establishments, which serve the education and scientific research needs of UVM, the Riding establishment of UVM KE, establishments for keeping, fish, bees and game in Rozhanovce and Uhrinč, an agricultural farm in Zemplínska Teplica and other purpose-built facilities - student dormitory and dining-hall, F-club, Veterinary district Zemplínska Teplica and Physical Education Union Slávia UVL.

Public transport connects the UVM KE area with bus and railroad stations and other means of transport include Košice Airport which is located approximately 12 kilometres from UVM.

2.3 Organization structure

At the present, UVM KE is a one-faculty university and its structure includes the Rector's office, eight Departments, four Clinics, twelve self-sustaining workplaces, seven specialised establishments and five free-time clubs (Appendix No.1)

2.4 Number of students

In terms of the number of students UVM KE is a small university. Of the total number of students attending higher education institutions this comes to approximately 0.6% (academic year 2005/2006). The number of students according to individual accredited study programmes, levels and forms of study in the academic year 2005/2006 is presented in Table 2.4.1

Table 2.4.1

The number of students according to individual study programmes, levels and forms of study in the academic year 2005/2006

Study programme	Level of study	Total number of students	Number of external students (of the total)
<i>Cynologist</i>	1	165	95
<i>General veterinary medicine</i>	1 and 2	582	0
<i>Food hygiene</i>	1 and 2	190	0
Postgraduate (PhD.) study programmes	3	157	96

The total number of students who studied at UVM KE in the academic year 2005/2006 came to 1094, out of that 82.6% were full-time students and 17.4% external students. The proportion of students at individual levels of study was as follows: bachelor level (*Cynologist*) 57.95%, DVM level (General veterinary medicine, Food hygiene) 27.70% and postgraduate (PhD.) level 14.35%.

The current ratio of first to second level students (2.1:1.0) is not expected to change significantly in the near future because it corresponds to the requirements of this criterion set by the complex accreditation system of higher education establishments which constitutes an important limit for any changes in this area. Additional information about the number of students in previous academic years is presented in Appendix No.2.

2.5 Finance

In agreement with the Higher Education Act in SR, the students admitted to public higher education institutions do not pay a tuition fee. Starting from 2002 universities and colleges in the Slovak Republic were transformed from budget organisations to public higher education institutions. Programme financing was introduced on the basis of which the public higher education institutions are financed from the State budget in the form of subsidies for individual sub-programmes. Revenues raised by these institutions through other own activities are kept by the institutions as extra-subsidy sources – they result from principal activity or entrepreneurial activities. UVM KE obtains in this way financial means within its principal activity by providing education in English language to self-paying foreign students.

The qualitative parameters which affect the amount of subsidies allotted to individual higher education institutions are expressed by a coefficient of economic costs (CEC) and coefficient of personnel costs (CPC). The study of veterinary medicine is the most demanding from among all study branches accredited in the Slovak Republic from both points of view economic costs and personnel costs.

The structure of financial means allotted to individual higher education institutions includes running expenses and capital expenses. Running expenses are divided into running expenses of education, scientific-research activities, self-sustaining workplaces and student dormitories and dining-hall. Capital expenses are divided into those covering education, scientific-research activities, self-sustaining workplaces and student dormitories and the dining-hall.

Despite the fact that the total financial means allocated from the State budget for these purposes increases from year to year, with regard to the establishment of new universities and faculties and the increasing number of students admitted by the majority of universities, UVM KE fails to perceive a marked increase in subsidies.

Financing of UVM KE in the form of subsidies from the State budget is not at a level which could cover its needs completely and ensure the problem-free financial running of the University. Both running and capital expenses are under-funded. The amount allocated for running expenses fails in the long term to cover the needs of our University to finance all types of media (electricity, gas, water) and because of this, within the management practices that apply to the economy of higher education institutions, the University is forced to cover the deficit from means, which could be used for the development of the University and better remuneration of its staff. Salaries of highly qualified staff are under-funded and do not reach the level of salaries of comparable groups in the EU and are even considerably lower than salaries of other groups of professionals in the Slovak Republic. For illustration, the salary of a professor at the highest salary level reaches approximately 60% of the mean salary of telecommunication personnel, the salary of assistant professor amounts to 40-50% of the mean salary of telecommunication personnel and the salaries of other categories of university staff are still lower.

Applications prepared by higher education institutions for means allocated to developmental projects are submitted to the Ministry of Education of the Slovak Republic (ME SR), which sets commissions for evaluation of these applications and, upon approval, special-purpose subsidies are granted to the respective institutions. In 2005, UVM KE obtained financial means for information technologies, control and catering system and an academic information system.

Part of the subsidy allotted by ME SR is directed to the social area, for social and motivation scholarships, support of catering and accommodation of students in their dormitory and financing of sport clubs.

An additional source of financial means for UVM KE are means assigned for scientific-research projects. Applications for these means are submitted by higher education establishments to respective grant commissions of ME SR – VEGA and KEGA and to the Agency for support and development of research (APVV). Recently, UVM KE submitted a number of projects and was successful in obtaining their respective grants.

In 2005, UVM KE obtained revenues in the form of subsidies from the State budget amounting to 206.5 mil Sk which came to 75% of the total volume of revenues allotted to UVM in 2005. As far as other sources are concerned, within its principal and entrepreneurial activities, UVM KE obtained revenues amounting to 68.7 million Sk which represents 24.9% of the total volume of its revenues in 2005. Of this amount 35.2 million Sk was used to finance research which came to 12.8% of the total volume of UVM KE revenues in 2005.

3. NORMS AND VALUES OF UVM KE

3.1 What is UVM KE trying to do?

3.1.1 Mission of UVM KE

UVM KE is the only higher education institution in the Slovak Republic providing bachelor (the first level), doctoral (the second level) and postgraduate veterinary education. The mission of UVM KE is to provide bachelor, doctoral and postgraduate veterinary education based on original scientific research in the field of veterinary sciences.

UVM KE is a one-faculty university and provides veterinary education at all three levels of higher education.

Higher education of the first level is provided in the study programme *Cynologist*.

Higher education of the second level is provided in the study programmes *General veterinary medicine, Food hygiene and Pharmacy*.

Higher education of the third level is provided through 16 study programmes – *Food hygiene, Veterinary morphology and physiology, Internal diseases of ruminants and swine, Internal diseases of horses, small animals and poultry, Veterinary surgery, orthopaedics and roentgenology, Veterinary obstetrics and gynaecology, Infectious diseases of animals, Parasitic diseases of animals, Forensic and public veterinary medicine, Animal nutrition and dietetics, Animal hygiene and the environment, Microbiology, Immunology, Virology, Veterinary biochemistry, Veterinary toxicology and pharmacology*.

All decisions made by the University are based on the strategic material of the university - the long-term Strategic plan of the University of Veterinary Medicine in Košice. This Strategic plan was developed for the period 2003-2010 and is updated annually on the basis of the evaluation of goals met in the previous year and the needs arising from a new situation and focused on ensuring a high level of veterinary education and research. The long-term Strategic plan of UVM KE serves as an open document determining the strategic goals of education, science, research, development and entrepreneurial activities taking into consideration organizational, financial and investment aspects. It is updated annually according to the Higher Education Act No. 131/2002 of the Civil Code. The long-term Strategic plan is developed by the Board of UVM KE and is discussed by the Rector's

Collegium, Scientific Board of UVM KE and by the Administrative Board of UVM KE. It is approved by the Academic Senate (AS) of UVM KE.

UVM KE is one of the important education and research institutions in the Slovak Republic. It plays a significant role on a nationwide and international scale as a veterinary higher education institution collaborating with other higher education institutions and research establishments at home and abroad and with state administration and self-governing institutes and entrepreneurial subjects.

Collaboration with other higher education institutions is achieved through active membership of UVM KE in the following international and national associations:

- a) EAEVE – *European Association of Establishments for Veterinary Education*,
- b) VetNEST – *Veterinary Network for Student and Staff Transfer*,
- c) WAVES – *Wild Animals Vigilance Euromediterranean Society*,
- d) ACRU – *Association of Carpathian Region Universities*,
- e) SAAIC – *Slovak Academic Association for International Cooperation*.

We consider most important the collaboration with veterinary education institutions within EAEVE and VetNEST, particularly with Veterinary and Pharmaceutical University in Brno, Faculty of Veterinary Sciences of the University of St. Stephen in Budapest, Veterinary Faculty of the University in Ljubljana, University of Veterinary Medicine in Vienna, Faculty of Veterinary Medicine of the Agricultural University in Wrocław and Faculty of Veterinary Medicine of the University in Zagreb. In the academic year 2005/2006, sixteen students from foreign veterinary universities and higher education institutions (Greece, Portugal, Spain, Turkey) studied at UVM KE within the programmes SOCRATES/ERASMUS.

Since 2001, within the Society WAVES, UVM KE has participated in the university postgraduate education for obtaining diploma “Master International” in the field of Euromediterranean fauna vigilance in collaboration with the University in Leone (Spain), University Federico II in Naples (Italy), University Trás-os-Montes e Alto Douro (Portugal).

Very good and close collaboration has been established with the Medical faculty of UPJŠ in Košice, veterinary institutions and scientific workplaces of the Slovak Academy of Sciences (SAS) with the seat in Košice and Bratislava and, particularly, with the Neuroimmunological Institute of SAS in Bratislava, Institute of Physiology of Farm Animals of SAS in Košice, Parasitological Institute of SAS in Košice, Neurobiological Institute of SAS in Košice, Virological Institute of SAS in Bratislava and Institute for Postgraduate Education of Veterinarians in Košice.

UVM KE closely cooperates with the State Veterinary and Food Administration of SR and Veterinary Chamber of SR.

At the level of state administration and self-governing bodies, UVM KE collaborates with the Regional authority in Košice, Košice self-governing region and town-parts Ťahanovce and Košice-North.

Additional collaboration has been established on the basis of membership of academic staff of the University in scientific boards, labour union boards and commissions of universities, faculties and research institutes in the Slovak and Czech Republic.

What balance is the UVM KE aiming to achieve in terms of its local, regional, national and international positioning?

When pursuing its goals the UVM KE strives to maintain its position at the regional, national and international level. At the regional level, the University efforts focus on fulfilling all its roles as a leader in the field of scientific research in veterinary medicine with practical application of results in animal production, food production, protection and welfare of animals, protection of the environment and additional agricultural branches. At the national level, the principal goal of the University as the only educational and scientific-research

institution of its kind in SR, consists in turning out specialists for all fields of animal primary production, veterinary area of state administration, field of food inspection, welfare of animals and protection of the environment against negative influences resulting from intensive rearing of farm animals. At all these levels we have established close cooperation also with farmers and various professional bodies related to veterinary medicine (Veterinary Chamber of SR, Hunting associations, Association of breeders and others). At the international level, the University strives to hold its position among fully accepted veterinary education-scientific institutions and takes steps towards its goals at the level of bilateral relationship with individual members, particularly EAEVE and VetNEST, and corresponding practical applications in the form of mutual scientific collaboration, exchange of experiences within the education process, exchange study visits of teachers, scientists, undergraduate and postgraduate students.

What should be UVM KE policy regarding international relations at European and international levels?

UVM KE policy regarding international relations at European and international levels stresses its openness to collaboration with any professional institution which acknowledges democratic values and ensures mutual advantage and exchange of experiences. The University itself would like to establish more intensive contacts in this direction, particularly at the level of exchange of experts in individual fields of veterinary medicine which is hindered particularly by insufficient financial funds assigned for such activities and, sometimes, by language barriers.

What balance is the institution aiming to achieve among its teaching, research and other services?

The academic officials and members of individual specialised and advisory bodies responsible for setting the goals of UVM KE with regard to its future prospective always base their decisions on the principle of preserving a close interconnection of teaching and research activities. Specifically, the goals of scientific-research projects are set in a way which ensures their topicality and the transfer of results obtained into the education process so the students become acquainted with them. Other activities involve securing sufficient financial and personnel sources necessary to fulfil the goals set in the field of education and scientific research. Research results are rapidly transferred to students not only through lectures on relevant topics but also by involvement of students in a student's specialised scientific activities by selecting for their diploma these the topics closely related to the research of individual research teams of the University. In the academic year 2005/2006, 31 diploma theses were successfully defended at UVM KE.

What are the academic priorities of UVM KE, i.e. which teaching programmes and areas of research are emphasised?

The University makes every effort to maintain a high professional and scientific level of all study programmes and ensure their balanced teaching without any undue preference. The same applies to individual fields of research undertaken at the University. In other words, UVM management tries, within the scope of its possibilities, to create the optimum conditions for the achievement of tasks within individual study programmes and research fields and it is up to the leaders of individual teams, their deputies and the team members on how they are able to use the opportunities in favour of their personal growth and the development of knowledge within concrete study programmes and research fields. If needed (development of technologies, creation of study programmes *Pharmacy* and *Safety of food and feed*, situation in the field of prionoses, occurrence of avian influenza), extra short-term support is given to

new study programmes and related research priorities, particularly in the initial phase of resolving serious public problems.

What didactic approaches are preferred by UVM KE?

The didactic approaches used in teaching of individual subjects are various and include lectures, seminars, practical lessons and case studies, i.e. independent work on of individual clinical, laboratory and field cases under supervision of a teacher. The approaches used depend on the character of the respective subject of study. Modern forms of didactic devices are introduced into the teaching of theoretical and many non-clinical subjects according to existing financial possibilities. In the field of the teaching of clinical subjects, the University prefers the case-oriented study which is highly appreciated by teachers and postgraduate and undergraduate students who come from foreign universities, colleges or faculties for a short-term stay at UVM KE.

What is the degree of centralisation and decentralisation that UVM KE aims for?

The issue of centralisation and decentralisation is a very sensitive one. UVM KE is a one-faculty university and because of that redistribution of revenues and expenses between the Rector's office and faculties is impossible in contrast with multi-faculty higher education establishments. Every year, after obtaining the subsidy contract, UVM KE prepares its budget – financial plan, according to which the overall volume of allotted subsidies is distributed among individual University units. The portion of subsidies assigned for salaries and fund contributions is managed centrally by the Rector's office – the Section of personnel and salaries. Another part of the subsidies intended for operation of the establishment (energy, maintenance, fuel, telecommunications and postal services) is also managed by the Rector's office – the Section of operation and investment activities and Section of economic activities. Departments, Clinics, Institutes, Sections and self-sustaining establishments receive subsidies according to the hours of teaching which they provide or the subsidies allocated for particular purposes by the Ministry of Education as the so-called specifications.

A two-stage model of management is used at the University. A high degree of decentralisation has been achieved regarding work on scientific projects as project teams are formed regardless of the department or clinic their members come from. The high degree of decentralisation in this area is confirmed by the fact that leaders of project teams have high autonomy and frequently they may not be the heads of respective units. The first stage in the model is the management along the axis, the Board of UVM KE - Departments or Clinics. The second stage runs along the axis, Departments – Institutes or Clinics – Sections. A one-stage model of management is used in relation to self-sustaining workplaces, specialised establishments and free-time clubs.

What should UVM KE's relationship be to its funding bodies?

Academic rights and freedoms are granted to UVM KE by law and are implemented in practice. However, the University also has obligations resulting from relevant enactments that apply to higher education establishments in the Slovak Republic. The majority of revenues originate from the State budget of the Slovak Republic and are allotted by ME SR through a subsidy contract. This subsidy contract specifies conditions of the use of allocated funds. The University complies with these frame conditions which by no means limit its creativity or exercise of its academic rights and freedoms. However, the University is obliged to submit annually to ME SR an economic report on the previous year and comply with some parameters set ahead of time by ME SR, for example, a maximum 80% of resources assigned for running expenses could be used for staff salaries including fund contributions.

UVM KE is related financially also to other state agencies which finance the work on research and developmental projects. The projects approved for a specialised period by agencies KEGA, VEGA, APVV or others are covered by financial means which must be used strictly according to the conditions under which they were granted. This is reviewed annually and at the defence of results obtained during the work on the respective project.

Due to the establishment of a number of new higher education institutions in SR since 1993, the quality of which, according to our opinion, does not always correspond with their declarations, some tension has developed in the process of distribution of central finances at the state level. The governmental subsidy policy is highly unstable and finances are allotted to individual higher education establishments not at the beginning of the calendar year but commonly at the end of the first half-year or beginning of the second one. This produces considerable difficulties when trying to use the allocated means effectively and especially here we can see great reservations in the relationship between UVM KE and ME SR.

What should be the relationship between UVM KE and the society and its involvement in public debate?

The relationship between UVM KE and its external partners is very close and correct. This is witnessed by the fact that representatives of ME SR and local or regional self-government are members of the Administrative Board of UVM KE. The Administrative Board of UVM KE is a body which, within the scope specified by the Higher Education Act, encourages feedback between the University and the society. The Administrative Board consists of 14 members. Through its activities it advocates public interest particularly in relation to the use of property and financial means provided to the public institution by the state. The Administrative Board of UVM KE was established in October 2002. In agreement with the Higher Education Act the candidates for this board originate from among representatives of public life including representatives of the entrepreneurial sphere, territorial self-government and central organs of state administration responsible for education, finances, economy and the social area.

The University has close contact with the general public. To corroborate this we can mention numerous presentations of our professionals on television, articles in newspapers, co-organisation of seminars and conferences focused particularly on animal husbandry, environmental protection and food safety.

3.1.2 Constraints and opportunities

Evaluation of institutional autonomy with respect to the following

- *Selection, appointment, promotion and dismissal of academic and administrative staff*

Selection of staff members as well as their appointment to the position of professor, assistant professor, assistant lecturer, assistant and scientific-research worker is carried out on the basis of a selection procedure using criteria specified by UVM KE. The administrative procedure for staff selection is specified in the Internal regulations of UVM KE – Principles of selection procedure

When selecting administrative staff there are exact criteria to ensure the specified qualification requirements for the respective workplace.

Managerial posts at UVM KE are staffed on the basis of selection procedures governed by conditions specified in the Internal regulations of UVM KE.

UVM KE has set no specific conditions for the dismissal of staff. Currently, the only legal reason for dismissing a staff member is a serious violation of work discipline, for example marked failure to perform assigned working duties, drinking alcohol during working hours or serious negligence regarding protection of health and work safety.

- *Selection of students*

At present, UVM KE offers study of various study programmes at all three levels of higher education .

Admission of applicants to the study programmes at the first and second level at UVM KE is based on the results of the entrance examination in agreement with the respective articles of Internal regulation No. 1 “ Study regulations of the doctoral and bachelor studies at the University of Veterinary Medicine in Košice”. The basic condition for admission to the University is the completion of a secondary school (grammar or technical) and successful passing of the school-leaving exam. The order of applicants is determined according to the number of points reached in the subject tests according to respective study programmes. Applicants for the doctoral (DVM) study programmes (*General veterinary medicine, Food hygiene*), and Mgr. study programme (*Pharmacy*) sit written examinations in biology and chemistry and those for bachelor study programme (*Cynologist*) sit a written exam in biology. The anonymity of students is guaranteed during the evaluation of tests. Lists of applicants for the respective study programmes are prepared in descending order according to points scored. The number of students admitted in the respective year is proposed by the Rector of UVM KE and approved by the Academic Senate of UVM KE (AS UVM KE).

Recently, the revenues allotted to individual higher education institutions have been based also on the number of students admitted to the first year of study. This criterion impels universities, including UVM KE, to increase the number of newly admitted students which results partially in an increased load on teachers. Consequently, other activities of university teachers, such as scientific research or close contact with students suffer. An overview of the number of students admitted to study of accredited study programmes provided by UVM KE is presented in Appendix No. 2.

The number of positions for the internal form of postgraduate study (3rd stage of higher education) is allocated to UVM KE annually by ME SR on the basis of complex criteria set by the Ministry. Candidates for this form of study submit applications for announced topics of dissertation theses. The topics are announced by the Vice-Rector for science, research and foreign affairs on the basis of proposals of Departments, Clinics, Institutes and Sections. With each announced topic the name of the study programme, tutor, form of study, conditions for admission, form and frame content of entrance exam, deadline for submission of applications and date of the entrance exam are specified. The topics of dissertation theses together with the above mentioned information are displayed on the official bulletin board and on the university website. Candidates for postgraduate study are admitted on the basis of an entrance exam they take in front of a Commission. Members of the commission are appointed by the Rector. If more than one student takes the entrance exam in the same branch of study, the Commission determines the admission order of successful candidates according to the exam results. When determining this order the Commission takes into account also the potential extent of specialised publication activities and the results reached in a student’s scientific and specialised activities competition. A memorandum is prepared by the Commission about the results of entrance exams and a proposal for admission of successful candidates to the postgraduate study is submitted to the Rector of UVM KE. On the basis of this proposal the Rector decides, within eight days from the entrance exam, on the acceptance or non-acceptance of respective candidates.

- *Teaching and learning*

UVM KE is currently a one-faculty university. Establishment of faculties is within the university competence and is governed by respective provisions of the Higher Education Act.

UVM KE has the authorisation to award academic titles at all three levels of higher education to students who have fulfilled all prescribed study obligations and completed the

respective study programme. After completion of the first level of study, graduates are awarded the degree “bachelor” (Bc.), after completion of the combined first and second level they are entitled to use the academic degree “doctor of veterinary medicine” (MVDr.) and the graduates of the third level are awarded the degree “philosophiae doctor” (PhD.). The autonomy of awarding the titles is fully within the university’s competence and the titles themselves are specified by the Higher Education Act.

The study programmes are developed by the university on the basis of public needs and its capabilities. In order to undertake any study programme, it has to be approved by the Accreditation committee of the Slovak Republic and endorsed by the decision of ME SR. The UVM KE considers the degree of autonomy regarding the establishment and implementation of study programmes as sufficient.

This is the third year of provision by UVM KE of education within the study programme “*Cynologist*” – the only kind of higher education in the Slovak Republic focused on this area. The current implemented study programmes, provided at the combined first and second higher education levels “*General veterinary medicine*” and “*Food hygiene*”, comply with the criteria of EU Directive 2005/36/ES (former Directives 78/1026/EEC and 78/1027/EEC), as stated by the Education Commission of EAEVE on the basis of results of evaluation and re-evaluation in 1996 and 2005, respectively, through which UVM KE was included in the “List of EAEVE evaluated and recommended veterinary education establishments”. This also determines the possible degree of specialisation within postgraduate study and the related autonomy of UVM KE in this area. The real specialisation is ensured within the respective study programmes at the third higher education level.

Potential units of study programmes of higher education in SR are defined by the Higher Education Act. The university can decide which units and to which extent they shall be included in the respective programme which ensures sufficient degree of autonomy. On the other hand, it should be stated that the University is bound to meet the ratios set by the Education Commission of EAEVE for individual types of education, which results in some constraints on the autonomy mentioned. Currently, the standard units of study programmes provided by UVM KE are lectures, seminars, practical lessons, production and specialised practice, training at clinical workplaces, diagnostic units and private outpatient departments and bachelor and diploma theses.

UVM KE can decide autonomously on the use of individual didactic approaches. They are approved by the relevant bodies of UVM KE for individual teaching-organisational units and the courses taught by them.

- *Research*

Creating and closing down of individual laboratories and individual and team projects is within the exclusive competence of UVM KE, the financial and space possibilities being the only constraint. For example, as a result of this, temporary teams dealing with the issue of enzootic bovine leucosis and other topical animal health problems were created.

- *Development of entrepreneurial activities*

Development of entrepreneurial activities, creation of scientific parks or incubators is in the competence of UVM KE.

- *Finances*

The economy of higher education institutions is regulated by articles 16-19 of the Higher Education Act. At the level of UVM KE, the proposal of the budget – financial plan – is submitted to the Academic Senate by the Rector. After approval by AS, the budget becomes binding. At the end of each year AS UVM KE approves the Annual Economic Report for the

past year and the budgetary distribution for the following one-year period. As far as the funds allotted by ME SR are concerned, they are earmarked rather strictly for individual purposes, which raises considerable problems regarding their flexible use. We are convinced that it is high time to initiate a less constrained use of allocated funds, of course within legal limits. The AS of UVM KE also approves the rules for dealing with financial means originating from sources other than the State budget. It should be stated that the University is completely autonomous in dealing with these finances.

- *Evaluation of the current regional and national labour-market situation*

Currently, the opportunity of UVM KE graduates to find a place in the labour market is very good. According to the official data of the National labour office, nine graduates of UVM were registered as unemployed as per December 31st, 2005, which comes to 1,81% unemployment rate based on 496 graduates over the past five years. The long-term average unemployment rate is even lower

According to our surveys it is evident that our graduates have found employment also in related branches (agriculture, pharmaceutical industry, small and medium enterprises, state administration bodies, education, scientific institutions and similar) and part of them also on labour-market of other EU countries.

- *Evaluation of the infrastructure in relation to the number of students and staff, the location*

In relation to the number of students and academic staff, the infrastructure of UVM KE can be evaluated as good but not ideal. The number and size of buildings is appropriate and they are located in a relatively small area but the disadvantages of the existing arrangement includes a high energy demand and the fact that the majority of buildings are more than 100 years old, which results in high demands on their maintenance. Further development is hindered by the process of property depreciation and the necessity to create resources for depreciation.

- *Evaluation of the student/staff ratio*

One of the principal indicators used in the evaluation of veterinary higher education institutions in Europe, according to the criteria of EU Directive 2005/36/ES (former Directives 78/1026/EEC and 78/1027/EEC) is the teaching staff/student ratio and teaching staff/technical staff ratio. On the basis of the calculated ratios it has been stated that UVM KE complies with both these ratios because there are no more than 7.5 students per one teacher or more than one technical staff per one teacher. Details are presented in Appendix No. 3.

- *Evaluation of other constraints*

At the present, UVM KE is not aware of any other constraints that could in any way affect the meeting of its goals and aims.

3.2 How is UVM KE trying to do it?

- Academic activities

- *Analysis of research and educational approaches*

One of the strengths of UVM KE is its involvement in a number of high quality national and international projects and the resulting publication of results. Some teams have good reputation abroad and are accepted as partners in international research. Another of its strengths is the existence of several top workplaces, such as the Institute of Gnotobiology and

prevention of diseases of the young, the National Reference Laboratory for Pesticides, the Laboratory of Biomedical Microbiology and Immunology, the Workplace for DNA Analysis, the Reference Laboratory for Diagnostics of Metabolic Disorders, the Associated laboratory for sensorial analysis of food, Clinical testing laboratory, National reference Workplace for the Phagotyping of Salmonellae and Detection of Enterohaemorrhagic *E.coli* O157 serotype. One of the weaknesses of the University is the relatively out of date equipment in many laboratories as a consequence of which it is more difficult for the respective scientific teams, which have to work under such conditions, to gain ground at the international level.

A strong point of UVM KE in the education field is the potential individual access of students to clinical patients based on the fact that the University has its own School agricultural farm in Zemplínska Teplica and Specialised establishment for keeping fish, bees and game in Rozhanovce. Because of the low financial support of the University by the state we are content neither with the quality of instruments and equipment used in the education process nor with the availability of computer technology to students as this hinders our activities in the field of introduction and full use of e-learning methods.

- *Analysis of educational programme design and organisation of research activities*

A strong point of UVM KE in the field of study programmes is the fact that the University has been evaluated and re-evaluated by the Education Commission of EAEVE and the evaluation process has shown that curricula of the basic study programmes – General veterinary medicine and Food hygiene – are well prepared and reflect not only the needs of the Slovak Republic but correspond to international concepts.

A weak point is that up to this date the credit system has been introduced only formally. We do not fully use all its possibilities which is disadvantageous to both the students (a higher number of students repeating the academic year due to low achievements) and the University (higher expenses per study of one student). A credit system fully complying with the requirements of relevant legislation and university and student's needs, particularly the needs related to mobility of students at the level of Bologna requirements, is now ready for discussion by the academic community and its subsequent implementation.

In our opinion, the organisation of research activity is among the strengths of our University. The scientific research activities at UVM KE are organized particularly within respective Departments and Clinics the collectives of which submit applications for grants to national and international agencies. The scientific research activities at the university are financed mostly by research grants from the agencies VEGA, the Agency for Support of Research and Development, the State scientific and developmental programmes, Applied research funds, financial means allocated for International scientific-technical collaboration, 5th and 6th Frame Programme grants, bilateral grants within the government programmes "Slovakia – Hungary collaboration" and "Slovakia – Greece collaboration" and eventually some others. Although in a number of cases the University initiated integration of scientific teams (e.g. by establishing joint laboratories) and an interdisciplinary approach to research, we realise that there are considerable reservations about this area.

- *Evaluation of how these programmes and organisational units reflect the mission and goals*

The structure of the organisational units (Departments, Clinics, self-sustaining workplaces) of UVM KE is always the result of a wide professional discussion with the participation of relevant management and specialised bodies of the University as well as consensus at the level of academic community and reflects the needs of a problem-free education process and related scientific research activities. The mission and goals of the

University are defined for a relatively long future period in the document “The Long-term Strategic plan of development of the University of Veterinary Medicine in Košice” which serves as an open document setting the strategic goals for educational, scientific, research, developmental and entrepreneurial activities taking into consideration its organisational, financial and investment aspects. It is updated annually in agreement with the Higher Education Act No. 131/2002 of the Civil Code.

- Academically related activities

- *Analysis of research and technology transfer, continuing education, community services*

The scientific research activities of UVM KE are aimed particularly at the following :

- a) infectious and invasive diseases of farm animals and other animals of interest (etiopathogenesis, diagnostics, therapy and prevention) with special focus on the immunodiagnostics of some infectious and tumour diseases, the study of important zoonoses and effectiveness of selected antiparasitics,
- b) the hygiene, production and processing of safe food directed particularly to the study of the level and properties of nitrosamines, biogenic amines and products of oxidation of lipids, procedures and methods aimed at decreasing the risk factors in milk and milk products in relation to consumer health, hygiene of food in relation to the production of safe food of animal origin, occurrence of residues of pharmacologically active substances in food and raw materials of animal origin and the possibilities of their elimination from the food chain and finally on the potential effect of the use of antioxidants in the fattening period on the quality and health safety of meat products.
- c) non-infectious diseases of farm animals and other animals of interest (etiopathogenesis, diagnostics, therapy and prevention) from the viewpoint of factors affecting their production-reproduction abilities, surgical-orthopaedical diseases, influence of the external environment on internal and external parameters of farm animals, free living animals, fish, bees as well as the influence of microbiotics and acidogenic substances on the incidence and pathogenesis of diarrhoeal diseases in the young,
- d) management and protection of the environment of animals and humans focusing on the study of possible treatment and utilisation of organic wastes from animal production and processing plants, interaction of risk and essential elements in animals in polluted areas, determination of the degree of contamination with xenobiotics and the degree of genotoxic damage to the organism.

The project teams make every effort to introduce the results and information obtained by investigations within the scientific research projects in these individual areas into practice which is, according to our opinion, an important constituent of research and one of our additional strengths.

The supplementary continuous education of veterinarians is an important part of the further development and permanent maintenance of a high level of professional knowledge. At the present, the Slovak Republic has no general binding legislation at the level of parliamentary act giving unified rules in this area and respecting the specifics that apply to practical activities involving individual sectors of the veterinary community. Currently all activities in this area are managed by the Institute for Postgraduate Education of Veterinarians in Košice as a subordinate institution of the State Veterinary and Food Administration of SR with the seat in Bratislava. The majority of activities related to continuous education at this Institute are ensured in collaboration with UVM teachers.

Activities involving services to the public constitute another strength of our University. Within these activities UVM KE provides preventive and therapeutic veterinary services to owners of various species of farm and companion animals. These services are provided at the

Ist Internal clinic, IInd Internal clinic, Clinics of obstetrics, gynaecology and andrology, Clinic of surgery orthopaedics and roentgenology and Section of prophylaxis of infectious diseases.

The Ist Internal clinic is open 52 days per year, 7 days per week. As far as the availability of services is concerned, the clinic operates on a continuous basis. The ordinary office hours are from 8⁰⁰ to 12⁰⁰ and from 13⁰⁰ till 18⁰⁰. Emergency services are provided every day from 18⁰⁰ till 8⁰⁰ of the following day.

The IInd Internal clinic is open throughout the year, 7 days per week. The ordinary office hours during working days are from 7¹⁵ till 15¹⁵ and, subsequently, emergency services are ensured from 15¹⁵ till 18⁰⁰. On weekends and holidays the office hours are from 8⁰⁰ till 12⁰⁰.

The Clinic of obstetrics, gynaecology and andrology is open 52 days per year, 7 days per week. As far as the availability of services is concerned, the clinic operates on a continuous basis. The ordinary office hours are from 8⁰⁰ till 18⁰⁰. Emergency services are provided from 18⁰⁰ till 8⁰⁰ of the following day.

The Clinic of surgery orthopaedics and roentgenology is in operation continuously, 24 hours per day. The ordinary office hours are from 8⁰⁰ till 15⁴⁵. Then a veterinarian provides services at the Clinic till 17¹⁵. From 17¹⁵ till 8⁰⁰ of the following day an attendant is present at the Clinic and a veterinarian is on the phone in case of emergency. Planned surgeries are performed from Tuesday till Thursday, emergency cases are treated any day. Daily clinical services are provided by two veterinarians. Surgeries are performed by veterinarians according to their specialisation (stomatology, ophthalmology, surgery of soft tissues, orthopaedics and neurosurgery, X-ray examination).

The Section of prophylaxis of infectious diseases is open 52 weeks per year, 5 days per week and the consulting hours are from 8⁰⁰ till 15⁰⁰.

Details about the number of examined animals in the period of 2000-2005 are presented in Appendix 4.

- *Analysis of student support services*

UVM KE makes a permanent effort to ensure conditions for problem-free studies of the students. This involves a complex of steps focused first of all on the availability of study literature and the internet. The specific unit providing most of these services is the Institute of scientific information and library of UVM KE. In addition to that the following support services are provided to UVM students.

Students can take *meals* in the student dining hall which is located at the Student dormitory of UVM KE. *Social scholarships* are provided on the basis of application in agreement with the respective regulations of ME SR on providing scholarships to students admitted to higher education institutions. An individual approach is used to deal with social problems of students and, according to individual cases, decisions are taken regarding their applications or granting exemptions within the study regulations for doctoral and bachelor study and respective study obligations. Potential *study problems* are dealt with by the personnel of the Section of education and study affairs, the Vice-rector for education and study affairs, Pedagogical commission of UVM and the Rector. *Study of handicapped students* – candidates with health handicaps can discuss their problems before entrance exams but also during the study with the coordinator for handicapped students. *Study of pregnant students* – it is possible to spread the study year for a pregnant student in the form of an individual study plan. Subjects that cannot be taken by pregnant students are marked in the curricula.

One of the strong points of UVM KE is that the students can participate in free-time specialised activities. They can become members of the following free-time clubs the

activities of which are supported by the University from the professional and financial point of view:

The *Cynological club of UVM KE* – organizes students who are interested in service training of dogs. They participate in various cynological competitions and represent the University. Many of them are involved in rearing and training of dogs at the training area where there are also pens for the dogs of club members.

The *Hunting group* - the activity of its members is focused on the training, evaluation and utilisation of hunting dogs in practice. Under the specialised supervision of university teachers students become acquainted with the basic rules of training, keeping and other principal issues concerning hunting dogs.

The *Aqua-Terra club* – students associated in this club devote their free-time to the rearing of exotic fish, reptiles and amphibians. Besides aquarium and terrarium fauna they also keep mice, crickets and guinea pigs. They organise many specialised events concerning this area, focused particularly on the diseases of exotic animals.

The *Flora club* – this club associates students involved in the growing and treatment of plants and flowers under supervision of university teachers.

Sports are an important part of student life at the UVM KE. For these activities the University provides its own facilities. The University has at its disposal round the year and offers to its students free of charge a gymnasium, track and field and outer sports grounds – universal, basketball, volleyball and tennis – two body-building facilities, the boatyard of the Physical Education Union Slávia UVM KE where there is also a playground for beach volleyball and another body-building facility.

- Finance

- *What is the total budget of the University?*

The total budget of UVM KE can be analysed from two aspects. One is the origin or sources of revenues for running the University and another is the structure of expenses.

Financing of UVM KE was changed effective of April 1st, 2002, when, by passing the Higher Education Act, the University was transformed from a budget to statutory institution.

The year 2003 is the first for which we can provide complete data according to the new method. The University is financed through a Subsidy contract made between UVM KE and ME SR, including amendments.

The income part of the budget consists of the following revenues – subsidy from the State budget, revenues from economic activities (EcA) and revenues from entrepreneurial activities (EpA). The total budget of UVM KE for the past three years is presented in Table 3.2.1.

Table 3.2.1
Total budget of the University of Veterinary Medicine in Košice in the years 2003-2005

Parameter/year	2003	2004	2005
Revenues from ME SR subsidy	191 800	177 736	206 489
Revenues from EcA (own)**	36 182	60 964	62 576
Revenues from EpA (own)***	36 380	5 096	6 093
Total revenues	264 362	243 796	275 158

- *What percentage is allotted by the State, by student fees and by private sources?*

Table 3.2.2
Structure of the budget of the University of Veterinary Medicine in Košice in the years 2003-2005

Year	2003	2004	2005
Percentage of total budget-revenues (including EpA) allotted by ME SR	72.5 %	72.9%	75.0 %
- of this the earmarked financial means	12.6 %	12.1 %	12.5 %
Percentage of the budget originating from student fees	0.05 %	0.2 %	0.2 %

Percentage of budget originating from private sources - EpA	13.8 %	2.1 %	2.2 %
Percentage of budget originating from own sources – EcA	13.7 %	25.0 %	22.7 %

- *Is the state allocation a lump sum and what percentage of this allocation is ear-marked?*

Table 3.2.3

The Structure of the subsidy allotted by ME SR to the University of Veterinary Medicine in Košice in the years 2003-2005

ME SR subsidy (in thousands Sk)	2003	2004	2005
Salaries	89 646	91 824	91 883
Fund contributions	34 952	33 552	35 362
Goods and services	64 995	55 726	69 156
Transfers	3 899	6 193	9 887
Total	193 492	187 295	206 288
- of that institutional research	13 108	9 227	10 027

- *What are the amounts allotted to faculties and departments and by what criteria?*

In 2005 the University units were allotted 50.4 million from the ME SR subsidy earmarked for running expenses, i.e. 24.5%. These were means allotted for a specified purpose, particularly for scientific research projects and specific activities. The head personnel and project leaders (grants VEGA, KEGA, ZGR, International scientific-technical collaboration, Applied research, APVV, specific activities, Student dormitory, Agricultural farm in Zemplínska Teplica and similar) were responsible for their proper use. The amount of financial means for education from ME SR revenues depended on the revenue for the respective year. In addition to that the University units also obtained means from its own UVM sources, particularly from teaching in the English language (ZAŠ - self-paying foreign students), rental revenues and similar. In 2005 this amounted to 3.2 mil Sk. The proportion of means allotted to University units from all sources of revenues in 2005 came to 19.5%.

The amount of financial means that became available to University units constitute a part of the budget and financial plan of UVM KE which is subject to approval by AS UVM KE and uses the number of teaching hours and study subjects and internal rules of ZAŠ as the basic criteria.

- *What part of the budget is controlled centrally?*

Financial means earmarked for salaries, fund contributions, scholarships, running and overhead expenses and for education and research activities are controlled centrally. In 2005 the centrally controlled revenues amounted to 155.8 mil Sk which constitutes 75.5% of the subsidy allotted by ME SR.

- *What are the proportions that could be used to implement new initiatives?*

The implementation of new activities at UVM KE can be financed from the subsidy of ME SR earmarked for developmental projects, reconstruction and modernization of premises and buildings of the University (13 million Sk was used in this way in 2005) as well as from its own Reproduction fund. In 2005, depreciation at UVM KE reached 22.1 million Sk and was covered only up to a sum of less than 5 million. Sk. This unfavourable situation resulted from obligation of property depreciation only from year 2002 (after the transformation of higher education institutions) and ME SR provided no means for depreciation. The University used for this purpose mostly its own sources, particularly ZAŠ.

- *What are the allocation procedures within the university? Who decides what and how?*

The budget and financial plan for the respective year with the proposed break-down of finances for individual units is submitted to the Board of UVM KE by the Bursar and is subsequently discussed and approved by the Academic Senate of UVM KE. The break-down

of finances is based on the real amount of subsidy allotted by ME SR according to the Subsidy contract. When preparing the budget, the predetermined purpose of allotted means is taken into account.

- *Is the University able to calculate the full costs of research and teaching activities?*

The UVM KE is not only able but bound to calculate the total costs of both research and teaching activities. It is bound by law to conduct accounting procedures, i.e. to record all costs. The costs recorded for the past three years are presented in Table 3.2.4.

Table 3.2.4
Total costs of research, teaching and other activities at the University of Veterinary Medicine in Košice in years 2003-2005

Classification of costs	2003	2004	2005
Costs of research activities	22 773	25 948	35 251
Costs of teaching activities	195 564	209 114	212 008
Other costs – development, social sector, and similar	17 314	15 881	16 037
Total	235 651	250 943	263 296

- *Analysis of strengths and weaknesses and proposed action plan on how to remedy weaknesses and enhance strengths*

Since the transformation of higher education institutions in 2002 the UVM KE has shown an economic loss in the years 2002, 2003 and 2004 due to the obligation of property depreciation and decreasing subsidies from ME SR. Because of that the University has been unable to create its own resources for its development. More effective economy, austere measures and effective management of assets resulted in a positive economic outcome in 2005. In the case of a similar profitable outcome in the following years, UVM KE is bound, according to the Higher Education Act and methodical accounting procedure, to use the potential profit preferentially for covering losses incurred in the previous years.

In order to encourage the effective use of financial means UVM KE has developed its own Internal regulation for the implementation of principal and entrepreneurial activities and calculation formulas and procedures intended for use at the level of university units and their activities.

• Management activities

- *Description of the management practice*

The management of UVM KE is based on the respective legislative regulations, internal regulations of the University and its organisation structure. The management practice is also based on the fact that UVM KE is a statutory and self-governing institution, i.e. it is a legal entity with a certain extent of self-governing activity. The basis of self-government is the academic community and respective academic self-governing bodies (Board of UVM KE, AS UVM KE).

The Rector is a statutory body of UVM KE who manages the institution and is accountable for his activities to the AS UVM KE and, in some areas specified by law, also to the Minister of Education.

Individual vice-rectors act on behalf of the Rector to the extent determined by him.

The Bursar together with a specified part of the central administrative provides for economic management and administrative running of the University.

Heads of Departments and Clinics are representatives of these Departments and Clinics, manage them, act on their behalf and are accountable for their activities to the Rector.

Heads and directors of other organisational units of UVM KE manage their units according to the internal rules – Organisation Regulations of UVM KE and are accountable for their activities to their superiors according to the organisation scheme of UVM KE.

The management at the University level is coordinated through meetings of the Board of UVM KE, Rector's Collegium and partially also the Scientific Board, Administrative Board and Academic Senate of UVM KE.

The management of UVM KE prepares, controls and decides on principle issues and activities of UVM KE (development, finances and budget, education, science and research, labour-law relations and similar) in collaboration with organisational units. Some issues and decisions are subject to discussion or approval by the AS UVM KE and Administrative Board of UVM KE.

The Departments and Clinics are autonomous in their academic activities (research orientation, teaching), can carry out approved entrepreneurial activities and their opinion in the process of selection of personnel for its own organisational unit is decisive. They manage finances allotted to them by AS in the UVM KE budget.

Because UVM KE is a one-faculty university, the issue of management activities at the level of dean is not relevant. The rules for selection and promotion of academic and administrative staff, selection of students, control of finances, how the academic activities are carried out, policy of development and entrepreneurial activities and research strategy of UVM KE have been explained in detail in section 3.1.2 Constraints and opportunities.

- *How does the institution involve students in the governance?*

It is natural for the University to involve students in governance. All strategic decisions of UVM KE related to the education process are subject to comments from the student section of academic community.

Students constitute one third of members of the Academic Senate of UVM KE and their votes are equivalent to those of other members when deciding about all materials subject to approval by AS UVM KE. It should be stressed that they have veto power in case of disapproval of the policy or content of the submitted material. Students delegate one member to the Administrative Board of UVM KE.

A suggestion and complaint box has been arranged for students but it has not been used sufficiently. In case of need the students can approach the Vice-rector for education and study affairs directly.

- *Evaluation of how management practice reflects mission and goals of UVM KE*

Management practice is determined by long-term tradition and needs of UVM KE. At present, in the field of higher education and scientific research activities a two-stage model of management is implemented at UVM KE on the basis of which the Board of UVM communicates with Departments and Clinics at the level of their heads. They relay information regarding the respective goals to their subordinate organisational units (Institutes or Sections) through heads of these units.

On the one hand, this management model helps the Board of UVM to manage the institution but, on the other hand, raises the risk of slowing down the transfer of information from the University management to the individual executive organisational structures. In the future the UVM KE will consider the change from this two-stage model to one-stage management, which should result in more effective management and quicker and more operational fulfilment of the goals set by the institution.

- *Evaluation of how adequate are human resources of UVM KE, human resource policy and practice in relation to current and future needs*

This should be evaluated from two aspects. The first is the present situation, On the basis of the analysis of qualification and age structure it should be stated that UVM KE is a

standard university with very good qualification and age structure of the academic staff. Details are provided in Appendix 5.

As far as the near future is concerned, we cannot express satisfaction at the level of some units regarding the age structure of their staff and the consequential qualification structure. This is one of the weaknesses of our University and we should look for a strategic solution to this problem.

- *Analysis of how the institution involves students in institutional governance*

Students of UVM KE participate in University governance in agreement with the respective legislation. The highest bodies of academic self-governance at UVM KE with participation of students are the Academic Senate of UVM KE and the Disciplinary Commission UVM KE for students. Through the active participation of representatives of students in AS UVM KE they are involved in taking decisions on all relevant issues related to the management of UVM KE, particularly the process of approval of the Internal regulation of UVM KE, approval of the budget, election of academic officials of UVM KE, approval of budget for the respective year and the report on the economy of UVM KE in the preceding year in all areas of University activities.

In addition to this, the students can present their opinion on the materials which are discussed by the Scientific Board of UVM KE and are related to education activities, scientific research activities of students and some other areas of student activities.

QUALITY MONITORING AND QUALITY MANAGEMENT

4.1 Quality monitoring

UVM KE has introduced and practised various evaluation processes focused on quality monitoring. Quality is monitored at the level of education process and scientific research activities. In addition to this, the performance of students is also monitored by the University from the point of view of the proportion of students who drop out of study and the time it takes the students to complete their studies. Attention has been paid also to the expedience of entrepreneurial activities.

Evaluation of the quality of the education process and of teachers by students is carried out within individual subjects. Students have a right to present their comments, views and suggestions concerning the teaching and the respective teachers anonymously. At the end of each semester or at some other time, upon the suggestion of students, their evaluation is submitted in writing. The evaluation form available to students is presented in Appendix No. 6.

In order to increase the level and inventive motivation of teaching and research staff of UVM KE within the education process and scientific research activities, the University has developed a system for *evaluation of academic staff* of individual Departments, Clinics, Institutes and Sections. The criteria used for this evaluation were approved by the Scientific Board and AS UVM KE and are periodically updated. They are intended to evaluate teaching, scientific research and other inventive activities of every member of the academic staff of UVM KE. The evaluation has been carried out every year since 2000, always taking into account the past three years, and is published on the intranet of UVM KE. The respective criteria are presented in Appendix No. 7.

Results obtained by quality monitoring in individual fields of University activities are used in the process of taking strategic decisions aimed at improving the University level. The fact that in the evaluation of public higher education institutions, carried out by an independent agency ARRA in 2005, the UVM KE rated as first and with a considerable head

start indicates that this monitoring is performed very seriously and its results are used for improvement.

In our opinion, the highest degree of objective monitoring of quality of UVM KE by the external environment are the results of accreditation for the implementation of individual study programmes of higher education, results of accreditation concerning the competence of UVM KE to carry out habilitation procedures for appointment of professors within individual accredited study programmes and the results of the complex accreditation of UVM KE activities. UVM KE reached 100% success in the accreditation of applications submitted to the Accreditation Commission. We are pleased to state that UVM KE was the first among all higher education institutions in SR to submit complete documents for the complex accreditation of its activities according to valid regulations. The internal goal of the University is to obtain the status of a scientific research university which, besides the confirmation of its high reputation, should lead to a considerably higher allotment of financial means from the State budget of SR and thus also to the quicker elimination of weaknesses mentioned in other part of this report.

4.2 Quality management

The results of evaluation of the quality of education and evaluation of teachers are discussed at individual units where this quality evaluation can be used to take respective measures. The results of evaluation are then sent to the Section of education and student affairs and are discussed at the level of University Board, Rector' Collegium, Scientific Board and Meeting of teachers and scientists of UVM KE.

On the basis of the results of evaluation of the academic staff, Departments, Clinics, Institutes and Sections the UVM KE makes decisions directed to the improvement of its activities.

The UVM KE has not accepted up to this date a separate strategic document regarding the development of teaching staff. Teachers are motivated at least at the level of the generation of systemised functional positions because they can be filled only by persons meeting the predetermined qualification conditions.

5. STRATEGIC MANAGEMENT AND CAPACITY FOR CHANGE

- *How responsive is UVM KE to the demands, threats and opportunities present in its external environment?*

The UVM KE is capable of responding very flexibly to any demands of the external and internal environment which is a result of well premeditated strategy of UVM KE in all areas of its activities and the corresponding personal policy regarding selection of staff for all positions. Over the past fifteen years, due to the political-economic changes in our country and its transformation from a centrally planned socialistic economy to a market oriented one, UVM KE has had to respond to all public demands in the field of veterinary medicine. It should be stressed that with regard to the traditional orientation of UVM KE towards expertise and not to political trends the University has faced this challenge without problems. Changes in curricula of study subjects result logically from continuous progress in individual scientific branches which are part of the education of professionals in the field of veterinary medicine.

A negative factor, which is a part of the outer environment, is the fact that the allocation of subsidies from the State budget to individual higher education establishments depends considerably on the number of students at the respective establishment. UVM KE is not willing to adjust to this unhealthy trend, which means that some higher education establishments artificially increase the number of admitted students without real public

demands. UVM KE adjusts the number of admitted students to the needs of the society for veterinary specialists and not to its own economic interests. Because of that it is forced to obtain the “lost” financial means in some other way or by an increased meeting of redistribution criteria which are based on objective qualitative parameters.

UVM KE tries to use all opportunities present in the outer environment. It should be mentioned that the positive use of the opportunities that exist in the outer environment bring effects which are rather delayed with regard to our quick response but these effects are longer-lasting and more valuable.

UVM KE responds to opportunities and faces to threats mentioned in this report by development of new study programmes, measures directed to the development of entrepreneurial activities, measures in the area of human resource, encouragement of continuous education and increasing quality and competitiveness at an international level because it has no rival at the national level

- *How are representatives from the external environment involved in the strategic management of UVM KE?*

Representatives from the external environment help in the strategic management of UVM KE to the degree corresponding to respective legislation an even above its frame. In addition to some informal help, this is reflected also in their participation in the Scientific Board and Administrative Board of UVM KE where their suggestions help to meet the topical objectives of our University and contribute to the formulation and meeting of the long-term strategic goals of UVM KE.

- *Which changes can be expected to be made in UVM KE aims?*

In the near future no marked changes are envisaged in University aims because the area of its activities is characterised by a long-term stable and well premeditated strategy which has brought the UVM KE to its current professional and moral status.

- *How can a better match be attained between the current and future missions and aims of UVM KE and its activities?*

With regard to this we have no answer to the question regarding the mission of UVM KE. As far as the match between the current and future mission of UVM KE and its activities are concerned we do not observe a discrepancy between mission and aims of UVM KE and its activities. As far as the future is concerned we can only express our wish to honour our commitment to maintain agreement between the mission and aims and the activities of our University and to preserve all moral and professional values required in similar types of establishments.

- *What role do the monitoring and quality management play in these developments?*

Quality monitoring and quality management play an irreplaceable role as control tools and sources of topics for future progress in all areas of activities of UVM KE and are expected to fulfil this role also in the future.

6. CONCLUSIONS

Results of SWOT analysis

In this section we present the results of a SWOT analysis prepared by members of the self-evaluation steering committee in the self-evaluation process. It shows the strengths and weaknesses of the University as well as the opportunities and threats.

Strengths of UVM KE

- history and tradition of UVM KE
- advantageous geographical location and centralised localisation of UVM KE within an urban area
- uniqueness of orientation on the field of veterinary medicine and food hygiene
- high level of qualification of the academic and technical staff
- sufficient facilities (spatial)
- high success in obtaining financial means allotted for research projects
- good success of graduates in the labour market (also in related branches) not only in SR but also abroad (particularly the Czech Republic and United Kingdom)
- providing education in English language for self-paying students
- re-evaluation by the Education Commission of the European Association Establishments for Veterinary Education with the seat in Brussels
- accreditation of all study programmes for education in the field of veterinary medicine and food hygiene
- accreditation of competence for habilitation procedure and appointing professors

Weaknesses of UVM KE

- insufficient financial means for renovation and development of property (problems with balanced budget), high running costs (particularly high energy demands)
- insufficient number of student and teacher mobilities
- non-motivating remuneration of staff

Opportunities of UVM KE

- growing number of students in relation to new study programmes
- internalisation of education (new student markets)
- development of entrepreneurial activities

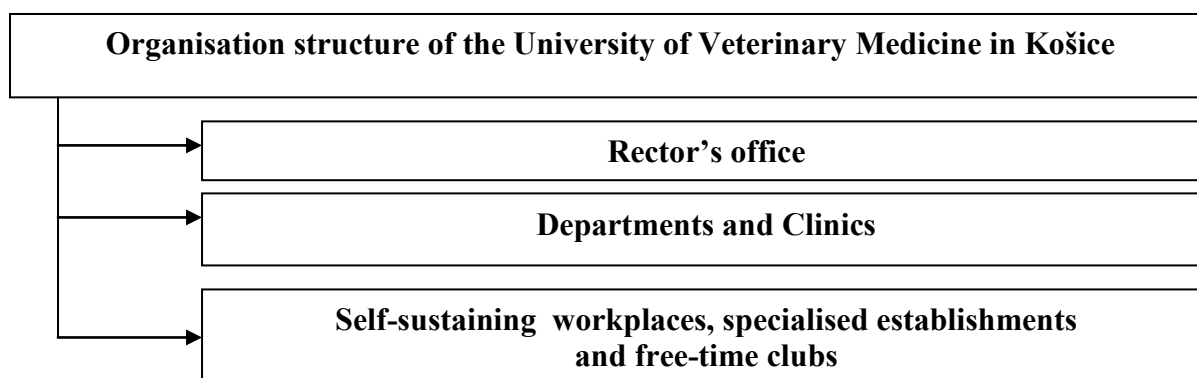
Threats to UVM KE

- decreasing quality of candidates for study
- potential decrease in the interest of highly qualified professionals to become members of the staff of UVM KE

7. APPENDICES

Appendix No. 1: Organisation structure of the UVM KE

The organisation structure of UVM is described in the Statute of the University of Veterinary Medicine in Košice. It was approved by the Academic Senate of UVM, in accordance with the Higher Education Act, finally on 23rd September, 2004. The basic organisation structure of UVM, including the method of determining the structure and number of posts is determined by the Organisation guidelines of UVM. The Agricultural farm of UVM in Zemplínska Teplica, a specialised training establishment of the University, the Riding establishment and Specialised establishments for rearing fish, bees and game in Rozhanovce are part of UVM.



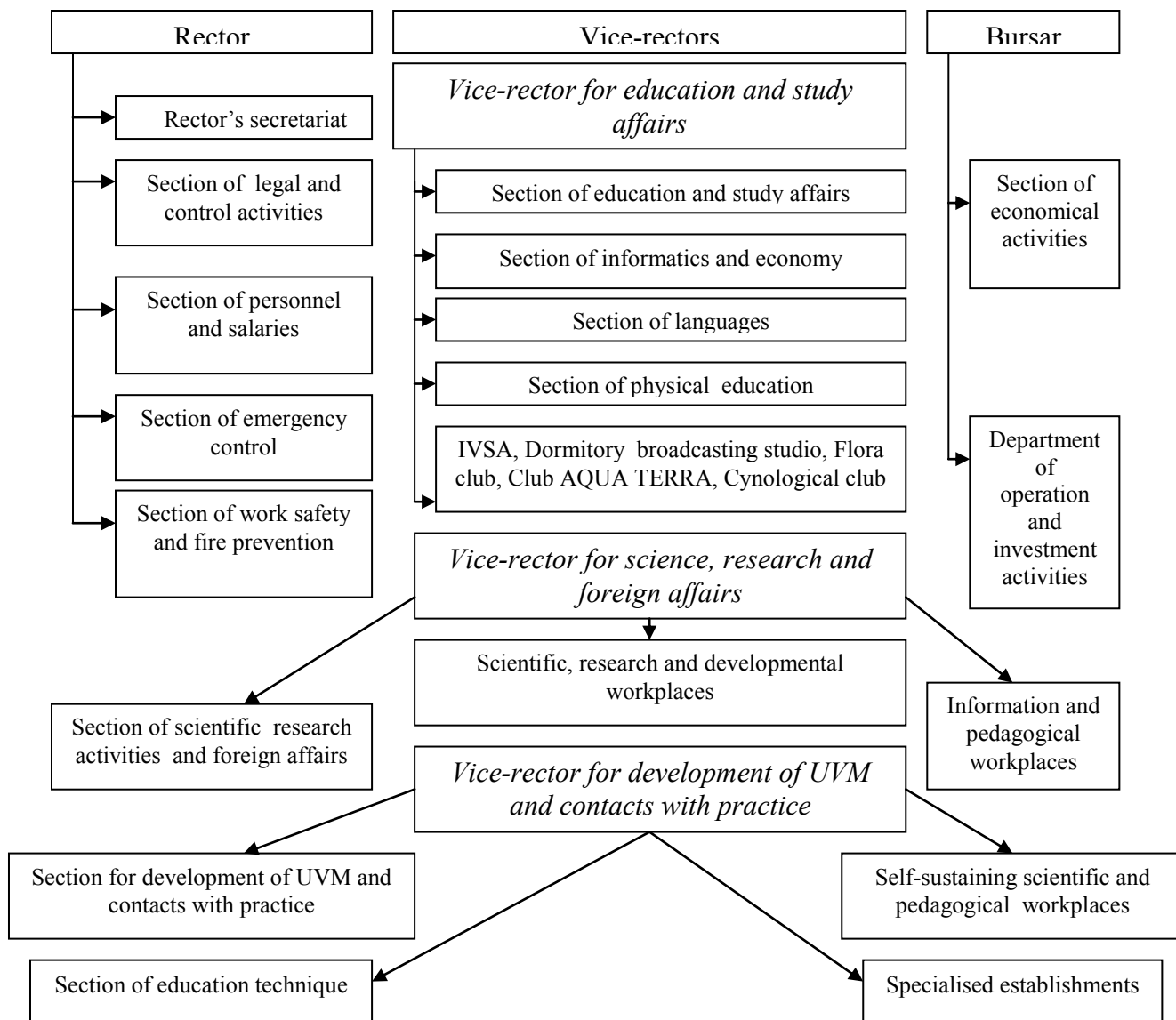
The Rector's office, through its individual units, implements decisions of self-governing academic bodies and ensures that all goals of the University are fulfilled.

Departments and Clinics are basic organisation units of UVM that carry out education, training, scientific and research activities. They prepare students for veterinary practice and ensure further development of study subjects and branches, particularly on the basis of scientific research.

Self-sustaining workplaces, specialised establishments and free-time clubs of UVM KE constitute teaching, scientific, research, development, information and economic workplaces acting on a University scale. They are established by the Rector, according to § 10, Section 4 of the Higher Education Act subject to approval by the Academic Senate of UVM. The activities of self-sustaining workplaces, specialised establishments and free-time clubs are directed by heads of self-sustaining workplaces, directors and heads of specialised establishments and heads of free-time clubs, who are responsible for the respective workplaces, establishments and clubs and their activities are controlled directly by the Rector.

Organisation structure of the Rector's office

The organisation structure of the units of the Rector's office is shown in the Organisation guidelines of the University which constitutes an inseparable part of the University Statute. These units ensure the complete administrative operation of UVM. The individual units are logically interconnected and are basically divided into units controlled by the Rector of UVM and units controlled by the Bursar of UVM. After the latest re-organisation of UVM, the structure of the Rector's office also includes also some sections that are involved in the instruction process and ensure teaching of many subjects in all study branches of the 1st and 2nd level of higher education.

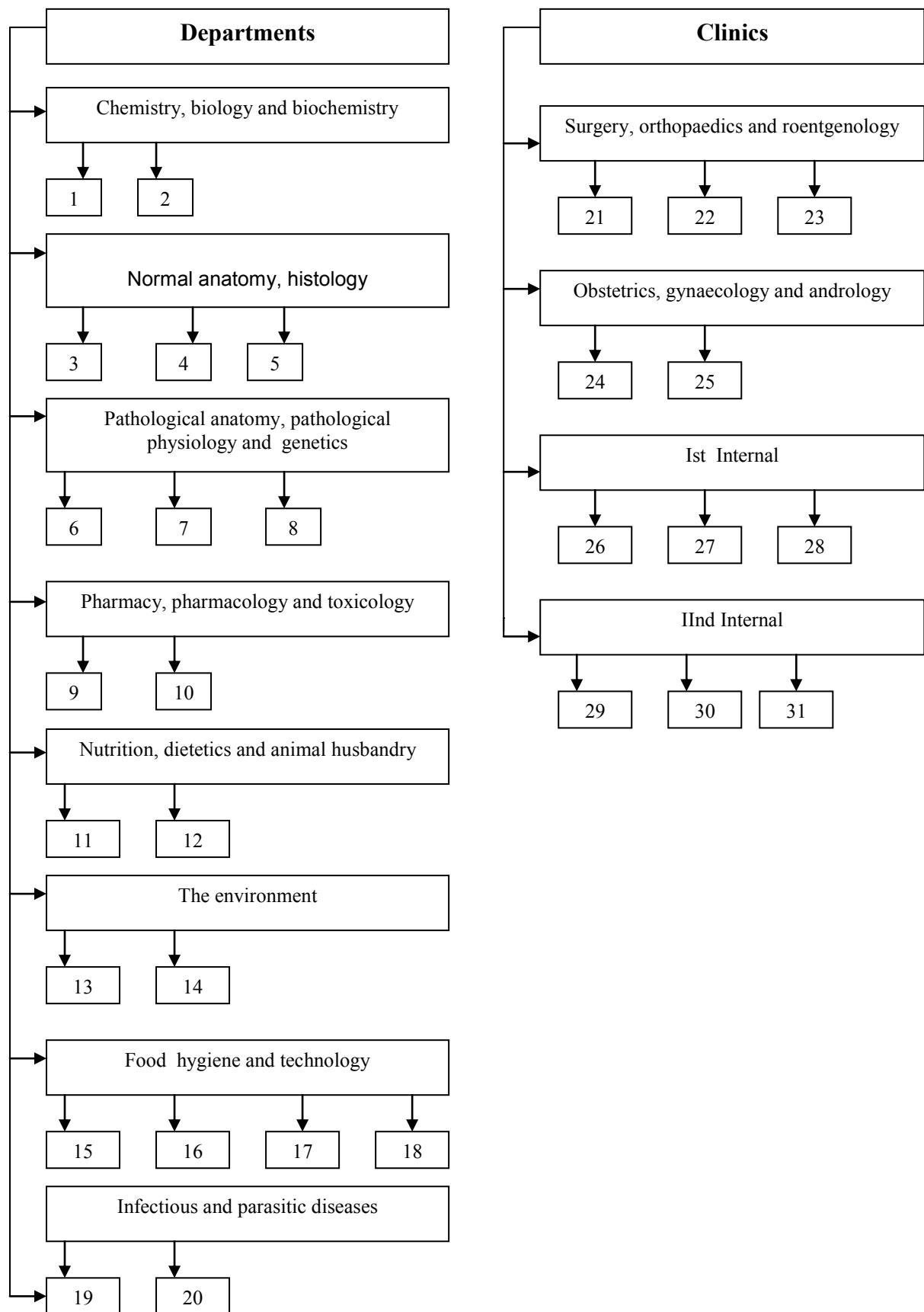


The basic organisation units of UVM for instruction, education, scientific and research activities are Departments and Clinics. They systematically prepare students for the needs of practice and ensure the development of study subjects and branches of science, particularly on the basis of scientific research.

The activities of Departments and Clinics are controlled by their heads, who are directly controlled by the Rector. The Rector appoints the heads of Departments and Clinics on the basis of internal competition.

The posts of heads of the Departments and Clinics of medical orientation are filled by graduates of veterinary medicine establishments who have sufficient qualification for the respective positions.

Organisation structure of Departments and Clinics



Legend:

1. Institute of chemistry, biochemistry and biophysics
2. Institute of biology
3. Institute of anatomy
4. Institute of histology and embryology
5. Institute of physiology
6. Institute of pathological anatomy
7. Institute of pathological physiology
8. Institute of genetics
9. Institute of pharmacology
10. Institute of toxicology
11. Institute of nutrition, dietetics and fodder crops
12. Institute of animal husbandry
13. Institute of animal hygiene and the environment
14. Institute of radiobiology
15. Institute of meat hygiene and technology
16. Institute of milk hygiene and technology
17. Institute of microbiology and immunology
18. Institute of legal and public veterinary medicine
19. Institute of parasitology, diseases of fish, bees and game
20. Institute epizootology and infectious diseases
21. Section of large animals
22. Section of small animals
23. Section of imaging methods
24. Section of large animals
25. Section of small animals
26. Section of horses
27. Section of small animals
28. Section of poultry and exotic birds
29. Section of ruminants
30. Section of swine
31. Section of laboratory diagnostics

Appendix No. 2: Information about the number of students at UVM KE

Number and structure of students of the study programme *General veterinary medicine* in the academic year 2005/2006

	males	females	total
1st year	105	58	163
2 nd year	80	41	121
3 rd year	67	23	90
4th year	51	28	79
5th year	50	24	74
6th year	30	25	55
Students – citizens of SR	373	193	566
Students – citizens of other EU countries	9	3	12
Students from the countries of the 3rd world	1	3	4
Total number of students of the study programme	383	199	582

Number and structure of students of the study programme *Food hygiene* in the academic year 2005/2006

	males	females	Total
1st year	28	9	37
2 nd year	29	8	37
3 rd year	14	7	21
4th year	28	7	35
5th year	23	2	25
6th year	31	4	35
Students – citizens of SR	153	37	190
Students – citizens of other EU countries	0	0	0
Students from the countries of the 3rd world	0	0	0
Total number of students of the study programme	153	37	190

Number and structure of students of the study programme *Cynology* in the academic year 2005/2006 – full-time study

	males	females	Total
1st year	39	9	48
2 nd year	13	10	23
3 rd year	0	0	0
Students – citizens of SR	50	19	69
Students – citizens of other EU countries	2	0	2
Students from the countries of the 3rd world	0	0	0
Total number of students of the study programme	52	19	71

Number and structure of students of the study programme *Cynology* in the academic year 2005/2006 – external form

	males	females	Total
1st year	24	20	44
2 nd year	21	29	50
3 rd year	0	0	0
Students – citizens of SR	42	46	88
Students – citizens of other EU countries	3	3	6
Students from the countries of the 3rd world	0	0	0
Total number of students of the study programme	49	45	94

Number and structure of students of the study programme *General veterinary medicine* in the period of academic years 2000/2001 to 2005/2006

Academic year	Year of study						Total
	1	2	3	4	5	6	
2000/2001	98	79	75	75	72	76	475
2001/2002	139	77	92	60	76	66	510
2002/2003	149	97	67	90	60	77	540
2003/2004	116	119	73	69	83	59	519
2004/2005	156	97	92	73	63	84	565
2005/2006	163	121	90	79	74	55	582

Number and structure of students of the study programme *Food hygiene* in the period of academic years 2000/2001 to 2005/2006

Academic year	Year of study						Total
	1	2	3	4	5	6	
2000/2001	41	38	44	31	32	28	214
2001/2002	53	39	29	39	32	31	223
2002/2003	57	38	38	29	37	35	234
2003/2004	40	46	29	35	28	37	215
2004/2005	52	24	39	25	33	25	198
2005/2006	37	37	21	35	25	35	190

Number and structure of students of the study programme *Cynology, full-time study*, in the period of academic years 2000/2001 to 2005/2006

Academic year	Year of study			Total
	1	2	3	
2004/2005	37	-	-	37
2005/2006	48	23	-	71

Number and structure of students of the study programme *Cynology, external form*, in the period of academic years 2000/2001 to 2005/2006

Academic year	Year of study			Total
	1	2	3	
2004/2005	74	-	-	74
2005/2006	44	50	-	94

Number of postgraduate students in the internal and external form of postgraduate study according to individual scientific branches by December 31, 2005**

Branch of science* Study programme**	Number of Slovak postgraduate students (internal form)	Number of Slovak postgraduate students (external form)	Number of foreign postgraduate students – cultural contracts (internal form)	Number of foreign postgraduate students – self- paying (internal form)
Environmental and food hygiene	4	25	-	1
<i>Food hygiene</i>	6	6	-	-
Veterinary morphology	1	9	-	-
<i>Veterinary morphology and physiology</i>	2	2	-	-
Veterinary physiology	2	4	1	-
Internal diseases of animals and pharmacology	3	5	-	-
<i>Internal diseases of ruminants and swine</i>	3	1	-	-
<i>Internal diseases of horses, small animals and poultry</i>	4	1	-	-
Veterinary surgery	0	1	1	-
<i>Veterinary surgery, orthopaedics and roentgenology</i>	3	1	-	-
<i>Veterinary obstetrics and gynaecology</i>	3	9	-	-
Infectious and invasive diseases of animals	1	7	-	-
<i>Infectious diseases of animals</i>	5	2	-	-
<i>Parasitic diseases of animals</i>	2	0	-	-
<i>Forensic and public veterinary medicine</i>	2	1	-	-
<i>Animal nutrition and dietetics</i>	1	1	-	-
<i>Animal hygiene and the environment</i>	6	5	-	-
Microbiology	3	10	-	-
Immunology	2	1	-	-
Biochemistry	0	2	-	-
<i>Veterinary biochemistry</i>	2	1	-	-
<i>Veterinary toxicology and pharmacology</i>	3	2	-	-
Total	58	96	2	1

Appendix No. 3: Indicators and students/staff ratios at UVM KE

Some indicators used for evaluation of veterinary education at higher veterinary education establishments in EU

ACTIVITIES, SERVICES, OR FACILITIES, SUBJECT TO EVALUATION	INDICATOR	NUMERATOR/PRE DOMINATOR	SATISFACTORY	UNSATISFACTORY	UNNACCEPTABLE
Teachers	Ratio teachers/students	Teachers: (a) Students: (b)	$R = \frac{a}{b} = \frac{1}{\leq 7.5}$	$R = \frac{1}{7.5 < x \leq 15}$	$R = \frac{1}{< 15}$
Technical staff	Ratio teachers/technical staff	Teachers: (a) Technical staff: (c)	$R = \frac{a}{c} = \frac{1}{\geq 1}$	$R = \frac{1}{0.5 < x \leq 1}$	$R = \frac{1}{< 0.5}$

Ratio of the number of students of the study programmes GVM* and FH* and the teaching staff

$$\frac{\text{Number of students}}{\text{Number of teachers}} = \frac{772}{146} = \frac{5.2}{1}$$

Ratio of the number of students of the study programmes GVM, FH and Cynologist and the teaching staff

$$\frac{\text{Number of students}}{\text{Number of teachers}} = \frac{880}{146} = \frac{5.8}{1}$$

Ratio of the number of students of the study programmes GVM, FH and Cynologist and GVM taught in English and the teaching staff

$$\frac{\text{Number of students}}{\text{Number of teachers}} = \frac{1022}{146} = \frac{7.0}{1}$$

Ratio of teaching staff and technical staff

$$\frac{\text{Teaching staff}}{\text{Technical staff}} = \frac{146}{289} = \frac{1}{2.0}$$

*GVM = *General veterinary medicine*

*HP = *Food hygiene*

Appendix No. 4: Number of animals examined at UVM KE

Number of animals examined clinically at the University of Veterinary Medicine in Košice in the period of 2000 - 2005

Animal species	2000	2001	2002	2003	2004	2005
Cattle	1913	1825	1951	1882	1984	1942
Horses	158	313	367	258	219	248
Pigs	271	366	391	328	296	353
Small ruminants	374	268	302	393	271	328
Dogs	5 254	5 986	5 523	5 329	5 758	5 817
Cats	1001	1154	1232	1020	1233	1310
Poultry	95	75	235	70	162	69
Exotic animals	2	11	4	3	4	7
Other animal species	288	157	166	132	55	101

Number of animals examined at the Ist Internal clinic in the period of 2000 – 2005

Animal species	2000	2001	2002	2003	2004	2005
Horses	43	38	37	40	56	49
Dogs	3 416	4 245	3 792	3 770	4 235	4 214
Cats	109	233	232	230	326	298
Poultry	70	75	63	70	72	69
Exotic animals	2	11	4	3	4	7
Other	6	18	0	13	0	9

Number of animals examined at the IInd Internal clinic in the period of 2000 – 2005

Animal species	2000	2001	2002	2003	2004	2005
Cattle	116	89	116	105	91	109
Pigs	27	35	39	26	28	31
Sheep	16	18	34	38	23	29
Goats	3	9	2	9	3	7
Other	1	1	0	4	1	3

Number of animals examined at the Clinic of obstetrics gynaecology and andrology in the period of 2000 – 2005

Animal species	2000	2001	2002	2003	2004	2005
Cattle	1 779	1 716	1 796	1 772	1 889	1825
Horses	62	69	52	48	60	72
Pigs	224	306	302	300	263	311
Sheep	353	241	266	346	243	292
Carnivores	80	78	72	68	88	76

Number of animals examined at the Clinic of surgery, orthopaedics and roentgenology in the period of 2000 – 2005

Animal species	2000	2001	2002	2003	2004	2005
Horses	31	48	66	63	81	65
Cattle	18	20	35	5	4	8
Pigs	13	25	50	2	5	11
Small animals	1 892	1 921	2 000	1 790	1 907	2012

Number of animals examined at the Section of prophylaxis of infectious diseases in the period of 2000 – 2005

Animal species	2000	2001	2002	2003	2004	2005
Cattle	-	-	4	-	-	-
Pigs	7	-	-	-	-	-
Sheep	2	-	-	-	2	-
Poultry	25	-	172	-	90	-
Dogs	758	663	659	491	435	527

Cats	73	56	63	61	84	92
Rabbits	279	138	164	113	54	89
Guinea pigs	2	-	2	2	-	-

Appendix No. 5: Structure of the academic staff of UVM KE with regard to qualification and age in the academic year 2005/2006

	Number	Mean age
Professors	27	58
- of that those with DrSc. degree	6	58
Assistant professors	46	58.5
Assistants	74	44
- of that those with PhD. degree	46	45.6
- of that those without PhD. degree	28	41.3
Scientific staff	32	48.1
- of that scientists with DrSc. degree	1	56
- of that scientists with PhD. degree	24	50
- of that scientists without PhD. degree	7	40.4

Appendix No. 6: Form for evaluation of study subjects and teachers by the students of UVM KE

Evaluation of the subject

Subject:

Branch of study:

Academic year/semester:

1. The level of lectures I value as				
very good	good	satisfactory	poor	very poor
2. The level of practical teaching I value as				
very good	good	satisfactory	poor	very poor
3. The teaching material I comprehended				
very easily	easily	properly	with difficulties	with great difficulties
4. Subject teaching was organised and provided				
very good	good	satisfactory	poor	very poor
5. The subject influenced my attitude to the study at UVM and to professional orientation				
very positively	positively	not at all	negatively	very negatively
6. The subject was linked to other subjects				
very properly	properly	adequately	improperly	very improperly
7. Availability of study literature for the subject is				
very good	good	satisfactory	poor	very poor
8. Teacher providing the teaching presented themselves as				
very good	good	sufficient	poor	very poor
9. My overall evaluation of the subject as part of veterinary medicine study is				
absolutely inevitable and very interesting	absolutely inevitable but not very interesting	not inevitable but interesting	more proper for postgraduate education	completely useless
10. My suggestions, complements, comments				

Note: circle the appropriate

Evaluation of the teacher

Quality	Number of points				
1. Professional level	5	4	3	2	1
2. Communicative level	5	4	3	2	1
3. Ability to draw attention	5	4	3	2	1
4. Organization abilities	5	4	3	2	1
5. Practical skills and experience	5	4	3	2	1
6. Teaching confidence and demonstrativeness	5	4	3	2	1

My complements, comments

Note: 5 – the best
1 - the worst

Appendix No. 7: Criteria for periodical evaluation of the academic staff of UVM

Criteria for point score evaluation of scientific research and publication activity of the academic staff of UVM KE

Code	Category	Measurement unit (MU)	Number of points per MU
I. Publication activities			
AAA	Scientific monograph published by a foreign publisher	AS	60
AAB	Scientific monograph published by a domestic publisher	AS	40
ABA	Study in a journal or proceedings of character of a scientific monograph published by a foreign Publisher	AS	60
ABB	Study in a journal or proceedings of character of a scientific monograph published by a domestic publisher	AS	40
ABC	Chapter in a scientific monograph published by a foreign publisher	AS	60
ABD	Chapter in a scientific monograph published by a domestic publisher	AS	40
ACA	Higher education textbook published by a foreign publisher	AS	30
ACB	Higher education textbook published by a domestic publisher	AS	20
ACC	Chapters in a higher education textbook published by a foreign publisher	AS	30
ADC	Chapters in a higher education textbook published by a domestic publisher	AS	20
ADC	Scientific paper in a foreign CC journal	pc	40 + (40 x IF)
ADD	Scientific paper in a domestic CC journal (including <i>Folia Veterinaria</i>)	pc	40 + (40 x IF)
ADE	Scientific paper in a foreign non-CC journal	pc	20
ADF	Scientific paper in a domestic non-CC journal	pc	16
AEC	Scientific paper in a foreign reviewed scientific proceedings	pc	12
AED	Scientific paper in a domestic reviewed scientific proceedings	pc	10
AEE	Scientific paper in a foreign unreviewed scientific proceedings	pc	8
AEF	Scientific paper in a domestic unreviewed scientific proceedings	pc	6
AEG	Short communication or abstract in a foreign CC journal	pc	5
AEH	Short communication or abstract in a domestic CC journal	pc	5
AFA	Published invited lectures presented at scientific conferences abroad	pc	12
AFB	Published invited lectures presented at domestic scientific conferences	pc	10
AFC	Published lectures presented at scientific conferences abroad	pc	8
AFD	Published lectures presented at domestic scientific conferences	pc	6
AFG	Abstract of papers from conferences abroad	pc	6
AFH	Abstracts of papers from domestic conferences	pc	4
AFK	Posters from conferences abroad	pc	6
AFL	Posters from domestic conferences	pc	4
AGI-for.	Report on a completed scientific research project with foreign financial participation	pc	40
AGI-dom.	Report on a completed scientific research project without foreign financial participation	pc	20
AGJ-for.	Autor's licence, patent, discovery made abroad	pc	40
AGJ-dom.	Autor's licence, patent, discovery made at home	pc	30
BAA	Specialised book published by a foreign publisher	AS	8
BAB	Specialised book published by a domestic publisher	AS	7
BBA	Chapters in a specialised book published by a foreign publisher	AS	8
BBB	Chapters in a specialised book published by a domestic Publisher	AS	7

BCB	Textbook for primary and secondary schools	AS	10
BCI	Lecture notes and educational texts	AS	8
BCK	Chapter in a textbook and educational text	AS	8
BDE	Specialised paper in a non-CC foreign journal	pc	10
BDF	Specialised paper in a non-CC domestic journal	pc	5
BEC	Specialised paper in a reviewed foreign proceedings (conference or non-conference type)	pc	10
BED	Specialised paper in a reviewed domestic proceedings	pc	5
BEE	Specialised paper in an unreviewed foreign proceedings	pc	5
BEF	Specialised paper in an unreviewed domestic proceedings	pc	4

II. Citations

Foreign citation according to SCI	pc	10
Domestic citation according to SCI	pc	10
Foreign citation	pc	2
Domestic citation	pc	1

III. Grants, projects, research tasks, scientific education

Obtained grant/project, foreign - leader	pc	20
Obtained grant/project, foreign – deputy leader	pc	10
Obtained grant/project, foreign – member	pc	5
Obtained grant/project – leader	pc	12
Obtained grant/project – deputy leader	pc	6
Obtained grant/project – member	pc	4
Tutor of a postgraduate student accepted on the basis of bilateral agreement	pc	12
Tutor-consultant of a postgraduate student accepted on the basis of bilateral agreement	pc	6
Tutor of a postgraduate student	pc	10
Tutor-consultant of a postgraduate student	pc	5
Tutor for SSSA	pc	3

Division of points among individual members of academic staff (AS) on the basis of their share in individual scientific research and publication activities:

$$\text{Number of points for members of AS} = \frac{\text{Number of points per publication} \times \text{IF}}{n (\text{number of authors}) + 1^*}$$

* bonus for the 1st author

Criteria for point score evaluation of teaching activities of the academic staff of UVM KE

Code	Category	MU	Number of points per MU
1	Head (teacher) of the study subject	1	30
2	Deputy head of the study subject	1	10
3	Head (teacher) of the year-class	1	5
4	Head teacher of the study group	1	2
5	Head of the practical training	1	10
6	Tutor of diploma thesis in the year of defence	1	15
7	Tutor-consultant of diploma thesis in the year of defence	1	6
8	Opponent of diploma thesis	1	2
9	Direct teaching activities	10 hrs	2
	Calculation is based on “Principles for systemization of teachers” approved by the Academic Senate of UVM KE		
	- Lectures 1 h x coefficient 3		
	- Practical lessons, seminars 1 h x coefficient 1.5		
	- Study stays (according to the current curriculum) 10 h per student		
	- Examinations (advancement) 30 min x number of students		
	- State examinations and defence of a diploma thesis 1 h x number of students		
10	Publication of a lecture on intranet	1	3
11	Publication of a practical lesson on intranet	1	2

Qualitative criteria for evaluation of teaching activities:

Evaluation of teaching quality (by the head of the Department and the respective study subject and on the basis of „Evaluation of teachers by students“; the head of the Department is evaluated by the vice-rector for education and study affairs) maximum 30 points.

Criteria for point score evaluation of other activities of the academic staff of UVM KE

Code	Category	MU	Number of points per MU
1	Review of a book published abroad	AS	2
2	Review of Proceedings published abroad	proceedings	8
3	Review of a book published at home	AS	1
4	Review of Proceedings published at home	proceedings	4
5	Opponent review on scientific and teaching activities of a professorship candidate	pc	3
6	Opponent review – PhD. project or dissertation examination	pc	4
7	Opponent review –dissertation thesis	pc	8
8	Opponent review – habilitation thesis, scientific project	pc	10
9	Opponent review – DrSc. thesis	pc	12
10	Opponent review on a paper	pc	2
11	Opponent review on lecture notes	pc	10
12	Obtaining professorship	pc	100
13	Membership in international committees, commissions, boards and panels	pc	5
14	Membership in nationwide committees, commissions, boards, panels and other scientific bodies	pc	3
15	Head of the organisation committee of a congress	pc	10
	- symposium		8
	- conference		4
	- seminar and other		2
16	Member of the organisation committee of a congress	pc	5
	- symposium		4
	- conference		2
	- seminar and other		1
17	Membership in an editorial board of a foreign journal	pc	4
18	Membership in an editorial board of a domestic journal	pc	2
19	Membership in a scientific or educational commission of UVM KE	pc	2

AS - author's sheet

CC – Current Contents

SSSA – student scientific specialised activities