

**Long-term Plan
for Development of the Faculty of Wood
Sciences and Technology, Technical
University in Zvolen for the Years
2024 – 2030
with a Vision to 2040**

Zvolen
2024

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Introduction

The long-term plan for development of the Faculty of Wood Sciences and Technology of the Technical University in Zvolen for the years 2024 - 2030 with a vision to 2040 (hereinafter referred to as the "long-term plan of the Faculty" or "long-term plan") was developed in accordance with Act No. 131/2002 Coll. on higher education and on amendments and supplements to certain acts, as amended, and in accordance with Act of the National Council of the Slovak Republic No. 269/2018 Coll. on ensuring the quality of higher education and on amendments to Act No. 343/2015 Coll. on public procurement and on amendments and supplements to certain acts, as amended.

The Long-term Plan of the Faculty of Wood Sciences and Technology is based on the Long-term Plan of the Technical University of Zvolen for 2024-2030 with a vision to 2040. It is a planning and development document of the Faculty of Wood Sciences and Technology (hereinafter referred to as "DF" or "DF TUZVO") with the main strategic goal. It contains areas of development with strategic priorities, measures, and indicators that will ensure achieving an ambitious vision in 2040.

The Long-term Plan is an open document; the fulfilment of strategic priorities will be regularly evaluated based on defined indicators, and the goals will be updated if necessary, by changes in its implementation's internal and external conditions.

Identity and Mission of the Faculty of Wood Sciences and Technology

The Faculty of Wood Sciences and Technology is part of the Technical University in Zvolen (initially the University of Forestry and Wood Sciences and Technology in Zvolen), which was established by Government Regulation No. 30/1952 Coll. on certain amendments and organization of higher education institutions. By Act of the Slovak National Council No. 26/1992 Coll. on changing the name of the University of Forestry and Wood Sciences and Technology in Zvolen, the name was changed to the Technical University in Zvolen. Pursuant to Act No. 131/2002 Coll. on higher education institutions and on amending and supplementing certain acts, the Technical University in Zvolen is a public higher education institution and, based on the results of the comprehensive accreditation from 2024, is authorized to create, implement and modify study programmes in the 1st, 2nd, and 3rd levels of higher education in four study fields, with the rights for habilitation and inauguration proceedings in the fields of Wood Sciences and Technology, Safety and Security Sciences.

The primary mission of the Faculty is to provide higher education and develop scientific research and creative artistic activity. The educational process is based on the latest world knowledge of science, engineering, technology, art, and economics, basic and applied research, cooperation with other universities, scientific research institutes, and the industry of processing and using wood and wood products. It educates university-qualified experts – bachelors, masters, and doctors for the entire complex of wood and wood products, not only wood technologists but also designers and interior consultants, managers, economists, or specialists in fire protection and safety for the needs of Slovakia but also abroad. In education, the Faculty of Wood Sciences and Technology fulfils its mission in four study fields: Wood Science, Economics and Management, Security and Safety Sciences, and Art, emphasizing the quality of study programmes, accreditation, and implementation of programmes in foreign languages. In the field of research, the Faculty of Wood Sciences and Technology fulfils its mission by solving research projects and programs of a national and international nature with an

orientation on the issue of the complex use of wood raw materials, technology, engineering, economics, security services, art, as well as in other related and application areas.

TUZVO is not just a significant scientific and artistic institution, but a key player in shaping the European area of higher education and research. Our commitment to the main ideas and principles of the Bologna Process, and our efforts to create an internationally recognized European common higher education area, should make all of us associated with TUZVO proud.

Background

The essential starting point for the Faculty of Wood Sciences and Technology Long-Term Plan for 2024-2030 is the Long-Term Plan of the Technical University of Zvolen for 2024-2030 with a vision to 2040. The draft of the TUZVO Long-Term Plan 2024-2030 is based on regional, national, and international strategies, documents, and programmes. At the regional level, the Economic and Social Development Programme of the Banska Bystrica Self-Governing Region for 2022-2030 can be mentioned. At the national level, it is about the programmes Modern and Successful Slovakia, the Recovery and Resilience Plan of the Slovak Republic, the National Strategy for Open Science for 2021-2028, and the document Long-term Plan for Educational, Research, Development, Artistic and Other Creative Activities for the Higher Education Sector for 2023-2028, Strategy for the Internationalisation of Higher Education by 2030, and the Roadmap for Research Infrastructures (SK VI Roadmap 2020-2030). At the international level, EUA (The European University Association) Strategic Plan: European Universities Shaping the Future, EUA Document: Universities Without Walls – A Vision for 2030, 9th Framework Programme Horizon Europe – the EU Framework Programme for Research and Innovation for 2021-2027, Digital Europe Programme 2021-2027, 2030 Agenda for Sustainable Development are included.

Another starting point was the evaluation of the meeting the strategic goal defined in the Long-term Plan of the Technical University of Zvolen for the years 2017-2023: "In 2023, the Technical University of Zvolen will be a research university that:

- is respected and successful in the national and international context,
- has high-quality educational activities, scientific research, and artistic activities,
- has graduates who are well-applied in practice,
- is focused on supporting the development of a knowledge-based and innovative economy,
- is focused on the efficient and environmentally friendly use of natural resources,
- is focused on the third mission of universities with specific services for the development of society and the region,
- has all processes ensured on ethical principles and evaluated by an internal quality assurance system,
- applies the concept of effective internal management and risk management in all processes."

Values of the Faculty

Quality education – at all levels and forms of study.

Excellent science and art – aligned with current challenges and needs, connected to study fields and practice.

Academic integrity, openness, and freedom – in scientific research, artistic activity, and popularization of results.

Gender equality, equal opportunities, inclusion, and humanism – for all employees and students.

Respect, courtesy, correctness, morality, and loyalty – in mutual relations between employees, students, and between employees and students.
Efficiency, quality, and transparency are present in all activities and the management of all processes.
Social and environmental responsibility in line with the concept of a green university.
Responsibility for the quality of higher education, graduates, and all activities and outputs.

Strategic Objectives

Ensuring the quality of all activities

Effective management

Sustainable development of infrastructures

Competitiveness and employability of graduates

Internationally acceptable outputs of scientific research and art

Innovation and technology transfer

Social responsibility

Building a positive image of the faculty

Vision

In accordance with the strategic goal of the Technical University of Zvolen, in 2040, the Faculty of Wood Sciences and Technology will be part of a university that is a significant player in the region, Slovakia, the European and international space in the areas of:

- high-quality higher education and further education,
- all-round preparation of well-employable graduates,
- open science, research, and art,
- progressive innovations and technology transfer,
- positive employee motivation and support the career growth,
- cooperation with strategic partners.

Focus Areas

- I Education
- II Science, Research and Art
- III Innovation and Knowledge and Technology Transfer
- IV Human Resources
- V Infrastructure and Work Environment
- VI Management and Economy
- VII Internationalisation and Cooperation with Partners
- VIII Quality Assurance

I Education

Strategic priority: High-quality higher education focusing on the development of knowledge, skills, understanding and key competences

Objective I.1: Preserve traditional areas of education with a diverse offer and regular innovation of study programmes

Indicators: Number of students at the Faculty
Student-teacher ratio
Number of teachers in the positions of professors, associate professors and assistant professors
Average age of teachers responsible for study programmes and profile courses

Measures: Adapting and optimizing the offer of study programmes in the first and second levels of study to the professions in demand in the labour market
Using communication with employers, students, graduates, and other stakeholders when creating new and modifying existing study programmes

Responsibility: Vice-dean for Education, Faculty management

Objective I.2: Create attractive new and joint study programmes

Indicators: Number of new and joint accredited study programmes

Measures: Supporting the creation of joint study programmes and study programmes in a foreign language

Responsibility: Vice-dean for Education, Faculty management

Objective I.3: Ensure a transparent and objective admission process

Indicators: Number of registered, accepted, and enrolled students, proportion of the number of enrolled students to the total number of accepted

Measures: Transparent, objective, and reliable setting of admissions process conditions, guaranteeing equal opportunities for every applicant who demonstrates the necessary prerequisites for study

Responsibility: Vice-dean for Education, Faculty management

Objective I.4: Increase the academic success of students, especially in the first year of the first degree of study

Indicators: The proportion of the number of successfully completed students to the number of students enrolled in study programmes at individual degree of study

Measures: Analysing and solving the problems and needs of students
Using effective educational methods and forms of teaching and objective, transparent methods of student-oriented assessment

Applying modern educational technologies aimed at the development of knowledge, skills, knowledge and key competencies (4K)
Providing preparatory courses for enrolled students, increasing the use of mentoring and tutoring for students in the first year of study

Responsibility: Vice-dean for Education

Objective 1.5: Increase the share of international students

Indicators: Number of study programmes in a foreign language
Number of international students. Share of international students to the total number of students

Measures: Creating new study programmes in a foreign language
Promoting the possibilities of studying in a foreign language through marketing activities abroad and thereby attracting potential applicants for study
Promoting the options of studying in the Slovak language through marketing activities abroad and thus attracting potential applicants for study

Responsibility: Vice-dean for Education, Vice-dean for Development and International Relations, Faculty management

Objective 1.6: Improve the quality of graduates capable of assuming responsible and managerial positions in practice, well-applied in the field of study

Indicators: Share of employed graduates to the total number of Faculty graduates
Share of graduates employed in the field of study to the total number of graduates
Number of partnerships and cooperation in the field of education with employers and taking into account the needs of practice

Measures: Increasing the quality of the education provided through systematic processes by innovative modern methods and forms of teaching
Regularly monitoring the application of graduates in practice in the form of a survey
Proposing topics for final theses with a focus on scientific research activities and currently solved projects at the workplaces of the Faculty and University, in cooperation with enterprises in connection with the needs of practice and the region

Responsibility: Vice-dean for Education

Objective 1.7: Increase student and graduate satisfaction

Indicators: Student satisfaction rate with the quality of the provided teaching
Number of student suggestions submitted
Graduate satisfaction rate with the usability of acquired knowledge in practice

Measures: Ensuring higher participation of respondents in surveys through active communication with students
Creating appropriate social, cultural, and sports conditions for students
Creating an environment and conditions in the supplementary pedagogical education of students and graduates and thereby improving the possibilities for their better application

Responsibility: Vice-dean for Education, Faculty management

Objective 1.8: Improve support and counselling services for students and applicants

Indicators: Number of applications evaluated by students with specific needs
The success rate of studies of students with particular needs
Number of students using psychological, career, legal, social, and other counselling

Measures: Increasing the level of counselling and supporting services for students in the fields of psychological and career counselling, specific needs of students, extracurricular, cultural, and sports activities

Responsibility: Vice-dean for Education, Faculty management

II Science, Development, Art

Strategic priority: Internationally accepted results in scientific research and artistic activities

Objective 2.1: Increase the quality of published research and creative and artistic activities of the Faculty in the international environment

Indicators: Number of database (WoS, Scopus) publications per one creative employee of the Faculty
Number of the highest quality outputs in artistic creation (group E) per one creative employee working in the field of Art
Share of database publications in quartiles Q1 and Q2 according to the AIS metric in all database publications of the Faculty
Share of database publications in quartiles Q1 and Q2 according to the AIS metric in which a creative employee of the Faculty is the first or corresponding author
Number of database citations and artistic reviews of Faculty employees

Measures: Ensuring publishing in Open Access with prestigious publishers
Monitoring indicators of evaluation of publishing activity and artistic creation
Preparation for the periodic assessment of research, development, artistic, and other creative activities

Responsibility: Vice-dean for Research, Faculty management

Objective 2.2: Increase the number of projects at national and international level

Indicators: Number of grants covered by international sources, including the amount of financial support per Faculty creative worker
Number of grants covered by domestic sources, including the amount of financial support per Faculty creative worker

Measures: Provide information on opportunities to participate in formal notice

Responsibility: Vice-dean for Research, Faculty management

Objective 2.3: Increase the Faculty involvement in the international scientific research environment

Indicators: Share the financial value from international scientific research projects to the financial value from national scientific research projects
Share the database publications (WoS, Scopus) of Faculty staff that list the address of at least one author from a country other than Slovakia to all database publications of Faculty staff
Share the number of international scientific events to national scientific events

Measures: Capacity development and professionalization of international relation management
Increasing support for international projects
Raising awareness of external cooperation, communication, and work with the media
Popularization and visibility of the results of educational and creative activities
Providing infrastructure for organizing international and national scientific and professional events

Responsibility: Vice-dean for Research, Faculty management

Objective 2.4: Increase the involvement of doctoral students in research, creative and artistic activities

Indicators: Number of database (WoS, Scopus) publications of doctoral students per doctoral student
Number of the highest quality outputs of doctoral students in artistic activities (group E) per doctoral student in the field of Arts
Share of database publications of doctoral students in quartiles Q1 and Q2 according to the AIS metric in all database publications of doctoral students
Share of database publications of doctoral students in quartiles Q1 and Q2 according to the AIS metric, in which the doctoral student is the first or corresponding author
Number of database citations and artistic citations of doctoral students

Measures: Providing information seminars and individual consultations for doctoral students as part of education aimed at supporting scientific research and artistic activities
Ensuring the publication of research results mainly in indexed renowned journals and supporting the presentation of artistic outputs at renowned events

Responsibility: Vice-dean for Research, Faculty management, supervisors

Objective 2.5: To popularize and make visible the results of scientific research and other creative activities of the Faculty

Indicators: Number of organized international and national scientific and professional events
Number of presented works at the Student Scientific Conference in individual sections

Measures: Providing infrastructure for organizing international and national scientific and professional events

Responsibility: Vice-dean for Research, Faculty management

III Innovation, Knowledge and Technology Transfer

Strategic priority: Effective transfer of knowledge into economic and social practice

Objective 3.1: **Increase the number and quality of registered industrial property rights**

Indicators: Number of registered and granted national and international industrial property rights

Measures: Active cooperation with the Innovation Implementation Centre TUZVO

Raising awareness of the transfer of knowledge into practice

Continuously innovate the research infrastructure for scientific and artistic teams

Raising awareness of the transfer of knowledge into practice

Continuously innovate the research infrastructure for scientific and artistic teams

Responsibility: Vice-dean for Development and International Relations, Vice-dean for Research, Faculty management in coordination with the Director of the Innovation Implementation Centre

Objective 3.2: **Increase the financial volume and quality of contract research**

Indicators: Financial value of income from contract research with the non-academic environment

Number of contracts for scientific research activities with non-academics

Number of research publications co-authored with non-academics

Measures: Ensuring an effective database on knowledge transfer

Raising awareness of knowledge transfer into practice

Collaborating with international, national, and regional agencies to support innovation and knowledge transfer into practice

Continuously innovate research infrastructure for scientific and artistic teams

Responsibility: Vice-dean for Development and International Relations, Vice-dean for Research, Faculty management in coordination with the Director of the Innovation Implementation Centre

Objective 3.3: **Create conditions for the incubation of start-ups and spin-off companies**

Indicators: Number of services provided in the incubator

Measures: Participation in and use of the TUZVO Innovation Implementation Centre

Ensuring an effective database on knowledge transfer

Continuously innovate the research infrastructure for scientific and artistic teams

Responsibility: Vice-dean for Development and International Relations, Vice-dean for Research, Faculty management in coordination with the Director of the Innovation Implementation Centre

Objective 3.4: Improve the transfer of knowledge into practice in the form of non-contractual cooperation, final theses, and professional events with practice

Indicators: Number of non-contractual cooperation activities with non-academics
Number of defended final theses in cooperation with non-academic environment
Number of co-organized events to support innovation and transfer of knowledge into practice

Measures: Raising awareness of the transfer of knowledge into practice
Proposing topics for final theses with a focus on scientific research activities and currently solved projects at the university's workplaces, in cooperation with companies in connection with the needs of practice and the region
Using communication with traditional employers, students, graduates, and other stakeholders when creating new and modifying existing study programmes
Providing infrastructure for organizing international and national scientific and professional events
Selecting and developing case studies of societal impact in the Verification of Excellence in Research (VER) 2026

Responsibility: Vice-dean for Development and International Relations, Faculty management, creative staff of the Faculty

IV Human Resources

Strategic priority: High-quality, successful and satisfied employees

Objective 4.1: To acquire high-quality and talented employees from Slovakia and abroad and experts from practice

Indicators: Ratio of the number of applicants to the number of selection procedures
Number and share of experts from abroad and practice

Measures: Active searching for suitable candidates
Consistent adherence to the principles of the OTMR approach (openness, transparency, assessment of benefits, non-discrimination and equal opportunities) when searching for and hiring employees
Using experts from practice and abroad in pedagogy and research

Responsibility: Faculty management, heads of departments

Objective 4.2: Stabilize human resources

Indicators: Amount of financial resources and share of the motivational component of salaries
Number of publicly awarded employees
Qualification structure coefficient

Measures: Supporting the career growth of all categories of employees
Transparent evaluating and remunerating the employees and public awards

Responsibility: Faculty management

Objective 4.3: Create favourable conditions and motivational environment for young workers

Indicators: Number of new postdoctoral positions
Share of academic staff under 35 (40) years of age

Measures: Creating postdoctoral positions
Ensuring smooth generational change

Responsibility: Faculty management, heads of departments

V Infrastructure and Work Environment

Strategic priority: Modern educational, research and administrative infrastructure

Objective 5.1: Modernize educational and research infrastructure

Indicators: Amount of funds invested each year
Number of modernized premises, objects

Measures: Creating a scientific portal for the Faculty
Modernization and innovation of research infrastructure
Innovating equipment for classrooms and student laboratories
Supporting for the modernization of ICT infrastructure and expansion of the application of digital technologies, including intelligent solutions and the use of artificial intelligence
Emphasis on the use of wood, wood materials, and other natural sustainable raw materials

Responsibility: Faculty management

VI Management and Economy

Strategic priority: Efficient and flexible management, economy and financing

Objective 6.1: Ensuring the financial sustainability of the Faculty through multi-source financing

Indicators: Amount and structure of funds obtained from various sources and their inter-annual trend

Measures: Increasing performance to obtain sufficient resources from the state budget
Utilizing opportunities to obtain financial resources from the European Structural and Investment Fund
Obtaining financial resources from notices from ministries
Obtaining financial resources from public administration (state administration + territorial and interest-based self-government)
Obtaining financial resources from the business sector

Responsibility: Faculty management, heads of departments

Objective 6.2: Optimization of management processes and organizational structure of the Faculty

Indicators: Number of optimized processes, their time and financial contribution
Number of changes in the organizational structure and their financial contribution

Measures: Regular assessment of the effectiveness of management processes
Optimization of the structure of workplaces
Information on the transparent distribution of financial resources
Optimization of the use of financial resources

Responsibility: Faculty management

Objective 6.3: Increased efficiency of Faculty management

Indicators: Number of financial resources obtained from economic activities
Amount and structure of capital resources obtained and used

Measures: Maintaining a positive economic result of the Faculty
Evaluating the use of faculty and university assets to increase performance

Responsibility: Faculty management

VII Internationalisation, Cooperation with Partners

Strategic priority: Active international, national, and regional cooperation

Objective 7.1: Increase the Faculty's involvement in international educational environment

Indicators: Share of incoming students on mobility to outgoing students on mobility
Share of incoming employees on mobility to outgoing employees on mobility
Share of academic staff with citizenship other than Slovak

Measures: Raising awareness of external cooperation, communication, and work with the media
Popularization and visibility of the results of educational and creative activities

Responsibility: Vice-dean for Development and International Relations, Faculty management, Study programme guarantor

Objective 7.2: Increase openness of studies

Indicators: Share of graduates of first-degree study programmes in full-time form of study at another university newly admitted to study second degree study programmes in full-time form of study at the relevant university
Share of graduates of second-degree study programmes in full-time form of study at another university of newly admitted students to study third-degree study programmes in the full-time form of study at the relevant higher education institution
Share of newly admitted students of first-degree study programmes in the full-time form of study with citizenship other than that of the Slovak Republic out of all newly admitted students of first-degree study programmes in the full-time form of study (analogously for the second and third degree)

Measures: Popularization and visibility of the results of educational and creative activities

Responsibility: Vice-dean for Development and International Relations, Faculty management

Objective 7.3: Improve the regional significance of the university activities

Indicators: Number of contracts and collaborations with non-academics in the region

Measures: Raising awareness of external cooperation, communication, and work with the media
Popularization and visibility of the results of educational and creative activities
Activation of Alumni activities
Cooperation with international, national, and regional agencies to support innovation and transfer of knowledge into practice

Responsibility: Vice-dean for Development and International Relations, Faculty management, Study programme guarantor

VIII Quality Assurance

Quality assurance is a cross-cutting area of development. The selected measures aim not only to fulfil the strategic priority of area VIII but also appropriately complement the strategic priorities of I – VII

Strategic priority: Sustainable quality in all activities of operation

Objective 8.1: Monitor the quality of the educational process and graduates

Indicators: Number of implemented measures from the self-assessment of the level of the Higher Education Institution

Number of feedback from employers

Measures: Self-assessment of the level of study programs
Assessment of the readiness of graduates by employers

Responsibility: Faculty management

Objective 8.2: Assess the quality of human resources

Indicators: Number and share of employees meeting and exceeding the requirements of the occupied position

Measures: Self-assessment of the quality of teaching, research and artistic staff

Responsibility: Faculty management

Schedule for Monitoring the Implementation of the Long-term Plan

The strategic priorities of the development programs and the strategic goal of the long-term plan will be implemented gradually based on the fulfilment of indicators and/or specific tasks for individual areas, which will be updated and evaluated in two-year cycles (December 2025, December 2027, December 2029). The overall evaluation of the fulfilment of the long-term plan will be carried out in January 2031.

In the case of significant changes in the external or internal environment, the measures, indicators, and tasks of the development programs will be modified as necessary.

Final Provisions

The long-term plan for development of the Faculty of Wood Sciences and Technology of the Technical University in Zvolen for the years 2024 - 2030 was discussed by the Scientific and Artistic Council of the Faculty of Wood Sciences and Technology on 14 November 2024, at the proposal of the Dean of the Faculty, and approved by the Academic Senate of the Faculty of Wood Sciences and Technology on 29 February 2025.

List of Abbreviations

AIS	Article Influence Score
DF	Faculty of Wood Sciences and Technology
EUA	The European University Association
EÚ	European Union
ICT	Information and Communication Technology
NR SR	National Council of the Slovak Republic
OTMR	O – open, T – transparent, M – merit based, R - recruitment
SNR	Slovak National Council
ŠP	Study programme
ŠVOČ	Student Scientific Conference
TU vo Zvolene	Technical University in Zvolen
TUZVO	Technical University in Zvolen
VER	Verification of Excellence in Research