

**Armed Forces Academy
of General Milan Rastislav Štefánik**

Č.: Q-333



**Long-Term Intention
for the period of 2022 – 2032**

**SAPIENTIA, BONUM, PATRIA
MÚDROŠŤ, DOBRO, VLASTĚ
WISDOM, GOOD, HOMELAND**

Liptovský Mikuláš

2021



1 Definition of environment

There is more than 50 years of history of military education in Liptovský Mikuláš. The origin of higher education dates back to the 1970s, when changes began with the transformation of the Technical Vocational Secondary School in Liptovský Mikuláš into a higher education institution established on September 1, 1973 under the name of the Higher Military Technical School of Czechoslovak-Soviet Friendship. This was later transformed into the Military Academy.

The Armed Forces Academy of General Milan Rastislav Štefánik (hereinafter referred to as the "Armed Forces Academy") as a state higher education institution and the National Academy of Defence of Marshal Andrej Hadík (hereinafter referred to as the "National Academy of Defence") as an educational and training centre were established on the basis of the Act of the National Council of the Slovak Republic No. 455/2004 Coll. In transformation process of the Ministry of Defence and the national system of military education and training, on August 31, 2008 the National Academy of Defence of Marshal Andrej Hadík was abolished on the basis of Act of the National Council of the Slovak Republic No. 144/2008.

During its existence, the school has educated and prepared thousands of university-educated specialists for the needs of ensuring the security and defence of the state, who, in accordance with the military oath, are ready *"...to defend the freedom, independence, sovereignty, territorial integrity of the Slovak Republic and the inviolability of its borders"* and to do so they are *"...ready to exert all their strength and abilities and to put their lives on the line"*.

The Armed Forces Academy operates in an environment that is mainly defined by:

- Act No. 131/2002 Coll. on universities and on Amendments to Certain Acts,
- Act No. 269/2018 Coll. on quality assurance in higher education and change and supplementing Act No 343/2015 on public procurement and amending and supplements to certain acts, as amended,
- Act No. 281/2015 Coll. on civil service of professional soldiers and on Amendments to Certain Acts,
- Act No. 321/2002 Coll. on the Armed Forces of the Slovak Republic, as amended,
- Act No 568/2009 Coll. on Lifelong Learning and on Amendments and Additions to Certain Acts, as amended,
- Act No 172/2005 Coll. on the organisation of state support for research and development and on the amendment to Act No 575/2001 Coll. on the organisation of government activities and the organisation of central state administration, as amended,
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG),
- Security Strategy of the Slovak Republic,
- Defence Strategy of the Slovak Republic,
- Military Strategy of the Slovak Republic,
- other conceptual documents of the Ministry of Defence of the Slovak Republic (hereinafter referred to as the "Ministry of Defence") defining the mission and tasks of the Armed Forces Academy within the Ministry of Defence,
- conceptual documents of the Ministry of Education, Science, Research and Sport of the Slovak Republic and resolutions of the Government of the Slovak Republic in the field of higher education.

In accordance with the objectives of the Ministry of Defence, the Armed Forces Academy develops as an educational institution providing quality military higher education and military training of future officers, conducting research, development and other creative activities and supporting lifelong education of professional soldiers. It strives to attract quality applicants and qualified university teachers.

The Armed Forces Academy operates in the environment of Slovak and European higher education institutions, in the environment of military educational institutions of the North Atlantic Treaty Organization (hereinafter referred to as "NATO") countries. It strives to create conditions

and background for the implementation of various international scientific, pedagogical and student activities, in which it is and will be an internationally recognised military academy.

The Armed Forces Academy is connected to the state budget through the budget chapter of the Ministry of Defence. It develops its activities on the basis of the requirements of the Armed Forces of the Slovak Republic (hereinafter referred to as 'AF SR') in accordance with the resource possibilities of the Ministry of Defence. Achieving consistency between the available resources on the one hand and the requirements for the training of military professionals on the other hand is one of the key conditions for the development of the Armed Forces Academy. The issue of financial resources is partly addressed by the activity of the Armed Forces Academy in obtaining sufficient funds from sources other than the budget chapter of the Ministry of Defence.

Employees of the Armed Forces Academy are employees performing the work in the public interest and professional soldiers assigned to perform the tasks of a military higher education institution.

The teaching staff and the command staff, by personal example and quality work with students, prepare graduates to honour the motto of the Armed Forces Academy:

SAPIENTIA – MÚDROSTĚ - WISDOM (Wisdom is a combination of intelligence, experience, and human qualities that consists in the ability to learn throughout life and to use one's knowledge for the right purpose).

BONUM – DOBRO - GOOD (Good is a fundamental moral value, as opposed to evil, an action highly moral and worthy of emulation).

PATRIA – VLASTĚ - HOMELAND (The country we were born in, to which we have a strong emotional attachment. The homeland is a piece of land for which we are willing to work, to give up something important for and, if necessary, to fight for it).

2 Mission

The mission of the Armed Forces Academy is to provide higher education to future officers as well as lifelong education to professional soldiers of the Armed Forces of the Slovak Republic. To educate them in the spirit of patriotism so that they recognise values such as a sense of duty, honesty, civic and social responsibility, morality, and to give priority to the interests of their homeland over their personal interests. To acquire, apply and disseminate new knowledge at home and abroad through science and creativity.

3 Ambition

The Armed Forces Academy wants to follow the long-standing traditions of military higher education, in which innovation and cooperation play an important role. It has the ambition to be a military higher education institution of international importance, which will provide quality, internationally comparable education in the field of defence and military, provide military education and training of future officers, carry out research and development, guarantee the development of security sciences in the field of defence and military in the Slovak Republic and contribute to the economic and social development of the region.

4 Objectives, aims, tools and measurable indicators

The long-term plan represents a modern, realistic, conceptual development framework of the potential of military higher education with an emphasis on education, upbringing and training of professional soldiers throughout their service career, research, development and other creative activities aimed at the development of the capabilities of the Armed Forces of the Slovak Republic and international cooperation. This framework clearly defines the structure of the long-term plan, which is divided into six areas. The four areas of higher education, lifelong learning, science, creative activities and cooperation at national and international level reflect the mission of the Armed Forces Academy. The other two areas focus on human resources and working environment, internal administration and services. Each of these areas is characterised by four basic pillars related to the fulfilment of our mission, which are objectives - setting out the long-term perspective of development, goals - determining the fulfilment of the objective, tools - setting out the activities necessary to achieve the objective and goals, measurable indicators - characterised by indicators of the level and quality of the fulfilment of the tasks.

Oblast' 1. Higher education and training

Objectives

To conduct attractive education and military training providing students with the knowledge and skills to perform tasks in the field of security. To introduce the latest knowledge of defence and military sciences into teaching so that graduates can ensure the defence capability of the Slovak Republic.

Aims

1. The Armed Forces Academy profiles itself as an open, internationalised, state military higher education institution, offering attractive study programmes.

Tasks to support of the objective:

- to earn the accreditation of study programmes in all three levels of higher education in which education is carried out and which meet the requirements of the Slovak Armed Forces for the education of officers,
- to ensure the competitiveness of the Armed Forces Academy through the attractiveness of accredited study programmes and the promotion of modern pedagogical approaches,
- to promote the linking of study programmes with science, creative activities and foreign partners,
- to carry out a quality military programme linked to study programmes according to the requirements of the Slovak Armed Forces.

2. The Armed Forces Academy is a sought-after higher education institution for quality applicants.

Tasks to support of the objective:

- to attract high quality applicants to all study programmes,
- to develop the teacher-student relationship on the basis of a mutually open and partnership dialogue,
- create an attractive, motivating and non-discriminatory environment for students and their higher education studies,
- to provide student-centred education in line with the graduate profile,
- strive to ensure that, in addition to the theoretical foundations, graduates acquire additional skills and competences leading to readiness for the performance of their duties.

3. The Armed Forces Academy conducts doctoral studies.

Tasks to support of the objective:

- to attract high quality PhD candidates, especially from among the best graduates, and to involve them in projects,
- to direct the curricula of doctoral studies towards intensive scientific and creative activities, to support their activities in the international environment,
- increase the rate of successful completion of doctoral studies while maintaining high quality standards.

4. The Armed Forces Academy is a place where modern methods and technologies are used extensively to support education and training.

Tasks to support of the objective:

- support the spread of modern technologies in education so that e-learning appropriately complements face-to-face teaching,
- to implement new knowledge of defence and security technologies into study programmes,
- to guarantee the quality of the teaching process when using distance forms of teaching.

5. The Armed Forces Academy uses a reliable system of quality assurance and evaluation of educational activities.

Tasks to support of the objective:

- expand and improve the established system of evaluation of the teaching process,
- set standards and individual elements for institutional accreditation,
- ensure the effectiveness of the evaluation mechanisms,
- take into account the outcomes of the evaluation of learning outcomes by students and the AF SR in the development of study programmes and courses,
- achieve national and international recognition of the quality of education and training.

Tools

1. On the basis of knowledge of the current and future needs of the Slovak Armed Forces, to offer study programmes relevant to these needs, to regularly monitor and evaluate the interest in individual study programmes.
2. Deepening cooperation with secondary schools, promotion of study programmes and conditions of study at the Armed Forces Academy.
3. Setting transparent and fair conditions for the admission procedure.
4. Motivation of teachers and students to build and develop a mutually open and partnership dialogue, promotion of individual approach to students.
5. Use of teamwork, promotion of science and creative activities of students to solve problems in each subject of study and in the military programme.
6. Motivating students to continuous learning throughout the semester through continuous assessment, which is part of the semester evaluation.
7. Encouragement and use of innovative, attractive, multimedia elements through distance learning.
8. Implementation of the policies, structures and processes of the internal quality assurance system.
9. Systematic analysis of curricula, content and delivery. Analysis of the causes of drop-out.
10. Adding new areas to the system of quality assessment of educational activities, using the results of this assessment.
11. Dissemination of ideas directed towards patriotism, moral values, personal qualities of officers and using the knowledge of military education and training throughout the careers of professional soldiers.

Measurable indicators

1. Number and list of accredited higher education study programmes covering the requirements of the Slovak Armed Forces for most military specialisations.
2. Number of applicants for higher education studies; number of applicants fulfilling the conditions for admission to the professional soldier's civil service; number of applicants fulfilling the criteria for admission to studies; number of admitted applicants.
3. Number of students in each study programme; number of graduates in each study programme; number of students who did not complete their studies.
4. Percentage of students involved in creative activities.
5. Number of newly created study materials for distance form of education.
6. Number of students satisfied with the quality of education, with the pedagogical and professional approach of teachers.
7. Effectiveness of the integration and application of the quality assurance and evaluation system in accordance with the standards.
8. Evaluation of the readiness of graduates to perform their duties within the Slovak Armed Forces.

Oblast' 2. Lifelong education and training

Objective

To provide quality lifelong education and training providing participants with up-to-date knowledge on defence and military and developing military skills to deal with crisis situations using military resources.

Aims

1. The Armed Forces Academy develops the concept of quality lifelong education.
Tasks to support of the objective:
 - place emphasis on sufficient supply and raising the level of lifelong learning in the form of career and vocational courses offered in accordance with the requirements of the Slovak Armed Forces,
 - to promote a university of the third age that helps personal development, orientation and self-realisation in a rapidly changing society
2. The Armed Forces Academy links lifelong education and training with knowledge gained from practical experience.
Tasks to support of the objective:
 - to complete the education system in the field of knowledge and technology transfer, enriching it with educational activities aimed at developing competences,
 - develop the leadership and personal skills of participants in lifelong learning and training.

Tools

1. Support for the promotion of lifelong education.
2. The implementation of relevant career and vocational education based on the knowledge of current and future needs of the Slovak Armed Forces.
3. Adapting the content of lifelong learning and training to the needs of leadership development.
4. Educating course participants to take responsibility for their lifelong learning.
5. Incorporating lifelong learning into the system of internal evaluation of training activities.
6. Increasing the proportion of external lecturers from practice and sending Armed Forces Academy staff to acquire practical knowledge from training of the units and services of the Slovak Armed Forces.

Measurable indicators

1. Number and list of career courses; number and list of vocational courses; number and list of study programmes of the University of the Third Age.
2. Number of graduates of career courses; number of graduates of vocational courses; number of graduates of the University of the Third Age.
3. Number of hours in courses allocated to the development of leadership skills.
4. Proportion of external lecturers from practice in education and training for lifelong learning.
5. Number of Armed Forces Academy staff deployed to acquire practical knowledge in training of units and services of the Slovak Armed Forces.
6. Number of participants in career courses; number of participants in vocational courses; number of participants in the University of the Third Age satisfied with the quality of education and training.
7. Satisfaction of the Slovak Armed Forces with the quality and level of readiness of course graduates.

Oblast' 3. Science, research and creative activities

Objective

To guarantee the development of security sciences and defence technologies in the Slovak Republic, to deal with national and international research and development projects for defence as one of the main pillars of quality and attractive education, and at the same time to contribute to the provision and development of defence and security of the Slovak Republic

Aims

1. The Armed Forces Academy supports the development of the Slovak Armed Forces capabilities.

Tasks to support of the objective:

- Identify and strengthen cooperation with national and international R&D partners,
- to define the main scientific trends in individual areas of research and development and, based on the needs of the Slovak Armed Forces, to support the application of the results of creative activities in practice,
- observe ethical aspects in science, research and creative activities,
- support cooperation with similar institutions in the form of applied research and expert activities.

2. The Armed Forces Academy has established a system to ensure the long-term development of scientific research and creative activity.

Tasks to support of the objective:

- to provide the outputs of creative activity, to achieve the assessments and awards necessary for the accreditation of all three levels of higher education and the accreditation of the Habilitation Proceedings and Proceedings for the Appointment of Professors,
- involve students in project research, development and other creative activities,
- achieve national and international acceptance of the results of creative activities.

Tools

1. Support for research and development in the following areas: security environment, crisis management, counter-terrorism, technologies and materials for modernisation of defence technology, electromagnetic security, cyber defence and security, unmanned aerial vehicles, command and control systems and their technical means, simulation technologies for education and training, operational and combat use of the Slovak Armed Forces units.
2. Defining the conditions for assistance and obtaining financial resources for the development and maintenance of infrastructure (laboratories and other facilities) for priority areas of research and development.
3. Creating conditions for the involvement of staff and students in research and development projects of departmental, national and international importance and in publishing activities.
4. Supporting creative activities with selected partners, domestic and foreign higher education institutions.
5. Ensuring the conditions for editorial activities and supporting the publishing activities of university teachers and doctoral students.
6. Presentation and popularisation of the results of creative activities.
7. Regular monitoring and evaluation of the quality of creative activities.

Measurable indicators

1. Number and recognised quality of results of national and international projects.
2. Number of outputs of national and international research and development projects applied to practice.

3. Number of grants received from national and international sources, including the amount of financial support.
4. Number of approved proposals for the award of the title of Professor; number of Associate Professor titles awarded.
5. Number of registered scientific and professional papers; number of registered reviews; number of registered scientific and professional papers in the registered databases Web of Science and SCOPUS; number of registered reviews in the registered databases Web of Science and SCOPUS; number of registered papers in ISI current content journals.
6. Number of nominations and staff awards for science and creative activity.
7. Number of collaborating partners in research and development.

Oblast' 4. Human resources and working environment

Objective

Maintain the necessary staff structure to ensure accreditation of higher education study programmes, education, training and to create conditions for personal growth. Optimise working conditions and working environment. Achieve a high level of job satisfaction and adequate work motivation based on staff incentives.

Aims

1. The Armed Forces Academy practices an organisational culture based on open communication, interaction and values of belonging among its people.
Tasks to support of the objective:
 - to foster student, staff, alumni belonging and loyalty,
 - improve communication and awareness,
 - to reward and motivate students and staff to achieve excellence,
 - improve working conditions and working environment, increase staff job satisfaction.
2. The Armed Forces Academy is an institution that creates conditions for the qualification growth of individual categories of employees and assists them with a targeted social policy.
Tasks to support of the objective:
 - Ensure staffing capacity to accredit higher education study programmes and to deliver education and training,
 - ensure staffing capacity to carry out creative activities,
 - ensure qualified support staff.

Tools

1. Support for the qualification upgrading of university teachers, researchers and staff.
2. Systematic training of young university teachers, the creation of a specialised group of experienced teachers dedicated to the promotion and development of new pedagogical methods, education and counselling of teachers and students.
3. Building staff relationships based on clearly defined competencies and responsibilities of individual staff members.
4. Improving interpersonal relationships. Encouraging staff through positive motivation and guiding their actions to achieve common goals.
5. Improving and expanding information, counselling and psychological services to support staff and students.
6. Creating a supportive, healthy and environmentally friendly working environment.
7. Conducting employee satisfaction surveys.

Measurable indicators

1. Qualification structure of university teachers, researchers and support staff.
2. Number of university teachers upgrading their qualifications.
3. Age structure of university teachers, researchers and support staff.

4. Information, support, counselling and psychological services provided.
5. Indicators of negative interpersonal relationships.
6. Number of staff by individual categories; evaluation of their performance.
7. Employee satisfaction rates; number of employee benefits and their use.

Oblast' 5. Cooperation at national and international level

Objective

To cooperate with national and foreign institutions in order to improve the quality of education and training, cooperation in research, creative activities and popularization of results. To participate in the activities of the educational and scientific community at national and international level. Accept co-responsibility for the development of society.

Aims

1. The Armed Forces Academy is concerned with the direction of society, cooperates with domestic and foreign institutions.
Tasks to support of the objective:
 - to participate significantly in increasing the level of cooperation with universities in the Slovak Republic,
 - to deepen cooperation in the field of education, training and creative activities mainly with NATO and European Union countries.
2. The Armed Forces Academy has long been positively perceived by the public.
Tasks to support of the objective:
 - to regularly inform the public about the activities carried out, the achievements made, to popularize interesting topics.

Tools

1. Establishing partnerships and consortia with education, research and development institutions at home and abroad, particularly in the field of military education and training and defence research and development.
2. Active participation of representatives in presentations of higher education institutions.
3. Promoting exchange visits of students and university teachers.
4. Representation on NATO Science and Technology Organization (NATO STO) panels and participation in activities carried out within NATO STO and the European Defence Agency.
5. Involvement of teachers and students in the activities of national and international organisations and institutions, support for mobility of academic staff.
6. Increasing the effectiveness of information and promotional activities (marketing and communication strategy).

Measurable indicators

1. Number of memberships and partnerships in national and international organisations, institutions; number of actively used memberships and partnerships.
2. Number of staff and students active in representations.
3. Number of exchange participants from among university teachers; from among students.
4. Number of activities to disseminate results; number of publications in major print, electronic and other media.

Oblast' 6. Internal administration and services

Objective

Manage the use of resources efficiently, economically and rationally with a view to developing modern infrastructure. Seek to exploit and expand sources of income other than that from the budget chapter of the Ministry of Defence, with a view to increasing the volume of available resources, and to establish rules for their acquisition and use.

Aims

1. The Armed Forces Academy applies elements of strategic management appropriately.
Tasks to support of the objective:
 - to develop cooperation between the management, the Academic Senate, the Scientific Board, the Union Council, the departments, the department of defence.
2. The Armed Forces Academy is an economically stable institution.
Tasks to support of the objective:
 - to obtain sufficient resources to fulfil its mission and to streamline the management and disposal of state assets,
 - improve the public procurement process.
3. The Armed Forces Academy has quality infrastructure and modern facilities.
Tasks to support of the objective:
 - make more efficient use of facilities and infrastructure, improve the quality of accommodation and catering provided,
 - plan to build and modernise instrumentation, computing, laboratory and other equipment.
4. The Armed Forces Academy promotes the use of information systems and library services.
Tasks to support of the objective:
 - build a common information system and integrate the various electronic agendas accordingly,
 - ensure open access to information,
 - expand the library and information services provided,
 - improve its own publishing activities,
 - improve information security and the reliability of the information and communication environment.

Tools

1. Open and public evaluation of the activities of the Armed Forces Academy.
2. Efficient, economical and effective use of allocated funds.
3. Transparent conduct of public procurement.
4. Reconstruction and modernisation of individual buildings and facilities with an emphasis on reducing energy consumption and operating costs.
5. Introduction and use of modern information systems.
6. Improving availability of and access to information resources and expanding information and communication technologies.

Measurable indicators

1. Annual Activity Report and Annual Management Report.
2. Energy consumed and operating costs per m² and m³.
3. Number of European Union Structural Funds projects submitted and accepted.

4. Buildings and equipment renovated, amount of funds spent on modernisation and renovation.
5. Utilisation of accommodation and catering facilities.
6. Percentage of departments participating in the common information system, its use and sufficiency.
7. Performance and coverage of the computer network.
8. Number of library and information services; size of the library collection; number of library visitors.
9. Number of self-published books and electronic publications.

Conclusion

The Long-Term Intention is a strategic document of the Armed Forces Academy, which defines its mission, ambition and areas of development in the horizon of ten years on the basis of the knowledge of the current and up-to-date state and the development. In each development area, the objectives, goals and tools for their achievement are set out, and measurable indicators are provided to assess their fulfilment.

The long-term objective declares the fulfilment of the Armed Forces Academy's responsibility to prepare the Slovak Armed Forces for the fulfilment of national defence tasks. At the same time, the long-term plan characterises the basic framework and structure, which project the direction and methods leading to the fulfilment of the set objectives and goals, and realisation of which is also an important condition for further development.

Getting acquainted with the objectives and active participation of the members of the academic community is crucial for the successful fulfilment of the aims and objectives of the Long-Term Intention.

The Long-Term Intention for the period 2022-2032 will be further elaborated in internal documents, evaluated annually in the Annual Activity Report and the Annual Management Report of the Armed Forces Academy and updated as necessary.

The Long-Term Intention for the period 2022-2032 was discussed by the Scientific Board of the Armed Forces Academy at its meeting on May 20, 2021.

On July 15, 2021, The Long-Term Intention for the period 2022-2032 was approved by the Academic Senate of the Armed Forces Academy with comments which were incorporated into the text of the Intention.

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