Strategic Plan of the Prague University of Economics and Business
2021–2025

Preamble

The Prague University of Economics and Business (hereinafter referred to as the "VŠE) has been striving for a long time to achieve a leading position in the area of economic, managerial and informatics education in Central Europe, and thus its long-term strategy is based on meeting internationally recognised standards. The VŠE is nowadays a modern, widely recognised university providing education in economic, managerial, informatics and related degree programmes at all levels of higher education including a habilitation procedure (i.e. the procedure to attain associate professorship) and the procedure towards the full professorship appointment. The VŠE graduates have very good opportunities both in the Czech and international labour markets. In its pedagogical and scientific work, the VŠE puts an emphasis on a high standard of quality and shows respect for moral and ethical principles. The VŠE contributes to meeting national priorities in the area of higher education. By its scientific-pedagogical activities and the third role the VŠE contributes to the society-wide development based on principles of economic, social, and environmental sustainability.

VŠE strategic priorities defined in this 2021–2025 Strategic Plan were conceived in accordance with strategic priorities of the Ministry of Education, Youth and Sports and result from a long-term mission and vison of the Prague University of Economics and Business. In the upcoming five years the VŠE will strengthen its national as well as international competitiveness on the basis of the development of **three strategic pillars** which rely on current worldwide trends pertaining to higher education. They are **digitization, internationalization** and an emphasis put on **life-long learning**.

VŠE Mission

The VŠE mission is to provide both Czech and foreign students with excellent higher education within a wide range of managerial, economic and informatics as well as other degree programmes at the Bachelor´s, Master´s and doctoral levels with the aim of offering them very good opportunities in the international labour market. Degree programmes are taught by highly qualified, competent, and motivated university teachers.

The VŠE systematically develops its scientific and research activities, including preparation of students in doctoral degree programmes whilst respecting indivisibility of pedagogical activities and scientific research. As a consequence, the VŠE is an internationally recognised professional workplace and a partner for cooperation with governmental and non-governmental institutions and the business sector.

The VŠE value priorities include openness to new ideas and approaches. The university endeavours to support collegial partnership within the academic community and defends free expression of opinions and ideas. The Prague University of Economics and Business is a socially responsible institution leading its students towards ethical behaviour as well as social and environmental responsibility regarding contemporary challenges of the globalising world and aspects relating to economic and social life.

The VŠE mission is based on the following values:
- long-term efforts to achieve high quality pedagogical, scientific and research activities;

- internationalization of academic environment as a fundamental prerequisite of competitiveness of students and academic staff;
- development of academic fellowship whilst respecting academic freedoms and self-government;
- traditional moral values of the free and democratic society;
- responsibility toward the society and its sustainable socioeconomic development.

VŠE Vision

The aim/vision of the VŠE is to assume the role of a leader in the market of managerial, economic and informatics education in Central European countries. The VŠE wants to be a sought-after research university respected internationally providing elite Bachelor´s, Master´s and doctoral education in managerial, economic, informatics and other relating areas at all faculties as well as excellent programmes of life-long education designed for top managers. The VŠE wishes to produce graduates who will possess a potential to strengthen, within their professional activities, the wide social, moral, and environmental responsibility in the society.

In compliance with its mission and vision the Prague University of Economics and Business wants to be in 2025:
- a foremost, excellent higher education institution in the area of economic, managerial, informatics and relating disciplines in the Czech Republic and in the Central European Region with a distinct international student, pedagogical, research and development environment and prestigious international accreditations;
- a higher education institution pursuing superior, contemporary, and flexible forms of education in Bachelor´s and Master´s degree programmes to Czech and foreign students;
- a higher education institution offering good quality, open and internationalised doctoral programmes with the prospects to permanently engage the best graduates in pedagogical, research and development work of the university;
- a higher education institution with a growing number of outstanding results in scientific-research activities within the range of scientific and research tasks oriented towards wide areas of social and economic life with intensive involvement of young researchers;
- a higher education institution with efficient strategic management using effectively its capacities in pedagogical, research and relating supporting activities whilst respecting principles of moral and ethical rules;
- a higher education institution maximally supporting its academic staff to achieve their career objectives in the interest of continual, qualitative development of pedagogical and scientific activities of the university having a significant international dimension;
- a higher education institution whose academic staff will be an integral part of professional as well as public discourse concerning current, mainly socioeconomic problems in the society in a national and international context.

Strategic priority objectives are reflected in operational goals and measures leading to their fulfilment. Operational goals and measures encompassed in the Strategic Plan focus on:
- developing competences directly relevant to life and practice of the 21st century;
- improving accessibility and relevance of flexible forms of education;
- increasing effectiveness and quality of doctoral studies;
- strategic management and effective utilisation of capacities in research and development;
- building up capacities for strategic management of the VŠE;
- reducing an administrative burden of staff and extending the area for their pedagogical and scientific research activities;
- strengthening internationalization in all areas of activities.

The described breakdown of the Strategic Plan enables unambiguous evaluation of the declared ties to the Strategic Plan 2021+ of the Ministry of Education, Youth and Sports (the MEYS), The Internationalisation Strategy of the MEYS, and other strategic documents for higher education.

The Strategic Plan significantly reinforces strategic management and its supporting structures and creates the environment leading to better study, work and life of students and academic staff whilst accenting the respect for diversity, ethical and moral values and corresponding engagement of the VŠE partners and other stakeholders in a wide spectrum of school activities. Setting operational goals and individual measures guarantees their attainability and at the same time it enables a flexible response to ever changing external conditions, including the development of a demographic curve, the demand for the high quality of academic, professional and life-long education provided not only by traditional but also by modern, flexible forms using transfer of knowledge and growing digitisation. Deep-rooted internationalisation of science, research and pedagogical activities penetrates all essential goals and measures and it is comprehensively accentuated in the second part of this Strategic Plan.

In conceiving this Strategic Plan, the VŠE has established the goals that will contribute to further reinforcement of university´s strengths and will help surmount weaknesses. Therefore, several goals reflect the already achieved level of the VŠE, build on this level and support its further development and better quality. The Strategic Plan takes into consideration also threats and opportunities coming from the external environment, however, these are currently relating predominantly to the covid-19 pandemic.

An essential transformation can be seen in the areas responding to both international and national ground-breaking trends in higher education, such as utilisation of digital forms in teaching n and in other VŠE activities, human resources management and broadening cooperation with other higher education and research institutions in the Czech Republic and abroad.

In compliance with MEYS requirements the Strategic Plan highlights the goals which are assumed to be supported from the Strategic Management Support Programmes. Such goals are marked by acronym PP.

CONTENT

1 Development of Competences Directly Relevant to Life and Practice in the 21st Century

The development of competences of academic staff is a fundamental prerequisite to enhance quality of degree programmes, and it is also an essential condition for strengthening VŠE competitiveness. A modern system of education supports the development of pedagogical and socio-psychological skills of academics. The priority will be mainly to improve competences of doctoral and postdoctoral students whose career has just begun. However, the system of education will be opened also for other academic staff and will reflect changing external and internal conditions with an emphasis put on ethics, critical thinking, sustainability, support for the development of professional competences and provision of education using diverse forms, including flexible forms of teaching while considering specificities of a teaching theory for life-long learning courses.

In 2018 the VŠE obtained an institutional accreditation and in 2020 went through the process of external evaluation. The VŠE will assess experience gained regarding the current operations of a new model of accreditations and in the implementing period of this Strategic Plan it will focus on further development of quality education, creativeness and relating activities.

For a long time the VŠE has been involved in the process of international accreditations the obtaining of which is conditioned upon meeting high standards of quality, including assessment of learning outcomes which is a guarantee for fulfilling curricula with regard to a desired profile of graduates from individual degree programmes. Thorough monitoring of learning outcomes and evaluation of implemented measures will rank among the fundamental goals of the VŠE. In the following years modernised student assessment will be put in place, the school will review the real academic burden on students in the framework of the ECTS and will support the system of a modular organisation of teaching, i.e. non-periodical teaching.

The VŠE priority objective is to prepare students for applying the gained knowledge in future practice. Graduates of degree programmes offered by the university must be able to quickly adapt to the dynamic development the globalised economy is going through. Therefore, degree programmes must be conceived in a way that the graduate profile will correspond with the target occupation whereas the education content can flexibly react to the development of changing requirements in the labour market. The VŠE will also pursue different forms of life-long learning.

The VŠE will continue paying attention to a solid base for student organisations, study groups and informal meetings of students. At the same time, the VŠE will develop and support social and study integration of newly enrolled students and will take great care of students with disabilities and specific learning needs. To broaden cooperation with secondary schools the VŠE will rely on a large range of activities including support for education of secondary school teachers.

The fourth industry revolution will bring about enormous changes in the market of job opportunities. Programmes of life-long learning are a significant tool for anticipating structural changes of the labour market as well as changes produced for example by the covid-19 worldwide pandemic or geopolitical changes. Thus, programmes of life-long learning offered by VŠE will contribute to the development of competences relevant in the 21st century.

The first VŠE strategic priority objective will be achieved on the basis of the below stated measures and after meeting six operational goals which are as follows: (A) development of pedagogical competences of academic staff; (B) development of the system to ensure and internally evaluate the quality of education and modernization of the student assessment system; (C) strengthening the links between study and practice and reinforcing preparation for job opportunities; (D) supporting integration of students and cooperation with secondary schools; (E) evaluation of experience with current functioning of a new model of accreditations and a proposal for its partial modifications (F) life-long learning programmes.

1.A DEVELOPMENT OF PEDAGOGICAL COMPETENCES OF ACADEMIC STAFF

Goal 1.A.1	High level of pedagogical competences of academic staff
Measures to achieve the goal	To establish a modern system of education focusing on development of pedagogical and socio-psychological skills of doctoral and postdoctoral students as well as other VŠE academic staff in Prague. To innovate the content of courses and seminars as a follow up to ever changing external and internal conditions with an emphasis put on ethics, critical thinking, sustainability and support of the development of competences for provision of education using diverse forms, including flexible forms of teaching while considering specificities of a teaching theory used in life-long learning courses. To develop general (and faculty specific) curricula of courses for the development of professional competences of academic staff. To check development of competences through class observations and feedback given within the assessment of academics. To organise regular meetings of academic staff with respect to innovations. To use contemporary methods of teaching and relating demo lessons. To support sharing of best practices, to encourage participation of foreign experts and business representatives in these meetings, and to support participation of relevant academic staff in trainings abroad.
Indicator	The functional system supporting development of competences of academic staff.

Goal 1.A.2	Extending offer of electronic information sources and improving work with information
Measures to achieve the goal	To develop online availability of services provided by the Centre of Information and Library Services. To broaden an offer of relevant information sources with a particular emphasis on international databases and e-books. To develop skills of academic staff and students when working with information.
Indicator	The number of available electronic sources. Provided trainings.

1.B DEVELOPMENT OF THE SYSTEM TO ENSURE AND INTERNALLY EVALUATE THE QUALITY OF EDUCATION AND MODERNIZATION OF THE STUDENT ASSESSMENT SYSTEM

Goal 1.B.1	Development of the system to ensure and internally evaluate the quality at the VŠE
Measures to achieve the goal	To enhance the content of assessment reports, in particular to improve their analytical level on the basis of the wide usage of data. To increase and enhance information support provided to all responsible units and persons when processing assessment reports. To adjust, on an ongoing basis, the system designed to ensure and internally evaluate the quality on the basis of experience of other higher education institutions as well as on recommendations arising from external evaluations of the VŠE.
Indicator	The efficient, and in terms of administration, undemanding system used to ensure and evaluate internal quality.

Goal 1.B.2	**To fully implement the system evaluating learning outcomes of degree programmes**
Measures to achieve the goal	To evaluate learning outcomes so that they will become an integral part of an assessment of state final examinations and defence of different types of theses concerning all degree programmes at the VŠE in relation to a graduate profile and accreditation of individual programmes. To enhance information support provided to guarantors of degree programmes in order to analyse, evaluate and manage degree programmes. To put in place regular evaluations of suggestions arising from assessments and measures directed toward enhancement of educational quality and/or elimination of detected shortcomings. To evaluate impacts of implemented measures in the framework of a learning outcomes assessment.
Indicator	Implementation of all phases of a learning outcomes assessment.

Goal 1.B.3	**Modernization of types of study accomplishment**
Measures to achieve the goal	On the basis of a learning outcome analysis, to modernise different types of thesis defence and state final examinations so that these can enable in-depth assessment of critical thinking of students and their abilities to apply acquired knowledge and skills. To analyse and modify credit assessment concerning writing and defending final theses. To modify study and examination rules whilst reflecting changes of state final examinations.
Indicator	The contemporary methods of final examinations enabling comprehensive assessment of critical thinking and abilities to apply acquired knowledge and skills.

Goal 1.B.4	**Modernization of the environment used to test student knowledge and skills (examination centre)**
Measures to achieve the goal	In the context of launching new types of testing to establish a modern and flexible platform for e-testing with an option to take all types of attestations in the different stages of a study process electronically while safety and ethical approach are assured.
Indicator	A functional examination centre.

Goal 1.B.5	Review of an academic burden of subjects and development of student competences
Measures to achieve the goal	To systematically analyse real academic burden of subjects within the ECTS, and as a consequence to draw up the methodology for accreditation of subjects and degree programmes with respect to credit allocation and a corresponding academic burden expressed in the number of hours. To strengthen activities outside the direct teaching which will lead to the development of essential competences of students, such as critical thinking, team cooperation, and advanced soft skills. Newly accredited subjects will, with regard to credit allocation, better correspond to efforts made by students and will not rely only on the number of hours of direct teaching. Hours allocated beyond direct teaching will be realistically filled with tasks and activities using e-learning and LMS whenever it is possible and appropriate.
Indicator	Newly accredited subjects with a corresponding academic burden.

Goal 1.B.6	Effective forms of teaching time and non-periodical teaching
Measures to achieve the goal	To systematically analyse options of how to introduce effective forms of teaching and non-periodical teaching within the VŠE schedule both for intensive courses of visiting professors and for regular subjects. To analyse a physical space and human resources of the VŠE when combining regular teaching with non-periodical and weekly teaching To introduce an option to take examinations during a semester depending on the progress of non-periodical teaching.
Indicator	An analysis of options and pilot implementation of non-periodical teaching within the VŠE schedule.

1.C STRENGTHENING THE LINKS BETWEEN STUDY AND PRACTICE AND REINFORCING PREPARATION FOR JOB OPPORTUNITIES

Goal 1.C.1	Degree programmes strengthening preparation for employment of students in the changing labour market
Measures to achieve the goal	To develop job-oriented degree programmes and within academic degree programmes to strengthen students´ ability to use acquired knowledge and skills in practice. To conceive curricula in relation to target professions. To get feedback from employers and to systematically engage business experts in activities of university-wide and faculty bodies. To monitor the content of education and its links to the development of labour market requirements. To broaden cooperation of degree programme guarantors with business experts when modifying the profile of a graduate. To support publishing of university textbooks and other textbooks as fundamental didactical aids for the development of degree programmes. To develop students´ internships including those abroad while considering specificities of individual faculties; to support human resources and administrative capacities in order to organise internships.
Indicator	The extension of links between degree programmes and future employment.

Goal 1.C.2	Supporting counselling activities for students and employees
Measures to achieve the goal	To develop services of the Academic Psychological Counselling Centre and to actively support mental health of the VŠE students and employees. To provide individual consultancies, psychodiagnostics, and to organise seminars and workshops.
	To provide services of professional and career-oriented advisory in the form of consultancies, including online forms, with the aim to develop key skills relevant to life and practice in the 21st century as well as skills needed for own career management or its change at the local and global levels.
	Within such career counselling to implement forms of (one off) career-oriented advisory for students and graduates prior to their professional career and (long-term) career mentoring for cooperation with students and graduates in order to form their professional life objectives.
	To use progressive coaching methods in career-oriented counselling, to cooperate with other higher education institutions when developing and applying new methods.
	Within such career counselling to establish a system of cooperation with Labour Offices as a follow up to goals and measures relating to the development of methods and forms of flexible education and to proactively offer services of career-oriented counselling.
	To develop consultancy for business/entrepreneurial activities.
Indicator	The number of students and graduates using such consultancy services.

Goal 1.C.3	Effective Development and Counselling Centre to be in touch with graduates and business practice.
Measures to achieve the goal	To modernise the strategy of the VŠE Development and Counselling Centre (DCC) which will then better react to needs of employers with respect to their demands on graduates and with the view to strengthen links between studying and practice activities, to prepare for a future job and to get relevant feedback from graduates.
	To extend services of the DCC so that the Centre can organise conferences and other events held at the premises of the VŠE (event management).
	To involve graduates in lectures, students´ projects and professional activities organised for students, employees, and the general public.
	To open the university for employers so that they can offer working opportunities, in particular "Šance" (Chance) job-fairs. To arrange online access for employers, including foreign ones.
	To develop a system of surveys among employers to find out their demands on graduates of degree programmes and to regularly submit survey outcomes to individual faculties to be used for respective innovation of curricula.
	To establish the system of getting feedback from graduates of individual faculties and degree programmes at specified intervals from their graduation; to establish the system of how to include acquired findings into innovations of degree programmes.
Indicator	A high intensity rate of contacts and mutual support between the VŠE and businesses.

Goal 1.C.4	**Support for start-ups and development of entrepreneurial spirit and involvement of students in innovative activities**
Measures to achieve the goal	As a follow up to a successful activity of the xPORT accelerator to identify new ways how to support an entrepreneurial spirit of VŠE students and employees in conformity with new trends in business and as a response to changes of external conditions. To subsequently develop new incubation programmes. To provide capacities and mentoring of the xPORT accelerator for teaching subjects aimed at entrepreneurship. To open relevant programmes for start-up teams that need to broaden their education in the fields provided by the VŠE because they want to develop their business. In order to raise awareness about business options to implement the system of a university-wide entrepreneurship contest for start-up teams. To support, on an ongoing basis, the xPORT accelerator in infrastructure, investment, and material areas.
Indicator	New incubation programmes. Involvement of students in start-up activities.

Goal 1.C.5	**Development and enhancement of support provided to life-long learning programmes and courses**
Measures to achieve the goal	Marketing support for MBA and MPA programmes as well as for other life-long learning courses. To register all participants of life-long learning courses in the InSIS. To support accreditation and certification of MBA (CAMBAS, AMBA…) programmes.
Indicator	A higher number of life-long learning programmes and courses offered.

1.D SUPPORT OF INTEGRATION OF STUDENTS AND COOPERATION WITH SECONDARY SCHOOLS

Goal 1.D.1	**System support for student organisations**
Measures to achieve the goal	To analyse needs and options for development of student organisations bringing together students of all grades, including methods of targeted integration of first grade students of programmes taught in the Czech language as well as students of foreign language programmes into such activities. To systematically and professionally support events held by student organisations by means of networking between students, academic staff, graduates, and business representatives. To support engagement of student organisations in international and national student networks. To discuss focus and work of student organisations with other higher education institutions, including possible networking, cooperation, and coordination. To digitalise administrative work relating to activities of student organisations. To establish specific infrastructure facilities for student organisations, their events, and for both study and informal meetings of students.
Indicator	The number of events held by relevant organisations. Infrastructure facilities including suitable rooms, devices, electronic environment, etc.

Goal 1.D.2	Social and study integration of newly enrolled students
Measures to achieve the goal	To organise get-to- know-you courses for students of first grades (Bachelor´s and follow-up Master´s degree programmes) with the aim to build and foster sense of belonging of the VŠE students and to make social integration easier for newly enrolled students. To support social inclusion and study process integration of students through an elaborated information system that will contribute to their understanding of the study process and to other options and opportunities provided by the university as a whole and its faculties. As a follow-up to get-to-know-you courses, to underpin community links between students of all grades within student organisations and meetings of students from different fields of study by which the relationships between students will be maintained and links to the VŠE will be reinforced.
Indicator	A high rate of sense of belonging between students and then VŠE graduates.

Goal 1.D.3	Supporting students with disabilities and specific learning needs
Measures to achieve the goal	To establish favourable conditions for fully fledged study of individuals with disabilities and specific learning needs during the whole education process, i.e. from the entrance examination until due accomplishment of a study process. To develop activities of the Centre of Students with Disabilities, to extend its offer, to put a systematic emphasis on integration of students with disabilities into the widest possible range of activities, to develop competences essential for job opportunities of students with disabilities.
Indicator	The number of students with disabilities and specific learning needs at the VŠE.

Goal 1.D.4	Cooperation with secondary schools
Measures to achieve the goal	To engage VŠE academic staff in activities aimed at secondary school students and teachers. To establish a close relationship with secondary schools, i.e. with institutions and individuals. Part of such cooperation will be participation in teaching and not regularly scheduled training events as well as in popularizing events for secondary school teachers. The VŠE will participate in education by classic as well as distance forms, such as e-learning. The VŠE will support development of education of secondary school teachers in the fields relating to VŠE degree programmes. To develop systematic cooperation with secondary schools with the aim to make the transfer to the university system of study easier for secondary school graduates and to interconnect potential applicants with university students and academics. To enhance awareness of secondary school students about VŠE strengths in terms of a study process, leisure time activities, future job opportunities, and support provided by the VŠE in the above areas. To make the university accessible for secondary school students within the events organised specifically for them and during the Open House Days. To support secondary vocational activities and other contests for secondary school students through professional consultancies and evaluations.
Indicator	The number of events and activities contributing to the established goal.

1.E EVALUATION OF EXPERIENCE WITH CURRENT FUNCTIONING OF A NEW MODEL OF ACCREDITATIONS AND A PROPOSAL FOR ITS PARTIAL MODIFICATIONS

Goal 1.E.1	Functional model of internal accreditations
Measures to achieve the goal	To analyse internal regulations laying down an accreditation process and to incorporate modifications with the aim to make administration easier but at the same time to stress elements essential for the quality of accredited degree programmes. To process evaluation reports of guarantors concerning degree programmes and to implement outcomes and measures arising from them. To complete the Guarantor Portal in the InSIS so that it can provide a necessary information support for activities of guarantors. To implement an accreditation module in the InSIS and to use it in accrediting new degree programmes.
Indicator	Implementation of the accreditation process in the InSIS.

1.F DEVELOPMENT OF LIFE-LONG LEARNING PROGRAMMES

Goal 1.F.1	Long-term certified programmes of life-long learning
Measures to achieve the goal	To develop internationally recognised courses of MBA programmes. To improve their quality by meeting criteria of national and international accreditations. To acquire/keep the CAMBAS national accreditation for the majority of MBA programmes taught at the VŠE. To strive to obtain international accreditations, for example AMBA, FIBAA, RICS, etc., and to keep/reaccredit them. To support an international dimension of MBA programmes and to promote them better. To develop long-term, certified and specialised courses, for example for preparation of experts, appraisers, members of crisis management, etc.
Indicator	The number of MBA programmes having an external accreditation. The number of long-term certified life-long learning programmes.

Goal 1.F.2	Modules of short-term life-long learning courses aimed at developing competences
Measures to achieve the goal	To analyse the range of provided life-long learning with respect to the system of modular teaching; after completing such courses participants will acquire specific competences the nature of which will consider development trends in economic, business, managerial, and IT competences. To put together a catalogue of modules of life-long learning courses focusing particularly on defined competences. To offer such catalogue to the general public, including Labour Offices. To include modules to career-oriented counselling for graduates and the general public. To verify competences acquired in individual training modules through separate certificates.
Indicator	The number of certified life-long learning modules.

Goal 1.F.3	The University of the Third Age (U3A)
Measures to achieve the goal	To ensure organizational, administrative, and academic facilities for life-long learning of the elderly. To extend and innovate the offer of courses resulting from the professional focus of the VŠE. To use flexible forms of education, hybrid teaching and digitization with the aim to provide life-long learning to older citizens with a limited mobility or even elderly bedridden adults or seniors coming from regions with a passenger transport which can impede their journey to the place of teaching. To implement U3A programmes in Prague and in Jindřichův Hradec. To improve promotion of U3A and to actively offer courses by addressing family members of seniors.
Indicator	The number of U3A students.

2 Availability and Relevance of Flexible Forms of Education

The VŠE reacts to ever changing conditions by developing flexible forms of education that reflect not only the necessity to provide education aimed at increasing, enhancing, extending and updating acquired qualifications but also the need to conceive new methods of distance learning by means of information technologies.

The aim of this area is to offer a diversified portfolio of educational sources for life-long learning which will offer, to a sufficient degree, a possibility to supplement already achieved education either in comprehensive programmes or within specifically focused courses. Utilisation of sources of life-long learning will by supported by open career counselling enabling participants to select correct sources or their combinations.

New methods of teaching on the development of which the second aspect of flexible forms is focused will enable students to broaden their choice of life-long learning. The aim of life-long learning is to develop and support introduction of new didactical methods of teaching not only within life-long learning but also within full time teaching based on an effective and efficient IT system for teaching and learning management. In order to meet this goal, it is imperative to raise the level of awareness about online tools and the capability to use them both among academic staff and among students while respecting a diversified approach required by students with specific learning needs. At the same time, it is necessary to motivate academic community to use such tools and to ensure that the tools mentioned are made use of in compliance with ethical and moral values. A synergic effect of flexible methods of education will also allow creating favourable study conditions for students-sportsmen and sportswomen and students-parents.

The second VŠE strategic priority objective will be achieved on the basis of the below stated measures and after meeting five operational goals which are as follows: (A) using distant methods of education in degree programmes taught in full time; (B) development of an offer and innovations of flexible forms of education including education provided online; (C) study/work-family balance and creating conditions for successful combined forms of learning; (D) enhancing an information value of certificates proving to employers results achieved in life-long learning; (E) promotion of the offer of life-long learning through career counselling provided to students and the general public.

2.A USING DISTANT METHODS OF EDUCATION IN DEGREE PROGRAMMES TAUGHT AS FULL TIME PROGRAMMES

Goal 2.A.1	Effective technological environment for using flexible forms and new teaching methods and tools
Measures to achieve the goal	To implement an efficient and effective Learning Management System (LMS) based on an analysis, needs, experience and knowledge of teachers and students, described specifications, mapped and defined processes and procedures for individual groups of users and prepared interfaces for LMS implementation. To interconnect the LMS with the existing university information system. To ensure sustainability and support for the implemented system and its further development.
Indicator	The fully fledged functional and sustainable LMS integrated with the existing information system of the university (InSIS), opened to implement innovations.

Goal 2.A.2	**Ongoing targeted support for creation and development of new didactical methods and tools**
Measures to achieve the goal	To set up counselling, methodological and technological-supportive working groups at the university level and at the level of individual faculties and to equip them with needed knowledge, skills, and technological devices. To establish a framework for activities of working groups, to support their proactive actions in terms of technology and organisation. To check how working groups operate and to clarify their activities. To regularly evaluate impacts of activities held by working groups.
Indicator	Functional working groups and evaluation of impacts of their activities.

Goal 2.A.3	**A high level of knowledge of teachers about options and variability of new non-contact methods of teaching, including checking and assessing of learning outcomes, and effective motivation to use such methods**
Measures to achieve the goal	To establish a system of ongoing comprehensive training of teachers so that they will acquire skills for incorporating e-learning into teaching as well as skills for checking and assessing learning outcomes. To ensure sharing and transferring of knowledge and experience to be included in contact courses, distance courses, life-long learning courses, and to be used for solving emergency situations, including examples of different types of teaching materials. To develop and establish a motivation system for supporting utilisation of e-learning tools and blended-learning in face-to-face teaching.
Indicator	Sustainability and development of a training system. Achieving a high rate of information awareness and effective functioning of an information e-portal. A well-functioning motivation system for using new methods, checked on an ongoing basis.

Goal 2.A.4	**Appropriate and ethical use of new teaching methods within blended learning in order to achieve maximum learning benefits**
Measures to achieve the goal	To develop and test a system for education of students of individual degree programmes on how to effectively use tools of blended learning based on an ethical approach. To ensure the support for students and teachers so that they can use tools of blended learning, including proctoring. To ensure ethical utilisation of blended learning tools, including the purchase of tools for checking learning outcomes online (proctoring, etc.).
Indicator	Incorporating advanced courses aimed at using blended learning tools in managerial, economic, and IT programmes. Innovation of courses on the basis of an analysis of benefits and impacts of tools of blended learning.

Goal 2.A.5	Eliminating impacts of social, health and other inequalities on unsuccessful studying and supporting students with disabilities and specific learning needs while using flexible forms of teaching
Measures to achieve the goal	To suggest measures leading, in the context of distance learning, to successful studying of students facing problems arising from social, health, and other inequalities. To take measures based on an analysis of needs and to identify impacts of distance learning on such students. To check effectiveness and impacts of the adopted measures on elimination of different categories of inequalities and to propose innovations of measures as a follow up to a structured analysis of data files showing a success rate of students facing inequalities. To implement innovations to measures supporting successful studies of students facing inequalities and to ensure sustainability of such measures.
Indicator	Effective measures to increase a success rate of students facing inequalities. Adaptation of measures aimed at specific situations of disadvantaged students.

Goal 2.A.6	Developing methods and establishing quality standards of blended learning, including manuals for supporting services in cooperation with other higher education institutions
Measures to achieve the goal	To get involved in the Centralised Development Projects and other joint projects of higher education institutions oriented toward the development of methods, tools, assessment and standards of blended learning and other flexible methods of education on the basis of an analysis of areas defined for joint procedures of higher education institutions. To share experience through cooperation and to embed such experience in guidelines and manuals of "best practices" while considering the situation of 2020. To cooperate in suggesting the most effective forms and content of support services in blended learning for those who work as well as for those who study, including services shared across schools.
Indicator	Involvement in relevant projects relating to VŠE priority goals.

2.B DEVELOPMENT OF AN OFFER AND INNOVATIONS OF FLEXIBLE FORMS OF EDUCATION, INCLUDING EDUCATION PROVIDED ONLINE

Goal 2.B.1	Diversified and extended portfolio of educational sources for life-long learning, including online learning
Measures to achieve the goal	To modernise the concept of life-long learning while using current internal and shared experience. To set standards for different types of educational sources, including micro-courses specified for further occupational education. To establish a portfolio of different types of educational sources for managerial, economic, and IT fields of education, including teaching materials by using tools of e-learning and to reinforce synergic effects of measures adopted for further usage of distance education. To offer created education sources online in the domestic market, including an offer for Labour Offices, namely for requalifying courses, but also exercise an offer on international markets.
Indicator	The offer of educational sources for life-long learning and requalification.

Goal 2.B.2	Comprehensive infrastructure for creating and providing online education, tools, and methods, including a professional support
Measures to achieve the goal	To suggest the system interconnecting units actively providing their support to online education while using current organisational units of the VŠE as well as working groups and bodies of individual faculties as a follow up to the expansion and enhancement of their activities or complementation of the current structure, respectively. To purchase technological equipment and software in order to provide online education and check learning outcomes in online courses and programmes. To set, introduce and pilot supporting services followed by measures aimed at increasing their quality and effectiveness. Whenever possible, to prepare an "Open Access" approach to educational sources.
Indicator	The implemented infrastructure of online education.

2.C STUDY/WORK-FAMILY BALANCE AND CREATING CONDITIONS FOR SUCCESSFUL COMBINED FORMS OF LEARNING

Goal 2.C.1	Using flexible forms of education to support students-parents
Measures to achieve the goal	To use tools of distance learning as a supportive tool to make a fully-fledged study process easier for students-parents in cases when they are not able to personally participate in classroom teaching. To establish a systematic information support for students-parents which will facilitate solutions to study as well as non-study problems if/when they arise.
Indicator	A success study rate of students-parents.

Goal 2.C.2	Support for a dual career of students – sports representatives
Measures to achieve the goal	To establish study conditions enabling combination of study and a sports career, their verification and subsequent reflection in relevant internal regulations. To coordinate support provided to students with outstanding sports performance between faculties and the Centre of Physical Training and Sports Technical support in the InSIS for recording students-representatives and the course of their studies.
Indicator	A success study rate of students included in the programme.

2.D ENHANCING AN INFORMATION VALUE OF CERTIFICATES PROVING TO EMPLOYERS RESULTS ACHIEVED IN LIFE-LONG LEARNING

Goal 2.D.1	Register of study in life-long learning programmes and certificates of all achieved levels
Measures to achieve the goal	To adapt the InSIS in order to have comprehensive record-keeping of studies in life-long learning programmes, including an option to generate all documents. To issue certificates and certificate supplements which will contain a more detailed review on the range and content of study and individual courses to be completed. To issue separate certificates for those who completed educational modules verifying their specific competences acquired in such modules.
Indicator	Implementation of a study register of life-long learning. A functional system for fully fledged record-keeping of studies within life-long learning.

Goal 2.D.2	The VŠE as a place for taking examinations in selected fields of the National Register of Qualifications
Measures to achieve the goal	To analyse market requirements regarding disciplines in which life-long learning is provided. On the basis of an analysis of the relevant data to implement new fields/disciplines and courses of life-long learning including initiation and supplementation of the National Register of Qualifications. To identify fields suitable for taking examinations in order to enhance qualifications or to requalify in relation to the system of life-long learning provided by the VŠE. To obtain authorisation for taking examinations in the fields of the National Register of Qualifications relevant to the fields of education provided by the VŠE.
Indicator	Authorisation for taking examinations in specific fields/branches.

2.E OFFER PROMOTION OF LIFE-LONG LEARNING THROUGH CAREER COUNSELLING PROVIDED TO STUDENTS AND THE GENERAL PUBLIC

Goal 2.E.1	Effective career-oriented counselling for students and graduates including counselling on requalification
Measures to achieve the goal	To provide services of career-oriented counselling in the form of consultations, including online advisory with the view to develop key skills relevant to life and work in the 21st century and skills necessary for own career management or its changes at the local and global levels. Within such career-oriented counselling to implement forms of (one off) career-oriented consultancy for students and graduates prior to their professional career and (long-term) career mentoring for cooperation with students and graduates in forming the aims of their professional life. To use progressive coaching methods in career-oriented counselling, to cooperate with other higher education institutions in developing and applying new methods. Within the career-oriented counselling to establish a system of cooperation with Labour Offices as a follow up to goals and measures relating to the development of methods and forms of flexible education and to proactively offer services of career-oriented counselling. To submit relevant ESIF projects.
Indicatory	Sustainability of the agreed scope, forms and methods of career-oriented counselling in terms of offers to and interest of students, graduates, and the general public.

3   Effectiveness and Quality of doctoral (Ph.D.) Study

In the five upcoming years one of the main aims of the VŠE will be to strengthen attractiveness of doctoral programmes for talented graduates of Master´s degree programmes who are deciding whether to start working or to continue studying or to begin an academic career. We will try to increase attractiveness of doctoral study by establishing conditions correlating with financial and material support of students of doctoral degree programmes and by increasing their motivation for the widest possible involvement to scientific research activities and research teams. The priority of the VŠE will be to win excellent students to doctoral degree programmes. Therefore, an emphasis will be put on intensive promotion of doctoral study as a fundamental prerequisite for a pedagogical-scientific career.

The VŠE considers the necessity of further quality enhancement of doctoral study and reinforcement of its internationalisation to be an integral part of the methods of increasing attractiveness as well as competitiveness of doctoral degree programmes. The objective of the VŠE will be in the upcoming five-year period to transform doctoral study in compliance with the MEYS strategy putting an emphasis on strengthening motivation and efforts taken by students and trainers in the interest of increasing their personal responsibility for successful study and its quality across individual doctoral degree programmes. One of the prerequisites of an excellent graduate of a doctoral degree programme is also his/her ability to compete internationally. To this end, the VŠE will be striving not only to engage more foreign experts in implementation of doctoral degree programmes but also to intensively develop the support for mobility of students of doctoral degree programmes.

The third VŠE strategic priority objective will be achieved on the basis of the below stated measures and after meeting four operational goals which are as follows: (A) securing sufficient finance for quality doctoral study within full time teaching; (B) above-standard motivating financial conditions for excellent applicants for doctoral degree programmes; (C) quality, openness and internationalisation of doctoral study; (D) improving conditions for successful study, supporting study-life balance, and strengthening social integration of doctoral students.

3.A SECURING SUFFICIENT FINANCE FOR QUALITY DOCTORAL STUDY WITHIN FULL TIME TEACHING

Goal 3.A.1	**Improving financial conditions of students attending full time doctoral degree programmes**
Measures to achieve the goal	Unsatisfactory present financial security of doctoral students is one of the substantial causes of a high fail rate in doctoral degree programmes. Therefore, the VŠE will endeavour to compensate a lower amount of scholarship also to current students of higher grades who do not fall under a prepared amendment to the scholarship law. Such scholarship will be financed from other sources (e.g. the budget section I or financial means allocated to the Long-term Strategical Development of a Research Organisation).
Indicator	Increasing an average scholarship paid to doctoral students attending full time programmes.

3.B ABOVE-STANDARD MOTIVATING FINANCIAL CONDITIONS FOR EXCELLENT APPLICANTS FOR DOCTORAL DEGREE PROGRAMMES

Goal 3.B.1	**Support of excellence in doctoral degree programmes**
Measures to achieve the goal	To apply the system of support (financial and material) for doctoral students during the essential part of their studies. To develop the support scheme for excellent students including foreign ones with the aim to get promising young talents. To support doctoral students with regard to grants, including an accent put on grants requiring the excellent knowledge of the English language, and to engage doctoral students to the preparation of the following projects: the GAČR (Czech Science Foundation), TAČR (the Technological Agency of the Czech Republic), the Marie Skłodowska-Curie actions, European Research Council projects etc. To establish conditions in a more effective way and to develop a unified process for selecting students for internships abroad with the view to send there only prospective and excellent students, and thus support their potential for involvement in grants, successful accomplishment of studies, and further cooperation.
Indicator	The number of excellent students supported.

3.C QUALITY, OPENESS AND INTERNATIONALISATION OF DOCTORAL STUDY

Goal 3.C.1	Higher quality of doctoral study
Measures to achieve the goal	To transform doctoral programmes in compliance with the MEYS Strategy. To improve communication with students of Master´s degree programmes and with potential applicants for doctoral degree programmes through online as well as traditional methods promoting doctoral degree programmes which can substantially contribute to the better awareness about the content and concept of doctoral studies. Such better communication should afterwards improve chances that applicants will be motivated and prospective which means that they will not leave the study process during or after the first grade. To introduce quality assessment of trainers´ work. To evaluate a success rate concerning successfully accomplished study, an average length of study, quality of creative results, employability of doctoral students once they accomplish their studies.
Indicator	Transformation of doctoral degree programmes.

Goal 3.C.2	Internationalisation of doctoral study
Measures to achieve the goal	To boost external and international elements in evaluation of learning and research outcomes of doctoral students by means of preparation of conditions for foreign experts to become members of Doctoral Degree Programme Boards and commissions for thesis defence. To be involved in international consortia aimed at developing doctoral degree programmes. To modify requirements for international mobility of doctoral students and for fields of study, whenever possible, and for placements of doctoral students in enterprises and relevant institutions and organisations. To provide study as well as administration support both in the Czech and English languages.
Indicator	A significant proportion of foreign reviewers involved in implementation of doctoral degree programmes.

3.D IMPROVEMENT OF CONDITIONS FOR SUCCESSFUL STUDY, SUPPORT FOR STUDY-LIFE BALANCE AND STRENGTHENING SOCIAL INTEGRATION OF DOCTORAL STUDENTS

Goal 3.D.1	Optimising conditions for successful study of doctoral students
Measures to achieve the goal	To establish and develop faculty and university-wide units for support to and social integration of students. To support inter-faculty cooperation and interdisciplinary meetings of students through subjects, trainings, and student conferences. To modify study rules and other areas with the aim to achieve study-family balance.
Indicator	A high rate of students who have successfully accomplished doctoral degree programmes.

4 Strategic Management and Effective Utilisation of Research and Development Capacities

One of the prerequisites of excellent high education is close correlation between pedagogical and scientific research activities or applying research outputs in individual degree programmes. Strategic management of science is at the VŠE based on a systematic assessment of creative activities carried out in compliance with the National Methodology 2017+ and with international benchmarks for evaluating the quality of scientific research activities. An increased emphasis put on scientific research is not only in conformity with the defined VŠE mission, but it is also in compliance with international accreditation standards and obligations of the VŠE arising from them. Furthermore, the VŠE wants to continually develop the evaluation system of scientific research activities of academic staff with the aim to ensure enhancement of the quality of outputs. By supporting inter-faculty cooperation in scientific research, the VŠE will achieve better effectiveness of publication results in the most prestigious international scientific journals (D1, Q1 and Q2) with a high citation potential. Building a necessary research infrastructure appears to be an important precondition for achieving high quality results.

The development of applied and contractual research and support for creation of outcomes having a high social relevancy rank among key priorities of the VŠE in the area of strategic science management. The aim of the VŠE is to boost its role in the current professional discourse and to move toward a wide range of socio-economic issues not only within narrow technical platforms of scientific journals or scientific symposia and conferences but also in the framework of the broader public sphere. As a school with a significant international position in the Central European region the VŠE wishes to contribute especially to preservation and further development of professional terminology and discourse relating to specific socio-economic and other relevant issues and challenges of our region.

An effort to strengthen, on an ongoing basis, internationalisation of scientific research activities is a natural part of the VŠE strategic priorities in strategic management of science. Thus, the support of international mobility of both academic and non-academic staff will be further systematically reinforced hand in hand with efforts to obtain support from international sources, mainly from the Horizon Europe - framework programme for research and innovations (2021–2027) and active participation of academics in foreign scientific panels or editorial boards of renowned scientific journals with a considerable international dimension.

The fourth VŠE strategic priority objective will be achieved on the basis of the below stated measures and after meeting four operational goals which are as follows: (A) full-scale transformation of the environment and process setting; (B) development of service infrastructure; (C) excellence and societal relevance of research; (D) internationalisation of scientific research activities.

4.A FULL-SCALE TRANSFORMATION OF THE ENVIRONMENT AND PROCESS SETTING

Goal 4.A.1	Supporting excellence in scientific research activities
Measures to achieve the goal	To implement fundamental principles of the Methodology 17+ and to meet accreditation requirements of AACSB in the area of "Intellectual Contribution". To adapt demands on candidates applying to attain associate professorship (habilitation procedure) and to be appointed professors in accordance with the development of national and international standards. To use basic tools of strategic management leading to an increased national, regional, or sectoral quality of scientific research, namely the system of regular internal evaluations in the following areas: publication performance, grant performance, human resources quality, and societal relevance of scientific research outputs. To strive for close interconnection between internal assessment of scientific research and funds allocation. The position of the VŠE in individual scientific fields will be supported by membership or participation of its academics and researchers in national and international professional bodies, executive authorities, and advisory bodies of public administration as well as other significant national and supranational institutions.
Indicator	Implementation of an internal assessment system of scientific research activities, including its use for allocation of funds. Updating the assessment methodology applied within procedures to attain associate professorship and procedures to be appointed a professor.

Goal 4.A.2	Supporting inter-faculty cooperation in excellent research
Measures to achieve the goal	To improve support provided to inter-faculty cooperation in preparing submission of large-scale projects [e.g. the European Structural Funds (hereinafter referred to as the "ESIF"), including a remarkable element of internationalisation]. To ensure participation of researchers with a high potential to achieve top performance outputs in the areas of VŠE education at national and international levels in inter-faculty projects of cutting-edge and strategic research. At a university-wide level to provide infrastructural, investment and personal support to and coordinate preparation of inter-faculty applications for large-scale national and international grants. To review internal grant schemes with an emphasis put on obtaining international grants as well as on support to doctoral students and postdoctoral fellows.
Indicator	The number of submitted inter-faculty research projects.

Goal 4.A.3	Improvement of publication results
Measures to achieve the goal	To implement rules and motivation tools in order to support results in the most influential international journals (D1, Q1 and Q2) with the focus on the relevant fields and the required citation potential. To support publication excellence in the form of writing books published by well-respected publishing houses. To monitor how minimal publication standards are met in the framework of national and international accreditations. To draw up regular reports on results of publication activities at the level of the VŠE, individual faculties, and research teams.
Indicator	Enhancement of the quality of publication and citation profile of the VŠE and adherence to accreditation standards in the area of publication activities.

4.B   DEVELOPMENT OF SERVICE INFRASTRUCTURE

Goal 4.B.1	Advanced research infrastructure
Measures to achieve the goal	To improve the database for carrying out research concerning VŠE key research priorities. To modernise the database of VŠE publication (PCVSE) and grant activities with the aim to enable simple and transparent record-keeping and evaluation of creative activity results at the level of the VŠE, individual faculties, research teams, degree programmes, and individuals. To put into operations a repository and make research data accessible through "Open Access". To draw up data management plans. In order to modernise the VŠE infrastructure it is assumed to respond calls within the Operational Programme Jan Amos Komensky (OP JAK) in cooperation with the Project Office.
Indicator	The modernised research infrastructure.

4.C   EXCELLENCE AND SOCIETAL RELEVANCE OF RESEARCH

Goal 4.C.1	Development of applied and contractual research
Measures to achieve the goal	To support visibility of research results and their transfer to practice, and at the same time to support research teams in submitting projects of applied and contractual research, creating outputs in the category of societal relevance and contribution to the novelty of knowledge; to support involvement of researchers in editorial boards of renowned journals and publishing houses giving the priority to external and foreign bodies and institutions and to evaluation teams of research nature. To support organisation of research conferences, workshops, colloquiums, etc., and to support dissemination events among the general public.
Indicator	Increasing income from applied and contractual research.

Goal 4.C.2	**Popularization of scientific research results**
Measures to achieve the goal	To raise awareness among professionals about existence of scientific journals published by the VŠE with the view to (1) interconnect published theoretical outputs with pedagogical activities at higher education institutions of economic focus (basis for lectures and study); (2) to interlock publication activities with practice – a two-way effect: to increase societal relevance of published results; (3) to widely use applied research focusing on Central European problems; and (4) to maintain and develop domestic professional terminology. To raise awareness about and to support popularisation of professional topics, science, research and relating projects for the general public which will contribute to fulfilment of the VŠE third role in the areas of creative activities.
Indicator	Raising societal relevance of scientific journals published by the VŠE.

4.D INTERNATIONALIZATION OF SCIENTIFIC RESERACH

Goal 4.D.1	**Internationalization of scientific research**
Measures to achieve the goal	To support from the organisational point of view international mobility of academic as well as non-academic staff and, as a consequence, to create adequate counselling and supporting administrative capacities. To provide a special support to employees whose mobility is affected by higher expenses because they take care of their relatives. To increase a percentage of academic as well as non-academic staff who graduate abroad or at least gain important experience abroad. To recognise and remove barriers preventing recruitment of foreign personnel who could work for the VŠE. To apply for a support from international sources, in particular from the Horizon Europe- framework programme for research and innovations (2021–2027). To encourage researchers to submit applications and to ensure appropriate support for their preparation, including earmarking of adequate time allotment. To provide methodological support during the whole project cycle, including templates, university-wide relevant supplements, awareness of staff, screening of calls, motivation, activation, and transfer of know-how in order to improve processes. To encourage faculties to identify priority needs of excellent research teams.
Indicator	The success rate relating to submissions of international projects. The number of foreign researches working for the VŠE.

5 Building Capacities for VŠE Strategic Management

The VŠE has been building over a long period an infrastructure and supporting processes of the very best kind as these create fundamental prerequisites for effective and strategic management. The VŠE will continue this process in the framework of the Strategic Plan for 2021–2025. In developing capacities for strategic management of the university itself and its faculties the VŠE builds not only on national aims but, in particular, on recommendations of international accreditation bodies such as AACSB and EFMD. Regularly drawn up progress reports for international accreditation institutions evidencing compliance with international accreditation standards represent an important tool for making strategic management of the VŠE better and more effective.

The VŠE will boost qualified and competent strategic decision-making by means of the system supporting strategic decision-making processes based on systematic analyses and relevant methodologies. Another important tool is to get external feedback from business experts. The VŠE Board of Directors whose members are foremost experts from both public and private sectors is a partner in discussions on the strategic focus of the university. The International Advisory Board, an advisory body to the Rector, ensures an international dimension.

The university management can rely also on other partners in strategic management. The VŠE Academic Senate provides an independent reflection coming from individual faculties or students which significantly supplements discussions held in the Rector´s collegiums where individual faculties are represented by their Deans. A close cooperation between faculties and mutual sharing of strategic experience are also considered to be an added value to effective and robust strategic management of the VŠE. An integral part of external feedback is, of course, the Scientific Board which consists of, besides other members, foremost representatives of remarkable Czech universities. The VŠE considers mutual experience sharing within the aforementioned bodies as a central priority of the university strategic management.

The basis of the VŠE strategic management is to provide support to effective development of human resources which is essential for ensuring an optimal qualification and age structure of the VŠE employees. The VŠE regards as its priority in this area mainly support provided to gifted postdoctoral fellows. Building an effective system of ongoing evaluation of academic staff the aim of which is their career growth is an integral part of effective and strategic management of human resources. Successful work-life balance is also regarded as a prerequisite for continual qualification growth of academic staff. Not only does the VŠE pay close attention to the development of the university kindergarten, but the university also organises sports and leisure time activities for academic and non-academic staff. To raise the number of academic and research staff coming from abroad and having outstanding pedagogical and scientific research experience is amongst the key priorities of the VŠE.

The fifth VŠE strategic priority objective will be achieved on the basis of the below stated measures and after meeting four operational goals which are as follows: (A) use of appropriate tools to implement key strategic priorities and to boost elements of strategic management; (B) human resources strategic management; (C) exchange of experience between higher education institutions and involvement of the VŠE in discussions on legislative amendments; (D) infrastructure development.

Goal 5.A.1	**Implementation of measures resulting from international accreditations and ladders**
Measures to achieve the goal	To consistently use recommendations of AACSB and EFMD international accreditation bodies in strategic management of the VŠE and its individual faculties. To draw up interim Progress Reports for international accreditation institutions and organisations concerning VŠE Peer Reviews. To elaborate and send off relevant documents for international ladders.
Indicator	Obtaining the AACSB international institutional accreditation for the VŠE. Retaining the European Quality Improvement System accreditation (hereinafter referred to as the "EQUIS") (the Faculty of Business Administration) and EFMD Accredited Master (Faculty of International Relations). The VŠE position on international ladders.

Goal 5.A.2	**Strategic decision-making on the basis of a data analysis**
Measures to achieve the goal	To identify basic and follow-up areas within which the VŠE will achieve, on the basis of a systematic analysis, a synergy effect concerning activities of the whole university, its individual faculties, and other units. To establish an analytical data centre providing faculties and other university units with analysis results; to include such centre to the structure of university strategic management, including its funding and investments in devices and resources as well as facilities necessary for centre activities. To create a system of analyses (an admission procedure, a study failure rate, surveys among students and graduates, practice needs, etc.). To communicate analysis results and measures adopted on the basis of such results to relevant stakeholders.
Indicator	Establishment of the analytical data centre with precisely defined activities to support strategic management and to interact with other university units.

Goal 5.A.3	**The system for supporting strategic decision-making processes at the level of faculties and other university units**
Measures to achieve the goal	To map out current data sources and to carry out an analysis on how to interconnect such sources, and to design a technical solution. To utilise current technical solutions as examples to be disseminated among main decision-makers at faculties and other university units. To engage academic staff and provide them with feedback on analysis results; to verify functionality of the system. To engage the VŠE in relevant inter-university projects.
Indicator	Coordinated measures between individual parts of the VŠE.

Goal 5.A.4	Usage of external feedback
Measures to achieve the goal	To engage stakeholders from different fields and branches to the discussion about the strategic focus of the VŠE, its faculties, and other units. To use feedback from external evaluation panels and counselling bodies, including international ones. To discuss at a meeting of the International Advisory Board results of how objectives of the Strategic Plan are being met. To stress the role of the Board of Directors and its members in the framework of the discussions about strategic issues and to contextualise such issues around the whole society. To take account of this role when suggesting new Board members.
Indicator	Implementation of external feedback in decision-making processes.

Goal 5.A.5	Conceptual management of relationships with graduates and applicants
Measures to achieve the goal	To draw up strategic documents pertaining to the areas of relationships with graduates and potential applicants for study. To set up a database of graduates with functional superstructures enabling its utilisation at the university and faculty levels and by graduates themselves. To involve graduates in a wide range of university activities.
Indicator	The networking platform for keeping in touch with graduates and applicants for study.

Goal 5.A.6	Marketing communication of pedagogical, creative, and other VŠE activities
Measures to achieve the goal	To support a long-term development and professional marketing communication between Bachelor´s, Master´s and doctoral programmes with the aim to make the number of applications for study optimal and to acquire applicants with outstanding potential. Furthermore, to boost communication of creative activities with the view to get positive response from professionals as well from laymen, to support marketing communication concerning life-long learning, training courses for the general public, contractual research, and supplementary activities. To strengthen capacities for VŠE PR and marketing development, including all their components.
Indicator	The number of submitted applications for study, the number of responses to creative activities, the amount of demand for VŠE activities.

Goal 5.A.7	Strategic management in developmental coherence and links
Measures to achieve the goal	To draw up strategies preparing the VŠE for the adoption of relevant decisions in accordance with the assumed development in relevant areas, including a strategy reacting to the development of the demographic curve at the end of the strategical period in 2025. To identify impacts resulting from such strategies on individual areas of activities and the university infrastructure and to secure investments, material and other necessities reflecting changes in the external environment.
Indicator	The Management Strategy after 2025.

5.B STRATEGIC HUMAN RESOURCES MANAGEMENT

Goal 5.B.1	Supporting human resources development of the best kind
Measures to achieve the goal	To apply a motivation system for qualification growth of academic staff who play a key role in development of capacities for strategic management. To improve an age and qualification structure of human resources. To open selection procedures to fill posts of academics and scientific researchers at the international level based on a systematic search for outstanding foreign academics and researchers. To provide financial and material support to academics who are preparing themselves to enter the associate professorship procedure (habilitation procedure) or the professorship appointment procedure. To identify and remove barriers which might prevent recruiting and integrating foreign staff at the VŠE. To modify and amend internal rules, systems, or benefits to prevent loss of academic talents who leave because they must take care of a close person. To prepare a system, its implementation, and piloting. The Annual Rector´s Award for the best academic staff and awards for excellent results in scientific research activities. To organise training courses, including internal ones, for academics, researchers, administrative staff, and other employees aimed at developing their pedagogical competences, research methods, fluency in foreign languages, and other skills.
Indicator	The optimal qualification and age structure of human resources.

Goal 5.B.2	Implementation of principles and requirements clarifying duties, responsibilities, and rights of the VŠE employees
Measures to achieve the goal	To internally analyse and select crucial topics for creating an action plan to root principles and requirements for the HR Award, to claim allegiance to the European Charter for Researchers and to adhere to the Code of Conduct for the Recruitment of Researchers. To set up a Managing Board and working groups, including engagement of HR experts and researchers, for implementation of an action plan.
Indicator	Implementation of HR Award principles, the Code of Ethics and similar codes of conduct pertaining to the area of labour-law relations.

Goal 5.B.3	Support to post-doctoral fellows (postdocs)
Measures to achieve the goal	To support post-doctoral fellows as crucial persons for future academic staff of the university. Such support to talented postdocs will contribute to their faster career growth, to reduction in the risk that they will decide to leave due to better financial conditions, and at the same time, it will motivate participants toward further career growth, thus supporting the future of current academic community. In addition to a better pay such support should help early-career researchers identify their own career goals and steps, how achieve them, and facilitate their orientation in the scientific career system but it is also necessary to arrange for early-career researchers important contacts with their peers as well as with well-experienced scientists, thus expanding their professional network and opportunities to prove themselves in the world of science, to boost the mutual exchange of experience, and to foster self-confidence of early-career researches. To support post-doctoral fellows which should enable them to continue their career abroad for a certain period of time and to prevent "inbreeding".
Indicator	Implementation of projects supporting post-doctoral fellows.

Goal 5.B.4	To enable better work-life balance
Measures to achieve the goal	To improve and expand services of the university kindergarten for children of employees. To organise sports and leisure time activities for employees and their children. To support activities of the Academic and Psychological Counselling Centre.
Indicator	Maintaining operations of the kindergarten on the VŠE premises, the number of events focusing on the development of physical culture and mental health.

5.C EXCHANGE OF EXPERIENCE BETWEEN HIGHER EDUCATION INSTITUTIONS AND INVOLVEMENT OF THE VŠE IN DISCUSSIONS ON LEGISLATIVE AMENDMENTS

Goal 5.C.1	Cooperation and an exchange of experience with other higher education institutions
Measures to achieve the goal	To use all platforms at different management levels and project stages for exchanges of experience and discussions about joint procedures and strategies with other higher education institutions. To internally discuss implementation of best practices. To put into use procedures contributing to the development of strategic management.
Indicator	Participation of VŠE representatives in relevant bodies and working groups.

Goal 5.C.2	**An active role of the VŠE in discussions on legislative amendments concerning higher education institutions**
Measures to achieve the goal	To engage VŠE and faculty managements to discussions about legislative amendments concerning standards for teaching quality enhancement, joint and double diplomas with the participation of foreign partners, distance learning, evaluation of scientific research activities, rules for funding higher education institutions, and other relevant areas.
Indicator	VŠE engagement in joint projects of higher education institutions and other institutions concerning legislative amendments.

5.D   INFRASTRUCTURE DEVELOPMENT

Goal 5.D.1	**Development and reconstruction of the infrastructure for teaching and research**
Measures to achieve the goal	In the framework of planned reconstructions of teaching and research capacities at the Žižkov campus to modernise the environment according to current trends (e.g. sustainability) with the aim to optimise the usage of shared rooms and to reduce operational costs. In compliance with the budget and priorities to expand and improve supportive operational capacities in other locations (the Jižní Město campus, the Faculty of Management in Jindřichův Hradec, the Centre of Physical Training and Sports – Třebešín, Dobronice). To continue improving accommodation standards at student dormitory as well as the environment of canteens by means of gradual renewal of individual premises. To prepare digitisation of the passport and to update the energetic audit of individual buildings.
Indicator	The investment overview, updated on an ongoing basis, contained in the implementation schedule of the Strategic Plan. Implementation of investment projects.

6 Reducing Administrative Burden of Academic Staff and Expanding Space for their Pedagogical and Scientific Research Performance

One of the underlying assumptions of enhancing effectiveness and quality of pedagogical and scientific research activities is undoubtedly the administrative burden of academic staff. Therefore, the VŠE priority in the upcoming period is to continue making activities of supportive units better and more effective and to complete efficient managerial and administrative processes with the help of the Central Data Register.

In order to put in place effective strategic management, it is imperative to improve availability and circulation of information through continuing digitisation of administrative issues. The VŠE will strive to make collection of data and information analyses more systematic within all university activities relating to teaching, learning, scientific research and a national as well as international accreditation process at central, i.e. at Rector´s, level. The objective will be developing a central, university-wide register of relevant data which could be used across the university within study and accreditation issues, project activities or different data reporting at faculty levels and for drawing up necessary reports. Availability of a single data warehouse should enable unified reporting and presenting correct and up to date data and, finally, it should provide relevant information in an easy way for decision-making processes at all management levels of the VŠE. The aim of providing aggregated information by means of the central data warehouse is also to enhance users´ comfort when working with such information.

When considering digitisation, the VŠE responsibly acknowledges the initiative of the European Commission - Erasmus Without Paper (EWP). The VŠE objective is to ensure data accessibility in their historical perspective for further needs of analyses of diverse activities. Integration of university-wide information systems and their transformation to VŠE electronic filing and archiving services should also contribute to making different processes more effective.

The sixth VŠE strategic priority objective will be achieved on the basis of the below stated measures and after meeting two operational goals which are as follows: (A) improving availability and circulation of information by means of continuing digitisation of agendas; (B) development of professional units providing supportive service for academic staff and university operations.

6.A IMPROVING AVAILABILITY AND CIRCULATION OF INFORMATION BY MEANS OF CONTINUING DIGITALISATION OF AGENDAS

Goal 6.A.1	Technological development of administrative study agendas and using their role for VŠE computerisation
Measures to achieve the goal	Technological development of computerisation in the areas affected not only by the situation caused by covid-19 pandemic. To prepare further development of admission procedures, computerisation of documents in the InSIS and their life cycle, an electronic support for procedures formerly involving physical presence.
Indicatory	Inserting digitally signed documents concerning the admission procedure. The support for the workflow of students´ applications in the contact centre. Tuition fees for foreign-language programmes will be paid by using the InSIS. An option to use a module for e-election.

Goal 6.A.2	Implementation of the European Commission Initiative - Erasmus Without Paper (EWP) and sharing practical experience
Measures to achieve the goal	To analyse the current stage of implementation of the EWP at the VŠE. To establish communication platforms. To draw up a communication plan for transformation to the EWP, to update and create new services for EWP functionalities. To connect to the EWP network opened for all universities and to interconnect the data regarding Erasmus students with the data from their regular study process. To provide internal VŠE employees with training.
Indicatory	The functional EWP. Sharing experience regarding implementation progress with other universities.

Goal 6.A.3	To make administrative agendas more effective
Measures to achieve the goal	To analyse processes with the aim to digitise and automate processes and activities. To modify relevant internal regulations and rules including capacities of individual faculties, Rector´s office, and other university units. To enhance qualifications of administrative staff (e.g. in information technologies, language skills, etc.) with the view to reduce an administrative burden of academic, research, and managerial staff.
Indicator	Effective administrative apparatus.

Goal 6.A.4	Enhancement of VŠE cybersecurity
Measures to achieve the goal	To analyse the level of cybersecurity and important information systems in accordance with the Act on Cybersecurity. To draw up a methodology and outline procedures aimed at increasing the level of cybersecurity at the VŠE. To train employees and students in cybersecurity including simulation of phishing emails focusing on users in order to improve identification of such emails. To meet obligations of an operator and administrator of important information technologies under the Act on Cybersecurity.
Indicatory	A full document package for administrators and operators of important information systems under the Act on Cybersecurity and relating ministerial Decrees. Audit of adopted measures.

Goal 6.A.5	Implementation of a Single Digital Gateway (SDG) at the VŠE
Measures to achieve the goal	To draw up and approve an implementation plan. To create an information signpost. To analyse adjustments in the study system. To sign documents in the InSIS and to accept signed documents. To analyse an option of logging in through the eIDAS. To modify the assessment of education abroad, to support recognition of higher education gained abroad (recognising the equivalence of degrees).
Indicator	Implementation of obligatory parts in accordance with the Regulation establishing a single digital gateway.

Goal 6.A.6	Creating conditions to introduce the fully computerised study agenda at all study levels
Measures to achieve the goal	To carry out an analysis of an option to transfer the complete study file of a student to an electronic form and to create support in the InSIS. To introduce an option to issue electronically all documents relating to a study process. To put in use a feature which will enable the VŠE to deal with study matters electronically.
Indicator	Maintaining the study agenda electronically.

Goal 6.A.7	Development of computerisation of economic information systems
Measures to achieve the goal	To develop, streamline and improve outputs of the economic information system, to consult requirements for outputs with providers of information systems, to make selected processes automated, to computerise a circulation of documents depending on legislative amendments, to innovate processing of documents with an emphasis put on interactive elements and processes, to centralise monitoring of impacts of legislative amendments mainly on reporting of different activities, indicators and results of the VŠE to external entities with the aim to reduce an administrative burden of individual faculties and other VŠE units, to monitor technological development and its subsequent utilisation in operations.
Indicator	Making work of employees more effective, reducing an administrative burden of employees, providing employees, faculty managements and managements of other VŠE units with new outputs from the economic information system, generating documents for their circulation in an approval process.

Goal 6.A.8	Development of and modifications to the filing and archiving service
Measures to achieve the goal	To integrate university wide information systems to become the VŠE electronic filing and archiving service with the view to increase comfort of users working with documents in the VŠE Filing and Archiving Service, and at the same time, to prevent duplicated documents and manual transcripts of metadata. To analyse options on how to interconnect and integrate VŠE information systems so that they will be in compliance with the requirements of the MEYS and other providers of resources.
Indicator	Employee training courses focusing on new processes relating to the filing and archiving service, the level of system integration, reduction in an administrative burden of employees.

Goal 6.B.1	**Effective and professional preparation, implementation, and administration of projects by the Project Office**
Measures to achieve the goal	To ensure sustainability of capacities for professional supportive units and to use them for problem-solving and finding opportunities for the VŠE from external funding sources, including foreign financial resources. To maintain and boost capacities for the development of project activities as regards small scale as well as strategic projects. To ensure project co-financing. To make processes of preparation (including identification of priorities), implementation, and administration of projects more efficient during the whole project cycle and to improve links to university strategic objectives and the portfolio of implemented projects. To profoundly support formulation of project topics (intentions) at all levels of the VŠE to be funded from the ESIF as well as from other national and international sources. To enhance qualifications of supportive units in relevant areas, including overlap with IT processes, utilisation of digitisation, computerisation, and databases in order to reduce labour intensity of university academics, researchers, and managers. To support cooperation, including internships, with other higher education institutions. To ensure undemanding administration, management, and coordination of ESIF projects (in legitimate cases with other university departments and units). To make an interface "project versus permanent managerial structures at university and faculties" more effective, including financial impacts, portfolio and programme management, transfer of information and single management of university priorities, including supportive tools. To modify the process of internal reporting. To get involved in the Centralised Development Projects and other joint projects of higher education institutions focusing on transfers of knowledge about solutions to project agendas.
Indicator	Increasing participation in national and international projects with respect to VŠE priorities. Reduction in administrative demands on academic staff, researchers, and managers. Retaining or even expanding capacities of the Project Office depending on the needs of the VŠE.

Goal 6.B.2	**Making production and distribution of VŠE books and journals more effective**
Measures to achieve the goal	To analyse options on how to make production and distribution of outcomes of publication activities more effective; to evaluate and propose optimal solution, to set new possibilities in the area of digitisation and computerisation of the production and distribution processes.
Indicator	Digitisation and computerisation of the process.

The Strategy of Internationalisation

Internationalisation has ranked for a long time amongst the greatest strengths of the VŠE. In this area the VŠE has achieved superior results, particularly in student mobility and development of foreign language programmes. The further development of internationalisation goes hand in hand with the VŠE vision where the aim of the university is to assume the position of a leader in the market of managerial and economic education in the countries of Eastern and Central Europe. At the same time internationalisation is an essential prerequisite for enhancing the quality of pedagogical as well as scientific research activities and it is a fundamental condition for obtaining or retaining international accreditations.

In order to ensure sustainability of a high degree of internationalisation it is important to establish the necessary system conditions. Such conditions should enable further reinforcing of language and intercultural competences of VŠE students and employees. The VŠE will focus on maintaining a wide range of subjects taught in foreign languages so that the university can maximally cover all fields of education within which it implements accredited degree programmes.

The student mobility represents an important component of internationalisation. The main VŠE objective is to create favourable conditions for raising the proportion of graduates with experience gained abroad which is increasingly becoming a requirement of employers. The VŠE will also support mobility of students with specific learning needs and students coming from a disadvantaged environment.

The VŠE will strengthen, by means of organisational and financial support, motivation of both academic and non-academic staff to participate in mobilities, will remove obstacles which could prevent such participation and will continue implementing a successful programme of visiting professors. As a new initiative the VŠE will introduce a status of extraordinary professors (professores extraordinarii) and will pay increased attention to the development of the degree programme portfolio such as double degree programmes. The university will also boost the quality of foreign language degree programmes and will streamline the process of recognition of foreign degrees. Promotion of the VŠE abroad will be uplifted as well.

The VŠE will pursue its long-term successful cooperation with excellent foreign universities and will be an active member of prestigious international associations and university networks.

The VŠE will achieve the following five strategic objectives in the area of internationalisation on the basis of the below stated measures and by meeting specified goals: (1) development of global competences of VŠE students and employees; (2) internationalisation of degree programmes; (3) streamlining processes concerning recognition of foreign degrees; (4) establishment of an international environment at the VŠE and promotion of the university abroad; (5) strengthening strategic management of internationalisation.

1 Development of Global Competences of VŠE Students and Employees

1.A SUPPORT OF LANGUAGE AND INTERCULTURAL PREPARATION OF VŠE STUDENTS AND EMPLOYEES

Goal 1.A.1	**Production and development of training courses aimed at building language and intercultural competences of VŠE students and employees**
Measures to achieve the goal	To prepare a comprehensive offer of language and intercultural competence courses for VŠE students and employees with a specific focus on students going to study abroad, academics teaching foreign language courses, and staff of service units. To define the content of courses for individual groups with an emphasis put on the development of language, presentation, and intercultural skills. Promotion of courses for individual target groups.
Indicator	A comprehensive offer of courses focused on language and intercultural competences for VŠE students and employees.

Goal 1.A.2	**Support for teaching subjects in a foreign language within degree programmes otherwise taught in the Czech language**
Measures to achieve the goal	To maintain the offer of subjects taught in a foreign language within degree programmes regularly taught in the Czech language bearing in mind sufficient diversity in fields of science and combining Czech and foreign students, including subjects taught by visiting professors. To incorporate professional/technical subjects taught in a foreign language in all curricula. To support creating and teaching of new subjects, including feedback from foreign students within the regularly held surveys and other opinion polls. To increase the number of foreign language professional books and publications at the Centre of Information and Library Services, to give a boost to using of foreign language didactical tools (case studies, simulations, etc.). To maintain the system of support given to visiting professors, including a financial reward and infrastructure.
Indicator	The offer of subjects in a foreign language, including courses taught by visiting professors.

1.B DEVELOPMENT OF INTERNATIONAL STUDENT MOBILITY

Goal 1.B.1	Support for student mobilities
Measures to achieve the goal	To lend support to students who are preparing to study abroad with a special focus given on long-term (a semester) or short-term visits (e.g. summer schools), however, also on internships and placements or different forms of blended mobility while considering persisting restrictions to travel. To increase a proportion of graduates of all degree programmes having foreign experience. To update rules for financial backing for individual mobility types. To organise promotional and informative events for different target groups, e.g. divided by individual regions – informative meetings, webinars, an activity on social networks. In accordance with an analysis of current statistical data concerning visits abroad broken down by faculties and programmes to concentrate on programmes with a lower rate of foreign mobility, including an analysis of causes and suggestions how to remove them. To extend the offer of options to study aboard with regard to programmes having a specific content.
Indicator	Raising the number of graduates from all degree programmes having foreign experience.

Goal 1.B.2	Support lent to mobilities of students with specific learning needs and students from a socially disadvantaged environment
Measures to achieve the goal	To support mobility of students with specific learning needs and students coming from a socially disadvantaged environment. To target promotional and information support to precisely defined target groups (potential applicants) and to provide individual counselling– specific offers of mobilities and alternatives (mentoring for foreign students, etc.). To closely cooperate with the Centre of Students with Disabilities (CDS). To maintain the system of special grants earmarked for students with specific learning needs and students from a socially and economically disadvantaged environment in order to cover higher costs during their stay abroad.
Indicator	Mobilities of students with specific learning needs and students coming from a socially and economically disadvantaged environment.

Goal 1.B.3	Digitisation of administrative processes relating to mobility
Measures to achieve the goal	To broaden digitisation of administrative processes relating to mobilities, in particular by means offered by the InSIS. To adjust and extend the scope of InSIS applications relating to mobilities during the whole process: the contractual framework of international cooperation, the selection process, including additional rounds, the register of stays/visits, record keeping of administrative steps concerning stays/visits abroad (checklists), an electronic circulation of documents, payments of scholarships, etc., including consistency with the initiative Erasmus Without Papers. To widen digitisation of administrative processes also for other types of mobilities, including an employee mobility.
Indicator	Newly digitalised processes relating to mobilities.

1.C DEVELOPMENT OF EMPLOYEE INTERNATIONAL MOBILITY

Goal 1.C.1	Support to employee mobilities
Measures to achieve the goal	To support in terms of organisation and finance an employee mobility in the form of teaching, research visits, and trainings. To increase the number of mobilities especially through targeted promotional and informative events for different target groups. To organise specific informative activities for administrative staff of service units. To lay down rules on financial support for individual types of mobilities (including visits outside Europe). To pursue new forms of mobilities, such as blended mobility, virtual seminars, etc. To ensure wider engagement of employees of individual faculties and service units in activities, such as Study in the Czech Republic, Study in Prague, including other professional seminars concerning internationalisation.
Indicator	Raising the number of employee mobilities. Participation of employees in activities and professional seminars concerning the area of internationalisation.

Goal 1.C.2	Supporting engagement of foreign academic staff in VŠE activities
Measures to achieve the goal	To implement a programme of visiting foreign professors through obtaining new foreign experts and retaining the current ones. To prepare and implement the status of extraordinary professors *(professores extraordinarii)* with the aim to recruit and hire top foreign academic and scientific staff.
Indicator	Implementation of the programme of visiting professors and the status of extraordinary professors at the VŠE.

2 Internationalisation of Degree Programmes

Goal 2.A.1	Expansion of joint degree programmes
Measures to achieve the goal	To expand joint degree programmes and to boost internationalisation of curricula beyond classical mobility programmes. To draw up methodological guidelines for creating and implementing joint degree programmes. To actively search partner universities/colleges for double degree programmes or joint degree programmes.
Indicator	The number of graduates of degree programmes accomplished by a double degree or joint degree.

Goal 2.A.2	Evaluation of the quality of foreign language programmes
Measures to achieve the goal	To prepare and unify procedures for evaluating the quality of how degree programmes are created and carried out as generally required by the Rules for the System of Quality Assurance at the VŠE and requirements of the AACSB accreditation. To monitor outcomes of student surveys and to make use of outputs of feedback from students and graduates from foreign language programmes. To share experience with other Prague higher education institutions within the" Study in Prague" consortium.
Indicator	A summary of recommendations regarding the procedure to be used for evaluation of the quality of creating and carrying out foreign language programmes.

2.B   INCORPORATIGNG AN INTERNATIONAL DIMENSION IN THE STRUCTURE OF DEGREE PROGARMMES INCLUDING, MOBILITY WINDOWS

Goal 2.B.1	Internationalisation of degree programme curricula
Measures to achieve the goal	To specify minimal requirements for internationalisation of curricula in all degree programmes (e.g. a duty to pass all subjects in a foreign language in the given type of a programme, to complete a certain part of the study process abroad, to write a thesis in a foreign language, to participate in foreign language summer schools, etc.).
Indicator	An overview of requirements for internationalisation of curricula in individual degree programmes.

Goal 2.B.2	**Development of competences of academic staff in internationalisation of curricula**
Measures to achieve the goal	To develop educational projects with a focus on internationalisation of curricula through the Academic Centre, international seminars, and other educational activities.
Indicator	The number of workshops/graduates with a focus on internationalisation of curricula.

3 Streamlining the Process of Recognizing Foreign Degrees

3.A IMPLEMENTATION OF ATOMATED RECOGNITION OF FOREIN EDUCTION RESULTS AND FOREIGN DEGREES

Goal 3.A.1	**Establishment and development of procedures for recognition of previous education**
Measures to achieve the goal	To analyse functionalities of the current application used for recognition of previous educational results. To implement analysis outcomes to be used in the InSIS, including integration of processes in the InSIS.
Indicator	The functional system for recognition of previous education gained abroad.

Goal 3.A.2	**Single system for recognising study results attained by studying abroad**
Measures to achieve the goal	To fully use the InSIS application for recognition of study results achieved abroad in compliance with the Study and Examination Rules of the Prague University of Economics and Business. To support the use of this application across VŠE faculties, including documentation, training courses for relevant individuals, etc. To unify procedures and to establish rules for recognition of study results attained abroad (including evaluation scales).
Indicator	Full utilisation of the application for recognising study results attained abroad. Unified recognition of study results achieved abroad.

4 Establishing an International Environment at the VŠE and Promotion of the University Abroad

4.A SUPPORT FOR THE DEVELOPMENT OF VŠE INTERNATIONAL MARKETING

Goal 4.A.1	Using synergic effects in international marketing
Measures to achieve the goal	To reinforce cooperation of faculties with the Admission and Marketing Office and the PR Department. To provide applicants who wish to study in foreign language degree programmes with comprehensive information services. To coordinate marketing activities while promoting foreign language programmes, including participation in fairs, webinars, social media, etc. To collect and analyse available data, including surveys and feedback from students and graduates of foreign language programmes so that the university can appropriately target marketing and use functional promotional tools.
Indicator	The number of students in foreign language programmes.

Goal 4.A.2	Cooperation in the framework of the newly built Study in Prague Platform
Measures to achieve the goal	To intensively cooperate in the framework of the Study in Prague Platform which has been built, including a joint web and other relating activities. To share know-how pertaining to individual areas of internationalisation.
Indicator	A synergic effect of joint activities within the Study in Prague consortium to be used for the further development of internationalisation.

Goal 4.A.3	Active involvement in activities carried out by the Study in the Czech Republic initiative
Measures to achieve the goal	To fully use the unified presentation abroad offered within the Study in the Czech Republic initiative, including presentations and regular updates of the degree programmes offered on the Study in the Czech Republic portal; to participate in foreign fairs and offered online promotional activities (virtual fairs, webinars, campaigns on social media), to actively participate in the contact network and to raise awareness about student ambassadors.
Indicator	A synergic effect of joint activities within the Study in the Czech Republic for the further development of internationalisation.

Goal 4.A.4	Development of faculty scholarship programmes for students of foreign language programmes
Measures to achieve the goal	To develop scholarship programmes for selected students of foreign language programmes as a significant marketing tool for potential applicants. To lay down rules and a mechanism for allocating scholarships in cooperation with faculties. To establish an administrative process for scholarships.
Indicator	The fully functional scholarship programme for students in foreign language programmes.

4.B DEVELOPMENT OF SERVICES OFFERED TO FOREIGN STUDENTS AND EMPLOYEES

Goal 4.B.1	Development of services offered to foreign students and academic staff
Measures to achieve the goal	To strengthen the quality of services provided by the Admission and Marketing Office as a central unit that interconnects activities targeted at foreign applicants and students across all faculties. To provide foreign students and academic staff with information and counselling services. To draw up a catalogue of centrally provided services for foreign students and academic staff. To implement integration activities for foreign students, including social networks. To reinforce cooperation with the ESN VŠE Prague – a student organisation.
Indicator	Effective services for foreign students and academic staff.

4.C WORK WITH FOREIGN STUDENTS AND GRADUATES

Goal 4.C.1	Development of the VŠE Ambassador Programme
Measures to achieve the goal	To coordinate the VŠE Ambassador programme under the responsibility of the Admission and Marketing Office in cooperation with faculties for the purpose of promoting foreign language programmes. To actively engage students/ambassadors to promotional and integration activities for foreign students (social networks, webinars, blogs, event organisation, etc.), including participation in official activities held by the university (Open House Days, fairs etc.). To effectively manage the team of ambassadors while stressing sustainability and development of this programme.
Indicator	The extent of involvement of ambassadors from among foreign students.

Goal 4.C.2	Systematically obtaining feedback from students and graduates of foreign language programmes
Measures to achieve the goal	To carry out regular surveys among students and graduates of foreign language programmes and their evaluation. To use outputs in order to set appropriate targets of marketing activities, to choose functional promotional tools, to monitor the quality of individual programmes and finally to adopt follow up measures aimed at enhancing the qualitative level.
Indicator	The functional system for obtaining and using feedback from students and graduates of foreign language degree programmes.

Goal 4.C.3	Development of a graduate programme for foreign students
Measures to achieve the goal	In close cooperation with the Development and Counselling Centre to build up a Graduate Portal for graduates of foreign language programmes. To boost cooperation with the Development and Counselling Centre and individual faculties in order to develop a graduate programme for foreign students, including follow-up activities and events while using the potential and geographic diversity of such graduates for promoting the university as well as its degree programmes.
Indicator	The functional Graduate Portal for foreign students alongside with follow-up activities.

5 Strengthening of Strategic Management of Internationalisation

5.A SUPPORT FOR COMPREHENISVE INTERNATIONALISATION AT THE INSTITUTIONAL LEVEL

Goal 5.A.1	Establishment of the university-wide strategy of internationalisation
Measures to achieve the goal	To set the whole-university strategy of internationalisation in compliance with the VŠE mission and vision on the basis of the experience with international the EFMD Accredited Master and the EQUIS accreditation at the Faculty of Business Administration. To define key indicators of internationalisation for individual faculties so that the university-wide strategy of internationalisation could be met. To enable participation of university representatives in activities of the Global Alliance in Management Education (hereinafter referred to as the "CEMS"), AACSB, EFMD and EMBA (Executive Master of Business Administration).
Indicator	The definition of key indicators of internationalisation.

5.B SUPPORT FOR INTERNATIONAL COOPERATION OF STRATEGIC PARTNERSHIPS AND MEMBERSHIPS IN INTERNATIONAL NETWORKS/ORGANISATIONS

Goal 5.B.1	Support for international strategic partnerships
Measures to achieve the goal	To be actively involved in international networks such as CEMS, PIM, AACSB, EFMD, etc. and to actively participate in conferences and workshops organised by international professional alliances (EUA, EAIE, EIASM, NAFSA, APAIE, etc.). To ensure participation by means of membership fee payments. To enable participation of university representatives minimally in annual conferences of associations, such as AACSB, APAI, CEMS, CIDD, EIASM, EAIE, EUA, EFMD, NAFSA, and PIM. To enable university representatives to take part in other conferences and workshops held by international professional alliances. To evaluate possible involvement in calls for creating European Universities.
Indicator	Participation in activities of international organisations with the subsequent incorporation of conclusions in teaching and strategic management of the VŠE and its faculties.

The Strategic Plan of the Prague University of Economics and Business for 2021–2025 was debated by letter (per rollam) by the VŠE Scientific Council on 8th February 2021, approved by the Academic Senate on 22nd February 2021, and approved by the Board of Directors on 23rd March 2021.

…………………………………

prof. Ing. Hana Machková, CSc.

VSE Rector

…………………………………

Ing. Marek Stříteský, Ph.D.

Chairman of the VŠE AS

…………………………………

Doc. Ing. Jiří Volf, CSc.

Chairman of the VŠE Board of Directors

Strategic priority objectives of the VŠE underpinned by the Programme Supporting Strategic Management	Allocation (in %)
Development of competences directly relevant to life and work in the 21st century	15 %
Availability and relevance of flexible forms of education	20 %
Effectiveness and quality of doctoral (Ph.D.) studies	5 %
Building up capacities for VŠE strategic management (including investments)	20 %
Reduction in an administrative burden of employees and expansion of space for their pedagogical and scientific research activities	15 %
The strategy of internationalisation	25 %

VŠE Investment Plan for 2021–2030

In the upcoming years the Prague University of Economics and Business is planning under support from programme 133 220 (Development and Modernization of Technological and Technical Structure of Czech Universities) to make extensive investments of reconstruction nature in the current Žižkov campus in the amount of CZK 555 million (VAT excluded) while allocating also own resources. In a medium-term perspective, the superstructure of the Likeš auditorium and architectural solution to the campus hall including main approach to the premises are envisaged. As regards the Jarov dormitory, the reconstruction of dormitory in the amount of CZK 320 million (VAT excluded) will continue according to the options given by subsidies and external funding. The targets of all projects lie in enhancing the standard of teaching and student accommodation, on the one hand, and reducing operational costs and energy demands of buildings, on the other hand.

Project name	Brief project description	Project costs excl. DPH [in thousands CZK]	Framework schedule	Project reasoning incl. relation to priorities of the Strategic Plan (SP), synergic links, consistency with previous phases
VŠE – Centre of Archiving and Depository Services	A new construction of the Centre of Archiving and Depository Services – to ensure space for archives.	113,588	Preparation 2015–19 Implementation 2020–21	This construction follows up the project "Demolition of the premises and protection of an open dugout " Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
VŠE – Reconstruction of the central heat distribution system in the New Building (Nová budova)	Removal of emergency conditions of the main central heating distribution system, changing old heaters and thermostatic heads, to ensure correct temperature gradient.	8,050	Preparation 2020 Implementation 2020–21	Following up to the phase No. 1 (2020) Meeting Strategic Plan (SP) goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
VŠE – Reconstruction of a façade strip on the Old Building (Stará budova) 2	Replacement of damaged, falling tiles, redevelopment of cracks.	5,950	Preparation 2020 Implementation 2021	Following up to the phase No. 1 (2020) Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
VŠE – Reconstruction of the shading technology in the Rajska Building 2	Smooth regulation of natural lighting capturing direct sun rays, the provision of shading, darkening.	3,471	Preparation 2020 Implementation 2021	Following up to the phase No. 1 (2020) Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
VŠE – Reconstruction of canteens and facilities for students´ activities	Modernization of canteens for students´ catering; the provision of facilities for study activities.	14,463	Preparation 2020 Implementation 2021	Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
The superstructure of the Likeš Auditorium	Reinforcing the infrastructure for study by means of modern architecture and technical background.	173,554	Preparation 2019–2023 Implementation 2024–2025	Utilisation of the building land for the development of an international environment Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
Reconstruction of sanitary installations in the New Building	The complete replacement of water piping, removal of frequent breakdowns, improving circulation as well as manipulation.	12,397	Preparation 2020–2021 Implementation 2021–2023	Technological restoration in order to meet sanitary standards. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
Reconstruction of the ventilation and air conduit technology in the Italska Building	Enabling due air supply and exhaust which is currently partially unfunctional.	14,876	Preparation 2020–2021 Implementation 2021–2023	Technological restoration of the ventilation with the aim to ensure due venting of rooms (the Centre for Physical Education and Sports, the Science and Research Unit, and others). Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
Reconstruction of structural statics of the Old Building	Removal of unsatisfactory conditions according to the project documentation.	62,000	2022–2025	Fitting out of the premises with respect to the transfer of deposits to the new premises. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
Reconstruction of the main approach to the Žižkov campus	Renovation of the gatehouse of the Old Building and following communication to the New Building.	23,140	2024–2026	Ensuring sufficient, safe and representative approach to the campus. A following up investment after the superstructure of the Likeš Auditorium

Project name	Brief project description	Project costs excl. DPH [in thousands CZK]	Framework schedule	Project reasoning incl. relation to priorities of the Strategic Plan (SP), synergic links, consistency with previous phases
				(LA). Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
Revitalization of the car park next to the New Building including underground garages	Movement of the current parking lot to the first underground floor.	123,967	2024–2029	Revitalization of the current surface of the parking lot and to change it into the rest area. This project will follow the reconstruction of the main entrance to the campus. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
TOTAL		**555,456**		

SPECIAL PURPOSE FACILITIES

Project name	Brief project description	Project costs excl. DPH [in thousands CZK]	Framework schedule	Project reasoning incl. relation to priorities of the Strategic Plan (SP), synergic links, consistency with previous phases
133 D 221- call No. 3 Development and restoration of accommodation and catering capacities of public higher education institutions (PHEI) **III. G -Thaler hall of residence - reconstruction of sanitary facilities and rooms for students including ventilation and furniture**	Reconstruction of sanitary facilities (replacement of tiling, basins, showers, toilets), complete reconstruction of ventilation, renovation of rooms and entrance halls (replacement of floor covering) and total refurbishment of furniture in rooms and entrance halls.	71,157	8/2020 - 4/2022 I. phase 9/2020 - 2/2021 II. phase 9/2021 - 3/2022	Bathrooms and interiors are beyond their operational lifetime and current trends of quality accommodation. Enhancing the quality of provided accommodation services. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
133 D 221- call No. 2 Development and restoration of accommodation and catering capacities of PHEI **III.F – Eisler hall of residence - reconstruction of sanitary facilities including ventilation and external insulation of the building**	Reconstruction of sanitary facilities (replacement of tiling, basins, showers, toilets), complete reconstruction of ventilation, external insulation of the building, window replacement and reconstruction of balconies, including railing replacement	64,450	1/2021 - 8/2022 I. phase 1/2021 - 6/2021 II. phase 1/2022 - 7/2022 External insulation 1/2021-12/2021	Bathrooms and interiors are beyond their operational lifetime and current trends of quality accommodation. Reconstruction will enhance the quality of provided accommodation services. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
133 D 221- call No. 2 Development and restoration of accommodation and catering capacities of PHEI **Palach hall of residence I A – reconstruction of sanitary facilities including ventilation**	Reconstruction of sanitary facilities (replacement of tiling, basins, showers, toilets), complete reconstruction of ventilation	14,602	2/2021–7/2021	Bathrooms and interiors are beyond their operational lifetime and current trends of quality accommodation. Reconstruction will enhance the quality of provided accommodation services Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
133 D 221- call No. 2 Development and restoration of accommodation and catering capacities of PHEI **Palach hall of residence I B – reconstruction of sanitary facilities including ventilation**	Reconstruction of sanitary facilities (replacement of tiling, basins, showers, toilets), complete reconstruction of ventilation	15,444	9/2020–2/2021	Bathrooms and interiors are beyond their operational lifetime and current trends of quality accommodation. Reconstruction will enhance the quality of provided accommodation services. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
133 D 221- call No. 2 Development and restoration of accommodation l and catering capacities of PHEI **Palach hall of residence I D – reconstruction of sanitary facilities including ventilation**	Reconstruction of sanitary facilities (replacement of tiling, basins, showers, toilets), complete reconstruction of ventilation	6 ,489	9/2021–2/2022	Bathrooms and interiors are beyond their operational lifetime and current trends of quality accommodation. Reconstruction will enhance the quality of provided accommodation services. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
Thaler hall of residence (extension of the already approved project funded from the 133 220 prog.)	Complete replacement of the interior electric wiring, including end elements and instrument boards (replacement of aluminium for copper). The delivery will be followed by the total reconstruction, namely the phase II so that it is possible to use the time during which the dormitory will be closed.	10,000	Preparation for implementation 9/2021–1/2022	Electric wiring is beyond their operational lifetime and does not meet requirements of students. Reconstruction will enhance the quality of provided accommodation services.
	Delivery, assembly and completion of the electric fire safety system and the evacuation public address system. The delivery will be followed by the total reconstruction, namely the phase II so that it is possible to use the time during which the dormitories will be closed.	5,000	Preparation for implementation 9/2021–1/2022	As regards the complete reconstruction, there was a requirement of the Fire Rescue System to increase fire safety of accommodated students.

	Replacement of all heating riser valves. The delivery be followed by the total reconstruction, namely the II. phase so that it is possible to use the time during which the dormitory will be closed	900	Preparation for implementation 9/2021–1/2022	During the reconstruction a substantial leakage of valves of the heating riser was ascertained which prevented during the reconstruction dismantling radiators as individual connected spots had to be blanked off. In general, it is a renewal of a functional condition.
Thaler hall of residence (planned calls within the 133220 programme in 2022)	Unattended room operations– an electric system for entering rooms and dwelling units.	19,760	Preparation 2021 Implementation 2023	Development and digitization of the Jarov dormitory in order to achieve unattended accommodation and operations. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research.
	Complete overhaul of lifts.	1,000		It will be a complete overhaul of lifts which have been in operation for more than 20 years and thus the lifts suffer from frequent faults and must be often put out of operation. Complete overhaul of lifts was recommended by the maintenance company.
	Repairing corridors and replacement of floor covers.	4,000		Rooms of this hall of residence have already been reconstructed and newly equipped, however, halls and staircases do not meet the standard achieved by the previous reconstruction.

Project name	Brief project description	Project costs excl. DPH [in thousands CZK]	Framework schedule	Project reasoning incl. relation to priorities of the Strategic Plan (SP), synergic links, consistency with previous phases
Eisler dormitory 133220 prog. in 2022)	Complete replacement of all AP stations.	3,500	Preparation 2021 Implementation 2023	AP stations do not meet demands of students on wi-fi network speed. Such replacement will enhance the quality of accommodation services. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
	Delivery, assembly and completion of the electric fire safety system and the evacuation public address system.	10,000		As regards the complete reconstruction, there was a requirement of the Fire Rescue System to increase fire safety of accommodated students
	Unattended room operations– electric system for entering rooms and dwelling units.	15,750		Development and digitization of the Jarov **dormitory** in order to achieve unattended accommodation and operations
	Complete overhaul of lifts.	1,000		It will be a complete overhaul of lifts which have been in operation for more than 20 years, and thus lift suffer from frequent faults and must be often put out of operation. Complete overhaul of lifts was recommended by the maintenance company.
	Repairing corridors, replacement of the floor cover and lighting equipped with motion sensors in all common rooms.	3,500		Rooms of this **dormitory** have been already reconstructed and newly equipped, however, halls and staircases do not meet the standard achieved by the previous reconstruction.
	Complete replacement of the interior electric wiring including end elements and instrument boards (replacement of aluminium for copper).	13,000		Electric wiring is beyond its operational lifetime and does not meet requirements of students. Enhancing the quality of provided accommodation services.
	Replacement of all heating riser valves.	1,000		During the reconstruction a substantial leakage of valves of the heating riser was ascertained which prevented during the reconstruction dismantling radiators as individual connected spots had to be blanked off. In general, it is a renewal of a functional condition.
Palach dormitory (planned calls 133220 prog. in 2022)	Block A – Delivery, assembly and completion of the electric fire safety system and the evacuation public address system.	4,000	Preparation 2021 Implementation 2023	As regards the complete reconstruction there was a requirement of the Fire Rescue System to increase fire safety of accommodated students. Meeting SP goal - 5.D.1 Development and Reconstruction of the Infrastructure for Teaching and Research
	Block A – Complete replacement of all AP stations.	2,700		AP stations do not meet demands of students on wi-fi network speed. Such replacement will enhance the quality of accommodation services.
	Block A –Reconstruction of rooms and replacement of furniture.	4,500		Interiors are beyond their operational lifetime and current trends of quality accommodation. Reconstruction will enhance the quality of provided accommodation services.
	Block A – Protecting roof coating	100		It is a tin roof, where protective roof coating has degraded, and therefore recoating is absolutely necessary in order to extend the life-cycle of the roof.
	Block A – Repairing corridors, replacement of floor cover and lighting equipped with motion sensors in all common room.	1,100		Rooms of this **dormitory** have already been reconstructed and newly equipped, however, halls and staircases do not meet the standard achieved by the previous reconstruction.
	Block A – Complete replacement of the interior electric wiring including end elements and instrument boards (replacement of aluminium for copper).	4,700		Electric wiring is beyond its operational lifetime and does not meet requirements of students. Enhancing the quality of provided accommodation services.
	Block B – Delivery, assembly and completion of the electric fire safety system and the evacuation public address system.	3,500	Preparation 2021 Implementation 2023	As regards the complete reconstruction there was a requirement of the Fire Rescue System to increase fire safety of accommodated students.
	Block B – Unattended room operations– electric system of entrance in rooms and dwelling units	3,500		Development and digitization of the Jarov **dormitory** in order to achieve unattended accommodation and operations.
	Block B – Reconstruction of rooms without replacement of furniture	2,000		Interiors are beyond their operational lifetime and current trends of quality accommodation. Reconstruction will enhance the quality of provided accommodation services.
	Block B – Protecting roof coating	100		It is a tin roof, where protective roof coating has degraded, and therefore recoating is absolutely necessary in order to extend the life-cycle of the roof.
	Block B – Repairing corridors, replacement of floor cover and lighting equipped with motion sensors in all common rooms.	1,000		Rooms of this hall of residence have already been reconstructed and newly equipped, however, halls and staircases do not meet the standard achieved by the previous reconstruction.
	Block C – Complete replacement of all AP stations.	2,700	Preparation 2021 Implementation 2023	AP stations do not meet demands of students on wi-fi network speed. Such replacement will enhance the quality of accommodation services.
	Block C – Unattended room operations– electric system of entrance in rooms and dwelling units	14,450		Development and digitization of the Jarov **dormitory** in order to achieve unattended accommodation and operations.
	Block C – Protecting roof coating	100		It is a tin roof, where protective roof coating has degraded, and therefore recoating is absolutely necessary in order to extend the life-cycle of the roof.

	Block C – Repairing corridors, replacement of floor cover and lighting equipped with motion sensors in all common rooms.	1,100		Rooms of this hall of residence have already been reconstructed and newly equipped, however, halls and staircases do not meet the standard achieved by the previous reconstruction.
	Block D – Complete replacement of all AP stations.	2,700	Preparation 2021 Implementation 2023	AP stations do not meet demands of students on wi-fi network speed. Such replacement will enhance the quality of accommodation services.
	Block D – Unattended room operations– electric system of entrance in rooms and dwelling units.	11,150		Development and digitization of the Jarov **dormitory** in order to achieve unattended accommodation and operations
	Block D – Protecting roof coating	100		It is a tin roof, where protective roof coating has degraded, and therefore recoating is absolutely necessary in order to extend the life-cycle of the roof.
	Block D – replacement of lighting in corridors.	100		Rooms of this hall of residence have already been reconstructed and newly equipped, however, halls and staircases do not meet the standard achieved by the previous reconstruction.
TOTAL		**320,152**		