

**The Strategic Development Plan
of the Faculty of Business Administration
of the University of Economics, Prague,
for the period 2016 - 2018**



This document was approved by the Academic Senate of the Faculty in Prague,
on 9th November 2015

Introduction

Following The Long-Term Plan for the Educational, Scientific Research, Developmental and Innovative, Artistic, as well as other Creative Activities of the Faculty of Business Administration of the University of Economics, Prague, for the period 2016 – 2020, the Strategic Development Plan of the Faculty of Business Administration of the University of Economics, Prague, for the period 2016 – 2018 formulates specific targets of the Faculty of Business Administration development for the period until 2018 including indicators and activities leading to their achievement. It is based on the needs and strategic aims formulated in the University Long-Term Plan and it respects the Institutional Programme of the Ministry of Education for public universities for the years 2016 - 2018.

Names and numbering of chapters in the Strategic Development Plan of the Faculty of Business Administration correspond to names and numbering of chapters in The Long-Term Plan. Individual activities specified in the Strategic Development Plan of the Faculty of Business Administration will be solved on an ongoing basis in the years 2016-2018.

The Strategic Development Plan of the Faculty of Business Administration builds upon the outputs of the project IPn KREDO.

1. Quality Assurance, Human Resources Development

Main goals in the areas of internal evaluation and quality assurance

1. Successful re-accreditation of existing study branches at the Faculty;
2. Gaining the EQUIS accreditation for the Faculty;
3. The Faculty's share in gaining the AACSB accreditation for the VSE;
4. Placement in the international rankings; evaluating the quality of the Faculty (Financial Times, Eduniversal, etc.);
5. Maintaining the interest of potential students in the Faculty, both from the Czech Republic and abroad;
6. Maintaining/increasing the quality of teaching;
7. Cooperation with the VSE in the implementation of a system of internal evaluation and quality assurance.

The main goals in the area of human resources development

1. Developing a plan for the qualification structures and career growth at the departments of the Faculty;
2. The creation of conditions for more intensive cooperation between academic staff members and the best firms in the business sphere;
3. The creation of conditions for academic and non-academic staff members of the Faculty to gain a more intensive level of foreign experience.

Activities leading to the achievement of the goals in the areas of internal evaluation and quality assurance

1. Preparation of the standard accreditation files and commencement of work on institutional accreditation;
2. Administratively boosting the preparatory phase, and the process of international accreditation and evaluation;
3. Initiating activities to increase the interest of potential students – an internet campaign, open days, meetings with secondary school students both at home and abroad, participation in post-secondary education fairs, both in the CR and abroad, as well as offering the possibility to sit the „mock“ entrance examination.
4. Teaching quality: including the results of subject evaluation questionnaires into the evaluation of the academic worker's performance, boosting the „skills“ subjects, launching obligatory subjects whose goal is to increase the quality of qualified work, and to use the services of the Academic Centre.
5. Continuously test the standard of the systems of evaluation and quality assurance.

Activities leading to the achievement of the goals in the area of human resources development

1. Creating a plan of the qualification structure of the departments [the plans will be regularly updated once a year in relation to the conditions for habilitation and professorial appointment processes, and with the organisational system of the Faculty];
2. Creating plans for the individual development for departmental staff members [plans will be regularly discussed with departmental staff members];
3. The development of facultative institutes and the centres of excellence.

Indicators in the areas of internal evaluation and quality assurance

Indicator	Current situation	Plan	Goal
	2015	2018	2020
EQUIS accreditation at the Faculty	initiate a process	valid EQUIS accreditation	valid EQUIS accreditation
AACSB accreditation for the VŠE	AACSB membership	valid AACSB accreditation	valid AACSB accreditation
Participation in the Financial Times international rankings	placement in FT rankings	placement in FT rankings	placement in FT rankings
Participation in the Eduniversal international rankings	placement in Eduniversal rankings	placement in Eduniversal rankings	placement in Eduniversal rankings
Participation in the QS international rankings	placement in QS rankings	placement in QS rankings	placement in QS rankings
For clicks from the campaigns	0	2000	4000
The number of participants in the Open Days	700	800	800
The number of students taking part in the meetings which are held at selected secondary schools	0	150	300
Mock lessons – the number of participants	10	20	40
Subject questionnaires - evaluation	The average rating of 10% worst rated subjects is 2.75 (max. value is 5).	To increase to the value 3.	To increase to the value 3.

Indicators in the area of human resources development

Indicator	Current situation	Plan	Goal
	2015	2018	2020
Plans of the qualification structures of departments	general	concretized	updated
Plans for the qualification growth of departmental personnel	general	concretized	updated

2. Diversity and Availability

Main goals in the areas

1. Constantly increasing the quality of teaching and to develop their competitive priorities, especially by means of gradual innovation of study branches and subjects based on their internationalisation and the projection of the results gained by scientific workers into lessons;
2. To develop a high quality professionally aimed MBA program to be taught through the medium of Czech and English;
3. To develop high quality lifelong educational programs;
4. To boost the international character of the pedagogical staff;
5. To support extraordinarily gifted students and involve them in the scientific research activities of the Faculty;
6. To support students afflicted by health, social or other types of disadvantages;
7. To analyse the regular causes behind study success.

Activities leading to the achievement of the aims in these areas

1. Ensuring flexibility in the study programs enabling them to react to changes in the labour market;
2. Carry out regular research on the requirements of business;
3. Implement the subject „Business Practice“;
4. Boost the skills side of the teaching of case studies in minor subjects at the final state exams;
5. Cooperate with CIKS in the acquisition of literature;
6. Ensure supplies of both the printed and electronic publications which are use at renowned universities;
7. Provide academic personnel with a comprehensive consultancy service, which supports the management of the demands of academic and ensures its quality;
8. Increase the number of foreign paedagogues;
9. Actively cooperate with selected secondary schools [lectures, meetings, etc.]. Regularly organise Open Days; organise internet campaigns; offer „mock“ entrance examinations;
10. Regularly inform students about the activities of the Academic Centre, promote its services, in particular among those students with below average study results;
11. Utilise the services of the *Centre for Support of Handicapped Students*. Cooperate with this centre both during entrance exam procedures, as well as during the course of the handicapped students‘ studies;
12. Gradually prepare e-learning support for the use of Faculty students as well as for commercial use.

Indicators in the areas of diversity and availability

Indicator	Current situation	Plan	Goal
	2015	2018	2020
Subject questionnaires and their processing, per year	2	2	2
The number of academic staff members in courses aimed at increasing pedagogical and research skills	23	30	30

The number of MBA programs / The number of MBA programs with e-learning support	1/0	2/1	2/2
The number of subjects in lifelong education	19	25	25
The number of foreign academic workers as a part of the total number of academic personnel	5	7	10
Setting the criteria for the selection of excellent students	general	Concretized and realised	Updated and realised

3. The International Dimension of Educational Activities

Main aims in the area of student mobility

1. Increasing the number of students from all study levels who get involved in the mobility programs;
2. Involving students in foreign study stays;
3. Increasing the number of students of all study levels who go on short-term study excursions – such as Summer schools, workshops, conferences;
4. Utilising Summer schools as an instrument for gaining potential students on accredited programs, including Ph.D. study programs;
5. Increasing the number of incoming exchange students.

The main aims in the area of foreign language programs

1. Increasing the number of both applicants and existing students who are accepted into the English and Russian Bachelor's programs in Prague;
2. Increasing the offer of double degree programs.

The main aims in the area of academic personnel mobility

1. Increasing the amount of foreign teaching mobility;
2. Increasing the number of long-term foreign academic staff members [min. 1 semester/year];
3. Boosting the linguistic and pedagogical competence of existing academic personnel;
4. A higher rate of involvement of all departments in the teaching of subjects through the medium of foreign languages.

Activities leading to the achievement of the aims in the area of student mobility

1. Proposing partner schools which are suitable even for students of the *Arts Management* study program;
2. Reflecting foreign study stays in study plans [the mobility window] in all study programs;
3. More intensive promotion of all forms of support for individual mobility [besides the exchange programs], including the involvement of academic personnel;
4. Implementing scholarship supported projects for short-term student excursions [Summer schools, and the like];
5. Increasing the number of subjects taught through the medium of foreign languages [of the required structure and quality] for the benefit of incoming exchange students.

Activities leading to the achievement of the aims in the area of foreign language programs

1. Actively seeking out opportunities for double degree programs;
2. Utilising the project Erasmus+ for the above-mentioned activities;

3. Support for the accreditation of foreign language subjects from the Academic Centre of the Faculty.

Activities leading to the achievement of the aims in the area of academic personnel mobility

1. Boosting the role of foreign teaching mobility, that is, the teaching of subjects through the medium of foreign languages as one of the conditions for career growth within the framework of performance evaluation;
2. Language competence as a qualification condition in the recruitment of new personnel;
3. The realisation of special language courses aimed at the teaching of professional subjects, including presentation and other pedagogical skills;
4. Utilise the „Guest Professor“ project for reciprocal teacher mobility with schools outside of Europe;
5. The creation of conditions for long-term employment of foreign academic staff members, including supplemental financial arrangements [e.g., the Fulbright project, IRP funds, corporate funds, and the like];
6. Support for academic personnel from the Faculty's Academic Centre.

Indicators in the area of student mobility

Indicator	Current situation	Plan	Goal
	2015	2018	2020
The number of students going abroad for a semester;	169	180	190
The number of students going on internships;	0	20	30
The number of students going to Summer schools of at least 4 weeks duration;	NA	20	30
The number of subjects taught through the medium of English which are structured so as to correspond with the structure of incoming students.	50	60	65

Indicators in the area of foreign language programs

Indicator	Current situation	Plan	Goal
	2015	2018	2020
The number of double degree programs	1	2	2
The number of students enrolled in foreign language programs as a part of the total number of students enrolled in the Bachelor's and linked Master's study programs	7,6	8,5	10,0

Indicators in the area of mobility of academic personnel

Indicator	Current situation	Plan	Goal
	2015	2018	2020
The number of foreign teaching stays per teacher [at least one week long]	15	30	40
The number of foreign academic personnel working at the Faculty for at least one semester.	24	27	30

4. Employability of Graduates; the Social Role of the VSE; Development of the VSE brand

The main aims in the area of employability of Faculty graduates on the labour market

1. Maintaining the current low rate of unemployment among Faculty graduates;
2. Boosting students' practical skills;
3. Gaining foreign experience for the greatest number of the Faculty's students;
4. To boost and systemise relations with graduates;
5. Increase the success of graduates by supporting their mutual cooperation with the business sphere, as well as supporting their personal and professional growth;

The main aims in the area of cooperation with the business sphere [executive education, consultancy, contracted research, partnership]

1. The development of long-term partnerships between the Faculty and firms;
2. Active involvement of firms in the teaching of subjects [not only partner firms];
3. Boosting commercial education, consultancy activities and contracted research;
4. The teaching of the executive studies program, MBA, through the medium of English.

The main aims in the area of the development of the Faculty brand

1. To boost the attractiveness and reputation of the Faculty brand among secondary school students and their parents;
2. To boost the reputation of the Faculty as a partner among representatives of the corporate sector;
3. To boost the reputation of the Faculty among the wider public.

Activities leading to the achievement of the aims in the area of employability of Faculty graduates on the labour market

1. The carrying out of regular research aimed at discovering the current requirements of the business sphere regarding individual specialisations [Human Resource Management, Logistics, Trade, Marketing, etc.];
2. Flexible structures in study programs enabling them to react to changes in the labour market;
3. Implementing the optional subject „Business Practice“;
4. Boosting the skills aspects of teaching carried out through case studies and solving problematic situations in minor subjects, as well as at the final state examinations;
5. Inform the Faculty's students about, and motivate them to go on, educational excursions abroad [hereafter, priority 4];
6. Improving the internal graduate database;
7. Maintaining regular contact with graduates and creating programs for their further involvement;
8. Building an alumni community which is linked to the Faculty's study programs, as well as supporting cooperation among members of certain branches;

9. Boosting graduates' success by means of supporting their networking, involving experienced mentors from the business sphere and offering educational programs for their further personal and professional growth;

Activities leading to the Achievement of aims in the area of cooperation with the business sphere [executive education; consultancy; contracted research; partnership]

1. Set up a comprehensible system of partnership with top firms;
2. Actively gain new corporate partners and ensure their satisfaction;
3. Design taught subjects with a view to involving firms;
4. Ensure the benefits of involving firms from the point of view of sharing know-how, illustration of the concepts which were discussed, boost the practical aspects of lessons, develop students' skills, etc.;
5. Regularly monitor firms' needs in the area of executive education, consultancy and contracted research, as well as opportunities for cooperation with the Faculty;
6. Expand and increase the quality of the offer of commercial education, consultancy activities and contracted research;
7. Expand and boost current platforms for the realisation of MBA studies taught through the medium of English;
8. Preparation of commercial courses by use of TEL [technology-enabled learning];
9. Organisation of commercial education, consultancy activities and contracted research by means of the Facultative institutions;
10. Setting the sales processes for the area of commercial education, consultancy activities and contracted research.

Activities leading to the achievement of the aims in the area of the development of the Faculty brand

1. Thoroughly point out the successes and priorities of the Faculty for the three key target groups;
2. Regularly following the perception of the Faculty in comparison with its main competitors;
3. Boost and systemise both proactive and reactive media relations [systematically generating positive publicity, profiling Faculty experts in the media as well as professionalising in the area of crisis communication];
4. Inform the corporate public about the relevant commercial education, consultancy and contracted research as well as medialisng successful projects carried out with the corporate sphere;
5. Implement a communications campaign aimed at secondary school students [events at the VSE and at secondary schools, as well as online campaigns].

Indicators in the area of the employability of graduates of the Faculty on the labour market

Indicator	Current situation	Plan	Goal
	2015	2018	2020
Rate of unemployment among graduates	3%	3%	3%
The number of completed research demanded by firms at the Faculty	0	1	1
The number of internships at the Faculty [for Faculty students per year]	50	80	100
The number of case studies done during the final state examinations	0	20	30
The number of functioning alumni communities	3	5	7

Indicators in the area of cooperation with the business sphere [executive education, consultancy, contracted research, partnerships]

Indicator	Current situation	Plan	Goal
	2015	2018	2020
The number of long-term Facultative corporate partnerships	5	10	14
The financial volume of commercial education, consultancy activities, and contracted research	650,000 CZK	1 mil. CZK	1,5 mil. CZK
The number of completed research monitored opportunities for cooperation with the business sphere	0	1	2
The number of courses using TEL	0	4	8
The number of students on the executive MBA study program which is taught fully in English	není	15	30

Indicators in the area of the development of the Faculty brand

Indicator	Current situation	Plan	Goal
	2015	2018	2020
The number of actively sought and gained media reports dedicated to the Faculty;	0	10	20
The amount of research carried out at the Faculty compared to its main competitors;	0	1	1
The number of applications to the Faculty	2687 (Bc.) 1446 (MSc.)	2600 (Bc.) 1700 (MSc.)	2700 (Bc.) 1900 (MSc.)

5. Quality and Relevant Research, Development and Innovation

The main aims in the areas of quality and relevance of scientific research activities

1. Increase the quality of scientific results;
2. Increase the number of academic personnel achieving quality scientific results;
3. Increase the involvement of Faculty personnel in scientific projects, especially the international ones;
4. Increase the quality of research in the framework of the Ph.D. study programs;
5. Include the Faculty journal CEBR in the Scopus database and/or Thomson Reuters.

The main aims in the areas of linking pedagogical and scientific research activities

1. Increase the involvement of students in the scientific research activities which are carried out under the supervision of an academic staff member;
2. Application of scientific research activities performed by academic staff members into teaching activities;
3. Increase the use of up to date world scientific knowledge in teaching practice.

Efforts leading to the achievement of aims in the areas of quality and relevance of scientific research activities

1. Systems for evaluating performance, as well as a system for rewarding supporting publication activities, especially in journals with impact factor, both for scientific researchers and Ph.D. students;
2. IT support, organising and supporting workshops aimed at increasing the quality of scientific activities;
3. Proposing talents for the Ph.D. programs;
4. Greater scientific orientation of doctoral study programs – updating subjects, stress on methods and theory, support for tutors;
5. Provision of project support, rewards for the submission/gaining of scientific projects, especially international ones;
6. Support for the participation of academic personnel and doctoral students in prestigious world conferences and intensive courses aimed at methodology;
7. Support for peer review in the area of scientific work;
8. Gaining top foreign scientific workers.

Efforts leading to the achievement of aims in the area of linking pedagogical and scientific research activities

1. Subjects aimed at boosting the quality and scientific orientation of qualification work – research methods [for the Master's degree programs], how to write final thesis [for the Bachelor's degree programs];
2. Involving Master's and Ph.D. students into the IGA project, or even to others [GACR], completing their theses and dissertations within the framework of these scientific research projects;
3. Increasing the number of applications to the ESOP competition;
4. Revision of thesis/dissertation themes from the point of view of their relevance;
5. Involving students in research projects carried out for firms throughout the Faculty institutions;
6. Proposing talented Master's students who are oriented on scientific research;
7. The annual organisation of the Academic Plenum/Faculty Conference on the theme, the application of scientific research findings from the completed projects during lessons.

Indicators in the areas of quality and relevance of the scientific research activities

Indicator	Current situation	Plan	Goal
	2015	2018	2020
Articles in impact journals with IF > 3	0	2	4
Articles in impact journals with IF > 1	2	5	8
Articles in impact journals with IF < 1	12	24	30
The number of academic works in IF	16	26	30
The number of international scientific projects	1	3	4
The number of doctoral publications with IF	1	6	8
The number of Faculty journals with IF/SJR	0	1	1
The number of top foreign scientists gained	0	1	2

Indicators in the area of linking pedagogical and scientific research activities

Indicator	Current situation	Plan	Goal
	2015	2018	2020
Subjects aimed at increasing the quality of final thesis	0	2	2
Involving students in R&D (part of IGA projects)	25%	55%	70%
The number of applications to the ESOP competition	11	20	25
Organisation of the Academic Plenum	0	1	1

6. Effective Management

The main aims in the area of effective management

1. Specifying the powers and responsibilities of individual managerial and academic positions;
2. Developing procedural auditing and optimising internal processes;
3. Optimisation of the system for the allocation of Faculty funding among the individual departments, as well as bonuses for the individual academic staff member's performance;
4. Improving the system for informing Faculty employees about current issues/problems in the life of the Faculty with the aim of increasing employees' active engagement in finding solutions;
5. Improving direct personal communication with the Faculty's students.

Activities leading to the achievement of the aims in the area of effective management

1. Working out precise descriptions of selected managerial and academic positions;
2. Realisation of procedural audits of internal processes;
3. The creation and application of a new system for allocating Faculty funds among the individual departments;
4. Carrying out an annual survey of employee satisfaction levels;
5. The realisation of regular meetings of the Faculty management with students [every semester].

Indicators in the area of effective management

Indicator	Current situation	Plan	Goal
	2015	2018	2020
Descriptions of selected managerial and academic positions	general	concretized	updated
The number of employee satisfaction surveys per year	0	1	1
The number of meetings between Faculty management and students per year	1	2	2

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