



**Plan for implementation of the Long-term strategic
plan
for teaching, research, development, innovation, artistic, and other creative
activities of**

**University of Finance and Administration
for the year 2020**

Prague – October 2019

BASIS FOR THE IMPLEMENTATION PLAN OF LONG-TERM PURPOSE

The plan for implementation of the Long-term strategic plan for teaching, research, development, innovation, artistic, and other creative activities of University of Finance and Administration for the year 2020 (hereinafter “**Implementation Plan for Long-term Purpose of VŠFS**”) is based on:

- The plan for implementation of the Long-term strategic plan for teaching, research, development, innovation, artistic, and other creative activities of University of Finance and Administration **for the period from 2016-2020** (hereinafter “Long-Term Purpose of VŠFS”),
- The plan for implementation of the Long-term strategic plan for teaching, research, development, innovation, artistic, and other creative activities for the university field for the year 2020 compiled by the Ministry of Education, Youth, and Sports (hereinafter “MŠMT”) of 14 March 2019, which included the assignment of the task to universities of presenting a plan for implementing their long-term purpose,
- The annual report of VŠFS activities for the year 2018,
- The VŠFS bylaws and other internal regulations registered by the MŠMT.

Priority Goal 1: Quality assurance in the main areas of VŠFS activities

1.1 Quality, innovation, and the creation of study programs and pedagogical activity:

- complete the process of accreditation of study programs and eliminate drawbacks based on decisions, reports, statements, and other materials of the National Accreditation Office for Higher Education,
- focus on regional development along with issues of public administration in the technical focus of active study programs,
- analyze and prepare for accreditation study programs in collaboration with the City University of Seattle, establish a schedule for finalizing their preparation and submitting requests for accreditation,
- analyze existing study programs with the objective of preparing for the accreditation of an additional doctoral study program,
- prepare the fluid extension of accreditation in relation to the expiration period of the accreditations of the individual study programs in the field of Economics, i.e. submit a request for institutional accreditation for the field of Economics,
- standardize new study programs and study subjects in terms of their execution, at the same time maintain a transparent and high-quality system of study for existing students completing studies in ongoing disciplines,
- ensure the staffing of accredited study programs (disciplines) in terms of criteria and requirements of the new system of accreditation of study programs, monitor technical owners of study programs and owners of profile study subjects including definition of their technical growth, publication activities, competencies, and responsibilities in accordance with generally binding legal regulations and VŠFS internal regulations,
- prepare the realization of new accredited study programs from the 2020/2021 academic year,
- monitor the difficulty of content, format of instruction, and time demand of the individual subjects, verify the knowledge and outcomes of teaching along with the enhancement of the role of subject owner,
- when evaluating and innovating study programs, proceed such as to respond to the requirements for engaging graduates of all types of study in the labor market,
- focus attention on increasing the quality of the selection of topics, the guidance, development, and evaluation of qualification work, and subject them to nominal qualitative evaluation,

- using the system of required seminar work in selected technical subjects, enhance the instruction of basic academic skills, in particular academic writing,
- evaluate the quality of instruction and pedagogues and the instructed subjects in the form of questionnaires (surveys),
- standardize and refine newly prepared study disciplines according to the requirements of the National Accreditation Office for Higher Education in particular for the combined format of study with an emphasis on the use of online tools,
- support the quality of pedagogical activities by increasing the pedagogical competencies of academic staff,
- maintain gender neutrality of study programs,

1.2 Strategic and procedural quality management:

- apply changes invoked by obtaining accreditation of new study programs in the strategic and procedural processes of the university,
- apply a newly created system for evaluating and assuring the quality of the pedagogical process,
- monitor the standard of state leaving exams, bachelor's and diploma theses, quality of instruction, completion of subjects, study literature, and other study resources as part of the system of evaluating the quality of the pedagogical process,
- direct and execute all of these activities in the interests of retaining the position of VŠFS as a facility for university education.

1.3 Internal rating:

- develop a system of internal quality assessment of study programs in accordance with the VŠFS procedural model of management,
- devote heightened attention to the quality of the educational and creative activities of academic staff,
- based on the results of reviews (surveys and reports) of the University Research Center, analyze the quality of study in detail and on the basis of this analysis implement measures for eliminating defects and support the educational and creative activities of the university,

1.4 External rating:

- perform the evaluation in accordance with valid amendments to the act on universities, other legal regulations, and the methodological materials of the MŠMT and the National Accreditation Office for Higher Education,
- use collaboration with regional institutions and with employers for the purpose of gathering information on technical preparedness and usability of our graduates in the job market,
- deepen and enhance the importance of the third (societal) role of the university via the system of continuing education.

1.5 Credit system:

- maintain and improve the use of generally recognized credit system of the European Credit Transfer and Accumulation System (ECTS) to the full extent, in particular for increasing the accessibility and openness of the entire higher education system and support of international student mobility,

- regularly update course catalog data in the school information system (in Czech and English) on new study programs and study subjects with an emphasis on specifying results of teaching and measurability of study workload via the ECTS credit system.

1.6 Addressing lack of study success:

- perform an analysis of causes of study incompleteness by study program (major), year, form of study and study facility after all state leaving exams and summarily after completion of the academic year, and on this basis address reducing study incompleteness while maintaining demands for quality of study,
- contribute during the course of the academic year to reduction of student incompleteness in the form of individual seminars and consultation, use the mandatory system of academic staff office hours for this purpose.

1.7 Quality management of human resources, development of personnel qualification and age structure:

- fulfill the criteria for number of docents and professors and academic staff members with the academic title of PhD or the scientific rank of CSc. or DrSc in accordance with the new version of the Act on Universities, the Government Regulation on Standards for Accreditation in Higher Education, and the registered VŠFS internal regulation through a managed personnel policy and active human resources work by the deans,
- prepare prospective, widely publishing and research productive pedagogues for the positions of study program owners in accordance with new requirements of the National Accreditation Office for Higher Education,
- continuously improve the quality of the staff of the departments with publishing pedagogues studying in a doctoral study program with the anticipation of a longer-term relationship with VŠFS, attend to maintaining requirements when selecting pedagogues for leadership and judging student qualification work and in the composition of leaving exam testing committees,
- ensure that owners of fields of study and study subjects meet new accreditation criteria,
- expand and refine the incentive system of structured compensation, where instruction, scientific/research activity, and other pedagogue activities are taken into account,
- continuously seek pedagogues capable of carrying out instruction and other educational activities in foreign languages, particularly English, seek out experts from the practical sphere for specialized technical subjects.

1.8 Technical growth of academic personnel:

- create and offer pedagogues programs for their technical, pedagogical, and managerial growth,
- support the creation of specialist teams under the leadership of experienced academic staff for coaching of young pedagogues,
- create conditions for the expansion of international internships for academic and scientific staff of VŠFS with the objective of increasing the technical quality of pedagogical, research, and publishing activities,
- increase the expansion of pedagogical competencies of academic staff using a system of hospitation and auditing,

Priority Goal 2: Diversity and access to education

2.1 Consultation for students

- providing graduates or applicants from other universities or higher technical institutes with consultation and guidance regarding possible transfer and completion of study at VŠFS,
- provide existing students guidance in terms of possibilities for recognizing tests, repeating years, changes of study programs, interrupting and terminating study with an emphasis on maintaining the continuity and accessibility of the relevant studies,
- provide consultation in terms of intensive use of study abroad and internships at partner universities abroad and meet priorities as part of the European Higher Education Area (EHEA) and enhance social integration,
- provide financial guidance focused on the option for deferring payment of tuition, installment plans, or facilitating discounted loans with partner banking institutions in the form of special products for VŠFS,
- use scholarships to support the accessibility of higher education for persons with specific needs arising from their health status or specific social situation,

2.2 Quality and culture of academic life:

- based on the results of acceptance procedures, balance the preparedness of international students for study at VŠFS using Czech language courses for foreigners,
- propose and carry out balancing courses for students from the early years of baccalaureate study, as well as first years of continuing masters study programs who have not completed the related bachelor study program at VŠFS,
- using the system of required seminar work in selected technical study subjects of first year students, enhance the instruction of basic academic skills, in particular academic writing and working with technical literature and other resources,
- balance preparedness for study of differentiated student populations using increased time support of presentational instruction of basic theoretical subjects profiling the basics and subjects profiling the basics as part of first years of newly accredited study programs,
- respect changing interest of students in majors and use the offering of study programs to enable changes of majors with the option of recognizing study subjects related to the subjects completed in previous study,
- provide accommodations to international students and students visiting as part of the Erasmus program,
- regularly maintain and refine spaces for full-fledged development of academic life, i.e. in particular use the basis of the TIM student club, resources for handicapped students, and resources for informal entertainment,
- retain and increase the level of IT services provided to users (accessibility, reliability of services, elearning technologies, development of a new Intranet and school information system, etc.)

2.3 Quality of care for students and graduates:

- develop the concept of “university environment for all” in focus on equal opportunity and non-discrimination while maintaining the highest standards for quality education,
- monitor and evaluate factors influencing premature termination of studies,
- become involved in national and international analyses of university students and graduates,
- propose and carry out regular student analyses, administer and evaluate new topical surveys, monitor long-term trends in quality of instruction and student satisfaction,

- continue with the active offering of services and programs for graduates by providing the activities and the expansion of the Graduate Club.

Priority Goal 3: Internationalization

3.1 International collaboration and education:

- building on the achievement of positive results, expand collaboration in three basic directions – with partner universities, with business and industrial chambers, and with state institutions, with an emphasis on active exchange of information and academic personnel, including compatibility of study programs and research work,
- develop more intensive collaboration with businesses and companies that operate in the territories our international students come from (China, Mexico, EU countries, Russia, Kazakhstan, etc.) with the objective of integrating instruction with practice on one hand and preparing students within the scope of the given possibilities for specific sectors of the economy on the other, both at home and abroad. In this manner, to emphasize the appeal of studying at our university,
- continue expanding partnerships with other universities on the basis of long-term projects – opening a CITYU branch, CETYS facility, expand the project based on successful collaboration between VŠFS and Changchun University of Finance and Economics (China) and City University of Seattle (USA) to other partners and territories,
- based on positive experiences thus far, optimize steps toward obtaining students at both the bachelor's and masters study levels combined with BSBA/MBA (India, Vietnam) - including summer and winter schools,
- to continue in proactive communication with the Embassy in Beijing, MŠMT and the Ministry of Foreign Affairs (Ministerstvo zahraničních věcí, or MZV), actively work toward inclusion of VŠFS in the Chinese list of recommended universities in accordance with the program - this opens substantially greater space for expansion of the already highly successful collaboration on the Chinese market,
- intensify the collaboration between MŠMT and MZV with the objective of actively engaging in international collaboration in the areas of information exchange, technical internships for academic staff, including projects such as Silk Road,
- apply and expand ECTS criteria for the computation of study demand, profiling of study programs (majors), transparency of study and study results, recognition of subjects and mobility of students with a goal of retaining the level of corresponding ECTS Label certification,
- building on the collective European approach to accreditation of study programs of the joint degree type, and in accordance with the Quality Assurance of Joint Programmes initiative, identify and seek accreditation for such programs in accordance with existing study programs.

3.2 Mobility of students and pedagogues:

- engage more actively in doctoral student mobility, in particular for support of international research projects, publishing outputs, and participation in international conferences,
- create prerequisites for expansion of student and pedagogical mobility as part of involvement in international programs (Socrates/Erasmus),
- expand instruction in subjects, particularly in the English language, by pedagogues with advanced language skills,
- more actively engage individual departments in international collaboration, for example in the form of co-organizing International Erasmus Week,

- offer custom programs to international universities in a proactive manner in the form of summer and winter schools, other study formats at VŠFS in combination with language education and practical internships – South Korea, Germany, Austria,
- prepare and carry out a new program for collaboration with external agents in selected territories with the objective of recruiting more students. Place a greater emphasis on active communication with key agents such that the benefits of study at our university may be understandably and clearly defined.

Priority Goal 4: Relevance and societal impact

4.1 Societal impact of the university:

- organize activities with wider engagement of technical, media, and social practice (conferences, investment fora, MF Dnes fora, round table discussions, seminars),
- support the appearances by leading specialists from VŠFS in mass media on special topics for the purpose of increasing the awareness and image of VŠFS as a successful university,
- use membership in chambers of commerce (American, Canadian, British), collaborate with other chambers of commerce (Chinese, Mexican) and organizations (CFO), continue to collaborate with the Czech Chamber of Commerce, the Association of Small and Medium Enterprises of the Czech Republic, Czech Banking Association, FinTech association, and Czech Association of Financial Advisors and Brokerages (ČASF),
- use the partner network to increase the prestige of the university through joint projects,
- use the network of graduates including the Diamond Club to seek additional commercial opportunities,
- focus as part of national and international activities on deepening collaboration with partner secondary schools as a part of marketing activities when seeking potential students,
- intensify and expand the promotion of individual VŠFS study programs at elementary and secondary schools and in the relevant practical spheres (combined study),
- expand collaboration with the Institute of Economic Education (INEV), which organizes the Economics Olympics, for the purpose of recruiting students of secondary schools for study at VŠFS.

4.2 Continuing Education programs – Institute of Continuing Education:

- increase the managerial attractiveness of the MBA program with innovations and updates to the individual program modules, seek options for expanding BSBA programs,
- on the basis of accreditation granted by the ČNB, carry out testing of technical capability according to Act No. 427/2011 Coll. on supplemental pension savings, as amended, as well as technical testing according to Act No. 257/2016, Coll., on consumer credit, tests of technical capability according to Act No. 256/2004 Coll., on business in capital markets, as amended, and technical testing for distribution of insurance and security according to Act No. 170/2018, Coll.,
- offer the technical capabilities testing (see the previous point) to VŠFS students as part of their studies in the Finance study program,
- carry out preparatory and continuing education courses in relation to the above accreditation,
- expand educational programs with relation to accredited study programs with an emphasis on the Finance study program,
- expand the offering of educational programs for financial and non-financial institutions,
- innovate the course catalog for employees, students, and the technical public,
- expand educational activities for financial brokers in relation to the certified Master of Financial Planning examination,

- support innovative, multimedia, and distance formats of continuing education and use findings from proprietary research in the creation of new study materials, involve university pedagogues.

Priority Goal 5: High-quality and relevant research and development

5.1 Research and development:

- maintain the status of the research organization and obtain support for research, in particular targeted support for specific university research and institutional support for long-term conceptual development of the research organization,
- complete the *Concept for research and development at VŠFS (2019-2023)* with a formulation of current high-priority research topics, targeted on an interdisciplinary and interfaculty basis toward supporting accredited study programs,
- prepare proposals for research projects supported from public funds (in particular the GA ČR, TA ČR, and in majority collaboration with other applicants, in particular public universities), topically focused according to research objectives of the faculties in accordance with the *Concept*,
- as part of internal research projects, focus on specific university research projects with intensive involvement of masters and doctoral students (attending here to full use of assigned resources),
- while taking advantage of institutional support for long-term conceptual development of the research organization, concentrate on financing internal projects with potential for obtaining external financing of research,
- continue in efforts to engage in international research projects (in particular as members of university consortia), while strengthening collaboration with Chinese partners,
- use motivational tools (meeting publishing standards, compensation) to stimulate quality publishing activity by academic staff,
- continue in the implementation of VO ratings according to Methodology 2017+ both at the national level (modules 1 and 2) and in the university segment (continue according to the MŠMT process with the launch of individual rating modules 3, 4, and 5),
- arrange 1-2 scientific conferences presenting research at VŠFS.

5.2 University Research Center:

- support and expand the research activity of the faculties or departments, seek opportunities for scientific/research work and publishing opportunities, create conditions for increasing the citation index of pedagogues,
- contribute to the creation of project (conceptual) objectives, evaluate their overall relevance and effectiveness of projected outcomes as part of Methodology 17+ criteria,
- propose and consult on the personnel composition of research teams, identify and recommend options for collective interfaculty (interdisciplinary) research, carry out technical debates and internal deliberation of project proposals,
- systematically orient the scientific/research area and publishing activities in line with the profile of VŠFS accredited study programs (and the high-priority research topics of the faculties),
- regularly carry out proprietary empirical studies (the survey of pedagogues, survey of application of graduates, survey of the social profiles of students), provide commercial expert

analyses and technical consultation in the area of methodology of empirical research, sociological and marketing analyses, and neuromarketing, and continue to offer advisory and consulting activities in the field of criminalistics and forensic disciplines,

- support pedagogical activities in the field of their exemplary and practical/application level, in particular execution of the criminalistic laboratories project and implementation of material equipment of instrumentation technology for neuromarketing measurement,
- concurrently provide technical foundations for preparation and creation of topically selected qualification (diploma and doctoral) work requiring more demanding methodological and analytic methods.

5.3 Doctoral study programs:

- maintain high demands for quality publishing activity by doctoral students and involve them in research at an international level,
- increase the involvement of doctoral students in projects of specific university research, both as team members and chief implementers,
- provide the seventh annual doctoral student conference at VŠFS, with the involvement of doctoral students from other universities as well.

5.4 Expansion of library, informational, and publication services:

Library Services Center:

- continually supplement the Library Services Center with study literature, not merely required and recommended, on the basis of recommendations of the technical facilities. Focus in particular on the new option for obtaining e-books from Proquest (savings compared to EBSCO eBooks), or instead of purchasing individual titles arrange a wide strategic collection of e-books that correspond with English disciplines,
- newly arrange the sale of lecture notes through the library at the building on Vltavská,
- support scientific/research activity in the form of search and other information services (e.g. new assistance for pedagogues when working with ORCID and ResearcherID identifiers).

IT services:

- ensure maximum accessibility and reliability of IT services provided. Implement new technologies according to the needs and objectives of the organization or as part of modernization with an eye toward available funds, and deploy new IT services and resources while taking into account current trends.

Publisher:

- prepare a new methodological guidance for authors of publications and editors of symposia,
- produce technical monographs in the VŠFS publishing house at standards that continue to fulfill the RVVI requirements and also aspire in their preparation and academic apparatus toward inclusion in relevant international scientific databases,
- attempt to obtain a Digital Object Identifier (DOI) for our peer-reviewed journal,
- focus on more fluid and efficient management of resources, i.e. lower costs for titles with option of additional printings,
- preference for more economic variants of printing, in particular the replacement of fixed bindings with brochure bindings,

- continue publishing the *ACTA VŠFS* scientific journal at the specified periodicity and maintain the journal in the international databases RePEc, EBSCO, DOAJ, Index Copernicus, Elektronische Zeitschriftbibliothek and ERIH PLUS, seek for it to be included in the Scopus database, and continue publishing the scientific journal *Forensic science, law, criminalistics* at the specified periodicity and maintain the journal in the European Association for Security list of security journals, seek for it to be included in the ERIH PLUS database.

Priority Goal 6: Data-based decision making:

- collaborate through the University Research Center in coordinating the collection and assessment of data on the results of research and development, publication activities, and citation performance of academic staff, consult at the level of university, faculty, and department leadership on rating academic staff members as part of the motivation program and monitor the performance of personal development plans,
- monitor and regularly evaluate the relevance and quality of research and publication activities of academic staff in relation to the profile of the accredited study programs,
- systematically monitor citation performance of academic staff on the basis of indicators available in international databases (Web of Science, SCOPUS, SCIMAGO, Google Scholar, Publish or Perish, etc.),
- regularly carry out independent investigations through the University Research Center, provide expert analysis and technical consultation in the field of empirical research methodologies (including masters and doctoral qualification work), sociological and marketing analyses (in particular neuromarketing measurement) and use knowledge of empirical methods and available data to offer consulting and advisory activities in the field of criminalistics and forensic disciplines,
- carry out empirical investigations of the student population on a sample of 3rd-year baccalaureate and 2nd-year masters study programs, use the data obtained for further analytical and interpretation work, present research reports to university and faculty leadership for purposes of evaluating the ranks of qualitative and quantitative parameters of satisfaction of the student population with the pedagogical process at VŠFS, including material foundations and overall organization of study,
- carry out empirical analyses focused on quality of pedagogical activities with a focus on evaluating the quality of instruction in subjects with a theoretical basis and profile basis. The survey of pedagogues will take place in the winter and summer semesters (i.e. a total of 2x) as part of accredited study programs with the objective of monitoring the long-term development and trends of pedagogical performance of the individual academic staff members usable as an exact reference point for their complex evaluation and as a tool oriented toward increasing quality of instruction,
- participate in the national analysis of students of doctoral study programs, Doktorandi 2020,
- use individualized final reports from the national questionnaire Absolvent 2018 and international studies Eurostudent VII. and Eurograduate 2018 for internal evaluation of the situation of the study process and efficiency of the preparation of future graduates for the labor market and their professional paths.

Annex: Scope of research activities strategy

Prague, October 2019

