



**Plan for implementing the
Strategic Plan of VŠFS for
the year 2024**

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Priority Objective 1: Develop competencies directly relevant for life and practice in the 21st century

- Apply the methodologies and requirements of the National Accreditation Authority for Higher Education for teaching, design, and accreditation of degree programs and to conduct a series of evaluation and innovation workshops for individual bachelor's, consecutive master's, and doctoral degree programs to ensure their quality, sustainability, and further development.
- Continuously substantiate the conduct of the individual degree programs through audit reports requested by the National Accreditation Authority for Higher Education, incorporating the conclusions and measures adopted at the evaluation and innovation workshops.
- Evaluate and defend the implementation of the bachelor's and consecutive master's degree programs *Security Law Studies* and the bachelor's degree program *Criminalistics and Forensic Disciplines* through the submission of applications for the renewal of their accreditation to the National Accreditation Authority for Higher Education.
- Complete the process of accreditation for the new professionally oriented consecutive master's degree program *New Media and Marketing Communications* for implementation in Czech and English.
- Complete the preparation of the application for institutional accreditation in the field of education in Economics, including the necessary organizational measures.
- Following a detailed analysis of labor market needs, prepare a plan for a new doctoral degree program in the field of education in Economics.
- Conduct educational seminars and develop methods for quality assurance of pedagogical work and education and verify learning outcomes aimed at strengthening the pedagogical competences of academic staff, especially in relation to the use of modern technologies and the school's information system, e.g. for the digitization of study materials, the support of distance learning, and the use of the Theses platform for detecting plagiarism.
- Evaluate the quality of instruction and instructors through questionnaire surveys (student surveys).
- Increase the development of the pedagogical competences of academic staff and strengthen the link between study and practice and preparation for future employment through a system of auditing and observation following on the results of student surveys.
- To develop and improve the incentive system of structured remuneration of academic staff, taking into account teaching activities, scientific research activities, their professional growth, and other activities.

- In cooperation with partner organizations, continue to develop the professional profile of studies and strengthen their prestige through internships for students of the professionally-oriented consecutive master's degree programs *Security Law Studies*, *Criminalistics and Forensic Disciplines*, and *New Media and Marketing Communications*.
- Develop cooperation with selected vocational schools arranging the transition of their graduates to bachelor degree programs.
- Build infrastructure for interactive learning methods, student integration, and wellbeing of students and staff through modern tools and instruments, specialized classrooms (criminalistics lab, multimedia classroom), accessibility of learning spaces, equipping libraries with learning resources, and other school facilities (student club and canteen).

Priority Objective 2: Improve the availability and relevance of flexible forms of education

- Based on the comments of the National Accreditation Office for Higher Education and the results of evaluation and innovation workshops for the individual degree programs, innovate methods of flexible forms of education, reduce the proportion of lectures, especially in professionally-oriented degree programs, in favor of interactive forms of teaching, e.g. exercises or student workshops and projects, or by involving students in scholarly discussions and excursions.
- Build a wider offering of continuing education provided as part of accredited degree programs or in the form of preparatory and supplementary courses, including online learning.
- Flexibly implement hybrid teaching of courses of study in full-time and combined study settings in the form of classroom and online teaching via Microsoft Teams with the option to view the recording after the fact and obtain online consultation (including online consultation on preparing qualification theses).
- To expand and refine the range of study materials for individual courses of study in electronic format to include recordings of lectures and intensive courses conducted in online format.
- Make use of the widely recognized European Credit Transfer and Accumulation System (ECTS) particularly for the purpose of increasing the complementarity and openness of the entire portfolio of degree programs, the system for recognizing prior studies, the promotion of international student mobility, and the verification of results of online study.
- Continuously update the data on available courses of study in the course catalog in the school information system in Czech and English, with an emphasis on setting learning outcomes, the measurability of the course load using the ECTS system, and the quality of study materials and learning support. Improve the availability of open educational resources and the quality of digital educational materials provided online.
- Enable students to change the form of their studies as a standard and support mutual recognition of results of prior studies upon request.

Priority Objective 3: Increase the efficiency and quality of doctoral studies

- Continue to financially support the research and publishing activities of doctoral students in order to create the conditions for them to fulfill their R&D study obligations.
- Strengthen the infrastructure facilities for doctoral students using financial support obtained from the Operational Programme Johannes Amos Comenius.
- Evaluate the call for internal student projects (announced in September 2023) according to the rules of the Internal Grant Agency, start funding successful projects from March 2024, announce a new call for projects in autumn 2024.
- When submitting external projects (esp. to the Czech Science Foundation – GA CR, Technology Agency of the Czech Republic – TA CR) to involve doctoral students in projects to the maximum extent.
- Organize a conference of doctoral students in autumn 2024 in an international format.
- Consistently monitor the publishing activities of doctoral students, including oversight of compliance with the ethical principles set out in the Code of Ethics of VŠFS.
- Carry out an annual update of dissertation topics on offer such that the research areas developed at VŠFS will complement the research work of supervisors.
- Attend to the scholarly quality of supervisors and strengthen the level of communication between doctoral students and their supervisors.
- Regularly evaluate the standard of doctoral studies at meetings of the Subject Area Board.

Priority Objective 4: Strengthen the management strategy and efficient use of capacities in the area of Research and Development

- Continue to implement the recommendations resulting from the assessment of research organizations according to Methodology 2017+ in the higher education segment, in particular by implementing newly issued internal regulations in the area of internal quality assessment of R&D.
- Evaluate and financially reward high quality publishing activities.
- Continue to give preference and financial support to the maximum possible extent to the publication of research results of academic staff in the form of articles in “open access” journals of international academic repute.
- As part of the internal quality assessment of R&D, consistently ensure compliance with the ethical principles for publishing and other research activities set out in the Code of Ethics of VŠFS.
- Targeted renewal and replenishment of the library collection based on the recommendations of the departments and other academic institutes in relation to the research being conducted and considered.
- Ensure the availability of electronic information resources in the form of databases ProQuest Central, ProQuest e-Books, ASPI, EBSCO eBooks, and now also Cambridge Books Online, Taylor & Francis eBooks, Oxford Scholarship Online.
- To continue the current strategy of publishing two scholarly journals, scholarly books, conference proceedings, but to prefer the electronic form.
- Prepare an application for inclusion of the journal Acta VŠFS in the Web of Science database.
- Provide a DOI identifier for all journal articles, e-books, proceedings, and other relevant production of VŠFS Publishing.
- Conduct an annual review of faculty research topics, adding new topics in connection with newly accredited degree programs (or degree programs preparing for accreditation), with an emphasis on international dimensions.
- Participate in the public competitions of the Czech Science Foundation – GA CR announced in 2024 (with project funding starting from 2025), prepare and submit as applicant or co-applicant at least two project proposals in the field of economics and finance.
- Respond ahead of time to announced public competitions in applied research with relevant providers such as the Technology Agency of the Czech Republic, Ministry of Interior, Ministry of Agriculture, Ministry of Justice, Ministry of Culture, and others; prepare and submit project proposals.
- Continue to seek cooperation with companies and public institutions in the form of contract research.
- Evaluate the proposals submitted for internal projects for the competitions announced in

September and November 2023 and start implementing successful projects. Evaluate ongoing projects from previous years and propose possible adjustments. Evaluate completed internal projects and reflect the results of the assessment in new calls for proposals.

- Financially support the participation of academic staff in major international academic conferences, if the output is a publication (especially journal articles) by international teams of authors.

University Research Center activities

- In cooperation with the Department of Research and Development, seek and assess the relevance of external research opportunities (including contract research, contracts and commercial offers such as consulting and advisory activities, etc.) and publication opportunities, and create conditions for increasing the citation index of teachers.
- Systematically navigate the area of scientific research and publishing activities in accordance with the profile of accredited degree programs of the VŠFS (and priority research topics of the faculties) in the form of joint workshops and seminars.
- Hold regular (once per month) Project Seminars with the goal of proposing and critically discussing specific project and publishing plans of the academic staff of the faculties and identify opportunities for inter-faculty (interdisciplinary) collaboration when carrying out university projects.
- Carry out in-house empirical surveys (subject survey of teachers, survey of graduates' employability, survey of students' social profile), provide commercial expert analyses and specialist consultations in the field of empirical research methodology, sociological and marketing analyses, and neuromarketing, as well as offering advisory and consulting activities in the field of criminalistics and forensic disciplines.
- Support pedagogical activities in illustrative, practical, and applied terms, especially by implementing the project of criminalistics laboratories and applying the material equipment of instrumental techniques for neuromarketing measurement.
- Set up mechanisms and principles for the functioning of the Business Center of VŠFS as part of the Laboratory of Interdisciplinary Projects and Strategic Grants.

Priority Objective 5: Build capacity for strategic management of VŠFS

- Arrange an independent evaluation of the Strategic Plan of VŠFS, particularly in order to assess whether it is complete and cohesive.
- Support innovation at the level of individual degree programs with emphasis on their completeness and conciseness and with an eye to avoiding overlap of key subjects in these programs.
- Support the modernization of teaching, especially online teaching, so that students can make maximum use of videos recorded during teaching and also online consultation.
- Provide the ability to seamlessly transition between hybrid and online instruction during the course of the semester.
- Support improvements to support services, especially in the areas of IT and human resources, and deepen the system of fair evaluation of academic staff according to quantitative and qualitative criteria.
- Involve the Scientific Board of VŠFS more in discussions of the university's strategy.
- Continue with the system of management of VŠFS through meetings of the Rector's College and meetings of the individual vice-rectors, deans, and department heads; ensure quality cooperation between the faculties and the transfer of information from faculties to departments.
- Use CAMBAS and other organizations of universities for cooperation between VŠFS and other universities.
- Set up a system using the membership of the academic staff of the school in scientific and subject area boards of other universities and use this to expand cooperation between VŠFS and other universities.
- Deepen partnerships between VŠFS and specific universities, including foreign universities, while seeking new forms of cooperation with these partners.
- Deepen partnerships between VŠFS and specific companies, especially in the field of finance, in order to use their experience in innovating degree programs, managing qualification theses, and providing instruction.
- Support horizontal mobility of academic and non-academic staff throughout their careers.

Priority Objective 6: Reducing the administrative burden on university staff

- Continuously simplify administrative activities within the organization, in particular by ordering and removing duplication of processes within the university and making maximum use of electronic support tools.
- Use the VŠFS Information System as the main platform for communication, documenting studies, and organizing instruction. Introduce new “Úřadovna” [Admin Office] functionality in VŠFS Information System in relation to the electronic circulation of student applications within the framework of the study record. Focus on testing new electronic applications for recognizing internships in professional degree programs.
- Digitize the process of approval, execution, and accounting of foreign and domestic business trips through an application in the VŠFS Information System, subject to the approval of changes to the relevant legislation.
- Continue to digitize the process of internal projects of the university for the Internal Grant Agency, consisting in particular of the electronic circulation of forms for proposals for internal research projects in the “Úřadovna” [Admin Office] application in the VŠFS Information System.
- As regards the amendment to the Labor Code, adjust processes related to the reporting of activities carried out on the basis of contractor agreements or employment agreements in order to minimize the impact of the increased administrative burden on academic and non-academic staff.
- Continue to fully engage with the Erasmus Without Paper online platform and administer the online Learning Agreements of incoming and outgoing students through this platform. Progressively renew Inter-institutional Agreements with partner universities via the platform. Continue to digitize IIA agreements with as many partners as possible and continue to conclude LAs via the EWP platform. Following the creation of the interactive PDF application form for the MBA and BSBA study programs, process the application form for iTep tests in a similar manner.

Priority Objective 7: Internationalization of the VŠFS

- In collaboration with partner university City University of Seattle, continue to deliver the MBA and BSBA programs and maintain their quality and standards to fulfill CityU's intention to become their strategic European partner.
- Continue the teaching and development of all English-language degree programs at VŠFS and CityU.
- Continue membership in CMBAS.
- Prepare and implement micro-certification courses as part of the MBA program in cooperation with CityU.
- Seek new suitable foreign partners for cooperation in joint educational programs. Continue with existing foreign partners to develop joint degree programs.
- Promote international cooperation in the form of strategic partnerships and membership in international organizations.
- Continue to develop existing partnerships and international education projects, participate in the IP program at a partner university in Spain, and participate in at least one BIP program at a partner university.
- Expand the list of universities collaborating as part of the Erasmus+ student exchange program to include our partner universities in Mexico.
- Continue digitizing the Erasmus+ agenda according to the approved EU timetable.
- Increase the motivation of students and staff to take trips abroad. Promote new forms of mobility – virtual, combined, short-term mobility – at all levels of study.
- Continue expanding the offering of providers of foreign language courses for VŠFS staff in order to improve their language competences.
- Expand the portfolio of cooperating agencies searching for students abroad for VŠFS, take further advantage of the Study in the Czech Republic initiative, cooperate with international student clubs, and capitalize on the social media campaign.
- Apply for projects under the Erasmus+ KA131 Project. Continue to participate in consortia in which VŠFS is a member and endeavor to win new projects.
- Organize at least one Teaching/Staff Week and use this as a platform to exchange information and experiences.
- Continue to work with the Czech National Agency for International Education and Research and participate in its organized events and initiatives.
- Actively build access to the diplomatic missions of countries from which larger numbers of applicants regularly come.
- Implement winter and summer schools for students from partner universities abroad in both online and on-site formats.

- Through the *Confucius Institute*, expand the activities of the Think Tank, continue to organize full-time and on-line Chinese courses for students and the general public, open a new Business Chinese course, launch a testing center for certified Chinese exams, and expand workshop offerings.