



krok správným směrem

**Addendum to the Report on the Internal
Evaluation of the Quality of Educational,
Creative and Related Activities**

Prague University of Economics and Business

Prague, May 2023



Foreword

The Addendum to the Report on the Internal Evaluation of the Quality of Educational, Creative and Related Activities of the Prague University of Economics and Business (hereinafter also referred to as "Addendum to the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business" or just "Addendum to the Report") is prepared pursuant to Section 12a(4)(c) of the Act No. 111/1998 Coll., on Higher Education Institutions and on Amendments and Supplements to some other Acts (The Higher Education Act), as amended (hereinafter also referred to as "the Act"), and Article 28 of the Rules for the System of Quality Assurance of Educational, Creative and Related Activities and of Internal Evaluation of the Quality of Educational, Creative and Related Activities of VŠE.

The Addendum to the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business was

- prepared by the Internal Evaluation Board of VŠE and discussed on 16 May 2023,
- discussed by the Scientific Board of VŠE on 30 May 2023,
- approved by the Academic Senate of VŠE on 19 June 2023.

The Addendum to the Report on the Internal Evaluation of the Quality of VŠE is available electronically on the VŠE website (<https://www.vse.cz/informace-o-vse/profil-skoly/zpravy-o-vnitrim-hodnoceni-kvality/>).

Abbreviations used in the text:

AACSB	Association to Advance Collegiate Schools of Business	HS	major specialisation
AOL	Assurance of Learning	IGA	Internal Grant Agency
APP	Academic Psychological Counselling Centre	IGS	Internal Grant Competition
AS VŠE	Academic Senate of VŠE	InSIS	Integrated Study and Information System
BS	Bachelor's degree	LLL	Lifelong learning
CEMS	The Global Alliance in Management Education	LMS	Learning Management System
CIKS	Centre of Information and Library Services	MŠMT	Ministry of Education, Youth and Sports
CTVS	Centre for Physical Education and Sport	NAÚ	National Accreditation Bureau
EFMD	European Foundation for Management Development	NF	Faculty of Economics
ENQA	European Association for Quality Assurance in Higher Education	NMS	Master's degree
EPAS	European Programme Accreditation System	OZS	International Office
EQUIS	European Quality Improvement System	PIM	Partnership in International Management
FFÚ	Faculty of Finance and Accounting	PRME	Principles for Responsible Management Education
FIS	Faculty of Informatics and Statistics	RPC	Development and Counselling Centre
FM	Faculty of Management	RVH	Internal Evaluation Board of VŠE
FMV	Faculty of International Relations	SHS	Centre for disabled students
FPH	Faculty of Business Administration	SÚZ	Facilities Management Department
GK	Grant Committee of VŠE	SZŘ	Study and Examination Rules of VŠE
GRF	Faculty Grant Board	SBZ	State bachelor exam
		SZZ	Final state exam
		U3V	University of the Third Age
		VS	minor specialisation

Table of Contents

INTRODUCTION	5
1 SYSTEM QUALITY ASSURANCE AND EVALUATION AT THE LEVEL OF VŠE.....	7
1.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business	7
1.2 Developments in relevant areas	7
1.3 Recommended actions for the next period	10
2 SYSTEM QUALITY ASSURANCE AND EVALUATION IN THE FIELD OF STRATEGIC DEVELOPMENT OF VŠE	11
2.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business	11
2.2 Developments in relevant areas	11
2.3 Recommended measures.....	15
3 QUALITY ASSURANCE AND EVALUATION IN EDUCATION	17
3.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business	17
3.2 Developments in relevant areas	17
3.3 Recommended measures.....	21
4 QUALITY ASSURANCE AND EVALUATION IN THE FIELD OF CREATIVE ACTIVITIES.....	22
4.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business	22
4.2 Developments in relevant areas	22
4.3 Recommended measures.....	25
5 QUALITY ASSURANCE AND EVALUATION IN THE FIELD OF INTERNATIONAL RELATIONS	27
5.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business	27
5.2 Developments in relevant areas	27
5.1 Recommended measures.....	29
6 QUALITY ASSURANCE AND EVALUATION IN THE FIELD OF SOCIAL RESPONSIBILITY AND PUBLIC RELATIONS	31
6.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business	31
6.2 Developments in relevant areas	31
6.3 Recommended measures.....	32
7 QUALITY ASSURANCE AND EVALUATION IN THE AREA OF STUDENT SUPPORT AND CARE	33
7.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business	33

7.2 Developments in relevant areas 33
7.3 Recommended measures..... 37

8 SUMMARY OF MAIN CONCLUSIONS AND RECOMMENDATIONS 38

INTRODUCTION

In 2022, a new management of the University and two faculties took over at the Prague University of Economics and Business. Doc. Ing. Petr Dvořák, Ph.D., took office as Rector on 1 April 2022. The basic goal of his leadership is to make the Prague University of Economics and Business a modern, efficiently managed university open to new trends. This main aim implies other aims and measures to achieve them, that may be divided into four areas: 1) Quality studies reflecting modern trends, 2) Relevance and international reputation of VŠE, 3) Strategic management and financial management and 4) Human resources. The programme objectives of the new Rector build on the successful development of the past years, when by granting institutional accreditation, VŠE gained autonomy in the accreditation process and subsequently accredited a wide range of Czech and foreign language study programmes, successfully passed national and international assessments, integrated the procedures of international accreditation and standards into the management of the university and developed the entire information system of the university at an unprecedented pace. Achieving the goals of the new management is furthermore conditioned by the close cooperation of VŠE management, the independent faculties where study programmes and scientific research activities are carried out, and all other departments of the university. A key element of the university's development is the active involvement of suitably motivated staff, students and alumni of VŠE.

The system of quality assurance and internal quality evaluation is based on the Higher Education Act, the Statute of VŠE and other internal regulations of VŠE, in particular the Rules for the System of Quality Assurance of Educational, Creative and Related Activities and of Internal Evaluation of the Quality of Educational, Creative and Related Activities of VŠE. In March 2022, the Internal Evaluation Board produced its last Report on Internal Evaluation of the Quality of Educational, Creative and Related Activities of VŠE for the years 2017-2021. This addendum is therefore its first annual addendum. In connection with the change of VŠE management, members of two key quality management and quality assurance bodies, the Scientific Board and the Internal Evaluation Board of VŠE, were also newly appointed in 2022. In both bodies, the role of external members and experts from relevant fields to which the graduates of the Prague University of Economics and Business are heading has been strengthened.

VŠE has long been striving to obtain and maintain globally recognised international accreditations because it is aware that meeting the standards and criteria of international accreditations is an effective tool for both continuous quality improvement and for strengthening the reputation of VŠE in the Czech Republic and abroad. The world's best business schools are usually holders of *triple crown accreditation*, awarded by the globally recognised accreditation bodies AACSB, EFMD and AMBA. The goal of VŠE and its units is to obtain *triple crown accreditation* and become part of an exclusive group of prestigious internationally recognised business schools. In 2022, preparations for the AACSB peer review team visit culminated with the finalisation of the major process changes as well as their description and presentation; the visit will take place in autumn 2023. In October 2022, the strategic priorities were presented to the International Advisory Board of VŠE, as this was the first meeting of the new VŠE management with the IAB members, all Vice-Rectors presented the strategy for their respective areas and the VŠE management received valuable feedback from the discussion, which will be reflected particularly in the preparation for the final phase of AACSB accreditation. Also in 2022, the VŠE succeeded in internationally recognised rankings such as the *Financial Times European Business School Ranking*, the *QS World University Ranking by subject* and the *Eduniversal Business School Ranking*.

For the period from July 2022 to August 2024, VŠE has received funding to modernise and digitise its educational activities. VŠE has a total of 8 objectives within the National Recovery Plan, for the implementation of which VŠE will draw a total of over CZK 115 million.

Prague, 2 May 2023

doc. Ing. Petr Dvořák, Ph.D.
Rector of the Prague University of Economics and Business

1 SYSTEM QUALITY ASSURANCE AND EVALUATION AT THE LEVEL OF VŠE

1.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business

Recommendations from the Report on the Internal Evaluation of the Quality and annual supplements focused on the need of VŠE to devote maximum effort to the preparation of documents and inputs necessary for obtaining domestic institutional accreditation (especially the self-assessment report, which was an integral part of the application for institutional accreditation and the self-assessment report and other documents for the needs of external evaluation of the educational, creative and related activities of VŠE) and international accreditation by AACSB (preparation of Progress Reports), preparation and submission of the application for EQUIS re-accreditation of the Faculty of Business Administration (FPH) and submission of FPH application for AMBA accreditation.

1.2 Developments in relevant areas

Content of the system, anchoring in regulations, role and activities of the competent authorities

In 2022, two basic internal regulations of VŠE were amended and new Scholarship Regulations were adopted. The amendments to the Statutes relate exclusively to the provisions on study-related fees, almost exclusively in programmes taught in foreign languages: based on the agreement of the deans, the fee is increased to EUR 5,000 from the 2023/2024 academic year, and limited possibilities to forgive and defer the fee are introduced. In terms of fees for longer studies, the possibility to waive the time limit for appeals in the event of completion of studies within the period for which the fee was assessed is introduced. The Scholarship Regulations also allow for the new awarding of merit scholarships to first-year bachelor's degree students, thus making a significant contribution to the active search for and support of talented students at VŠE. From the point of view of the quality evaluation system at VŠE, the amendment to the Rules for the System of Quality Assurance of Educational, Creative and Related Activities and of Internal Evaluation of the Quality of Educational, Creative and Related Activities, which was proposed and discussed in 2022, is particularly important. The amendment to the Rules concerns in particular the refinement of processes and information obligations towards the National Accreditation Bureau (NAU), the introduction of data analytics at VŠE and the establishment of the Quality Assurance Department at VŠE.

Following the new management's emphasis on the digitisation and use of data in decision making and the NAU's new methodological materials, the amendment to the Rules introduced the following measures:

- Information on substantial changes concerning programmes approved under institutional accreditation shall be sent to the National Accreditation Bureau no later than 30 days after their approval by the institution of higher education, including information on the date of their approval. In order to meet the 30-day deadline, substantive changes shall be made by the Dean after the Internal Evaluation Board (RVH) has discussed the intent. In accordance with the Methodological Guideline, substantial changes are divided into those that (a) cannot be implemented without reaccreditation, (b) substantial changes that must be notified to the NAU, (c) substantial changes that are not notified to the NAU. Non-substantial changes are regulated by a measure of the Dean, while substantial changes of type b) and c) are in most cases made by the Dean on the basis of a meeting of the Accreditation Board, the PhD Study Board, or even the Faculty Scientific Board. RVH does not approve these changes. The study programme supervisor must be able to substantially

interfere with the implementation of these changes - the right of veto is introduced at the meetings of the Faculty Accreditation Board.

- Articles 23 and 28 of the Rules have been amended to replace the annual evaluation reports, with the exception of the control activity report, with an executive summary of the outcomes of data analytics. During 2022, some reports have already been submitted to RVH in an updated format that includes data analytics outcomes in addition to the text section, offering RVH members up-to-date data on enrolment and student numbers and success rates. Further data analytics outcomes are currently being developed with priority being given to data from student evaluations of courses and lecturers, data on the university's performance system and data on student mobility.
- The rules set out the activities of the Quality Assurance Department, which is established by the change of the Organisational Regulations in 2022. The Quality Assurance Department ensures and coordinates the quality assurance and quality improvement processes at the Prague University of Economics and Business. Its main activities include procedural and informational support of the accreditation process, organisation of meetings and support of the Internal Evaluation Board. The department deals with the analysis and improvement of processes related to the quality of educational activities, including human resources management processes. The department systematically monitors external quality requirements and their implementation in the conditions of VŠE. It deals with setting criteria, indicators and parameters for internal quality assessment and ensuring the collection and analysis of necessary data in all monitored areas of activity.
- Partial changes were also reflected in Rector's Directive 1/2018 Design and Implementation of Study Programmes at VŠE and 2/2018 Accreditation of Habilitation and Professor Appointment Procedures at the Prague University of Economics and Business.

The Internal Evaluation Board, which was newly appointed in 2022, has a total of 4 external evaluators among its 24 members and an external evaluator's opinion is still required for all new accreditations. Also for the new term, consultants to the Board and a standing working group for education in the field of Informatics have been appointed. Thus, the purpose of the working group is to develop recommendations on issues related to the Informatics field.

Relationship to quality assurance and internal quality evaluation at faculties

Relevant processes aimed at evaluating the quality of educational, creative and related activities in accordance with the Rules were carried out at individual faculties. Updates to the internal regulations were reflected in the implementing regulations of the faculties. A number of new functions were introduced in 2022 in the Integrated Study and Information System (InSIS), especially in relation to the so-called Guarantor Portal, which enables more effective management of the study programme, approval of thesis topics or monitoring of the course of studies, and in the so-called Managers Information Systems, which enables more effective management of the pedagogical process of the departments. A major milestone is the introduction of the InSIS Accreditation Module, in which new accreditations for bachelor's and master's studies will be prepared and approved from 2022.

At the faculty level or at the level of individual study programmes, data collection for the assessment of the Learning goals according to the AACSB methodology was also being finalised. To this end, new processes were put in place in 2022 to enable effective processing of this data and its translation into the structure of the curriculum (*curriculum maps*). Learning goals according to AACSB accreditation standards are monitored of VŠE from the beginning of 2020 for bachelor and master thesis defences, state bachelor exams and state final exams in a study field/programme. AACSB Standard 8 requires schools to have clearly stated learning goals and to monitor them as part of a regular process. According to the standard, learning goals apply to the entire study programme and must be tied to the mission and vision of the entire university. Therefore, the learning goals have been established for the entire university as follows: Analytical Thinking and Working with Data, Ethics and

Sustainability, Communication and Presentation Skills, Critical and Creative Thinking, Knowledge, and Skills of the Field.

Measurement of the achievement of these goals must be systematic, regular and documented. Within a single accreditation cycle of 5 years, each study programme must have an initial measurement to take corrective action and a second measurement to verify the impact of the corrective action. This closed cycle is called "closing the loop" in the AACSB methodology and is a prerequisite for the first award of accreditation. Currently, faculty are preparing AOL reports for the first cycle of measurement: the first period of SS 2019/2020 and WS 2020/2021 and the second period of SS 2021/2022 and WS 2022/2023.

System of quality assurance and evaluation at the level of other parts of VŠE

In accordance with the Rules, regular evaluation reports are prepared according to a schedule. The regular evaluation reports reflect quality assurance and evaluation related to the activities of other parts of VŠE.

Departments of VŠE, which are governed by their Statutes [CIKS (Centre of Information and Library Services), CTVS (Centre for Physical Education and Sport), CI (Informatics Centre), Certification Institute, French-Czech Institute of Management, Institute of Crisis Management, Institute of Asset Valuation, Oeconomica Publishing House, SÚZ (Facilities Management Department) and xPORT Business Accelerator] deal with quality assurance and evaluation in their annual activity reports, which are approved by the Academic Senate of VŠE.

For quality assurance, the resources of the OP VVV ESF I (Operational Programme Research, Development and Education of the European Social Fund) and sub-projects (e.g. Centralised Development Projects focused on ethics, work with graduates and data collection) were also used in 2022. Of fundamental importance for the strategic management of the university and the promotion of its priorities was the Strategic Management Support Programme in 2022, which was used to support digitisation and modern teaching methods, the development of international cooperation, the support of students with specific needs, the development of doctoral studies, staff training and alumni relations management.

International Evaluation of the University of Economics and Faculties

In 2022, VŠE continued to meet the standards of AACSB institutional accreditation. In particular, great emphasis was placed on the implementation of the new AOL learning outcomes assessment methodology. All degree programmes were assessed for meeting the core learning objectives in the core areas of Analytical Thinking and Working with Data, Ethics and Sustainability, Communication and Presentation Skills, Critical and Creative Thinking, Knowledge, and Skills of the Field. In 2022, an application was programmed to capture and create 'Curriculum Maps' to be used by all curriculum guarantors, and data was also processed for the AOL process. The strategy for the final phase of AACSB accreditation was consulted with members of the International Advisory Board at the October meeting.

The Faculty of Business Administration completed and submitted a self-assessment report to the EFMD for accreditation EQUIS (Peer Review took place in February 2023).

VŠE was ranked 62nd in the Financial Times European Business School Ranking 2022 and 22nd in the world in the Master in Management Ranking 2022. In the Eduniversal 2022 ranking, VŠE defended its position as the best business school in the Eastern European region. In the QS by subject ranking, VŠE was ranked 201st-550th in Accounting and Finance (1st in the Czech Republic) and 251st-300th in Economics and Econometrics (2nd in the Czech Republic behind Charles University).

1.3 Recommended actions for the next period

The management of VŠE and the faculties will fully implement the adopted changes to the internal regulations and support their efficiency by introducing data analytics at VŠE. VŠE management will develop and submit a Self-evaluation Report for international accreditation to the AACSB by May 31, 2023 and prepare VŠE for the peer review team visit in November 2023. The main focus will be on meeting Standards 5, 8 and 15 (Standard 5: Faculty Sufficiency and Deployment; Standard 8: Curriculum Management and Assurance of Learning; Standard 15: Faculty Qualifications and Engagement). The faculties will continue their efforts to maintain the international accreditations obtained.

2 SYSTEM QUALITY ASSURANCE AND EVALUATION IN THE FIELD OF STRATEGIC DEVELOPMENT OF VŠE

2.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business

Recommendations from the Report and its appendices emphasized the fulfilment of the mission and vision of the Prague University of Economics and Business through strategic plans, their refinement and the implementation of tools to ensure the quality of educational, creative and related activities. The recommendations emphasized the establishment of supporting priorities in the strategic materials, which were explicitly stated for each period.

2.2 Developments in relevant areas

Establishment of the mission and vision and its translation into strategic documents and implementation

In 2022, the Strategic Plan of VŠE for the years 2021-2025, which was discussed by the Scientific Council of VŠE per rollam on 8 February 2021, approved by the Academic Senate on 22 February 2021 and discussed by the Board of Trustees on 23 March 2021, was implemented. VŠE strives for a leading position in the field of economic, management and informatics education in Central Europe and its long-term strategy is based on meeting internationally recognised standards. Today, VŠE is a modern, internationally recognised university providing education in economics, management, informatics and related study programmes at all levels of higher education, including habilitation and professorship. Graduates of VŠE are very well employed in the Czech and international labour market. In its teaching and scientific research activities, VŠE emphasises high quality standards and respect for moral and ethical principles. VŠE contributes to the fulfilment of national priorities in the field of higher education. Through its scientific and pedagogical activities and its third role, it contributes to society-wide development based on the principles of economic, social and environmental sustainability.

The mission of VŠE

The mission of VŠE is to provide Czech and foreign students with quality higher education in a wide range of management, economics, informatics and other study programmes at bachelor, master and doctoral level with very good application in the international labour market. The study programmes are delivered by highly qualified, competent and motivated academic staff.

VŠE systematically develops scientific research activities, including the preparation of students in doctoral study programmes, while respecting the inseparability of teaching and scientific research activities. VŠE is an internationally recognised professional institution and a partner in cooperation with governmental and non-governmental institutions and the business community.

The value priorities of the University of Economics include openness to new ideas and approaches. The University strives for collegial partnerships in academia and defends the free expression of thoughts and ideas. VŠE is a socially responsible institution that guides its students towards ethical behaviour, social and environmental responsibility, taking into account the current challenges of a globalizing world and related aspects of economic and social life.

The mission of VŠE is based on these values:

- long-term efforts to achieve high quality of teaching and scientific research activities,

- internationalization of the academic environment as a prerequisite for the competitiveness of students and academic staff,
- development of the academic community on the basis of respect for academic freedoms and self-government
- traditional moral values of a free and democratic society,
- responsibility towards society and its sustainable socio-economic development.

The vision of VŠE

The aim/vision of VŠE is to take a leading position in the market of management, economic and informatics education in Central Europe. VŠE wants to be a sought-after internationally respected research university providing elite bachelor, master and doctoral education in management, economics, informatics and related fields at all faculties and quality lifelong learning programmes for top managers. VŠE wishes to educate such graduates who will have the necessary potential to strengthen their professional activities in the broader social, moral and environmental responsibility in society.

In line with its mission and vision, VŠE wants to be in 2025:

- a leading quality university in the field of economics, management, informatics and related disciplines in the Czech Republic and the Central European region with a strong international student, teaching and research environment and prestigious international accreditations,
- a university offering high quality modern flexible forms of education in undergraduate and master's degree programmes for Czech and foreign students,
- a university offering high-quality, open and internationalised doctoral studies with the prospect of permanent involvement of the best graduates in the teaching and research activities of the school,
- a university with a growing number of excellent results of scientific research activities in a spectrum of scientific research tasks oriented to broad areas of socio-economic life with intensive involvement of young researchers,
- a higher education institution with effective strategic management, making effective use of its capacities in the field of teaching and research and related support activities, while respecting the principles of moral and ethical principles,
- a university that maximally supports the achievement of professional goals of its academic staff in the interest of continuous qualitative development of the school's pedagogical and scientific activities with a significant international dimension,
- a university, whose academic staff will be an integral part of professional and public discourse on current, especially socio-economic problems of society in the national and international context.

The strategic priority objectives are translated into operational objectives and measures leading to their implementation. The operational objectives and measures in the Strategic Plan are aimed at:

- developing competences directly relevant to life and practice in the 21st century,
- improving the availability and relevance of flexible forms of education,
- increasing the efficiency and quality of doctoral studies,

- strategic management and effective use of R&D capacities,
- capacity building for strategic school management,
- reducing the administrative burden on staff and expanding the space for their pedagogical and scientific research activities,
- strengthening internationalisation in all areas of activity.

The above-mentioned breakdown of the Strategic Plan allows for a clear evaluation of the declared link to the Strategic Plan 2021+ of the Ministry of Education, the Strategy of Internationalization of the Ministry of Education and other strategic materials in the field of higher education.

The strategic plan significantly strengthens strategic management and its support structures and creates an environment conducive to improving the quality of study, work and life of students and academic staff, with an emphasis on respect for differences, ethical and moral values and appropriate inclusion of partners of VŠE and other stakeholders in a wide range of activities of the university. The setting of operational objectives and individual measures guarantees their achievability and at the same time enables a flexible response to changing external conditions, including the evolution of the demographic curve, the demand for quality academic, professional and lifelong learning provided not only in traditional but also in modern flexible forms, knowledge transfer and progressive digitalization. The deepening internationalisation of science, research and teaching activities is interwoven into all major objectives and measures and is summarised in the second part of the Strategic Plan.

When drafting the Strategic Plan, VŠE set goals that will contribute to further strengthening its strengths and help overcome its weaknesses. A number of objectives therefore reflect the achieved level of development of VŠE, build on it and support its further development and improvement. The Strategic Plan also takes into account the threats and opportunities coming from the external environment currently associated in particular with the Covid-19 pandemic.

This is a fundamental transformation in the areas in which it responds to international and national breakthrough trends in higher education, such as the use of digital forms in teaching and other areas of VŠE's activities, human resources management and deepening cooperation with other higher education and research institutions in the Czech Republic and abroad.

Strategic development management system of the University of Economics, creation, approval and implementation of the strategy

The Implementation Plan of the Strategic Plan of VŠE for 2023 implements the Strategic Plan in the third year of its operation and sets out the scope and schedule of activities to be implemented in 2023. The Implementation Plan builds on the activities and measures that were developed and implemented in 2021 and 2022 and guarantees the sustainability of effective measures from the period before 2021.

The management of VŠE expects that in 2023 it will be necessary to respond to extraordinary situations related mainly to the consequences of the war in Ukraine caused by the aggression of the Russian Federation, which will be manifested especially in the field of energy management or the gradual adaptation of refugees to life in the Czech Republic, including their integration into higher education. A new challenge is the rapid development of generative models and other elements of artificial intelligence and their impact on education. The planned measures are therefore designed to allow flexible responses not only to the above but also to other possible changes in the external environment around VŠE.

The implementation plan builds on the activities and measures in progress, which build on the activities and measures from 2021 and 2022. The aim is to further advance and refine the prerequisites for the fulfilment of the long-term strategic goals of VŠE and to develop activities to achieve them. At the same time, the Implementation Plan incorporates other priorities and intentions that the new management of VŠE is coming up with:

- Course transformation and learning management,
- A software environment with high availability for the use of flexible forms, new methods and tools for teaching,
- Effective support for the creation and use of courses,
- Development of an integrated LMS-InSIS environment according to feedback received from teaching,
- Gradual creation of a knowledge management environment based on a custom knowledge model,
- Digitization of doctoral study processes,
- Process optimization and digitization,
- Preparing for compliance with EU cybersecurity legislation.

The measures of the Implementation Plan in the individual chapters are interrelated, build on each other with synergistic effect and create a basis for the next period after 2023. The resource page of the Implementation Plan also takes into account the Strategic Management Support Programme, Centralised Development Projects, Involvement of VŠE in the projects of the National Recovery Plan (NPO) and the Jan Amos Komenský Operational Programme (OP JAK).

National Recovery Plan

For the period from July 2022 to August 2024, VŠE has received funding for the modernization of and digitization of its educational activities. VŠE will draw a total of over CZK 115 million from the NPO:

Modernization of the environment for students and new study programmes

As part of the transformation of the form and content of higher education, VŠE is waiting for the digitization of educational activities and study agendas. This involves investments in information systems and technologies necessary to ensure digital forms of learning. Related to this is the introduction of the LMS Moodle, which will be finalised in 2022. The aim is:

- development of school-wide infrastructure to provide digital forms of learning,
- digitisation of study agendas,
- overall adaptation of the learning environment to the demands of modern teaching and collaboration.

Specialized classrooms and other spaces for online, hybrid and team work will be equipped and capacity for audiovisual content creation for online and blended learning forms of education will be built. Methodological support related to online learning, distance learning and blended learning will also be provided. Technical and methodological support will be developed, including the transfer of experience in the field of online and blended learning. A system of consultation, knowledge transfer and content creation of audiovisual outputs for course innovation will be developed to share practical experiences and best practices in relation to the transformation of materials into LMS. The NPO will

also establish and then implement standards, procedures or methodologies to ensure the safety of distance learning and directly related activities.

Last but not least, the NPO funds will be invested in school equipment that is needed for modern forms of teaching. Brand new multi-functional classrooms and a coworking space will be created, some classrooms will be upgraded for online learning, and investments will also be made in language classrooms and the construction of a new multimedia studio.

Offer relevant courses for business and lifelong learning

Lifelong learning courses aimed at upskilling or reskilling will be developed. 13 lifelong learning and upskilling courses will be developed with school-wide methodological support and support for the production of audiovisual aids. This will create a diversified portfolio that will make use of modern teaching methods and will offer a sufficient breadth of opportunities to supplement their education in comprehensive programmes and specifically focused courses in both Czech and English.

Digitization

At VŠE, the NPO will digitalize activities directly related to the provision of educational activities and administrative tasks associated with the study agenda. This objective is aimed at digitizing the study agenda in order to minimize the burden on university students with regard to the changing requirements of this target group.

Professionally oriented study programmes

VŠE will prepare an application for accreditation of a new professionally oriented study programme. It will also involve the development of study support and investment in the material and technical support of the programme. The Faculty of Finance and Accounting will establish a new professionally oriented master's degree programme in Forensic Services.

VŠE will also prepare new study programmes in progressive fields. The Faculty of Informatics and Statistics in cooperation with the Faculty of Business Administration will create a new professional master's programme primarily focused on data analysis and the application of advanced analytical technologies in selected sectors of the Czech Republic. The study programme and individual courses will be prepared in cooperation with partner institutions and enterprises. The structure of the programme will be prepared to cover the need for data-oriented professions in progressive fields in the Czech Republic. The focus of the study programme will be Big Data, eGovernment, Artificial Intelligence and Blockchain.

A Fintech study programme will be created at the Faculty of Finance and Accounting. It responds to the significant changes in the financial sector resulting from the extensive implementation of new technologies in the financial markets. The project will develop and submit an application for accreditation of the degree programme, prepare new courses, upgrade existing courses and create new learning tools for teaching. The programme will be prepared in cooperation between the Faculty of Finance and Accounting and the Faculty of Informatics and Statistics and aims to connect three disciplines (Artificial Intelligence, Big Data and Blockchain).

The investment also includes the construction of a special fintech lab where students will have and researchers access to relevant financial market databases.

2.3 Recommended measures

VŠE will pursue its mission and vision in its strategic development plans within the framework of the established strategic priorities. At the same time, the strategic documents will reflect the priority objectives of the Ministry of Education, Youth and Sports. Through measures and concrete steps to achieve their objectives, VŠE will ensure the quality of educational, creative and related activities. VŠE

will use the experience of managing the National Recovery Plan project to submit further projects (OP Employment+, OP JAK) with a strong central management component from the Rectorate level so that the core priorities of VŠE are supported.

3 QUALITY ASSURANCE AND EVALUATION IN EDUCATION

3.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business

The priority for VŠE in the monitored period was primarily to obtain institutional accreditation for the fields of education in Economics and Informatics, followed by the introduction of an internal accreditation system and accreditation of study programmes comparable to prestigious foreign universities. In order to evaluate the quality of the implementation of study programmes, it was necessary to put into practice the system of evaluation of the achievement of learning outcomes, to implement a new module of courses surveys in InSIS. In view of the current developments, it was necessary to adjust the possibilities of implementation of teaching and knowledge verification in the form of distance learning in the period of the Covid-19 pandemic.

3.2 Developments in relevant areas

LMS Moodle

In the field of education, 2022 marked a major shift in the modernisation of teaching. With the beginning of the winter semester 2022/2023, the Learning Management System Moodle was fully implemented at VŠE. In accordance with the announced concept, it can currently be used in the following three areas: to use the system in part of the course, where it is more effective, easier or more attractive than the current solution in InSIS; to gradually transform the entire content of a fulltime course to make more effective use of the learning load; and to create an entire course for combined or distance learning designed for both accredited programmes and lifelong learning.

The LMS Coordination Team has identified the following university-wide objectives for the implementation of LMS Moodle at VŠE:

- strengthening of competences in teaching at VŠE (development of critical thinking, working with data/information, new technologies, etc.),
- setting up more efficient use of the study load (study load realisation),
- learning management (assignment of tasks, distribution of learning resources, continuous monitoring, testing) in relation to learning goals and monitoring their achievement (AOL),
- more interactive content for the benefit of students and teacher development, diverse teaching methods,
- increase transparency of the content of the study programme in relation to different stakeholders, to provide students with sufficient study material in a form that is most comprehensible to them.

The LMS Moodle Methodology Support Intranet was also launched in September 2022, containing articles that can help you create courses and inspire you in your approach to e-learning and blended learning. Methodological support for this transformation is directly funded by the National Recovery Plan and the Rectorate has allocated a total of 15 million CZK for direct support for teachers over the period.

Innovation in Teaching Week

Starting with the WS 2022/2023, VŠE timetable also introduced a new semester organisation. There will be 12 weeks of teaching in the semester, the seventh week of the semester is reserved for the Innovation in Teaching Week so that teaching will not be scheduled during this week and the week

will be used for such forms of teaching that could not be implemented in the teaching part of the semester due to the occupied classrooms and the scheduled study capacity of students. The aim of the Innovation Week is to:

- modernise teaching at VŠE by involving new forms of teaching and student interaction,
- support the implementation of the LMS at VŠE,
- to motivate new forms of communication between students and teachers, and between teachers and each other, so that the experience of new forms of teaching is effectively shared,

The activities to be carried out in the Innovation Week should be linked to the duties set out in the syllabus so that students are sufficiently motivated (positively and negatively) to participate. Following the first Innovation Week, VŠE conducted an extensive questionnaire survey among students (1 726 students from Czech programmes completed the questionnaire to evaluate the Innovation Week). On average, students attended 2-3 events during the Innovation Week, with 85% of students who attended the events expressing satisfaction with the Innovation Week. The students who attended the Innovation Week perceived it mostly as a space to acquire new competences and knowledge, as well as an opportunity to work on projects and term papers. An overwhelming majority of respondents plan to participate in the next Innovation Week. Reasons for non-participation are most often other study obligations (study leave), workload and health reasons. Busy preparation for midterm tests in week 8 of teaching and the lack of events offered by some faculty are frequently mentioned in the comments. Students who did not participate in Innovation Week most often perceived it as an opportunity to work on projects and term papers and a space for self-study.

Teachers were the most important source of information about the Innovation Week, but the comments also often included criticism that teachers did not provide enough information about the Innovation Week, they informed about the events late or even in a negative way. The faculty websites and the VŠE intranet are next in the list of information provided to students. Critical comments concerned the fact that some events were advertised late and information about them differed on different sources, to which the VŠE management responded with a significant development of the VŠE Calendar application. Students often call for a unified presentation of all events with the possibility of filtering and a single registration form. They prefer events that are not limited to a specific study programme. This is followed by social networks, information from classmates and faculty intranets.

Development of InSIS

With the progressive digitalization of the process of processing bachelor's, master's and dissertation theses, as well as final theses in MBA programmes, the InSIS Steering Committee felt the need to implement a module for digital approval of students' final thesis assignments. This has been adapted and implemented for the needs of VŠE for theses submitted (with assignments created in InSIS) after 1 July 2022. Bachelor's and master's theses will be electronically approved in InSIS by the thesis author, thesis supervisor, department head and programme supervisor; the assignment will be electronically marked on the assignment to indicate who approved the assignment and when; when the assignment is rejected, a comment can be added which can then be viewed by all involved; each of the approvers can easily request modifications and approve the assignment when they are satisfied with its content.

Along with the approval process, we have also fine-tuned the display of the listed topics to students in InSIS. The topics are now displayed to students in the Student Portal in the Final Thesis column. If the thesis icon is overlaid with a rectangle, it means that the student does not yet have an assignment and can propose a topic or choose a topic. In the topic menu in the Student Portal, the student will only see topics that are intended for their study programme. If the programme is not

assigned to a topic, topics from that degree and faculty will be displayed. The student can further restrict the menu to a specific department or a specific supervisor.

As of 1 September 2022, all students who have been in exchange programmes or internships the past semester have been awarded a credit bonus in automatic enrolment, which will remove their enrolment disadvantage if they have not yet had their away credits properly recognized. The maximum amount of the bonus is 30 ECTS. The number of credits already recognized or earned in the semester is deducted from this amount. If a student fails to have his/her courses recognized in time for the registration deadline and does not earn other credits in the semester, he/she will receive a 30 ECTS bonus for registration. The student will receive a bonus of 6 ECTS if he/she has 24 ECTS recognized from the exchange/internship. Of course, the bonus only works if the student registers properly for courses. Bonification only works for three rounds of automatic enrolment and does not show up in the credit statistics.

Human resources, equal opportunities and quality of pedagogy

The quality of human resources has become a priority theme for 2022 and a number of development activities have been targeted using the Strategic Management Support Programme funds. At VŠE, processes were initiated to create a university-wide Academic Centre, similar to the learning and teaching centres that are a standard part of Western universities. This builds on the university-wide activities of the centre included under the Faculty of Business Administration. In 2022, two (spring and autumn) runs of the Course of Pedagogical and Social Psychological Skills for Doctoral Students and Academic Staff (hereinafter referred to as the Course) were implemented with a time commitment of 65 hours in the spring run (including 55 hours of direct teaching and 10 hours of individual project work and reflections) and 60 hours in the autumn run (including 48 hours of direct teaching and 12 hours of individual project work and reflections). In both the spring and autumn runs, individual consultations including feedback on the submitted projects were offered and implemented, mostly in e-mail form. The purpose of the individual projects was the application of the acquired knowledge and skills to teaching.

Alongside this, the system of training courses for staff was significantly upgraded, with a view to developing competences useful in teaching. In 2022, a novelty was the offer for all members of the academic community to participate not only in the optional seminars of the course (there were 5 of them in the spring run and 3 in the autumn run), but also in other seminars (workshops) that were included in the main part of the course. In total, 51 people were supported (i.e. participants of the whole Course and participants of individual workshops). A total of 15 persons (8 in the spring and 7 in the autumn run of the Course) fulfilled the requirements of the certificate. In addition to the Czech version of the Course, a modified form of the Course in English was implemented in spring 2022 for students in foreign language PhD programmes (5 participants, all of whom fulfilled the Course requirements). The total programme of the Course in English included 35 hours, of which 9 hours of direct teaching and 26 hours of independent work (including the development of an individual project). Consultations and feedback were provided to the participants on their individual outcomes. A number of resources for individual work are available on the Academic Centre website, which was continuously updated in 2022. At the same time, in 2022, work began on offering training and onboarding courses in LMS Moodle (in the first phase, OHS, fire safety, cyber security, familiarisation with the study and HR system).

On the initiative of the management, an Equal Opportunities Audit was conducted at VŠE between June and November 2022, consisting of a content analysis of internal governing acts, regulations, etc., documents, a statistical analysis of the employee population, a questionnaire survey and a field survey in the form of thematic focus groups. On the basis of the results obtained, the Equal Opportunities Plan 2023-2027 was formulated as a strategic document of VŠE regulating the area of equal opportunities, non-discrimination and fair working environment, which will be subject to regular

evaluation and final evaluation. The evaluation of the fulfilment of the objectives will be included, inter alia, in the relevant chapter of the Annual Activity Report.

The Equal Opportunities Plan, which was published in December 2022, reflects the thematic axes of the audit and sets out objectives and responsibilities, including budgetary coverage, in the areas of horizontal and vertical gender segregation, evaluation and remuneration, career development, reconciliation of personal, family and working life, integration of the gender dimension into research and educational content and negative phenomena in the workplace. VŠE aims to strengthen the role of the Code of Ethics as a tool for openly proclaiming the active promotion of equal opportunities, diversity and non-discrimination, as well as to update internal regulations in terms of deeper integration of the principles of diversity, inclusion and non-discrimination or bilingualism and the use of inclusive language where generic masculinities can be discriminatory, including in job advertisements. With regard to HR processes, the aim is to systematise human resources management on the basis of a defined HR strategy, including a statistical assessment of gender representation in the various segments and levels of management and among those applying for or leaving employment, and in the composition of selection panels. Another objective is to establish a working group to address equal opportunities issues at VŠE or to develop adaptation mechanisms (onboarding system), talent management and specifically targeted training and mentoring programmes (for women, early career researchers, heads of departments and other groups). The training activities will be accessible to all, i.e. their offer will reflect the time availability of parents with children or carers of people with special needs. A key theme in taking account of different life situations is targeted support for flexible forms of work across job categories, making this support more transparent and communicating it clearly to employees, as well as creating and implementing an inclusive system for managing maternity or parental leave.

Study programmes implemented at VŠE

As a wide range of new study programmes were accredited at all faculties in previous years in connection with obtaining institutional accreditation and expiring accreditations of previous study fields, only one new study programme was accredited in 2022 (see Table 1), which complemented the range of study programmes offered at VŠE. Moreover, it was a modernisation of an existing programme by a new accreditation of a programme with specialisations: Management of Business Informatics and Data & Business.

Table 1: Newly accredited study programmes during 2022

Faculty	Name	Type	Standard study period	Areas of education	Form	Teaching language
FIS	Information Systems Management	Master	2	IN 100 %	P	English

Areas of education:

EO – Economics, PV – Political Science, PR – Law, IN – Informatics, HV – History

Form: P – full-time, K – combined, D – distance

At the same time, however, in the autumn of 2022, RVH discussed a change in the organisation of the state final examinations at the Faculty of Informatics and Statistics consisting in the merging of the defence of the qualification thesis and the final state exam. The knowledge testing will naturally focus on the theoretical concepts related to the qualifying thesis. The faculty has already found the transition to this method of completion to be successful for the master's degree programmes one year

earlier. In discussion, the members of RVH agreed on the overall positive impact of the change, so this is now a trend that other faculties of VŠE could follow.

3.3 Recommended measures

VŠE will take full advantage of the many newly implemented innovations in the field of digitalization and modernization of teaching and thus increase the relevance of its study programs and the achievement of learning objectives. In all areas of pedagogy, it will strive to formulate quality standards and achieve the highest possible level of quality. Investment in the human capital of VŠE will continue to be a priority, both in the quality of teaching and the quality of support services for teachers, students and staff. Following modern trends, VŠE will strive to maximise the development of equal opportunities and social security at VŠE.

4 QUALITY ASSURANCE AND EVALUATION IN THE FIELD OF CREATIVE ACTIVITIES

4.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business

In the past period, the recommendations focused in particular on the implementation of the results of the evaluation of the International Evaluation Panel within the framework of the Methodology 2017+ and the elimination of weaknesses in the scientific and research activities of VŠE in order to improve the quality of the evaluation result in 2025. In the monitored period, emphasis was also placed on increasing the efficiency of the allocation of financial resources for creative activities, taking into account the basic principles of the Methodology 17+. In the context of doctoral studies, the recommendations mentioned deepening the incentive system for the best doctoral students and strengthening the role of supervisors and their involvement in the successful completion of studies.

4.2 Developments in relevant areas

For 2022, the main priorities included (1) increasing the quality of scientific research results evaluated in Module 1 of the Methodology 17+, (2) increasing the number of foreign research projects in the total number of research projects, (3) increasing publication outputs abroad, mainly in reputable foreign impacted journals (WoS, AIS, Q1 + Q2) in economics, management and informatics, (4) adjustment of the requirements for candidates in the habilitation and professor appointment procedure, (5) provision of quality service to academic staff for domestic and foreign research activities in the field of basic, applied and contract research (information service, technical service, legal service, etc.), (6) improvement of the quality and success rate of doctoral studies, and (7) continuation of modernisation of the editorial activities of scientific journals.

Quality of results submitted to the HEIs under Module 1

Module 1 is one of the five segments of the M17+ Methodology. It presents an assessment of selected best quality results delivered by research institutions. For VŠE, the number of outputs submitted is limited to 6 journal articles and 15 other outputs. The evaluation is carried out through remote reviews by selected experts in the relevant scientific fields and represents one of the important bases for the overall evaluation of research organisations according to M17+.

In 2022, VŠE has achieved relative success. One output was rated with the highest mark of 1, and the other 7 outputs were rated with a mark of 2. This is the highest rating ever for VŠE, and in the past VŠE has never achieved a grade 1. However, there is still significant room for improvement. In 2022, significant attention was paid to the argumentation of outputs submitted under M1. Unfortunately, VŠE has so far failed to meet the quota of given outputs for nonbibliometric outputs, so more emphasis needs to be placed on the societal relevance of applied and contract research.

Foreign research projects

In 2022, 6 foreign research projects were carried out at VŠE (see Table 2). Furthermore, 8 project applications were submitted - 1 ERC project, 2 COST projects, 1 Visegrad fund, 2 MŠMT (Interexcellence, Interaction), 1 National Science Foundation (USA) project, 2 European Fund for Displaced Scientists projects. Significant improvements have been made in the area of support for the preparation of foreign research projects, see also below.

In the external grant activity of VŠE, funded through the GAČR, VŠE was awarded a total of 8 projects in 2022. Applied external research at VŠE is mainly funded through the Technology Agency of the Czech Republic (TA CR), where VŠE has been awarded 3 projects. In 2022, 2 projects were implemented under the OPIE, namely the International Mobility II project and the IGA/A project. A large-scale project was prepared for the OP JAK Top Research call.

Table 2: Foreign research projects at the VŠE in 2022

Programme	Project name	Coordinator	Duration
H 2020	HEARTBIT_4.0	Wroclaw Medical University, Poland	2019-2023
COST	European network for Web-centred linguistic data science	Wroclaw Medical University, Poland	2019-2023
COST	The Geography of New Working Spaces and the Impact on the Periphery	Politecnico di Milany, Italy	2019-2023
International Budget Partnership	Open Budget Survey 2021	-	2021-2022
Viserad Fund	GVCs in Central Europe - a perspective of automotive sector after COVID - 19	University of Economics in Bratislava, Slovakia	2021-2022
Viserad Fund	UNESCO sites-balanced and sustainable tourism development	Adam Mickiewicz University, Poland	2021-2023

Publication outputs in renowned foreign journals

The number of articles in the top international journals (in the first and second quartile of Web of Science journals according to the Article Influence Score) increased by 133 per cent from 36 to 84 between 2018 and 2022 (see Table 3). Despite the obvious improvement, the number of quality outputs remains relatively low in relation to the number of academics, and there is still a need to place a high emphasis on quality publishing.

Table 3: Articles in top international journals (2018-2022)

Faculty		2018	2019	2020	2021	2022
FFU	Q1	3	5	2	5	7
	Q2	2	5	7	4	14
	Total	5	10	9	9	21
FMV	Q1	2	0	2	5	4
	Q2	3	0	0	1	1
	Total	5	0	2	6	5
FPH	Q1	1	9	3	11	13
	Q2	4	4	6	7	8
	Total	5	13	9	18	21
FIS	Q1	6	10	14	8	6
	Q2	5	2	9	10	16

	Total	11	12	23	18	22
NF	Q1	4	5	4	1	3
	Q2	3	3	4	6	4
	Total	7	8	8	7	7
FMJH	Q1	0	1	0	2	3
	Q2	3	1	7	5	5
	Total	3	2	7	7	8

Note: Number of articles in top international journals divided into first quartile and second quartile, all according to WoS Article Influence Score (always only articles not in a better category).

Adjustment of the requirements for candidates in the habilitation and professorial appointment procedure

The procedure for the appointment of associate professors and professors at VŠE is laid down by law and the Regulations for Habilitation and Professor Appointment Procedures at VŠE. In 2022, four habilitation procedures for internal employees of VŠE were successfully completed. Two new professors were appointed. The work of the Board of Vice-Deans for Science and Research on the adjustment of the requirements for candidates in the habilitation and professorial appointment procedure was started. The purpose of the modifications is to clearly specify the requirements for quality teaching activity and to move the publication criteria towards the current M17+ and NAU requirements for publications by discipline supervisors and core subject supervisors. It can be expected that the modifications to the criteria will be completed in summer 2023.

Providing quality service to academic staff for domestic and international research activities in the field of basic, applied and contract research

In 2022, support for international research project submissions has been significantly improved. Dr. Aneta Kašílková was hired full-time and Dr. Lukáš Válek part-time with the aim of building a functional system of effective support for the preparation and implementation of international research projects.

VŠE was involved in the Crowdhelix platform, two seminars focused on the preparation of international research projects were held. Excellent teams with the potential to win research projects were identified at the faculties. A newsletter for staff and PhD students summarising current tips, information and project calls has been launched. Activities related to active search for grant opportunities, consultations with proposers, publication of current calls for proposals from GA CR, TA CR and other providers on the website and intranet of the Science and Research Department and on the completed intranet of the Project Office continue.

Improving quality and student success in doctoral studies

Financial support was offered for travel to conferences, summer/winter schools and for participation in seminars abroad or research internships abroad as part of the PhD studies. Six selected excellent PhD students and also two foreign PhD students were supported with exceptional scholarships. To develop the research aspect of doctoral programmes, IGA/A was again implemented in addition to IGS. The student research activities bring a significant improvement in the quality of publications of doctoral students. Within the IGA/A project, a number of professional courses and seminars were implemented focused on project management, academic writing, research methodology and other areas relevant to research activities.

An overview of the success rate of doctoral studies by individual disciplines, supervisors and faculties is prepared. It was decided by the Vice-Deans' Committee that the newly submitted projects

of the GA CR should include full-time PhD students. In 2023, proposals for specific changes in the organisation of doctoral studies will be prepared, both in relation to the internal analysis and in relation to the forthcoming change in the Higher Education Act, which brings substantial changes in the organisation of doctoral studies.

Modernization of editorial activities of scientific journals

In 2022, there were significant changes in the editorial activities of scientific journals published by VŠE at the university level. From 2023 onwards, the VŠE will publish two journals at the university level. The Political Economy journal in the field of economics and the Central European Business Review journal in the field of business and management. The editorial board of the Political Economy journal has been significantly renewed; the new editor-in-chief is doc. Karel Brůna. The journal will now be published only in English and in electronic form. The Central European Business Review has been transferred from FPH to the university level. On the other hand, Prague Economic Papers was transferred from the university level to FPH.

Incentive systems

In the course of 2022, the methodology for the distribution of the DKRVO funds was adjusted to reflect the current research performance of individual faculties, while maintaining the stability of funding at individual faculties.

The allocation to the faculties (95% of the budget in total, 5% is allocated to the Vice-Rector's Fund) is set as follows:

- 90 % based on the respective faculty's share of the VŠE DKRVO budget divided among the faculties in the previous year (stabilisation component),
- 10% based on the share of the faculty concerned in the total performance of the faculties in the previous year (current performance component). The calculation of faculty performance is given below.

Standardly used, tested and verified performance indicators representing the performance of individual faculties in the relevant modules of Methodology 17+ are used to allocate the actual performance component to faculties in the following ratios: module 1: 5%, module 2: 70% and module 3: 15%. Module 0 reflects the grant performance of the faculties and takes into account the strategic priority of VŠE to significantly strengthen international grant activity in particular. Within Modules 1 and 2, excellence is disproportionately reflected. Authorship shares and multiple affiliations are taken into account. Priority is given to fields in which VŠE has valid accreditations. Publications in other fields to which the VŠE has subscribed are weighted at 75%.

Other important incentive tools supporting the research strategy of VŠE are contained in the Catalogue of Support, which is updated annually. Emphasis is placed on internationalisation (support for research internships, preparation of international projects) and support for talents with a view to their early habilitation. Six excellent postdoctoral fellows selected by the Board of Vice-Deans have been supported. Rewards were given to researchers who had been awarded research projects, submitted international research projects, and were rated as Grade 1 or 2 under Module 1 of M2017+, and also to winners of the Rector's Award in three categories.

4.3 Recommended measures

The most important goals for the next period are to gradually increase the quality of scientific research results evaluated in Module 1 of Methodology 17+, to increase the number and volume of research projects foreign research projects and an increase in the number of top publications in renowned foreign impacted journals (WoS, AIS, Q1 + Q2) in economics, management and informatics. VŠE will update the requirements for candidates in the habilitation and professorial appointment procedures and will improve the service to academic staff for research activities in the field of basic, applied and contract research (information service, technical service, legal service, etc.). High-quality research-oriented professional courses will be held at VŠE.

Within the framework of doctoral studies, it is necessary to increase the quality of doctoral studies in order to increase the quality of doctoral students' research, increase the number of quality publications of doctoral students and increase the success rate of doctoral studies; this involves the preparation of a supervisor standard and other adjustments related to the change of the Higher Education Act. It is necessary to deepen the incentive system for the best doctoral students in the form of extraordinary scholarships and involvement in external grant funding, and to strengthen the role of supervisors, to involve them in the successful completion of doctoral studies, the duration of studies, and the doctoral student's research results. VŠE will also improve the promotion of doctoral studies and improve conditions for the study of foreign doctoral students, including improving administrative services.

5 QUALITY ASSURANCE AND EVALUATION IN THE FIELD OF INTERNATIONAL RELATIONS

5.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business

Recommendations from the Report and its appendices emphasized a systematic approach in the management of internationalization activities with precisely defined decision-making processes that will enable VŠE to fully exploit the synergistic potential of interfaculty cooperation as a major competitive advantage. The recommendations emphasised the updating of the map of processes and funding of activities enhancing internationalisation, including the related update of the Scholarship Regulations and the use of shared online information platforms (Sharepoint, Teams) for all groups involved in internationalisation (OZS staff, Vice-Deans, Academic Directors and Coordinators, CI, PR, etc.).

5.2 Developments in relevant areas

Content of the system, anchoring in regulations, activities of the competent authorities

As a complement to the Ministry of Education's Strategic Plan for Higher Education, the Strategy for the Internationalisation of Higher Education was created for the first time for the period from 2021 as a separate document emphasising the importance of internationalisation for all areas of VŠE activity. Following this document, the Internationalisation Strategy of VŠE was conceived as part of the Strategic Plan of VŠE for 2021-2025:

- development of global competences of students and staff of VŠE;
- internationalisation of study programmes;
- simplifying processes for the recognition of foreign education;
- creating an international environment at VŠE and promoting the university abroad;
- strengthening the strategic management of internationalisation.

Financial resources are allocated for the implementation of specific objectives and individual measures within the Strategic Management Support Plan, and the VŠE receives significant resources for mobility support, in particular from the Erasmus+ KA 103 programme (cooperation between programme countries), the EEA Funds (Iceland and Liechtenstein) and the Erasmus+ KA 107 programme (Israel).

In 2022, the VŠE strategy was also based on the priorities set by the European Commission for the Erasmus+ 2021-2027 programme period. (1) Inclusion and Diversity: involving the widest possible range of organisations and individuals in international education; (2) Sustainability: implementing projects in an environmentally sustainable way, raising participants' awareness of environmental issues; (3) Digitisation: digitising administration, enabling combined trips across all sectors; (4) Participation: promoting active citizenship, participation in democracy and strengthening European identity.

In the area of internationalisation, the year saw a strong focus on optimising administrative processes and significant digitisation. Involvement in the Erasmus Without Paper (EWP) project is compulsory under the new Erasmus+ programming period and VŠE is taking a very active approach to this agenda. In cooperation with the Centre for Informatics and the faculties, the implementation of the last phase of the whole process in InSIS, i.e. the online recognition of study results from abroad,

has been completed and the module for concluding partnership agreements electronically via InSIS has been implemented in 2022.

Representatives of all faculties are regularly informed about current developments in the field of internationalisation at the meetings of the Vice-Deans for International Relations, which in 2022 were held in person (online connection was possible in case of illness or business trips of the Vice-Deans abroad). Since the start of the new VŠE management, the staff and students were informed about international relations issues also via the Intranet using the SharePoint platform.

Student mobility

In 2022, VŠE focused on renewing institutional cooperation with partner universities to return mobility programmes to pre-Covid-19 levels. VŠE has collaborated with more than 250 universities around the world. However, in response to Russia's military aggression against Ukraine, cooperation with all Russian universities was suspended in February 2022. In March 2022, the exchange students who had been studying at schools in Russia were cancelled and allowed to start the current summer semester at VŠE. A total of 1,192 students were sent abroad for study or work placement in 2022 (108 more than in 2019) and 1,047 international students were admitted (178 fewer than in 2019).

As part of its assistance to Ukraine, VŠE accepted a total of 34 Ukrainian student refugees into the Freemover programme. The inclusion of refugees took place in the form of integration into running vocational courses in English, students were provided with accommodation in dormitories, psychological assistance and scholarship support to cover living costs within the framework of the project of the Ministry of Education and Science "Support of exceptionally admitted Ukrainian students". All Ukrainian students also attended a language course in Czech.

The almost complete digitalization of processes related to the administration of student mobility has enabled the smooth provision and running of all necessary agendas. It should be emphasized that the Department of International Relations (DOR) administers the mobility of almost 2,000 students per year. Therefore, InSIS (online selection procedure, management of departures including checklists, uploading of documents, etc.) was consistently used, and VŠE made full use of the Online Learning Agreement (OLA), which allows all Erasmus+ students to manage their study contracts electronically, including their approval via electronic signature.

In order to meet the strategic goal of increasing the proportion of VŠE students with foreign experience, emphasis was placed in 2022 on intensive promotion of study/internship opportunities abroad and the provision of advisory services at all stages of the trip. The use of online forms of support for mobility participants, including regular online consultation hours in MS Teams, has become an integral part of the services of the International Office (OZS). At the same time, in 2022 it was possible to return to the proven activities in the present form (e.g. the exhibition of photographs from stays abroad in the atrium of the Rajska Building combined with the OZS information stand, information meetings in the form of panel discussions with mobility participants, personal consultations with students). The use of social networks (Facebook, Instagram) was also intensified, which are a suitable form of communication with students interested in exchange stays from among the students of VŠE. Continuous campaigns throughout the year have raised awareness of the opportunities to study/undertake work placements abroad. During 2022, a regular series of student "takeovers" was developed, with selected students sharing their experiences, takeaways and tips from the trip all day long in the form of IG stories on the vstudyabroad Instagram account. The OP VVV project "Development of educational and other activities and quality support at the Prague University of Economics and Business" was also used to improve the quality of student counselling.

Mobility of academic staff

In the area of academic staff mobility, the number of seconded academic staff has decreased compared to 2019. While 461 mobilities were carried out before the covid-19 pandemic, in 2022 there were 290 placements abroad.

Offers from foreign schools and other institutions regarding mobility abroad are regularly published in the news on the OZS website. Foreign mobility to European countries is mainly supported by the Erasmus+ programme.

The practical implementation of business trips is carried out with the support of the Rectorate departments, especially the OZS and the Economic Department (EO). OZS primarily provides advisory services in planning and arranging mobility and provides administrative support in the phase of signing bilateral agreements with the partner institution and other administrative steps necessary for the Erasmus+ grant (documentation and checking of mobility accounts). The EO manages the portal for the registration and processing of missions, including the possibility of arranging transport and providing advances before the start of mobility.

The increase in the number of mobilities has occurred in the number of academic staff recruited, mainly thanks to the Visiting Professors Project. In 2022, VŠE will receive a total of 97 foreign academics (in 2019, 84 academics). In 2022, a total of 58 foreign academics were hosted at VŠE. During 2022, 13 courses were delivered online, but these were more likely to be alternate solutions due to complications with transport or due to the medical indisposition of the visiting professor. VŠE clearly favours full-time teaching by foreign experts at VŠE, which is an important element of internationalisation.

Table 4: Student and academic mobility (2019-2022)

	2019	2020	2021	2022
Seconded students	1084	744	873	1192
Accepted students	1225	610	621	1047
Seconded academic staff	461	70	88	290
Recruited academic staff	84	19	29	97

Source: annual activity reports

Virtual and combined mobility

In 2022, VŠE was involved in the CRP 18+ "Sustainability and further development of virtual mobility at universities", coordinated by the University of Hradec Králové. The aim of the project was to map and analyse the experience with student and staff virtual and combined mobilities, identify the areas necessary in their provision and analyse the motivational factors for ensuring their sustainability and development. VŠE sees this type of mobility as a complementary form that can lead to stronger cooperation with partner universities and greater inclusiveness for staff and students with different limitations. However, these forms of international cooperation are particularly suitable for short-term mobility. In 2022, the first Erasmus+ funded blended intensive programme (BIP) with the University of Tartu in Estonia and the University of Siena in Italy took place.

Involvement in international organisations and associations

In terms of internationalisation, VŠE considers membership in the following six international organisations to be of strategic importance: AACSB, EFMD, EIASM, CEMS, PIM and EUA. In 2022, representatives of VŠE attended all annual conferences of these organisations and actively participated in a number of other activities.

5.1 Recommended measures

In line with the strategic objectives in the field of internationalisation and the Erasmus+ project priorities for the project period 2021-2027, to continue activities leading to their implementation. To continue digitalisation of all related agendas and processes, in particular within the Erasmus Without Papers (EWP) platform, and implementation of the relevant modules in InSIS in line with the European Commission's Erasmus+ timetable. To ensure full functionality of the module for contracting with partner universities in InSIS. Expand the use of online platforms for support and promotion activities in all areas of internationalisation (webinar series for outgoing and incoming students, webinars for foreign language course teachers, communication on social networks, use of LMS, etc.). To continue the implementation of blended intensive programmes (BIP).

6 QUALITY ASSURANCE AND EVALUATION IN THE FIELD OF SOCIAL RESPONSIBILITY AND PUBLIC RELATIONS

6.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business

In the past period, the recommendations have focused in particular on ensuring that VŠE consistently supports activities related to social responsibility, strengthening the teaching of courses focused on this area and actively participating in the UN PRME (Principles for Responsible Management Education) initiative. A major impetus for the development of social responsibility and ethics has been the preparation for AACSB accreditation. In the field of PR, VŠE has worked to promote the reputation of the school in the Czech Republic and abroad. In the area of lifelong learning, the MBA and MPA programmes were identified as priorities.

6.2 Developments in relevant areas

VŠE activities in the field of social responsibility

VŠE places great emphasis on social responsibility and ethics. VŠE has its own Code of Ethics and Ethics Committee. Social responsibility and ethics are an integral part of the learning outcomes assessment system for all study programmes. The Faculty of Business Administration has a Centre for Sustainability Management and Ethics, and the Faculty of Informatics and Statistics has a Data Ethics Lab, which focuses on ethics related to working with data and the use of artificial intelligence.

Activities of VŠE in the field of PR

In 2022, the presence of VŠE on the social networks LinkedIn, Facebook and Instagram was strengthened. In the context of the gradual opening of the university to the public space, a number of events were held for the wider public. One of them was a debate of presidential candidates focused exclusively on economic issues. In 2022, VŠE established the Paradise Gallery, which focuses on hosting art exhibitions and bringing art into the life and interior spaces of the university.

Experts from VŠE have appeared in the national media and published articles in the daily and professional press. Most of the articles were again published in *Hospodářské noviny*, on the *ihned.cz* portal, and in terms of television appearances, the most frequent channel was ČT 24.

Lifelong Learning at VŠE

In 2022, work continued on the systematisation and development of lifelong learning (LLL), particularly in connection with the National Recovery Plan project. As part of this project, a questionnaire was carried out, from which various conclusions were drawn regarding the practice at VŠE in terms of the registration of lifelong learning programmes and courses and the registration of their participants. The aim of the current LLL activities is:

- To unify the registration in InSIS with the principle that every participant in education at VŠE and the content of his/her education, i.e. syllabus and curriculum, should be registered in InSIS if it is a comprehensive programme. And further, that each syllabus registered in InSIS is approved by the faculty's accreditation body.
- To define requirements for adjustments to logging and courses in the NPO.
- To define the requirements for inclusion in the forthcoming NPO catalogue.

Other points for broader discussion include the overall strategy of LLL and its promotion, and the possible inclusion of LLL under AACSB accreditation, which is possible for executive education if its revenue is at least 5% of the school's budget.

6.3 Recommended measures

VŠE will support activities related to social responsibility and ethics. This area will be monitored as part of the assessment of learning goals in accordance with Standard 8: Curriculum Management and Assurance of Learning of the AACSB accreditation. VŠE will strengthen its brand awareness and the reputation of the university through a communication strategy reflecting changes in the processes involved with its activities in the past period.

In the field of LLL, VŠE will analyse the possibilities of creating new programmes in order to offer competitive programmes reflecting the demand of potential course participants.

7 QUALITY ASSURANCE AND EVALUATION IN THE AREA OF STUDENT SUPPORT AND CARE

7.1 Recommendations from the Report on the Internal Evaluation of the Quality of the Prague University of Economics and Business

With increasing competition in the Czech and international market for economic, management and IT education, one of the factors by which applicants choose a university is student support and care. In line with the recommendations, VŠE has therefore made considerable efforts and invested the necessary financial resources in improving the quality of facilities for study and for the development of student life. Great attention was also to be paid to students with special needs. The professional, cultural and sporting activities of student organisations and associations at VŠE were to be supported throughout the period by the Rector's and Česká spořitelna grants. VŠE was to continue its efforts to modernise its halls of residence and to start a major reconstruction of the dormitories in Jarov in 2020.

7.2 Developments in relevant areas

Basic support for students in their studies

The basic support for students is to create the background for successful study. This includes information services, the way studies are organised, the development of the Integrated Study and Information System, the provision of a wide range of catering and accommodation services, modern library services and the development of physical education and sport, which is an integral part of a healthy lifestyle. The main goal of VŠE is to minimize academic failure and to create conditions for students to properly complete their chosen study programme within the standard study period. Support for gifted students of the VŠE is reflected in special scholarship programmes. A number of lectures and courses have been implemented to enable gifted students to increase their competences beyond the standard content of the study programme.

In 2022, as part of the internal communication of VŠE, a university-wide intranet was launched, which offers students information about what is happening at the university, forms of support and other activities. A section for student associations has been created on the student intranet and the process for applying for the Rector's and Česká spořitelna grants has been simplified, while student associations also benefit from an efficient booking system for the rental of VŠE premises (via the VŠE Event Centre). Support for gifted students of VŠE is reflected in special scholarship programmes. A number of lectures and courses have been implemented to enable gifted students to increase their competences beyond the standard content of the study programme.

Library and information services

VŠE offers students extensive central library services, which are provided by the Centre of Information and Library Services (CIKS) and the Library of the Faculty of Management in Jindřichův Hradec. The libraries offer students a wide range of information resources, both traditional printed materials and access to electronic paid databases. The resources are thematically profiled in accordance with the accredited study programmes. The all-college library offers students consultation and advice on proper in-text citation of literature and citation software, literature searches for study, searching for scholarly articles, scholarly journals and books, selection of electronic and print resources for a particular topic, access to print and electronic information resources outside the VŠE collection, etc.

CIKS provides information and library services as a specialized public library for the field of economic and social sciences and takes care of all related agenda. It offers its services to the users of VŠE and to the professional public in two libraries (the Central Library in Žižkov, the Jižní Město Library) and methodically manages other parts of the library network of VŠE. It makes available to all authorised users both printed and electronic information resources of thematic relevance, including special collections. In line with the growing demand for online and blended forms of learning, it is gradually changing its portfolio of e-resources. In 2021, the library commissioned a new warehouse in Žižkov with permanent climatic conditions. CIKS is also developing an academic coworking space project on the 1st floor of the Old Building (SB).

In the field of information education, CIKS conducts a number of seminars, freely available library seminars are implemented in the Microsoft Teams environment, inputs to teaching are continuously implemented according to the requirements of teachers. The number and importance of library inputs integrated into teaching is growing, where the use of e-resources is directly linked to the respective educational objectives of the courses. In addition to typical library services, CIKS is also the guarantor and manager of the technological solution for the complete web presence of VŠE. In this area, intensive work was carried out in 2021 and 2022 to expand the possibilities of templates for events and staff personal pages and to improve the security of the solution in operation.

CIKS cooperates nationally and internationally with professional libraries and professional groups. It is involved in university library projects and activities. The Director of CIKS is the Chairman of the Executive Committee of the Association of University Libraries of the Czech Republic, a member of the Central Library Council (an advisory body to the Minister of Culture for libraries) and a regional coordinator of the prestigious European Business School Librarian's Group.

Sport and personal development

The Centre for Physical Education and Sport (CTVS) is a professional pedagogical workplace providing top-level physical education teaching for all faculties of VŠE. Both compulsory and optional. It also provides extracurricular physical education for students, employees and graduates of VŠE, preparation and participation of students in academic sports competitions. CTVS manages Na Třebešíně sports complex and Dobronice recreation and sports centre. CTVS also provides recreational and sports stays for VŠE employees and their family members, co-organises courses for VŠE graduates, introductory courses for incoming students and other physical education and sports events.

CTVS fulfils its mission in the field of teaching and thus contributes significantly to the personal development of the graduates of VŠE. It offers employees a wide range of possible sports and other activities. By organising a number of events and competitions, not only purely sporting ones, it co-creates a sense of belonging and pride among the students, staff and alumni of VŠE.

In practice, the Rector's Directive 7/2021 came into effect, which CTVS participated in the preparation of and guarantees the operation of. This directive regulates the organisation of studies for students with exceptional sports performance. VŠE was the first university in the country to adopt such a norm. The programmes that ensure the promotion and organisation of elite sport at CTVS are an important help for students who want to play sport at a high level. These programmes help to raise the profile of VŠE and co-create a friendly learning environment and a positive image of the school. In 2021/2022, 17 students have been supported in the programme and for 2022/2023 the number of students is 32.

Student clubs and associations

VŠE values its active students and therefore supports student clubs and their activities, which are an integral part of the university life, significantly expanding and enriching it beyond the taught

study programmes. For this reason, in 2022, VŠE has prepared a programme for the support of student associations, which will allow registered associations to use the title "Student VŠE Association" and receive a number of benefits, including annual grant support or the possibility of organizing events under the name of VŠE. Student associations confirm in the application form that they agree to the Rules of Student Associations at VŠE. The completed and signed Application for Student Associations to be included in the Student Associations at VŠE programme is handed in by the President of the association in person or scanned and emailed to the Student Associations Coordinator. The program member will be given the option to:

- use the title "Student VŠE Association",
- organise social events at the premises of VŠE,
- get support in promoting events through the Marketing and PR department of VŠE,
- apply for free reservation of rooms and other premises at VŠE,
- gain access to two school coworking rooms and use them for meetings of members of the association and for mutual meetings with other associations,
- participate in all-school events (organised by student associations or directly by VŠE),
- to apply for financial support from the Rector's and Česká spořitelna grants for organising student events,
- support the activities of the association or to promote it.

Dedicated student support

In 2022, VŠE provided counselling services to students and staff through the Academic Psychological Counselling Centre, including psychological diagnostics, specialised workshops for students and individual counselling. With the onset of the coronavirus crisis, counselling services were transferred to an online environment without delay in order to respond to the increased needs of students in this area due to the changes that higher education was undergoing. Counselling also responded promptly to the needs of Ukrainian students. An overview of the services and registration to use them was published on the website and the frequency of services offered was enhanced. As part of its activities, the Academic Centre operates an Academic Psychological Counselling Service (APP), staffed by psychologists from the Department of Managerial Psychology and Sociology. In providing counselling services, they are guided by the Code of Ethics for University Counsellors. The APP provides counselling services to students, staff and, where appropriate, graduates of VŠE, free of charge. The basic form of APP's activity at VŠE is individual psychological counselling. However, the APP also carries out other forms of activity, such as psychodiagnostics, for students, oriented towards the analysis of performance and personality characteristics of a person in terms of the student's career direction. It offers the following services:

- Individual psychological counselling
- Psychological diagnostics
- Autogenic training
- Coaching
- Seminars and workshops

Professional and career counselling was provided by VŠE Career Centre, which is now part of Alumni & Corporate Relations. The main goal is to connect students and alumni with corporate

practice. VŠE cares about the employability of students and graduates and therefore strives to offer attractive services to facilitate entry into the labour market.

The Centre for Students with Special Needs creates conditions for the full-fledged study of students with disabilities and special needs throughout the entire period from admission to graduation. It systematically develops the competences of these students, which are essential for their successful employment in practice. In cooperation with the Academic Psychological Counselling Centre, it assists students with mental illness and creates appropriate modifications to fulfil study obligations according to individual needs. Students with specific are systematically supported in the activities of the university centre to help them master new ways of teaching, testing and consultation. These include students with visual and hearing impairments, limited mobility, specific learning disabilities, autism spectrum disorders, mental health and chronic illness etc. Supporting these students was very challenging and complicated in the time of anti-epidemic measures and therefore the cooperation with the Academic Psychological Counselling Centre was intensified in this area. During the period of relaxation, it was possible to organise modified entrance examinations and to use modified tests for students with specific needs.

Catering and accommodation services

VŠE has long been creating suitable facilities for its students in the form of a constantly improving range of accommodation and catering services. In addition to the traditional student canteen, there is also a pizzeria and a Healthy Food establishment on the VŠE campus in Žižkov, as well as two restaurants, a café and a number of vending machines with drinks and snacks, and now also self-service fresh fridges. There is a canteen on the Jarov campus, and on the Jižní Město campus students use the canteen on the VŠCHT Volha campus and a smaller catering service in the VŠE campus building. There are several food and beverage vending machines in each dormitory.

VŠE has extensive accommodation capacities. It is a total of 4,025 beds. Students are accommodated in the Palachova, Eislerova, Thalerova, Jarov II, Rooseveltova, Blanice, Vltava (together with the UK) dormitories and University Hotel. The accommodation conditions of students at the VŠE halls of residence have undergone a significant qualitative change in recent years thanks to the strategy, which was mainly a response of VŠE to the decline in student interest in living in halls of residence and the increasing use of accommodation scholarships for renting private apartments.

The management of the Facility Management Department (SÚZ) has set the concept of developing Jarov College as a priority university sports and cultural campus and a meeting place for students of VŠE, offering opportunities for spending leisure time together.

Table 5: Number of rooms offered in the academic year 2022/2023

Number of rooms offered in the academic year 2022/2023								
Number of rooms in dormitories	Palachova	University hotel	Jarov II.	Eislerova	Thalerova	Rooseveltova	Vltava	Blanice
1L rooms	42	8	103	93	14	20	24	70
2L rooms	305	103	60	159	302	111	244	452
3L rooms	6	7	0	0	0	44	0	1
Total	353	118	163	252	316	175	268	523

In terms of the use of accommodation capacity, more than 83% of VŠE dormitories are occupied by students and graduates of VŠE.

Table 6: Dormitory occupancy and types of persons accommodated in dormitories in Prague (2018-2022)

Dormitory occupancy and types of people accommodated in dormitories in Prague (2016-2020)					
Type of person/as of	31/10/2018	31/10/2019	31/10/2020	31/10/2021	31/10/2022
Students of VŠE	3242	3434	2879	3061	3314
Graduates of VŠE	131	49	34	33	31
Other	339	338	404	702	643
Truly available beds	8	13	641	222	37
Total	3720	3834	3958	4018	4025

Within the framework of the set and continuously implemented strategic plan, digitalization steps are taken every year in the area of dormitory operations and accommodation activities. The VŠE halls of residence are currently the most advanced in the country in terms of digitisation of accommodation and related processes among universities. In 2022, the first investment round was completed and accounted for, which was partly funded by grant funding MŠMT (a total of CZK 286 million was invested in this round), at the end of 2022 applications were submitted for the next investment round, in which VŠE plans to implement actions worth a total of CZK 582 million, which will further increase the comfort of accommodation services. In 2022, there was an increase in fire safety in the dormitories (through the implementation of EPS systems), partial activities in the security of the Jarov campus, especially in the area of unauthorised access and monitoring of the campus with cameras and security services.

7.3 Recommended measures

VŠE will continue to build facilities for study and personal development of students by supporting student associations and events and building a modern and open environment. This environment includes modern library services with the provision of information resources in modern forms, as well as the provision of specialised counselling services and the offer of sports activities. It will provide special support for students with specific needs, both in the area of psychological counselling and in the area of support for students with learning disabilities. VŠE will continue its project to renovate and modernise student halls of residence.

8 SUMMARY OF MAIN CONCLUSIONS AND RECOMMENDATIONS

The management of VŠE and the faculties will fully implement the adopted changes to the internal regulations and support their efficiency by introducing data analytics at VŠE. VŠE management will develop and submit a Self-Evaluation Report for international accreditation to the AACSB by 31 May 2023 and prepare VŠE for the Peer Review Team visit in November 2023. The main focus will be on meeting Standards 5, 8 and 15 (Standard 5: Faculty Sufficiency and Deployment; Standard 8: Curriculum Management and Assurance of Learning; Standard 15: Faculty Qualifications and Engagement). The faculties will continue their efforts to maintain the international accreditations obtained.

VŠE will pursue its mission and vision in its strategic development plans within the framework of the established strategic priorities. At the same time, the strategic documents will reflect the priority objectives of the Ministry of Education, Youth and Sports. Through measures and concrete steps to achieve their objectives, VŠE will ensure the quality of educational, creative and related activities. VŠE will use the experience of managing the National Recovery Plan project to submit further projects (OP Employment+, OP JAK) with a strong central management component from the Rectorate level so that the core priorities of VŠE are supported.

VŠE will take full advantage of the opportunities of the newly implemented innovations in the field of digitalization and modernization of teaching and thus increase the relevance of its study programmes and the achievement of learning goals. In all areas of pedagogy, it will strive to formulate quality standards and achieve the highest possible level of quality. Investment in the human capital of VŠE will continue to be a priority, both in the quality of teaching and the quality of support services for teachers, students and staff. Following modern trends, VŠE will strive to maximise the development of equal opportunities and social security at VŠE.

The most important goals for the next period are to gradually increase the quality of scientific research results evaluated in Module 1 of the Methodology 17+, to increase the number and volume of foreign research projects and to increase the number of top publications in renowned foreign impacted journals (WoS, AIS, Q1 + Q2) in economics, management and informatics. VŠE will update the requirements for candidates in the habilitation and professor appointment procedures and will improve the service to academic staff for research activities in the field of basic, applied and contract research (information service, technical service, legal service, etc.). High-quality research-oriented professional courses will be held at VŠE.

In the framework of doctoral studies, it is necessary to improve the quality in order to increase the quality of doctoral students' research, increase the number of quality publications by doctoral students and increase the success rate of doctoral studies; this involves the preparation of a supervisor standard and other adjustments related to the change of the Higher Education Act. It is necessary to deepen the incentive system for the best doctoral students in the form of exceptional scholarships and involvement in external grant funding, and to strengthen the role of supervisors, to involve them in the successful completion of doctoral studies, the duration of studies, and the doctoral student's research results. VŠE will further improve the promotion of doctoral studies and improve conditions for the study of foreign doctoral students, including the improvement of administrative services.

In line with the strategic objectives in the field of internationalisation and the Erasmus+ project priorities for the project period 2021-2027, to continue activities leading to their implementation. To continue to digitise all related agendas and processes, in particular within the Erasmus Without Papers (EWP) platform, and to implement the relevant modules in InSIS in line with the European

Commission's Erasmus+ timetable. To ensure full functionality of the module for contracting with partner universities in InSIS. To expand the use of online platforms for support and promotion activities in all areas of internationalisation (webinar series for outgoing and incoming students, webinars for teaching foreign language courses, communication on social networks, use of LMS, etc.). To continue the implementation of blended intensive programmes (BIP).

VŠE will support activities related to social responsibility and ethics. This area will be monitored as part of the assessment of learning goals in accordance with Standard 8: Curriculum Management and Assurance of Learning of the AACSB accreditation. VŠE will strengthen its brand awareness and reputation through a communication strategy reflecting changes in processes associated with its activities over the past period. In the field of LLL, VŠE will analyse the possibilities of distance delivery while maintaining high quality and set the conditions for accreditation and delivery of programmes in this form in order to offer competitive programmes reflecting the demand of potential course participants.

VŠE will continue to build facilities for study and personal development of students by supporting student associations and events and by building a modern and open environment. This environment includes modern library services with the provision of information resources in modern forms, as well as the provision of specialised counselling services and the offer of sports activities. It will provide special support for students with specific needs, both in the area of psychological counselling and in the area of support for students with learning disabilities. VŠE will continue the project to renovate and modernise student halls of residence.