

ANNUAL REPORT

PRAGUE UNIVERSITY OF ECONOMICS AND BUSINESS

FOR 2024

PRAGUE, JUNE 2025

Foreword by the Rector

The Annual Report on the Activities of the Prague University of Economics and Business (VŠE) for the year 2024 is prepared in accordance with the provisions of the Higher Education Act No. 111/1998 Coll., and on Amendments and Additions to Other Acts (the Higher Education Act), as amended (the Act), and in accordance with the framework outline issued by the Ministry of Education of the Czech Republic. The Board of Trustees of the VŠE did not request any additional information pursuant to Section 21(2)(d) of the Act.

The Annual Report of the Prague University of Economics and Business for the year 2024 was discussed by the Rector's Board of the VŠE on 22 April 2025, discussed by the Scientific Board of the University of Economics on 26 May 2025, approved by the Academic Senate of the VŠE on 16 June 2025 and discussed by the Board of Trustees of the Prague University of Economics and Business on 25 June 2025.

The VŠE Annual Report 2024 is available electronically on the VŠE website (<https://www.vse.cz/informace-o-vse/profil-skoly/vyrocnni-zpravy/>).



List of selected abbreviations

AACSB	Association to Advance Collegiate Schools of Business
ACCA	Association of Chartered Certified Accountants
ACR	Alumni Corporate Relations
APC	Academic Psychological Counselling
AVŠP	Association of College Counselors
B2B	Business-to-Business
CFA	Chartered Financial Analyst
CEMS	Community of European Management Schools
CI	Informatics Centre
CIDD	Consortium of International Double Degrees
CIKS	Centre for Information and Library Services
CSP	Centre for Students with Special Needs
CSR	Corporate Social Responsibility
CTVS	Centre for Physical Education and Sport
CTU	Czech Technical University
EFMD	European Foundation for Management Development
EIASM	European Institute for Advanced Studies in Management
ELA	European Logistics Association
EMCC	European Association of Mentors and Coaches
ENQA	European Association for Quality Assurance in Higher Education
EQUIS	European Quality Improvement System
ESF	European Social Fund
ESOP	Excellence in Student Professional Papers
EUA	European University association
EWP	Erasmus Without Papers
FFA	Faculty of Finance and Accounting
FIS	Faculty of Informatics and Statistics
FM	Faculty of Management
FIR	Faculty of International Relations
FBA	Faculty of Business Economics
GDPR	General Data Protection Regulation
IAB	International Advisory Board
ICAEW	Institute of Chartered Accountants in England and Wales
IFTG	French-Czech Institute of Management
IGS	Internal Grant Competition
InSIS	Integrated Student Information System
IOM	Institute of Asset Valuation
IS	Information System
ISTI	Institute of Strategic Investment
KT	Coordination Team
LA	Lead Agency
LMS	Learning Management System
MBA	Master of Business Administration
FE	Faculty of Economy
NPO	National Recovery Plan

OLA	Online Learning Agreement
OP JAK	Operational Programme Jan Amos Komenský
OŘK	Department of Quality Management
OSM	Department of Property Management
UN	United Nations
OVV	Department of Science and Research
OZS	International Office
PIM	Partnership in International Management
PK	Project Office
PR	Public Relations
PRME	Principles for Responsible Management Education
RPC	Development and Consulting Centre
RSSE	Research Seminar Series in Economics
RVH	Internal Evaluation Board
ŘV	Steering Committee
SEED	Sustainable Education and Environmental Development
SiP	Study in Prague
SOČ	Secondary School Vocational Activity
SSP	Specific learning needs
SŠ	High Schools
U3V	University of the Third Age
R&D	Research and Development
VŠE	Prague University of Economics and Business
AV ČR	Academy of Sciences of the Czech Republic
ČNB	Czech National Bank
ČSOB	Czechoslovak Commercial Bank
ČSÚ	Czech Statistical Office
ČTÚ	Czech Telecommunications Office
GA ČR	Grant Agency of the Czech Republic
MF ČR	Ministry of Finance of the Czech Republic
MMR ČR	Ministry for Regional Development of the Czech Republic
MPO ČR	Ministry of Industry and Trade of the Czech Republic
MPSV ČR	Ministry of Labour and Social Affairs of the Czech Republic
MŠp ČR	Ministry of Justice of the Czech Republic
MŠMT ČR	Ministry of Education, Youth and Sports of the Czech Republic
MV ČR	Ministry of the Interior of the Czech Republic
MZV ČR	Ministry of Foreign Affairs of the Czech Republic
NAÚ	National Accreditation Office
NKÚ	National Audit Office
PČR	Police of the Czech Republic
TA ČR	Technology Agency of the Czech Republic



MAIN PART

Contents of the main part of the Annual Report on the Activities of the Prague University of Economics and Business for 2024

1	QUALITY ENHANCEMENT AND INNOVATION IN EDUCATION ACROSS THE VŠE	12
2	DYNAMIC DEVELOPMENT OF RESEARCH AND SCIENTIFIC EXCELLENCE	16
3	GLOBAL PARTNERSHIPS AND A STRONGER INTERNATIONAL PROFILE OF THE VŠE	18
4	STRATEGIC PROJECTS AND COMMUNICATIONS FOR AN OPEN AND MODERN VŠE	20
5	DIGITAL TRANSFORMATION AND SECURITY STANDARDS AT THE SERVICE OF THE SCHOOL	23
6	ENERGY EFFICIENCY AND SMART PROCESS MANAGEMENT AT THE VŠE	26

Opening remarks by the Rector of the VŠE

Dear colleagues,

I am presenting to you the Annual Report of the Prague University of Economics and Business for the year 2024. This document represents not only a summary of our activities and achievements, but also a mirror of our common path towards the fulfilment of our strategic vision of a modern, open and internationally comparable university.

This is the third report presented by the current management of the VŠE. This time, it is not just a formal overview, but an important document that maps not only achievements but also the challenges that drive further improvement and the search for innovative solutions. The year 2024 was a turning point in many ways - whether in terms of the quality of educational activities, digitalization, internationalization or support for students and staff.

A major milestone was the award of the prestigious AACSB institutional accreditation, which confirms the high level of our processes in education, research and management. This award places us among the world's best business schools and creates a framework for further developing the quality and relevance of our study programmes. In the area of internationalization, VŠE has advanced not only through the growing number of student trips to foreign universities, but also through its excellent results in the Financial Times and QS rankings.

The study infrastructure has also undergone intensive development - we have opened new spaces for team and hybrid work, such as the Idea Fair coworking space or the innovative Quattro Modulare classroom. We continued to digitize teaching and administrative processes and laid the foundations for the full use of e-signing, microcertificates and online learning tools. We also actively worked on the area of cyber security and implemented new security standards in line with legislation.

Although we have reason to be proud of the past year, the journey to achieving all our ambitions is not over. I believe that only through open dialogue across faculties, departments, and individuals can we successfully respond to the challenges of today—whether it's artificial intelligence, new forms of teaching, research priorities, or social responsibility. A key factor remains the active engagement of

employees, students, and alumni, whose initiative, motivation, and collaboration are indispensable for the future of VŠE. Thank you all for your work over the past year, for your openness to the new and for your patience in pursuing our common goals. I look forward to further inspiring collaboration and discussion on the direction of our university.

In Prague, 1 April 2025



doc. Ing. Petr Dvořák, Ph.D.
Rector of the VŠE



QUALITY ENHANCEMENT AND INNOVATION IN EDUCATION ACROSS THE VŠE



In 2024, the development of the system of quality assurance of educational, creative and related activities and internal quality assessment of educational, creative and related activities of the VŠE focused mainly on the refinement of the requirements related to the provision of study programmes and on the control activities, which are an important element of the quality management system. In April 2024, the Internal Evaluation Board discussed another partial amendment to the Quality Rules aimed at specifying the requirements for key persons in the quality management system: members of the disciplinary boards, supervisors of study programmes, supervisors of courses (especially profiling foundation courses and theoretical profiling foundation courses) and supervisors of doctoral students. The data analytics area of the VŠE continued to be intensively developed, which made it possible to replace the selected annual evaluation reports with a management summary of the data analytics outputs and thus to focus in more detail on

the problems discussed and proposals for action. The accreditation module in the Integrated Study and Information System (InSIS) was significantly improved, including a plan to use it for data analytics, and the involvement of the School in the PPRO VŠ project aimed at sharing experiences in human resources and capacity development was also crucial for the development of the quality system at the VŠE.

In terms of effective student support, the implementation of a number of changes in the Integrated Learning and Information System, made possible by the NPO project, was fully implemented in 2024. By working intensively on the digitization of all student applications (InSIS Contact Centre) and electronic sealing and signing, the VŠE has fundamentally prepared itself for the effectiveness of the amendment to the Higher Education Act, which will take effect in the first half of 2025. Based on the experience of the State Examination Boards, the digital State Examination Protocol functions have been further improved, which is closely related to the revision of the State Final Examinations in all faculties, which were discussed by the Internal Evaluation Board at its meetings in June and December 2023. The University has issued its first microcertificates and significantly improved its executive education capabilities. Integration between InSIS and LMS Moodle has developed significantly, including a proctoring module and a new module to check for originality, including the use of AI tools, and providing feedback to students.

The NPO project has also enabled the retrofitting of dedicated classrooms and other spaces for online, hybrid and team working, and the building of capacity to produce audio-visual content for online and blended learning. Furthermore, methodological support related to online learning, distance education and blended learning was provided, and school-wide and follow-up faculty methodological regulations and good practice databases were created. Technical and methodological support was created, including the transfer of experience in the field of online and blended learning, and a professional studio for the

production of multimedia content was built. A system of consultation, knowledge transfer and audiovisual content production for course innovation was created to share practical experience and best practices in relation to the transformation of materials into LMS. A total of 194 sets of materials were created for the transformation of courses into the LMS environment. In early 2024, a new large-scale coworking space, Idea Fair, opened in the Old Building and quickly became a popular place for studying, networking and teamwork. This innovative space is one of the first coworking spaces of its kind at Czech universities. In September, VŠE opened the unique Quattro Modulare modular classroom in the Italian Building. This modern classroom with a variable layout and cutting-edge pro-cognitive lighting sets a new standard for interactive learning, professional programmes and specialized courses. The project also brought a new multimedia studio.

In addition, investment in learning infrastructure will continue as the ERDF project for the VŠE: Quality of the Learning Environment was finalized and submitted during 2024. The implementation started on 1 July 2024. The aim of the 260 million CZK is to support the infrastructural facilities of the VŠE, which enable to achieve quality improvement in the teaching of study programmes. It is aimed at modernization and reconstruction of educational premises, including the acquisition of new equipment and technologies. These changes will have a direct impact on improving the quality of education, facilitating access to modern educational tools and improving the overall comfort for students and staff of the VŠE.

In terms of the development of practical skills currently in demand by employers, the involvement of VŠE in the Supporting Green Skills and Sustainability in Higher Education,

**ADDITIONAL EQUIPMENT
FOR SPECIALIZED
CLASSROOMS AND OTHER
SPACES TO SUPPORT
ONLINE, HYBRID, AND
TEAM-BASED WORK.**



component 7.4 of the National Recovery Plan (NPO), with the Sustainable Education and Environmental Development (SEED) project with a budget of 42 million CZK is essential. This project is aimed at supporting the creation of new curricula, the revision of existing curricula and the creation of new lifelong learning courses in the area of green transformation and sustainability to ensure that current and future students and lifelong learners acquire the knowledge necessary for a more sustainable way of life, gain the skills needed in a changing labor market and take proactive steps to ensure a sustainable future. The project has created two new degree programmes, 15 new and innovative courses and 14 lifelong learning courses. A major strategic document, the Sustainability Strategy of the VŠE, was created and approved. A significant step was the signing in September of a Memorandum of Cooperation with the Business Leaders Forum (BLF), the leading national platform for responsible and sustainable business leaders. This strategic partnership opens up new opportunities for our students, including access to the prestigious ESG Leadership Conference, free invitations to BLF events and expert ESG support. The collaboration also includes the creation of a Lean In Talent development programme to support talented female VŠE students.

In March 2024, the Prague University of Economics and Business received institutional accreditation from the AACSB, confirming the high level of its processes in the areas of pedagogy, science and human resource management. By obtaining accreditation,

the commitment to continuous improvement of study programmes and strengthening their relevance continues. In 2024, the AACSB's measurement of learning objectives was also introduced to key courses within degree programmes. The AACSB learning objectives are monitored at the VŠE from the beginning of 2020 for Bachelor's and master's thesis defenses, state bachelor's exams and state final exams in the field of study/program. The learning objectives have therefore been set for the entire VŠE as follows: Analytical thinking and working with data, Ethics and sustainability, Communication and presentation skills, Critical and creative thinking, Knowledge, skills of the field. In 2025, work will be done to meet the AACSB 2020 standards, i.e., in particular, the introduction of indirect metrics in the measurement of learning objectives. For curriculum sponsors, learning objectives are a critical indicator for improving curricula, teaching methods, and their relevance to practice.

In 2024, each semester was scheduled into 12 weeks of teaching. One week of the semester was set aside for Innovation in Teaching Week, when teaching was not scheduled, and the week was used for forms of teaching that could not be implemented in the teaching part of the semester due to occupied classrooms and scheduled student capacity, in the context of the introduction of modern forms of teaching and the Learning Management System (LMS) at the VŠE. In addition, a system of booking rooms for Innovation Week and promoting them via the VŠE Calendar was introduced. In 2024, a new event registration system was launched and is also open to alumni and the public. Also in 2024, an Innovation Afternoon was held, which was opened by Ing. Zdeněk Kalvach, an expert in security and protection of soft targets. Furthermore, the program focused on innovations in the VŠE Validator as well as how to recognize AI-processed text. The final session was devoted to Moodle and sharing good practices.

Attention was also paid to human capital development. In accordance with the Equal Opportunities Plan, VŠE implemented the project Diverse and Flexible Working Environment at VŠE in Prague in 2024

IMPLEMENTATION OF MODERN TEACHING METHODS AND A LEARNING MANAGEMENT SYSTEM (LMS).

from the Operational Programme Employment+. The VŠE was able to obtain funding of almost 10 million CZK for the project. The aim of the project is to set up strategic personnel management at the VŠE with the aim of retaining talent and developing the potential of employees on parental leave and caring for children, which will lead to the development of diversity and flexibility. The project responds to the specifics of a public university with an emphasis on internationalization. The project covers three key areas: flexible working arrangements, an effective maternity and parental leave system, and the development of diversity through onboarding, feedback and talent management processes.

The project included questionnaire surveys on HR strategy, flexible working, onboarding, feedback and talent management. Based on the initial analysis, the necessary changes needed to introduce or support the existing flexible forms of work (e.g. teleworking, allowing more flexible working time changes or supporting earlier returns from maternity or parental leave) were identified. Individual interviews and focus groups were carried out. Based on the analyses, a new Labor Code with new annexes addressing flexible forms of work was prepared and related amendments to the Internal Wage Regulation, especially the annex to the Catalogue of Work, were made. The specification of requirements for the modification of the EGJE personnel system was also carried out. In addition, a structure for the concept of maternity and parental leave management and a guide for managers on how to approach and communicate in relation to them was developed.

In 2024, the Academic Centre developed its activities at the university-wide level, as an analogue of the learning and teaching centres that are a standard part of Western universities. It builds on the university-wide activities of the center included under the Faculty of Business Administration. Along with this, the system of training courses for staff has been further innovated towards the development of competences usable in teaching. In cooperation with the PPRO VŠ project, experience in capacity building for the development of quality pedagogy was shared and a multi-year project was being prepared, of which the VŠE would be a part from 2025. Several educational courses and training courses for students and staff were created in the LMS Moodle environment.



DYNAMIC DEVELOPMENT OF RESEARCH AND SCIENTIFIC EXCELLENCE



The year 2024 was a significant year for the development of scientific research activities at the Prague University of Economics and Business. The VŠE conducted a total of 18 international research projects, a significant increase from eight in the previous year. The most important projects include EuroHub4Sino, an ongoing project led by Assoc. Jeremy Garlick from the FIR, aimed at a digital platform bringing together knowledge on contemporary China. The REMAKING project, led by Assoc. Mark Eagle from FBA focuses on research into the socio-economic impacts of telework. Another important milestone is the RIS4SEB coordination project, a collaboration between OVV and the Project Office, which aims to create synergies between directly and indirectly managed EU programmes. Other Horizon Europe projects in which the VŠE is involved include OntoDESIDE, focusing on the circular economy, and METAMORPHOSIS, a project to popularize science. Within the Interreg programme, the VŠE is involved in the DIGI4Care and AI Catalyst for SMEs projects,

which support the digitalization of healthcare and the use of AI in SMEs. A total of 29 applications for international projects have been submitted in 2024, of which two have already been approved and results for another eleven are pending.

In the framework of national grant competitions, the VŠE has been awarded three new TA ČR projects and has started the implementation of three GA ČR projects, while seven other projects were recommended for funding but were ultimately not supported due to budget constraints. Two major projects were prepared and approved under the OP

**29 APPLICATIONS
SUBMITTED FOR
INTERNATIONAL
PROJECTS**



VYSOKÁ ŠKOLA EKONOMICKÁ

JAK - AGEING-CZ and CONOS, focusing on the challenges of population ageing and social inequality issues. In addition, the OP JAK project Development of Infrastructural Facilities for Doctoral Study Programmes at the VŠE was implemented. Contract research remained a stable part of the research activities of the VŠE.

The largest volume of projects was handled by FIS, namely 27, among which contracts with ČSOB or the VIZE O Platform stood out.

The year 2024 was also successful in the area of publications. For example, the Faculty of Business Administration (FBA) saw a significant increase in the number of articles in Q1 journals - 37 compared to 13 in the previous year. PhD students who published prestigious journals also achieved significant results, including in the top decile. Publication achievements were supported by a system of financial contributions to conference trips, summer schools and research internships abroad. VŠE also developed systematic support for scientific research work. Research seminars aimed primarily at junior researchers were implemented, a new website dedicated to science and research was launched, a position for science marketing was created, and an overview of excellent teams across the faculties was created. A newsletter with current calls and grant opportunities was published on a monthly basis. Active searches for opportunities, proposal consultations and regular updates of content on the intranet continued.

In 2024, seven habilitation procedures and three professorships of internal staff of the VŠE were successfully completed. A new Evaluation Methodology for Habilitation and Professor Appointment Procedures at the VŠE was approved. A new supervisor standard was also adopted and preparation for the transformation of doctoral studies in connection with the amendment of the Higher Education Act was initiated. In addition to the above-mentioned mobility support, five excellent foreign PhD students and five postdoctoral fellows, selected on the basis of recommendations from the Vice-Deans' Boards, were supported with exceptional scholarships.

The Rector's Prize continued to recognise the best publications and, now, research outputs with significant societal impact. The implementation of incentives within the Catalogue of Support continued, aimed at internationalization, acceleration of habilitation, support for excellent teams, and recognition of authors for outstanding achievements in science and research.

**37 ARTICLES
PUBLISHED
IN Q1 JOURNALS**

GLOBAL PARTNERSHIPS AND A STRONGER INTERNATIONAL PROFILE OF THE VŠE



Internationalisation has long been one of the VŠE's strengths and one of its top priorities. The number of students going abroad continues to grow, and the number of students with international experience will increase again in 2024. The VŠE is committed to the quality and diversity of its partner network. In 2024, a total of 1 215 students travelled abroad to one of 250 partner universities in 60 countries on five continents. To finance these trips, the VŠE uses not only Erasmus+ funds but also funds from the Scholarship Fund for students' overseas trips. With its wide range of study trips outside Europe, the VŠE distinguishes itself to a large extent from other Czech universities. The opportunity to study at prestigious schools in the USA, Canada, Australia, Latin American countries or Asian countries where high tuition fees are paid at prestigious universities, but where students can study free of charge thanks to exchange visits and with financial support from the VŠE, is our competitive advantage.

In 2024, the VŠE received a total of 70 foreign academics from 28 countries (most courses were provided by teachers from the USA, UK and Germany). Thanks to the visiting professors programme, the students of the VŠE were able to gain knowledge from leading foreign experts, had the opportunity to get acquainted with a different style of teaching and to use their language competences.

VŠE also implemented the Blended Intensive Programme, a programme combining physical and virtual learning, funded by Erasmus+. The VŠE was involved in the programme both as a coordinator (and receiving institution) and as a participant, sending its students.

A strategic priority of the VŠE is to strive for international accreditation. In 2024, VŠE was granted institutional accreditation by the AACSB for a period of five years. The decision stated that the VŠE had demonstrated a strong commitment to its mission, particularly to the first pillar: „To provide Czech and international students with an excellent higher education.“ It was highlighted that the VŠE maintains a dominant position in the domestic market, is a very attractive place to study in the Czech Republic and its graduates hold important positions in both the public and private sectors. This is seen as a great asset to the school's efforts to connect theory with practice and allows VŠE to build partnerships with companies and engage in a wider alumni network. The collegiate environment was also viewed positively in the decision and was evident during the

**VŠE WELCOMED A TOTAL
OF 70 INTERNATIONAL
ACADEMIC STAFF
MEMBERS FROM 28
COUNTRIES**



VŠE RANKED AMONG THE TOP 50 IN THE FINANCIAL TIMES EUROPEAN BUSINESS SCHOOL RANKING 2024

Peer Review Team visit in Autumn 2023. The VŠE was identified as a responsible and respected employer.

AACSB accreditation is part of the Triple Crown accreditation (less than 6% of universities offering management degree programmes worldwide hold

AACSB accreditation). As the Faculty of Business Administration holds EQUIS and AMBA accreditation, the VŠE has become one of the few business schools in the world to have achieved Triple Crown accreditation to date.

In terms of international reputation, ranking in globally recognised rankings is also significant. In the Financial Times European Business School Ranking 2024, VŠE is ranked in the top 50. In this prestigious ranking, VŠE ranked an outstanding 49th and in the Master in Management Ranking 2024 it ranked 16th in the world.

In the Eduniversal 2024 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-250th (1st in the Czech Republic) in Accounting and Finance, 251st-300th (1st in the Czech Republic) in Business & Management Studies and 351st-400th (2nd in the Czech Republic behind Charles University) in Economics and Econometrics.

STRATEGIC PROJECTS AND COMMUNICATIONS FOR AN OPEN AND MODERN VŠE



The year 2024 brought further development and consolidation of the key activities of the VŠE. The VŠExpedition programme has established itself as a school-wide recruitment platform for applicants and its format has been further expanded with new interactive elements. During the year, experts from the VŠE were regularly approached by the media as commentators on current economic and social issues. Their outputs were again most frequently featured in *Hospodářské noviny*, on the iHNed.cz portal and in TV debates, especially on ČT24.

Student associations remain an important part of life at the VŠE. Their number continues to grow, with more than thirty-five currently active at the school. The societies contribute not only to the professional development of students, but also to the cultural and social life of the school. In 2024, we managed to further expand the system of support for societies and deepen mutual cooperation at

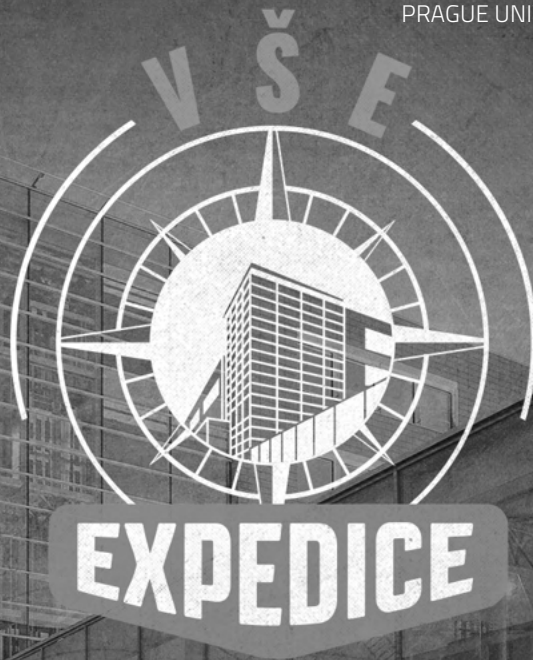
traditional events such as VŠEFest, VŠE Christmas and now also at thematic workshops focused on IT, leadership and community cooperation.

VŠE has significantly strengthened its presence on social media and in public space. Communication on LinkedIn, Facebook and Instagram platforms was systematically developed in 2024, leading to higher engagement of followers and better presentation of the school's activities. The School's openness to the public was underlined by a number of new events aimed at the general public, including economic debates, popularisation lectures and open days.

Cooperation between the Rector's Office and individual faculties in the area of marketing and promotion of the VŠE has also developed positively, resulting in more coordinated and effective communication towards applicants, the public and partners. Joint work on the development and promotion of international programmes has also yielded significant results, which has increased student interest in international mobility and participation in exchange visits and English-taught courses.

In terms of scale, the implementation of the strategic priorities of the VŠE through projects was a major success in 2024. The NPO project was successfully completed and 9 large-scale school-wide projects were submitted, of which 6 were awarded and 1 is still pending. The total amount of funding from the awarded projects is over 476 million CZK.

The NPO project is commented on and its results are also presented in Chapter 1. The implementation of the NPO project covered a total of 13 specific objectives that systematically contributed to the modernisation of teaching, the digitisation of processes and laid a solid foundation for the future development of flexible forms of education. Key outcomes include, for example, the accreditation of three new study programmes (Forensic Services - FFU, FinTech - FFA, Applied Data Analytics and Artificial Intelligence - FIS), the creation of new or innovative courses, the creation of 194 digital learning outcomes



VŠEXPEDICE AS A UNIVERSITY-WIDE RECRUITMENT PLATFORM FOR PROSPECTIVE STUDENTS

and a total of 13 lifelong learning and upskilling courses. The project touched essentially all students and staff of the VŠE, both through modifications to InSIS, implementation of the proctoring module, and investments in physical infrastructure (classroom upgrades, co-working spaces, modular classroom, multimedia studio). The benefits of the NPO were evident across all faculties - all faculties were involved in the transformation of courses to Moodle and e.g. FM upgraded the marketing lab, FFA equipped a new finance

lab, FIS integrated practitioners into teaching and created a data-driven learning environment. VŠE issued the first microcertificates to participants of lifelong learning courses, and courses are registered in the online course catalogue.

In 2024, the NPO Sustainable Education and Environmental Development (SEED) project was developed, acquired and launched under the coordination of the Project Office. The project is also commented on in Chapter 1 and is generally aimed at promoting a change in VŠE education towards sustainability and ecological transformation.

A significant achievement for project support was the preparation and acquisition of 2 research projects under the OP JAK call Social Sciences and Humanities: man and humanity in the global challenges of today. The project Ageing Population and Related Challenges for Health and Social Systems (AGEING-CZ) will focus on cutting-edge research with overlaps into public policy decision-making in the field of ageing of the Czech population, with a focus on the health and social sectors. The project is coordinated by Masaryk University. The Centre for Inequality and Open Society (CONOS) project, coordinated by Charles University, will focus on the challenges and applications of inequality issues, particularly in the context of technological developments and innovations in the markets for goods and services, public administration and justice.

The development of the infrastructure of the VŠE will be substantially supported by the ERDF for VŠE: Quality of the Learning Environment and ERDF for VŠE: Students with Specific Needs projects submitted in 2024 and launched on 1 July 2024. The Project Office coordinated the procurement of these very complex investment projects and thus the first contracts in 2024 could be launched already in October.

The awarded school-wide ESF+ project for VŠE: Quality and Human Resources will support VŠE to develop the skills and competences of their staff, to support students and students with specific needs through appropriate interventions that will lead to a reduction in academic failure and an increase in the quality of studies or internationalisation.

At the end of 2024, the OP JAK project Development of the Research Environment at VŠE (VyzPro) was submitted, which aims, among other things, to obtain the HR Award for VŠE and other aspects of the strategic management of the development of the research environment at VŠE.

Cooperation with the faculties is also matrixed in the Project Activity Working Group, where the project agenda is coordinated under the leadership of the Vice-Rector for Development and Corporate Relations. Compared to 2023, 1.7 times more research projects have been submitted by faculties - a total of 54 projects have been submitted. It was also possible to build synergies within the School, and the first coordination project from the Horizon Europe programme was launched at the VŠE in cooperation between the Project Office and OVV.

ESF+ UNIVERSITY-WIDE PROJECT AWARDED TO VŠE



DIGITAL TRANSFORMATION AND SECURITY STANDARDS AT THE SERVICE OF THE SCHOOL



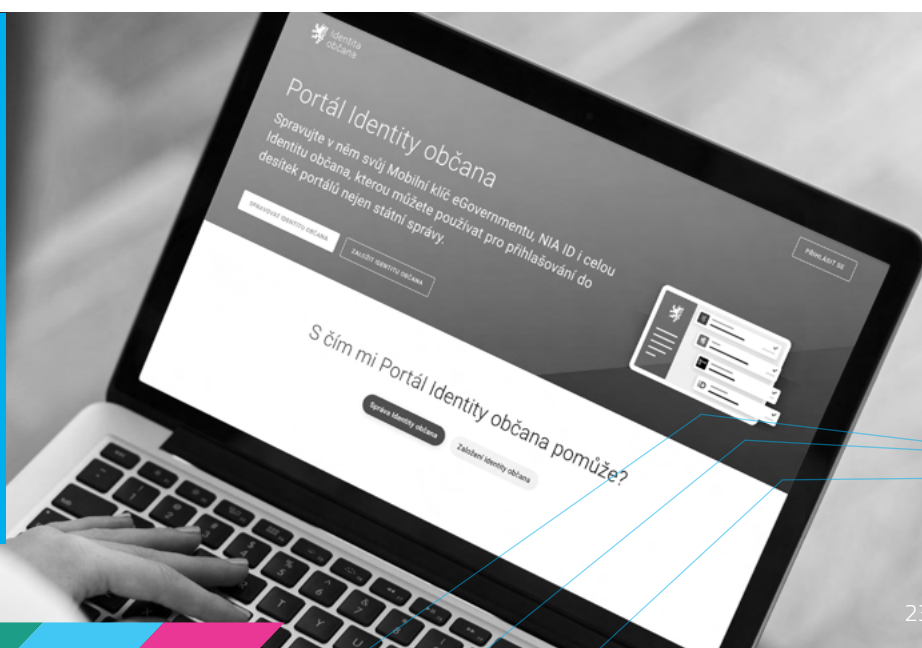
In the context of the successful digital transformation of the VŠE, cybersecurity and data protection is a major, and increasingly important, challenge. This area is focused on the following areas:

- Active protection of the data and cyberspace of the VŠE,
- an up-to-date, functional and tested IS disaster recovery plan,
- conceptual development and testing of knowledge and awareness of all users of the VŠE cyberspace.

Year 2024 focused on describing the procedures and activities examined in the recovery of infrastructure and ICT services after a total IS disaster in the previous period. The implementation of the developed concept of technological infrastructure recovery for the modernization of the central backup of the VŠE was underway, including the modification of backup and data recovery procedures with clear identification

of parts of the recovery procedures for automation. This has significantly improved the technological capabilities to improve data recovery, enabling efficient recovery and enhancement of procedures with new recovery scenarios and type of crisis situations in the VŠE environment with minimization of manual activities. This fulfills the conceptual goal of increasing backup security. The VŠE is working to address crisis scenarios such as the loss of a backup site. All of the process changes implemented above are based on the identification of the Integrated Student Information System (InSIS) as a Significant Information System under the Cybersecurity Act. Positive benefits are confirmed in the implementation and enforcement of multi-factor authentication for users logging into InSIS or the Office 365 environment. Users can also log

**INSIS CAN NOW BE
ACCESSED BY USERS
USING A CITIZEN
IDENTITY**





ENHANCING CYBERSECURITY AWARENESS AMONG VŠE USERS REGARDING POTENTIAL THREATS

in to InSIS using their citizen identity. Also in 2024, work was done to optimize the security infrastructure and harmonize the detection capabilities of security systems to detect early symptoms of security attacks at the VŠE. The security infrastructure and procedures to detect anomalies were tested by an „external“ penetration test.

Activities to raise security awareness of cyber threats to VŠE users were successfully implemented and a conceptual design for security education was developed. The VŠE has maintained a tradition of security awareness screening and a test educational phishing campaign was conducted at the beginning of the 2024 winter term targeting first year students, followed by a test campaign targeting upper year students and a staff screening for cyber threats at the end of 2024.

Another strategic priority is the digitization of teaching, science and research agendas. This area is focused on 2 strands within the development of InSIS:

- „paperless“ and efficient processes and activities,
- cashless payments.

In 2024, the following functionalities have been implemented as part of the conceptual development of the InSIS study system, among others: electronic signing and sealing of documents generated from InSIS, automatic validation of documents in the admission procedure, connection of InSIS to the national online course catalogue, creation of support for the creation of micro-certificates for graduates, digitalization and streamlining of processes in Ph.D. studies, support for registration and online payment for courses, digitization of thesis defenses and state final examinations, connection of InSIS to the basic registers, creation of an agenda to support the verification of prior learning.

Another strategic priority is the promotion of flexible forms of teaching. In 2024, the LMS Moodle system was operated in routine mode while maintaining all responsibilities for its maintenance and development. The management of the system continued to be the responsibility of the Informatics Centre. Its development was managed in accordance with the adopted concept and coordinated at the whole-school level. Thus, during 2024, modifications were made and several expansion modules of the system were implemented, as decided by. Among the most important ones is Proctoring, which was deployed on the test environment in the first quarter of 2024, and ported to the production environment in the third

quarter of 2024. Another important module that was implemented as part of the development is Turnitin, a tool for detecting plagiarism and for assessing student work. In addition, the Mass action block and VPL functionalities were installed at the request of the lecturers. Throughout 2024, modifications to the system, which were dealt with on a contractor basis, included modifying the tile display of courses, the ability to user-select preferred courses with their preferred display and changing the order of topics in courses. On the basis of user requests from teachers, the conversion of test databases from InSIS to LMS Moodle was solved. Towards the end of the year, the process of preparing a schedule for the transition to the new version of LMS Moodle, i.e. from the current version 4.1 to version 4.5, was started, with implementation planned for the summer of 2025.

Another important strategic priority for the University is to create successful conditions and prerequisites for data-driven decision-making at the University. In 2024, the requirements from the following areas determined the development of the Data Analytics of the VŠE:

- Teaching and Quality Management,
- Cybersecurity and ICT service management,
- science and research publishing.

The prototype reports for Student Surveys and Pedagogical Performance were upgraded to the level of online reports. A new area of data analytics and reporting has been added to the certification domain, so far in the initial project focused on AACSB accreditation reporting. This synergistically supports the development of the functionality of the VŠE Data Platform, the development of Data Governance processes and the expansion into new analytical domains in the Informatics Centre. Within the area of science and research, dedicated activities focused on Data Governance have been initiated, specifically on the systematic description of primary data sources and the development of prototype analytical outputs. At the same time, the implementation of a visual platform for publishing output reports towards the

general public has been launched, with the potential to extend towards open data as well. Work continues on automating data processing and integrating it effectively into the university's data infrastructure, including linking it to the collaboration and document sharing systems used within the school's internal environment.

In support of the implementation of Data Governance, Knowledge Models are continuously updated in the Knowledge Management Environment to manage information resources and their links to the processes of the VŠE or the technological components of the Informatics Centre. In particular, these are Data

Models related to the operation and management of the VŠE Data Platform.

In 2024, the cooperation with students in the field of data analytics was successfully developed through an internship program aimed at solving practical tasks with an overlap into the Big Data area in the domain of cyber security and Data Governance within the internal processes of the VŠE. The high level of student involvement is also reflected in the fact that more than half of these tasks serve as the basis for the preparation of master theses. This trend confirms the growing interest of students in applied analytics and practical experience with real projects implemented in the Computer Science Centre environment. Therefore, the Center plans to continue its active role as a coordinator of student participation in the School's strategic data initiatives.

DATA MODELS RELATED TO THE OPERATION AND ADMINISTRATION OF THE VŠE DATA PLATFORM

ENERGY EFFICIENCY AND SMART PROCESS MANAGEMENT AT THE VŠE



In addition to the improvement of the learning environment from the earmarked funds of the National Recovery Programme (e.g. Investment actions in the field of energy saving and safety continued (modernisation of the evacuation radio and electronic fire protection system in the Rajská and Italská buildings, panic buttons at emergency exits, extension of the surveillance camera system in the JM building). The entire Blanice dormitory in Jižní Město underwent insulation and replacement of the air conditioning system. The evacuation public address system, fire alarm system and access system were upgraded in the Palach part of the dormitory.

In 2024, the VŠE participated in a coordinated development project within the Programme for the Support of the Development of Higher Education Institutions of the MŠMT entitled „Development of Economic Applications of Higher Education Institutions in 2024“, which was mainly

related to the development of an economic information system in order to reduce the administrative burden on the VŠE staff. Within the framework of the project, the cooperation of VŠE's continued on the development of computerization of agendas and processes in the area of property and purchasing records (purchase orders and invoice liquidation lists). The project included the implementation of the order request module in the VERSO application and the liquidation of invoices received and their electronic approval.

**INVESTMENT
PROJECTS FOCUSED ON
ENERGY EFFICIENCY
IMPROVEMENTS**





DEVELOPMENT OF HIGHER EDUCATION ECONOMIC APPLICATIONS IN 2024

The project also addressed the unification of the generation of approvers across information systems to ensure financial control and labor requirements. For circulation within the OOD, implementation work continued on the invoice approval agenda and the electronic invoice request went live in the first half of 2024. Furthermore, in 2024, electronically approved asset transfers were introduced into routine operation, reducing the administrative burden on faculty staff who previously carried out these transfers in the economic system on the basis of paper transfers. The development of an electronic OOD contract registration form was completed in collaboration with the contractor and is expected to be launched in the first half of 2025.

In early 2024, due to the impact of legislative changes on the payroll and HR system, the electronic processing of agreements held outside the employment relationship was made operational, including the preparation of summary reports of agreements paid. In addition, adjustments were made to the payroll and HR system settings in order to launch electronic attendance at FMJH.

The HR portal, accessible from zam.vse.cz, was connected to single sign-on via the campus-wide secure multi-factor authentication Microsoft 365, making it easier for employees to access HR and payroll information at the same time.

At the end of 2024, analytical work was started on the modification of the payroll system in relation to the preparation of electronic teleworking („home office“) contracts in accordance with the forthcoming update of the VŠE Work Code.