



# ANNUAL REPORT

ON THE ACTIVITIES OF THE PRAGUE UNIVERSITY  
OF ECONOMICS AND BUSINESS FOR THE YEAR 2025

PRAGUE, JUNE 2026



## Foreword

The Annual Report on the Activities of Prague University of Economics and Business (the VŠE) for the year 2025 has been prepared in accordance with the provisions of the Higher Education Act No. 111/1998 Coll., and on amendments and supplements to other acts (the Higher Education Act), as amended (hereinafter referred to as the "Act"), and in accordance with the framework guidelines issued by the Ministry of Education, Youth and Sports of the Czech Republic. The VŠE Board of Trustees did not request any further information pursuant to Section 21(2)(d) of the Act.

The Annual Report of Prague University of Economics and Business for the year 2025 was discussed by the Rector's Board on 14 April 2026, subsequently reviewed by the Scientific Board on 30 April 2026, approved by the Academic Senate on 18 May 2026 and finally discussed by the Board of Trustees on 19 May 2026.

The VŠE Annual Report for 2025 is available on the VŠE website (<https://www.vse.cz/english/about-vse/profile/annual-reports/>).





# List of selected abbreviations

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AACSB	Association to Advance Collegiate Schools of Business
ESF	European Social Fund
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 Administration
FE	Faculty of Economics
InSIS	Integrated Study Information System
LMS	Learning Management System
NPO	National Recovery Plan
OP JAK	Jan Amos Comenius Operational Programme
OVV	Science and Research Department
SEED	Sustainable Education and Environmental Development
VŠE	Prague University of Economics and Business





# MAIN SECTION



# Contents of the main section of the VŠE Annual Report for 2025

1	SYSTEMATIC DEVELOPMENT OF A MODERN AND FLEXIBLE UNIVERSITY: DIGITISATION OF PROCESSES AND THE DEVELOPMENT OF COMPETENCIES .....	12
2	DYNAMIC DEVELOPMENT OF RESEARCH AND SCIENTIFIC EXCELLENCE .....	15
3	GLOBAL PARTNERSHIPS AND A STRONGER INTERNATIONAL PROFILE FOR VŠE .....	17
4	STRATEGIC PROJECTS AND COMMUNICATION FOR AN OPEN AND MODERN VŠE .....	19
5	DIGITAL TRANSFORMATION AND SECURITY STANDARDS IN THE UNIVERSITY'S SERVICES .....	23
6	MODERNISATION OF THE CAMPUS ENVIRONMENT .....	25



# VŠE Rector's Foreword



The year 2025 marked the final year of the period during which Prague University of Economics and Business implemented its strategic plan for 2021–2026. The University completed the fulfilment of its key strategic priorities and achieved significant progress in all areas of its activities.

VŠE and its faculties successfully adapted to the amendment to the Higher Education Act, which required a comprehensive review of both university and faculty internal regulations. This process did not merely entail compliance with legislative requirements, but served as a catalyst for the systematic modernisation of study processes, the streamlining of administration, and the further development of digital services for students, applicants and staff. The ongoing digital

transformation has become not only a tool for operational efficiency, but also a key pillar for the further development of the quality and flexibility of education.

VŠE has also made significant progress in the field of science and research. The improved evaluation of VŠE according to the Methodology for the Evaluation of Research Organisations in the Higher Education Segment 2025+ confirmed the university's long-term efforts to enhance the quality and excellence of its research activities and their societal impact. Emphasis was also placed on modern forms of communication and the presentation of academic work to both the professional community and the wider public.

At the same time, the transformation of doctoral studies continued, with the aim of creating a high-quality, internationally competitive environment that supports young scientists and researchers, including adequate financial support during their studies.

Internationalisation remained one of VŠE's key priorities, and in 2025 this was reflected in a high number of study visits and work placements abroad, as well as in the strengthening of the international visibility of the university and its academics.

An integral part of VŠE's development was also the further modernisation of infrastructure, improving the quality of the teaching environment, and promoting sustainability, safety and barrier-free access to campuses. Together, these activities contributed to enhancing the quality of education, improving working and study conditions, and fulfilling VŠE's long-term vision as a modern, open and respected university. Sincere appreciation was expressed to all who contributed to this.

In the second half of 2025, a new strategic development plan for the university for the years 2026–2030 was drawn up. VŠE enters this period as a modern, internationally recognised university. The results achieved so far confirm that VŠE is well-placed to further develop its strategic pillars – excellent education, internationally recognised research, societal impact and digital transformation.

At the same time, the University is aware of the dynamic nature of global challenges, in particular the rapid development of artificial intelligence, pressure for sustainability and growing national and international competition. In order to fulfil all its ambitious plans, this will require not only close cooperation between all its departments and constituent parts, but above all the enhancement of the competencies of the entire academic community.

A handwritten signature in blue ink, appearing to read 'Petr Dvořák', written over a light blue horizontal line.

In Prague, 21 April 2026, doc. Ing. Petr Dvořák, Ph.D., VŠE Rector

# SYSTEMATIC DEVELOPMENT OF A MODERN AND FLEXIBLE UNIVERSITY: DIGITISATION OF PROCESSES AND DEVELOPMENT OF COMPETENCIES



In 2025, Prague University of Economics and Business responded flexibly to the amendment to the Higher Education Act and carried out a comprehensive review of its internal regulations to ensure compliance with the new legislative requirements and the institution's strategic objectives. This process was not merely a formal revision of documents, but became an opportunity for the systematic modernisation and simplification of academic processes. The revision of regulations was closely linked to the technological development of information systems, which enabled a further significant shift in the digitisation of study administration. Digitalisation has become not only a tool for operational efficiency, but also a key pillar for the further development of the quality and flexibility of education. Following the amendment to the Higher Education Act, VŠE issues all decisions in digital form via the InSIS information system, and students and applicants can also submit all applications to VŠE digitally. As a highly visible element of digitisation,

VŠE has introduced the electronic diploma (eDiploma) and the electronic diploma supplement (eDS). Graduates have access to their final documents shortly after completing their studies, in both Czech and English versions, directly within InSIS. The electronic format complements the traditional printed diploma and offers graduates practical benefits when entering the labour market both at home and abroad.

This was followed by further systematic development of flexible and modern forms of teaching. The migration of courses to the Moodle LMS environment continued, and its functional integration with key study processes was enhanced. By the end of 2025, a total of 578 courses were available to VŠE students in the Moodle LMS, meaningfully complementing face-to-face teaching and combining study materials, tests, interactive tasks, games and content created using H5P tools. In 2025, the Turnitin Feedback Studio service was also newly implemented in Moodle to provide more effective feedback on written work, plagiarism checks and the detection of AI use, and a modern set of educational tools, FeedbackFruits, was also piloted. E-learning support for teaching is gradually becoming the standard across faculties and contributes to standardising the quality of the student experience. The technological environment was further stabilised and expanded to provide a reliable and secure infrastructure for new teaching methods, including tools for providing high-quality feedback and verifying learning outcomes. Flexibility in teaching was understood not merely as an organisational measure, but as a shift in pedagogical approach towards greater individualisation of the learning journey, student engagement and the development of their independence. In this context, innovative forms of work, the use of ongoing formative feedback and the analysis of data on academic progress were supported. Further changes to the physical campus environment will follow in the coming period.

Significant attention was paid to promoting academic integrity and the ethical use of digital technologies, including tools based on artificial intelligence. Procedures to prevent unethical behaviour were put into practice, and methodological support for teaching staff in working with new technologies was strengthened. At the same time, measures were taken to mitigate the impact of inequalities in academic achievement, particularly through support for students with specific needs in the use of distance and blended learning elements.

The modernisation of the teaching environment was closely linked to the development of the quality assurance and internal evaluation system. In 2025, the content of evaluation reports was further developed and the analytical component strengthened through the wider use of data. As part of faculty evaluations, full use was made of the tools of the InSIS accreditation module and data analytics based on XML exports of accreditation forms. The analytical tools developed enable the continuous monitoring of study programme parameters and systematic support for accreditation processes. At the same time, programme guarantors received training on the new requirements of the AACSB standard in the area of Assurance of Learning, which contributed to greater transparency and comparability of learning outcomes, as well as to further improvements in the management of study programmes. The development of data analytics has made it possible to better identify the strengths of individual programmes as well as areas requiring targeted support, thereby strengthening strategic decision-making at both management and faculty levels.

Another key area was the review of the study workload and the strengthening of the link between study and practical

**FOLLOWING THE  
AMENDMENT TO THE  
HIGHER EDUCATION ACT,  
WE COMMUNICATE WITH  
STUDENTS DIGITALLY AND  
ISSUE E-DIPLOMAS**



experience. Following on from the activities of the OP JAK project, an evaluation of academic failure rates was carried out, alongside the development of talent management and the coordination of the implementation of the practical training module within the InSIS information system. These measures contributed to better targeting of support activities and to increasing the relevance of studies for graduates' future careers. In parallel, the portfolio of lifelong learning was expanded and the infrastructure for delivering online courses was strengthened, thereby further opening the university to the public and employers. Thanks to the NPO Green Deal project, the development of competencies in the field of sustainability and ESG was also a cross-cutting priority. In line with the sustainability strategy, the competencies of both students and teaching staff in the field of sustainability were systematically supported. The theme of sustainability was integrated into teaching and the development of study programmes so that graduates would be prepared to respond to the changing demands of the labour market and society. This was not merely a matter of updating course content, but of fostering a broader 'sustainable mindset' – that is, the ability to perceive economic, social and environmental contexts in their interdependence. Sustainability was also reflected in institutional development and strategic management, thereby strengthening its role as a long-term value orientation for the university.

The third key area was the systematic development of teaching competencies among academic staff. Internal training, the sharing of good practice and the building of communities of teaching practitioners across faculties continued. The pilot deployment of the FeedbackFruits tool

and the full implementation of Turnitin Feedback Studio were accompanied by methodological support focused on the effective provision of feedback, working with learning outcomes, and the design of blended-mode courses. A motivational framework was established to encourage the use of e-learning and modern pedagogical approaches, which contributed to a higher level of staff engagement and the consistent quality of course transformation. The development of teaching competencies was conceived as a long-term process that combines methodological support, technological tools and community-based sharing of experiences, thereby creating a stable foundation for further innovation in teaching.

The VŠE Academic Centre also plays a significant role in the systematic development of pedagogical competences through its involvement in the project 'Support for Expert Capacities for the Development of Teaching at Universities' (PEKRVŠ). This three-year project focuses on developing experts in university teaching, building a learning community and strengthening inter-university cooperation. In 2025, two staff members working in the field of teaching quality development and human resources were involved in the project; they commenced specialised training in micro-certificate programmes focused on the roles of educational developer and e-learning lecturer. At the same time, there is active participation in professional meetings and a working group that supports the sharing of good practice and the creation of a long-term sustainable strategy for the development of expert capacities at universities. The project thus contributes to the professionalisation of teaching support at VŠE, to strengthening the professional identity of education experts, and to the systematic transfer of acquired know-how into university practice.

**578 COURSES IN LMS MOODLE,  
FEEDBACKFRUITS AND TURNITIN  
FEEDBACK STUDIO IMPLEMENTED**

# DYNAMIC DEVELOPMENT OF RESEARCH AND SCIENTIFIC EXCELLENCE



In 2025, VŠE received a B rating – very good – under the 2025+ Methodology, representing a significant improvement on the C rating – average – achieved five years earlier. This rating is evidence of the improving scientific and research activities at VŠE and confirmation that the chosen direction towards enhancing research excellence and its societal impact is correct.

The year 2025 was significant for Prague University of Economics and Business in terms of the development of scientific and research activities. VŠE was involved in a total of 17 international research projects. Key projects continued under the Horizon Europe programme: EuroHub4Sino (FIR), focused on developing a digital platform bringing together knowledge about contemporary China, and REMAKING (FBA), concentrating on research into the socio-economic impacts of remote working. The METAMORPHOSIS project (FIS) focused on the popularisation of science. The Onto-DESIDE project

(FIS) was successfully concluded. At the same time, VŠE continued to coordinate the RIS4SEB project, which was established in collaboration between the Office for Science and Research (OVV) and the Project Office, with the aim of creating synergies among Central European business schools between directly and indirectly managed EU programmes. The portfolio of international projects was further expanded in 2025 to include two COST (FIS) projects and the ZEEUS (FPH) project, which focuses on supporting social and climate-neutral entrepreneurship. A total of 41 applications for international projects were submitted in 2025, representing an increase of more than 40% compared to the previous year.

As part of national grant competitions, Prague University of Economics and Business, Prague has launched six projects funded by the Czech Science Foundation. These projects are: Block Building and (Non-) Continuity: Cross-border Links and Transformations of Industrial Enterprises in Eastern Central Europe and China, 1945–1960 (FE), Dynamic Ranking and Scoring Models (FIS), SME Innovation through the Lens of Dynamic Capabilities: The Role of the Dominant Coalition (FBA), International Relations and the Great Immunological Transformation: Adapting Thought and Practice to the Challenges of the Anthropocene (FIR), Strategic Moralising in Organisations: Experiments in the Laboratory and Virtual Reality (FBA) and The Transformation of the EU Neighbourhood and Related Changes in Mutual Energy Dependence (FIR). From the TA CR projects, VŠE secured two new projects: Monitoring and analysis of climate disinformation using multidimensional GIS (FIS) and The transformation of energy consumption as a path to the development and efficient use of renewable energy sources (FPH). VŠE is also a co-investigator on two new TWIST projects of the Ministry of Industry and Trade. Under the OP JAK, two major research projects were launched – AGEING-CZ and CONOS, focusing on the challenges of an ageing population and issues of social inequality. Furthermore, the project 'Development of the Research Environment at VŠE' was launched, aiming to secure the HR Award and related improvements to the research environment at VŠE. Implementation continued on the OP JAK project to improve the infrastructure of doctoral study programmes. The "VŠE Returns" project was submitted and awarded, focusing on mitigating the impact

of career breaks on the professional prospects of researchers.

Furthermore, a total of 24 contract research projects were carried out on behalf of VŠE, with the largest contracts within VŠE including projects for Škoda Auto, ORLEN Unipetrol RPA, Market Vision, OMV Czech Republic, the VIZE O Platform, the CNB, and the preparation of the Strategic Development Plan for the City of Jindřichův Hradec.

The year 2025 was also successful in terms of publishing activity. The number and proportion of articles published in journals in the top decile and quartile continued to grow. Further articles were accepted for publication in journals in the most prestigious FT50 ranking. Doctoral students also achieved significant results, publishing in prestigious journals. Publication successes were supported by a system of financial contributions for conference trips, summer schools and research placements abroad. VŠE also developed systematic support for scientific and research work. Research seminars were held, aimed primarily at junior researchers, as well as seminars for supervisors. A monthly newsletter was published featuring current calls for proposals and grant opportunities. As part of the Rector's Award, the best publications and research outputs with significant societal impact were recognised in 2025. The implementation of incentive measures under the Support Catalogue continued, focusing on internationalisation, support for teams of excellence, and the recognition of authors for exceptional achievements in science and research.

In 2025, ten habilitation procedures and four procedures for the appointment of professors involving internal staff at VŠE were successfully completed. A new Evaluation Methodology began to be applied in habilitation procedures and procedures for the appointment of professors at VŠE. Preparations continued for the transformation of doctoral studies in connection with the amendment to the Higher Education Act, leading to the revision of VŠE's Study and Examination Regulations and Scholarship Regulations. In addition to the aforementioned support for mobility, nine outstanding international doctoral students and two postdoctoral researchers were supported by special scholarships during 2025.

**VŠE RECEIVED A B RATING  
VERY GOOD  
UNDER THE NATIONAL  
METHODOLOGY 2025+**



## GLOBAL PARTNERSHIPS AND A STRONGER INTERNATIONAL PROFILE FOR VŠE



Internationalisation is one of VŠE's main priorities and has long been one of its greatest strengths. In 2025, VŠE sent a total of 1,215 students to 56 countries, of whom 1,095 undertook a semester-long study placement abroad and 120 went on work placements. To fund these trips, VŠE utilised not only funds from the Erasmus+ programme but also funds from the Scholarship Fund for Student Trips Abroad. Students have the opportunity to study at prestigious universities in the USA, Canada, Australia, Latin American countries or Asian countries, where tuition fees are high. However, thanks to exchange programmes, students can study there free of charge, with additional financial support from VŠE, which represents significant added value for them.

In addition to traditional semester-long study abroad programmes, seven Blended Intensive Programmes (BIP) were implemented in 2025, involving 40 students. These projects, which combine face-to-face and virtual teaching, are funded by the Erasmus+ programme and offer interesting short-term mobility opportunities.

In 2025, VŠE hosted a total of 72 visiting academics from 24 countries (the majority of courses were taught by lecturers from the USA, Germany and France). Thanks to the visiting professors programme, VŠE students had the opportunity to gain insights from leading international experts, familiarise themselves with different teaching styles and put their language skills to use. Almost 800 students came from abroad to study at VŠE, where they were able – together with VŠE students – to take advantage of the 360 courses taught in English.

In 2025, VŠE continued to support Ukrainian students and Ukrainian partner universities. A total of 18 students were involved in the programme to support Ukrainian students, including 12 refugees who began studying at VŠE in 2022, and 6 freemovers from Odessa National Economic University. Credit mobility projects (KA171) funded by the Erasmus+ programme were successfully implemented with this university and with the University of Zhytomyr.

International staff mobility at VŠE mainly took the form of teaching at foreign universities and participation in international conferences, training courses, job shadowing with foreign partners, and business trips aimed at deepening international cooperation. During 2025, more than 700 business trips were undertaken to 58 countries worldwide. Under the Erasmus+ programme, a total of 89 teaching mobility placements for academic staff were carried out in

**1,095 STUDENTS  
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programme countries, and 14 mobility placements were supported by a project focused on teaching in non-European destinations. Forty-six VŠE staff members took advantage of the opportunity for training and job shadowing supported by Erasmus+.

In terms of the international reputation of universities, a high ranking in globally recognised rankings is important. Given the significance of these rankings, VŠE, in collaboration with QS, THE and Elsevier, organised the international conference “CEE Universities Ranking Strategies” in November 2025, which was attended by representatives from a total of 39 universities from the Czech Republic, Hungary, Poland, Slovakia and Romania.

In the QS World University Rankings by Subject, Prague University of Economics and Business, was ranked in the 201st–250th band (1st in the Czech Republic), in the field of Business & Management Studies it ranked in the 251st–300th band (1st in the Czech Republic) and in the field of Economics and Econometrics it ranked in the 351st–400th band (2nd in the Czech Republic behind Charles University).

In the Financial Times European Business School Ranking 2025, VŠE ranked in the TOP 50 (achieving an excellent 48th place) and in the FT Master in Management Ranking 2025, it ranked 17th in the world. In the Eduniversal 2025 ranking, VŠE has defended its position as the best business school in the Eastern European region for the sixteenth time.

**TOP 50 IN THE FINANCIAL  
TIMES EUROPEAN  
BUSINESS SCHOOL  
RANKING 2025**



## STRATEGIC PROJECTS AND COMMUNICATION FOR AN OPEN AND MODERN VŠE



The year 2025 was a year of brand consolidation, enhanced international visibility and further professionalisation of communication for VŠE. Systematic work in the areas of marketing, media and content creation contributed to a clearer definition of the university's position as a modern business university with a strong practical focus and the ambition to continue developing as the best business university in Central and Eastern Europe.

The VŠEpedice programme remained a key recruitment tool, recording record participation in 2025 and a continuously growing demand from applicants. The programme also maintained high ratings from participants, confirming its stable position as a key university-wide platform for communicating with prospective students. VŠE also expanded its presence at public engagement events – at the VědaFest festival, new presentation formats were used, leading to higher attendance compared to the previous year and a more effective outreach to the

younger generation. VŠE also traditionally took part in Researchers' Night and offered a wide range of public engagement lectures, including a programme for parents with young children.

The main communication milestone of 2025 was the first TEDx event held in English on the VŠE campus. The event welcomed 400 participants in person, with approximately 300 additional viewers watching the live stream. Thirteen speakers, comprising both academics and alumni, presented topics with practical applications and an international focus. TEDx significantly supported the development of storytelling among academic staff, bridged the gap between the academic sphere and the professional world, and simultaneously strengthened VŠE's research brand abroad. The event's English-language format contributed to the university's international profile and supported the strategic goal of increasing the visibility of its experts and graduates on a global level.

In the area of international marketing, a coordinated communication strategy yielded concrete results – through its activities, VŠE recorded a 40% year-on-year increase in the number of applications from abroad. This result confirms the effectiveness of systematically presenting the university as an open and self-assured international institution.

Media communications further strengthened their stability and scope. VŠE established itself as a reliable partner for journalists when commenting on economic and social issues. The number of media appearances and the volume of published texts increased year-on-year once again. Experts from VŠE appeared regularly on Czech Television (particularly on ČT24) and their comments appeared in *Hospodářské noviny*, on the iHNed.cz portal, and in the media outlets Hrot, Echo, Seznam Zprávy and iDNES.cz. This systematic media presence further strengthens VŠE's public role as a respected authority in the fields of economics, management, business and public policy.

On social media, there was a shift towards more in-depth and thematically grounded communication. Greater emphasis was placed on presenting the specialist topics VŠE focuses on and on sharing useful, educational content. In parallel, the visual identity was unified across platforms and brand templates were created for communication under the VŠE brand, contributing to greater consistency and recognisability of the university's outputs.

Student clubs remain an important part of university life, and VŠE actively supports their activities. These societies play a significant role in the professional, community and cultural development of students and act as a natural bridge between the academic environment and the professional world.

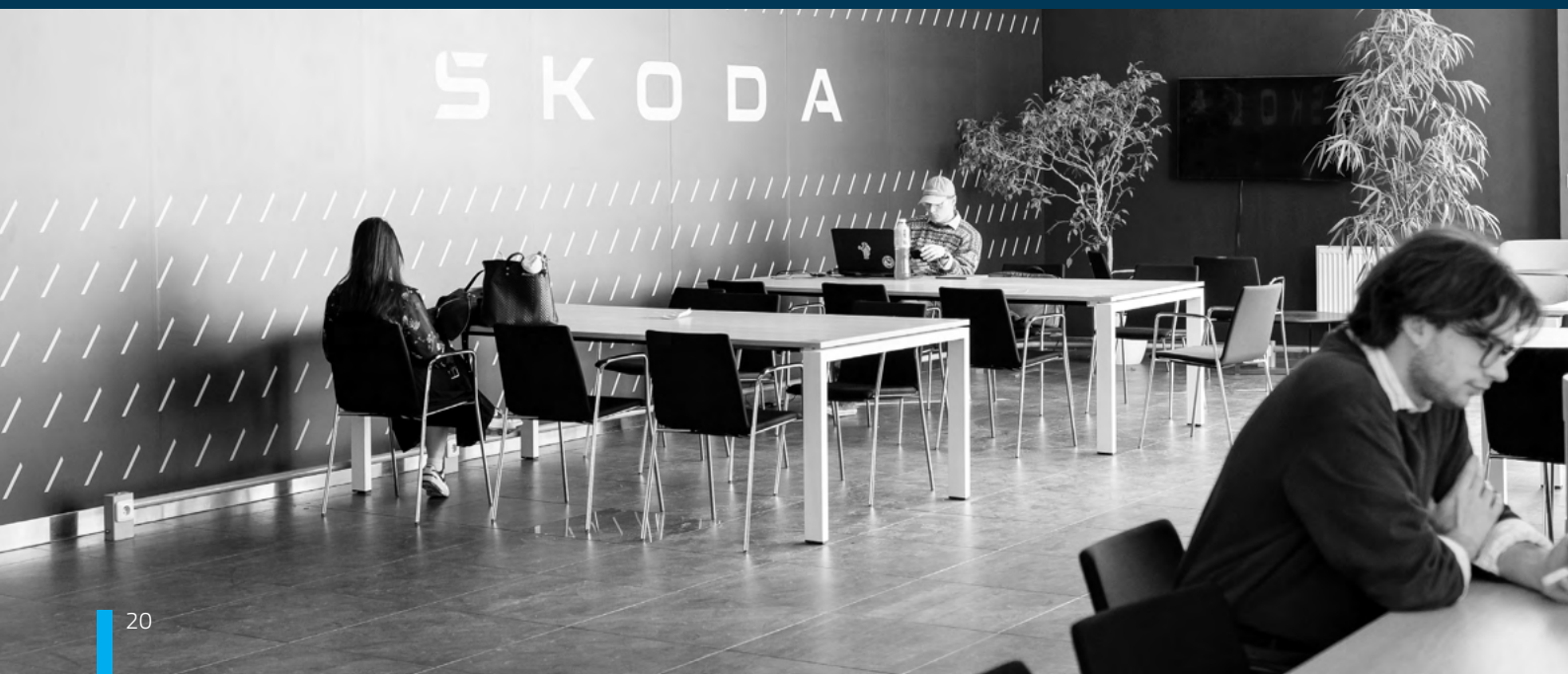
In 2025, a brand survey was also conducted, which confirmed the strong perception of VŠE as an institution with a distinct practical dimension. This positioning became the basis for the further strategic direction of communication and brand development.

Strategic communication, systematic content management, strengthening the international dimension and supporting the academic reputation have thus created a solid foundation for the continued fulfilment of VŠE's long-term priorities, which are further developed through specific projects and institutional initiatives.

In 2025, Prague University of Economics and Business continued to pursue its strategic priorities through various projects. The implementation of the NPO SEED project and the OP Z+ project 'A Diverse and Flexible Working Environment at Prague University of Economics and Business' was successfully completed; two university-wide projects were submitted, both of which were successfully awarded funding. A further university-wide project, submitted at the end of 2024, also received funding. The total funding from the awarded projects amounts to over CZK 127 million.

The 'Diverse and Flexible Working Environment at the University of Economics, Prague' project, which concluded on 30 September 2025, achieved, over its 24-month implementation period, above all the fundamental formal and systemic embedding of diversity and flexibility measures. Key management and methodological documents were created (Strategic Human Resources Management Plan, Maternity/Paternity Leave Management Strategy, related methodologies, etc.), extensive amendments were made to internal regulations (Work Regulations, Internal Pay Regulations) and the digitisation of processes continued (e-forms, checklists, HR portal).

In 2025, the NPO Sustainable Education and Environmental Development (SEED) project was



implemented under the coordination of the Project Office and successfully completed as at 31 December 2025. The project is also discussed in Chapter 1. Over the 24 months of its implementation, the project made a significant contribution to building an educational environment that helps deepen skills and accelerates the upskilling of the workforce. Two new study programmes were created, 15 courses were developed or updated, 14 continuing education courses were prepared, and pilot teaching sessions were held for them. Furthermore, a Sustainability and Green Transformation Strategy for VŠE was developed, including an Action Plan for 2026; a further 52 existing courses were slightly updated; and strategic partnerships were established. Current and future students and lifelong learners will be able to acquire the knowledge necessary for a more sustainable way of life, gain the skills required in a changing labour market, and take active steps to ensure a sustainable future. In line with the set objectives, a shift in education at VŠE towards sustainability and ecological transformation was supported.

On 1 January 2025, the implementation of two scientific partnership projects began under the OP JAK call 'Social Sciences and Humanities: People and Humanity in the Global Challenges of Today'. The project 'Ageing Population and Related Challenges for Health and Social Systems (AGEING-CZ)' focuses on cutting-edge research with implications for public policy decision-making and the ageing of the Czech population, with a focus on the health and social sectors. The project is coordinated by Masaryk University. During the first year of implementation, a high-quality team of experts was successfully established, which now also includes foreign postdoctoral researchers bringing international expertise. Activities in the area of research study design have been successfully carried out, and the first phases of data collection have been initiated or completed. The project has also strengthened its strategic position – one follow-up international grant has been submitted, and negotiations are underway to conclude a memorandum of cooperation with a foreign institution, which will further expand the project's research potential.

The Centre for Inequality and Open Society (CONOS) project, coordinated by Charles University, focuses on challenges and practical solutions relating to inequality, particularly in connection with technological development and innovation in goods and services markets, public administration and the judiciary. During the first year of the project's implementation, a team of experts was successfully established, which was further strengthened by foreign postdoctoral researchers, thereby increasing the project's international expertise. Work continued on the detailed design of the planned studies, preparations were made for data collection, and the first phases of the actual data collection were carried out. The project also began to be presented in an international context – preliminary results were presented at the first international conferences.

The development of VŠE's infrastructure in 2025 was significantly supported by the implementation of the ERDF projects for VŠE: Quality of the Learning Environment and ERDF for VŠE: Students with Special Needs. Key investments were completed across the university's various buildings during the year. In the Old Building, the ventilation and cooling system on the 3rd floor was expanded. In the New Building, the refurbishment of Lecture Theatre A was completed, including new furniture. In the Jižní Město building, Lecture Theatre JM 104 was modernised, including new furniture. In the Italian Building, new modular classrooms M2 and M3 were constructed, including structural alterations and fittings. Furthermore, new aids and equipment for physical education lessons were purchased, and Turnitin software was acquired to check the originality of students' work. At the Faculty of Management in Jindřichův Hradec, a new CCTV

**VŠE SECURED PROJECTS  
WORTH OVER 127  
MILLION CZK**

system was commissioned and the decorative features of the auditorium were refurbished. As part of support for students with specific needs, new premises for support centres were completed in the Old Building, the New Building and in Jižní Město, including the necessary structural alterations and furnishing. A new wheelchair-accessible lift was installed in the VŠE Library premises, and new modules of the InSIS information system designed for the registration and management of students' specific needs were put into operation.

In another infrastructure project, 'Development of the infrastructure facilities for doctoral study programmes at VŠE in Prague', activities continued in 2025 aimed at modernising the teaching and research environment for doctoral students. Software tools supporting research, analytical and publishing activities were acquired or progressively activated, notably Colab Pro, Elicit, ChatGPT, ArcGIS, SurveyMonkey, Overleaf, Covidence and GitHub. At the same time, access to the software tools SPSS, Stata and Atlas.ti was systematically expanded across the university.

## A SURVEY CONFIRMED THE STRONG PRACTICAL FOCUS OF THE VŠE BRAND

On 1 January 2025, the implementation of the university-wide ESF+ project for VŠE: Quality and Human Resources also commenced; in its first year of implementation, this project contributed to the modernisation of the institutional environment and the improvement of the quality of education. Key milestones included the preparation of methodological frameworks for staff development. Work with students focused on measures to reduce dropout rates based on data analysis, on the development of talent management, and on strengthening internationalisation through new doctoral courses in English. At the same time,

diagnostic tools for students with special needs were updated and the digital library of study materials was significantly expanded.

In September 2025, implementation began on the OP JAK project 'Development of the Research Environment at VŠE' (VyzPro), which aims, among other things, to secure an HR Award for VŠE and to address other aspects of the strategic management of the research environment at VŠE. In 2025, the project was formally launched, its management and implementation structure were established, and specialist and administrative activities commenced. Working and expert groups responsible for individual areas of the project were established, coordination of their activities commenced, and mechanisms for internal communication and management were put in place. At the same time, analytical and preparatory work aimed at fulfilling the project's key objectives was initiated.

The OP JAK VŠE Returns project was also prepared and secured. The project focuses on mitigating the impact of career breaks on researchers' professional prospects and career progression through return grants, administrative and mentoring support, and a data steward. Eight return grants will be implemented, and a Programme for Researchers on Career Breaks will also be launched, comprising training, coaching and involvement in research groups. The aim is to facilitate a return to VŠE and to establish long-term support processes for researchers.

Collaboration with the faculties continues within the Project Activities working group, where the project agenda is centrally coordinated. In 2025, a total of 31 project applications were supported. Staff at the Project Office continued to foster synergies within the university through collaboration with the Office for Science and Research (OVV) and by contributing to the management of the first Horizon Europe coordination project at VŠE.

## DIGITAL TRANSFORMATION AND SECURITY STANDARDS IN THE UNIVERSITY'S SERVICES



2025 was a year of successfully continuing the digitisation of processes and agendas. The development of the InSIS study information system was significantly influenced primarily by the amendment to the Higher Education Act. In addition to the development and changes related to this amendment, the development of international agendas was implemented in InSIS, not only in the area of Erasmus Without Paper. Further development activities within InSIS concerned the transnational Single Digital Gateway (SDG) project and the integration of SDG with InSIS. Given the ongoing digital transformation of administrative processes via InSIS, it was essential to significantly strengthen InSIS's digital resilience against cyber threats, not only by improving the two-factor authentication setup process but also by gradually enhancing tools for detecting cyber events and incidents. Following the successful deployment of the Moodle LMS, which is integrated with the study system, the LMS was already operating in a stable

and fully routine mode by 2025. The development and strategic direction of the Moodle LMS continued to be managed centrally at university-wide level in 2025. During 2025, the implementation and optimisation of selected Moodle LMS extension modules took place, taking into account the needs of teaching, the assessment of academic results, and the user experience of both students and

**DIGITAL  
TRANSFORMATION AND  
DIGITAL RESILIENCE**





lecturers. At the same time, the transition to a higher version of Moodle was successfully carried out without disrupting teaching or studies.

To support the strategic goal of a data-driven university, development activities were carried out in the field of data analytics and reporting to ensure coordinated activities in data governance, knowledge management and business intelligence at VŠE, focusing, among other things, on AACSB reporting and innovations in student survey reports.

The development of the information infrastructure of ICT services focused on strengthening data recovery capabilities and implementing disaster recovery procedures (DRP). At the same time, the development of the ICT services' network infrastructure continued, as did the improvement of the wireless network to support teaching spaces.

As part of VŠE's ongoing digitalisation, cyber security and data protection remain a permanent strategic priority. This area was again focused on:

- the active protection of VŠE's data and cyberspace,
- an up-to-date, functional and tested plan for the recovery of information systems following a disaster or cyberattack,
- systematic development and testing of user awareness of all users of VŠE's cyberspace.

Activities to raise security awareness among VŠE users regarding cyber threats were successfully implemented in accordance with the adopted Concept of Security Education at VŠE. At the same time, as part of efforts to raise users' awareness of cyber security, several organised phishing educational test campaigns were again carried out, targeting first-year students, followed by students in higher years, and finally all staff.

Prague University of Economics and Business (VŠE) Cybersecurity Committee coordinated cybersecurity requirements and measures, and regularly reviewed information on reported issues, detected attacks and investigated incidents, using this feedback to improve the University's operational ICT environment.

## MODERNISATION OF THE CAMPUS ENVIRONMENT



During 2025, alongside several dozen renovation and maintenance projects, initiatives were implemented to improve the overall environment of the Žižkov and Jižní Město campuses, focusing on enhancing the quality of teaching spaces, safety and sustainability, with a priority on energy savings. Significant modernisation of access to the New Building was carried out using national funds, including the entrance gatehouse, replacement of utility networks and revitalisation of roads. During the summer holidays, the gym in the Old Building underwent a complete refurbishment and was also equipped with new sports facilities. As part of the Jan Amos Komenský Operational Programme, air conditioning with cooling was installed in the suspended ceilings of heat-exposed classrooms on the third floor of the Old Building, and some of the offices were converted and adapted for the needs of the Academic Psychological Counselling Centre and the Centre for Students with Special Needs. As part of this operational programme, a complete modernisation of the

interior, infrastructure and ventilation system of one of the lecture theatres in the Jižní Město building was also carried out, on a similar scale to the modernisation of the NB A lecture theatre in Žižkov. To accommodate interactive teaching methods, the interior of the modular classrooms, the conference area of the Academic Club and the adjacent lounge were converted into a versatile space. To ensure full barrier-free access to the library reading room, located on the mezzanine of the Old Building, the goods lift underwent a complete refurbishment and, at the same time, access from the lobby was modified. In the Jižní Město building, office spaces were adapted and equipped to meet the capacity requirements for students with specific needs.



As part of a gradual increase in security, turnstiles have been installed in the lobby of the Old Building and at the entrance gate to the New Building to control access to the Žižkov campus. In the area of energy savings and reducing the university's environmental impact, renovation of the gas boiler room in the Italská building has begun; it will be fitted with cogeneration units and supplemented by heat pumps. One of the few suitable roofs on the Jižní Město building has been fitted with the first photovoltaic panels to partially cover the site's energy consumption. At the Jarov halls of residence campus, the entrances were revitalised and secured, along with the central car park area. At the Blanice halls of residence, insulation of the entire building façade was completed.

In order to reduce the bureaucratic burden on both managerial and rank-and-file staff, electronic tools were implemented during 2025 in the following selected processes:

- Arranging a contract for remote work;
- Application for a reduction or refund of pension insurance contributions;
- Notification by a manager of a subordinate's absence;
- Internal transfer of costs/revenues;
- Instruction to re-post a document;
- Request for an order to be issued;
- Contract registration form.

## COMPLETE RECONSTRUCTION OF THE GYMNASIUM IN THE OLD BUILDING

