



VŠE Strategic plan

for 2026–2030
Prague, February 2026



FOREWORD

The Strategic Plan of the Prague University of Economics and Business (VŠE) for 2026–2030 has been prepared in accordance with Section 21(1)(b) of Act No. 111/1998 Coll., on Higher Education Institutions, and on Amendments and Supplements to Other Acts (the Higher Education Act).

The VŠE Strategic Plan for 2026–2030 was:

- discussed repeatedly at meetings of the Rector's Council on 16 September 2025, 7 October 2025 and 4 November 2025,
- presented at the Academic Plenary Assembly of the VŠE on 23 October 2025,
- discussed by the Scientific Council of the VŠE on 25 November 2025,
- approved by the Academic Senate of the VŠE on 26 January 2026,
- approved by the Administrative Board of the VŠE on 2 February 2026.

The Strategic Plan of the Prague University of Economics and Business for 2026–2030 is available electronically on the VŠE website (<https://www.vse.cz/english/about-vse/profile/long-term-strategic-plan/>).

CONTENTS

	FOREWORD	1
1.	PREAMBLE	2
2.	EXECUTIVE SUMMARY	3
3.	MISSION OF THE PRAGUE UNIVERSITY OF ECONOMICS AND BUSINESS	4
4.	STRATEGIC CONTEXT 2026–2030	5
5.	VŠE VISION 2026–2030	7
6.	STRATEGIC AREAS AND OBJECTIVES	8
6.1.	Education	8
6.2.	Creative activity	10
6.3.	Third role	12
6.4.	Internationalisation	15
6.5.	Human resources development, student support	16
6.6.	Digitalisation and development of artificial intelligence	18
6.7.	Infrastructure and project capacity	21
7.	IMPLEMENTATION PLAN	24
7.1.	Milestones of the strategic period	24
7.2.	Management and monitoring process	24

1. PREAMBLE

The Prague University of Economics and Business (VŠE) has long strived to achieve a leading position in the field of economic, management and IT education and research in Central Europe. It is entering the strategic period 2026–2030 as a modern, internationally recognised university that:

- has obtained AACSB international institutional accreditation, confirming the quality of its study programmes and processes;
- has created a methodological and technological background for modern digitally supported teaching methods for accredited study programmes and executive education;
- has increased excellence in science and research, as evidenced by the continuous growth in the number of articles in top journals in D1 and Q1 according to AIS WoS and successful international research projects;
- strengthened its third role by developing courses leading to micro-certificates and actively involving VŠE experts in public debate on current issues;
- invested in sustainable infrastructure and achieved energy savings in all university campuses;
- made significant progress in renovating teaching spaces and modern co-working zones, creating an inspiring environment for study and creative activity.

These results confirm that VŠE has strong prerequisites for further developing its strategic pillars – excellent and relevant education, internationally recognised research, social impact and digital transformation. At the same time, however, we are aware of the dynamics of global challenges: the rapid development of artificial intelligence, pressure for sustainability and growing national and international competition.

The new Strategic Plan of the Prague University of Economics and Business for 2026–2030 therefore defines ambitious but realistic goals that will:

1. strengthen the flexibility and attractiveness of study programmes from the perspective of students and their potential employers,
2. support excellent and socially relevant research, including the transfer of knowledge into practice,
3. strengthen the systematic development and management of human resources in order to support excellence in activities and at the same time increase the attractiveness of VŠE as an internationally sought-after employer,
4. deepen internationalisation and develop strategic partnerships with leading universities, companies and institutions in a global context,
5. strengthen the community of students and graduates and support their entrepreneurship and skills and competences that will be key at a time when many tasks will be automated or assisted by artificial intelligence,
6. accelerate digital transformation and the integration of AI into teaching, learning outcomes, research and university management, including support for the cyber security assurance process,
7. ensure sustainable and modern infrastructure along with diversified financing.

The strategic plan builds on the mission of the Prague University of Economics and Business, respects national priorities for higher education, and follows internationally recognised quality standards. It is designed as a living document: specific steps and their milestones will be refined through annual implementation plans, which will always be supplemented by a rolling two-year outlook. This ensures not only compliance with legal requirements, but also that the strategy remains relevant and adaptable to a rapidly changing environment.

The generic masculine form used in this document is not intended to be discriminatory; it always refers collectively to all members of a given population, regardless of gender or identity. It is used solely for the sake of readability and clarity.

2. EXECUTIVE SUMMARY

The new strategic plan builds on the strengths of the Prague University of Economics and Business and responds to key external trends, such as the advent of artificial intelligence, demands for environmental, economic and social sustainability, an emphasis on positive social impact, the need to diversify financial resources and growing international competition. This results in seven strategic areas and ambitions:

1. Education – Modernising teaching with the aim of delivering a high level of knowledge, increasing interactivity, and developing digital competences and skills that remain irreplaceable even in the age of artificial intelligence (critical thinking, ethical decision-making, emotional intelligence, creativity, a sense of cooperation and self-reflection) and the gradual full integration of students in English-language programmes into campus life.
2. Creative activity – Excellence and positive social impact of research with an emphasis on prestigious grants and interdisciplinary projects.
3. Third role – Lifelong learning and knowledge transfer; utilisation of the potential of micro-certificates, public „VŠE forum“ and enhanced work with alumni.
4. Internationalisation – Global partnerships, mobility programmes, internationalisation of research and academic teams, international accreditation and improvement/maintenance of position in QS/FT rankings.
5. People and community – HR professionalisation, obtaining and maintaining HR Award status, sustainability governance, well-being and career development for students and employees.
6. Digital transformation & AI – Competence centre, digital resilience and ethical use of AI in teaching, research, study programmes and management, support for data-based decision-making.
7. Infrastructure – Sustainable campus with energy savings, lower emissions, modern spaces for interactive teaching, teamwork and co-working zones.

The Strategic Plan for 2026–2030 will provide the university with a framework for sustainable development, global relevance and a high positive social impact through the fulfilment of its current mission and vision, clearly defined priorities and flexible management.

3. MISSION OF THE PRAGUE UNIVERSITY OF ECONOMICS AND BUSINESS

The mission of the Prague University of Economics and Business was formulated in the previous strategic cycle 2021–2025 and underwent several independent verifications during this period (internal evaluation of the fulfilment of the vision, external accreditation audits, discussions with faculties and the Board of Trustees), which resulted in recommendations for clarification and partial changes. Therefore, the strategic plan for 2026–2030 updates the mission as follows:

The mission of the Prague University of Economics and Business is to provide Czech and foreign students with high-quality university education in economics, management, information technology and other study programmes at bachelor's, master's and doctoral levels with excellent prospects on the international labour market.

Thanks to its excellent scientific and research activities, VŠE brings new insights and solutions to important social, economic and business issues. VŠE is a recognised partner for the transfer of knowledge to the public and private sectors.

Study programmes and creative activities are provided by highly qualified, competent and motivated academic and research staff. Its core values include openness to new ideas, academic freedom, social responsibility and sustainable development.

4. STRATEGIC CONTEXT 2026–2030

On the threshold of the strategic period 2026–2030, the Prague University of Economics and Business stands as an internationally accredited and respected research university with a clear focus on economics, management and information technology, overlapping into other social science disciplines and emphasising the employability of its graduates. In recent years, the university has achieved significant milestones: it has obtained AACSB institutional accreditation, launched extensive digital support for teaching with more than 190 blended-learning courses, built modern facilities (Idea Fair, Quattro Modulare), increased scientific and project excellence through dozens of articles in Q1 journals according to WoS and successful Horizon Europe projects, strengthened its international profile through increased mobility and partnerships, particularly in the AACSB, EFMD, AMBA, CEMS and PIM networks, and invested in sustainable infrastructure.

These results confirm that VŠE has a solid foundation for further development. At the same time, however, new challenges are emerging: the rapid development of artificial intelligence, demographic changes and pressure for sustainability are transforming the global competitive environment. The new strategic plan therefore builds on synergies between existing strengths and the ability to adapt to new external trends.

The key external trends that frame the choice of goals and priorities in the new strategic plan are as follows:

Trend	Impact on VŠE by 2030
Expected growth in the number of applicants in the Czech Republic	Growing pressure on the availability of study places and capacity will lead to the development of blended forms of teaching and the modernisation of infrastructure so that the university can cope with growing demand while maintaining and further developing the quality of education.
Dynamic development of AI and the data-driven economy	The need to expand digital competences, but also skills that remain irreplaceable even in the age of artificial intelligence (critical thinking, ethical decision-making, emotional intelligence, creativity, a sense of cooperation and self-reflection), to further digitise processes, to understand the broader impacts of digitisation on work organisation, the labour market and society, and developing research in the areas of big data and AI
Emphasis on positive social impact	There will be growing pressure to expand activities with a high social impact, including its measurement and communication

Trend	Impact on VŠE by 2030
Uncertainty of public funding and rising costs	Need to strengthen alternative sources of income (partnerships, fundraising, lifelong learning, foreign language programmes, alumni) and strengthen financial and project risk management
Increasing importance of international rankings and accreditations	Maintaining AACSB accreditation and improving rankings in QS/FT will require a qualitative shift in teaching, research and internationalisation
Growing competition in higher education at national and international scale	Increased interest in studying among applicants with high creative and academic potential will lead to the need to offer top-level study programmes, including programmes taught in English, complemented by high-quality student services and modern facilities
Changes in the expectations of students and employers	The university must maintain the high quality and relevance of its study programmes by systematically adapting them to new skills and trends and by intensively linking them to practice and career support

The context described above shows that although VŠE has achieved significant success, it must consolidate and further develop its results in order to be able to respond flexibly to rapid changes in technology, demographics and sustainability. The strategic goals for the period 2026–2030 therefore combine the long-term ambition of fulfilling the mission and vision with a mechanism of regular biennial updates to ensure that the university remains relevant, competitive and socially beneficial even in changing conditions.

5. VŠE VISION 2026–2030

The VŠE 2030 vision builds on our mission and strategic context, further specifying and setting out the basic direction of the university as a whole and of individual faculties.

By 2030, the Prague University of Economics and Business aims to be:

- An **internationally respected economics and business university** with national and international institutional accreditation (AACSB), regularly ranking high in relevant global rankings.
- **A leader in modern and flexible education** focused on a high level of expertise and the development of key digital competencies for the 21st century and skills that remain irreplaceable even in the age of artificial intelligence, collaboration and professional networking, where face-to-face teaching remains the primary method of education but uses interactive methods, blended learning and modern digital tools, including artificial intelligence in indirect teaching.
- **A recognised research institution** conducting socially relevant, excellent research in the field of business and economics, published in prestigious academic journals, involved in international research projects and offering excellent doctoral studies.
- **An institution with a significant social impact** that systematically develops executive education, knowledge transfer and public debate in the areas of economics, sustainability and digital transformation. VŠE graduates hold key positions in both the private and public sectors.
- **An attractive partner** with an extensive global network of partners, involved in strategic alliances, with attractive international mobility programmes for students and staff, and a growing proportion of foreign academic and research staff and students.
- **A motivating and safe working and learning environment** with qualified, competent and satisfied staff, students and a strong alumni/student community.
- **A digitally and physically resilient institution** with integrated IT, AI and infrastructure management, a high level of cybersecurity, a modern learning environment and sustainable operations.
- **A financially sustainable university** that diversifies its income through research projects, commercialisation, executive education, alumni and corporate donations, and implements effective internal resource allocation.

6. STRATEGIC AREAS AND OBJECTIVES

The strategic areas and goals for the next five years are based on the university's mission, fulfil the VŠE 2030 vision, and respect the strategic context, including the strategic focus and profiling of individual faculties. Each area translates these basic frameworks into a set of measurable ambitions – from modernising teaching to excellent research to sustainable infrastructure – thus creating a unified bridge between the long-term direction of the university and specific projects and their milestones, which will be monitored and updated annually in annual implementation plans and a rolling two-year window.

6.1. Education

In the past strategic period, VŠE has made progress in the digitisation of teaching: LMS Moodle has become the standard in a number of study programmes, courses have gained interactive elements, and new classrooms enable blended learning. Other modern tools aimed at cultivating feedback, collaboration and reflection have been piloted. This infrastructure creates a solid foundation for the further development and modernisation of study programmes.

Interest among applicants remains high, and graduates are doing well in the job market. However, differences in the level of digitisation and the quality of curricular innovations persist between faculties. Duplicate subjects reduce the permeability of studies, and funding under the current performance-based system places demands on the efficient use of large lecture halls and space. The renovation of classrooms with a capacity of 25 and 50 students aims to create a variable layout for group work and interactivity.

The strategic objectives are therefore aimed at unifying the standards of face-to-face, interactive teaching, systematically supporting teachers in the creation of digital content, and limited but high-quality expansion of English-taught study programmes and lifelong learning courses. Emphasis will be placed not only on professional knowledge, but also on the development of soft, digital and data-analytical skills linked to the use of AI and modern feedback systems that will support the quality and benefits of teaching so that modernised teaching brings long-term value to the university, students and partners.

6.1.1. Objective: Development of study programmes and graduate competencies

The university will further improve the quality of content based on the high level of expertise of its graduates by refining the outcomes of study programmes and closely linking them to the content of studies, supporting the profiling of graduates and the development of key student competencies. Emphasis will be placed on the role of guarantors, who are responsible for professional quality, innovation and the fulfilment of the graduate profile. Study programmes will be revised with an emphasis on graduate competencies, including an understanding of sustainability and social responsibility. Teaching will be more closely linked to the research activities of academics, thereby strengthening the synergy between creative and pedagogical activities.

The following measures will be implemented in particular to achieve this objective:

- support for the formulation and measurement of learning outcomes and work with the competence framework in the creation and modification of study programmes,
- systematically linking the scientific activities of academics with teaching in order to ensure

- a high level of professional knowledge among graduates,
- systematic training of study programme guarantors in the areas of quality, evaluation and accreditation,
- updating learning outcomes with an emphasis on environmental, economic and social sustainability and skills that remain irreplaceable even in the age of artificial intelligence (critical thinking, ethical decision-making, emotional intelligence, creativity, collaboration and self-reflection).

6.1.2. Objective: Modernisation of the culture, style and physical environment of teaching

The university will continue to consider interactive classroom teaching as the primary means of education, but at the same time it will increase the effectiveness of independent student preparation and indirect teaching by combining it with digital tools. LMS Moodle will remain the basic platform to which other modern tools will be connected, enabling the development of critical thinking, a culture of feedback, creativity, collaboration and self-reflection. Blended learning will be further developed while maintaining personal contact and the community nature of teaching. Modernised classrooms with variable layouts and technical equipment will enable new teaching formats, including more intensive forms of seminars and project-based learning. Investments in classroom development will be cost-effective and in line with the planned scope and forms of direct teaching.

The following measures will be implemented in particular to achieve this objective:

- strengthening the elements of formative assessment, feedback culture and project-based learning,
- introducing the concept of cross-cutting themes into study programmes in order to develop competencies such as critical thinking, feedback culture, creativity, empathy, cooperation, self-reflection, presentation and interpersonal skills,
- training teachers and developing interactive courses in LMS Moodle,
- introduction of standards for blended and distance learning,
- revitalisation of classrooms for interactive teaching with a capacity of approximately 50 seats per classroom,
- development of co-working spaces and rooms for team collaboration,
- planning investments with regard to the planned needs of study programmes.

6.1.3. Objective: Data analytics in pedagogy and support for study programme guarantors

Decisions on the focus and learning outcomes of study programmes, as well as their financial parameters, will be based on data from study systems, including monitoring of students' study progress. The guarantor will continue to be responsible for the quality of the programme, teaching and personal contact with students, and monitoring the employment of graduates, while financial and personnel management will remain the responsibility of department heads and faculty management.

The following measures will be implemented in particular to achieve this objective:

- development of data analytics at the level of pedagogy for programme guarantors, department and faculty management, and members of the Internal Evaluation Board,
- a modern learning management system based on data on student throughput and activity,
- expansion of information support for study programme guarantors,

- strengthening the principles of participation and methodically based collection of qualitative data from students and teachers, and systematically using these findings to improve the quality of teaching and study programme management,
- strengthening communication between programme guarantors and teachers within individual study programmes in order to unify approaches to cross-cutting topics, innovations in teaching, and calibration between individual subjects.

6.1.4. Objective: Development and integration of study programmes in English

Study programmes conducted in English represent an opportunity for further development of the university. Students enrolled in these programmes will be fully integrated into student life at VŠE and will receive appropriate academic and social support.

The following measures will be implemented in particular to achieve this goal:

- strategically planned accreditation of new programmes taught in English, respecting capacity and equipment requirements without impacting the quality of other study programmes,
- systematic evaluation of double degree programmes,
- provision of services for foreign students on a comparable scale and level as for Czech students,
- greater integration of foreign-language students and teachers into campus life.

6.2. Creative activity

During the past period, we have managed to significantly increase the number of publications in Q1 and Q2 journals according to WoS and to strengthen support mechanisms for doctoral students and researchers through scholarship programmes, support for the recruitment of foreign researchers and research seminars, thereby strengthening the research personnel base.

Internal project consulting services have helped the first research teams succeed in prestigious international competitions, expanding the portfolio of externally funded projects. Support has also begun to be provided for the dissemination and popularisation of scientific results.

New goals emphasise increasing the University's ability to obtain prestigious European grants, developing mentoring for junior researchers, and developing international cooperation so that the University becomes a major European centre of excellence in specific areas, particularly economic and management research. The aim is not only to improve the quality of publications, but also to increase the social relevance of research carried out at VŠE.

6.2.1. Objective: Excellent creative activity

Through its excellent teams, the university will carry out creative activities at an internationally competitive level that contribute to the advancement of knowledge. Research in the fields of business and economics, computer science and social sciences will also be carried out within the framework of interdisciplinary and cross-sectoral cooperation. This will be reflected in the higher quality and quantity of publications in leading international journals (in FT50, D1, Q1 according to AIS WoS) in relevant fields. The university will increasingly participate in prestigious international projects within Horizon Europe and in competitive national projects focused on excellent research. Faculties will collaborate more effectively on ambitious interdisciplinary projects. The university

will systematically develop support for excellent teams and postdoctoral researchers.

The following measures will be implemented in particular to achieve this goal:

- support for research teams in the pre-award and post-award phases of research projects,
- mentoring and other targeted support for junior researchers,
- implementation of educational and peer-to-peer activities in the field of science and research (hereinafter referred to as R&D),
- financial support for excellent R&D.

6.2.2. Objective: Increasing the social impact of creative activities

Creative activities carried out at the university will have a significant positive social impact, including contributions to the Sustainable Development Goals (SDGs). The university is positioning itself as a relevant partner for addressing current social issues, particularly in the field of economics. In the future, it will be able to better measure its social impact through the EFMD Business School Impact System. At the same time, it will strive to increase the volume of international and national funding for applied research. The university's research activities and results will be promoted in the public sphere through internal capacity building, training, public lectures and campaigns in the media and on social networks. The university will develop an open science strategy, establish a contact centre for open science, including the position of data steward, and researchers will increasingly apply the principles of open science in their work.

The following measures will be implemented in particular to achieve this goal:

- application and implementation of the Business School Impact System to measure the social impact of the Prague University of Economics and Business,
- support for the popularisation of science, dissemination and valorisation of scientific results,
- support for open science, establishment and development of a Contact Centre for Open Science (data steward).

6.2.3. Objective: Excellent doctoral studies

The university will increase the success rate of doctoral studies and improve the employability of graduates at prestigious domestic and foreign research institutions and in highly specialised or managerial positions. In cooperation with prestigious foreign institutions, double degree and cotutelle programmes will be developed. The university will share good practices, implement university-wide courses focused on acquiring competencies in accordance with the EU research competence framework, support the activities of supervisors, and develop mentoring and career counselling for doctoral students. The internal grant competition will focus on supporting and developing young researchers and doctoral students in particular, under the guidance of senior researchers.

The following measures will be implemented to achieve this goal:

- creation and development of the VŠE Doctoral Hub, university-wide courses focused on acquiring competencies according to the EU research competence framework, mentoring and career counselling for doctoral students,
- development of double degree programmes and cotutelles at the doctoral level,

- implementation of an internal grant competition focused on supporting and developing young researchers and doctoral students under the guidance of senior researchers,
- support for supervisors through targeted courses and sharing of best practices.

6.2.4. Objective: Effectively managed scientific and research activities

The university's scientific and research activities will be effectively managed through the sharing of best practices in the evaluation of researchers and workplaces across the university. A supervisor standard will be implemented, along with the effective allocation of institutional support for the long-term conceptual development of the research organisation (hereinafter referred to as DKRVO), supporting the fulfilment of objectives and the synchronisation of procedures related to doctoral studies. Support for R&D in project, publication and related activities will be systematic and effective. A system for increasing institutional resilience to illegitimate influences will be set up and the role of the Ethics Committee for Research will be actively utilised. Business intelligence supporting decision-making will be introduced for R&D data.

The following measures will be implemented in particular to achieve this objective:

- updating the principles of DKRVO allocation,
- sharing best practices and updating/reaccrediting doctoral study programmes,
- preparation and implementation of a system for evaluating researchers and workplaces,
- introduction of BI over R&D activities and outputs (publications, projects, etc.),
- implementing a methodology to increase institutional resilience.

6.3. Third role

The development of open courses and micro-certificates in the past period has significantly expanded the range of lifelong learning opportunities and strengthened the reputation of the Prague University of Economics and Business as a flexible provider of short, practice-oriented programmes. The corporate sector and public administration appreciate their accessibility and direct relevance, but at the same time, the university needs to unify the catalogue of topics, set uniform pricing and more firmly anchor micro-certificates in the internal study system so that they become a stable part of the programme portfolio.

At the same time, the university is developing its executive MBA and DBA programmes, which are an important tool for enhancing its prestige, a prerequisite for obtaining international accreditation, and an important pillar of financial stability. These programmes must be further professionalised, systematically accredited and marketed in order to appeal to both Czech and foreign applicants.

At the same time, VŠE is establishing itself as a respected commentator on economic issues: academics regularly appear in the media, discussion forums and podcasts are being created, and programmes for secondary school students and professional public meetings are expanding. However, there is a lack of a unified platform that would connect professional debates with students, graduates and the application sphere, as well as systematic cooperation with corporate partners on topics such as sustainability, ESG and digital transformation.

VŠE is a strategic academic partner in the Czech and international business and public administration environments. Currently, however, the volume of knowledge transfer is very low and there is no effective system in place to support it. The aim is to increase the university's social

impact by applying scientific results and knowledge in practice.

The strategic plan therefore combines brand development, expert platforms, executive education and knowledge transfer: it plans to consolidate micro-certificates and continuing education into a unified system, strengthen MBA and DBA programmes, build a „VŠE forum“ for public debate, establish a Knowledge Transfer Centre, strengthen work with graduates, and finance community events from development funds. The aim is to ensure that students, graduates and partners can benefit more from the open and coordinated ecosystem of VŠE.

6.3.1. Objective: Development of flexible forms of education and micro-certificates

The university will support lifelong learning through an expanded range of open courses, micro-certificates and professional programmes such as MBA and DBA. It will focus on the creation of modular courses and micro-certificates using the capacities of faculties and partners from the application sphere, and on the development of professional programmes that combine academic excellence with the practical needs of the corporate and public sectors.

The following measures will be implemented in particular to achieve this goal:

- creation of a catalogue of micro-certificates and their systematic integration into the university's offering,
- creation of pilot modules in cooperation with industry,
- systematic development and international accreditation of MBA and DBA programmes,
- strengthening marketing and recruitment of participants in MBA/DBA and modular programmes,
- linking professional programmes with research outputs and the expert capacity of the Prague University of Economics and Business,
- developing cooperation with corporate partners for the joint creation of programme content and case studies.

6.3.2. Objective: Public debate and expert forum

The university will systematically support academics in their role as public intellectuals and strengthen their competence for active participation in public debate. It will create an environment that enables the sharing of professional knowledge through expert platforms, media and partner initiatives, and will provide academics with the tools and background to act as respected actors in the public sphere.

The following measures will be implemented in particular to achieve this goal:

- establishment of expert platforms (e.g. VŠE forum) as a space for public debate,
- organising expert forums, round tables and discussions with the application sphere,
- supporting the participation of academics in the media, debates, podcasts,
- mentoring and training academics in communication, public speaking and working with the media,
- creating an internal support unit (press office/media support) to assist with the preparation of materials and media presentations,
- creating partnership initiatives between students, academics and the application sphere in the field of ESG and sustainability.

6.3.3. Objective: To build an effective knowledge transfer process at VŠE

The university will cooperate with leading companies and institutions to solve business, economic and social problems through contractual and applied research and consulting. It will create effective knowledge transfer processes through a strategy of cross-sector cooperation and transfer. It will establish a university-wide Knowledge Transfer Centre, which will support specialised staff at the faculties and operate in the Czech Republic and internationally. The Centre will cooperate with the xPORT business accelerator, which supports student entrepreneurship through its programmes, including start-up mentoring.

The following measures will be implemented in particular to achieve this goal:

- establishment of a Knowledge Transfer Centre, support for business development and knowledge transfer at all faculties,
- support for entrepreneurial skills and activities of students and staff.

6.3.4. Objective: Strengthening openness, brand and community relations

The university will strengthen its activities towards various target groups – prospective students, the public and graduates – through more vigorous brand building, the development of publicly accessible events and the systematic involvement of graduates. The aim is to strengthen the university's unified identity, increase its recognition nationally and internationally, and expand formal and informal links with wider society.

The following measures will be implemented in particular to achieve this goal:

- regular updating of the framework for the unified visual and content identity of the Prague University of Economics and Business across faculties and communication channels,
- use of innovative forms of marketing aimed at attracting applicants for study, including foreign applicants,
- support for community, professional and student events – e.g. prestigious international scientific conferences, professional conferences, hackathons, festivals.

6.3.5. Objective: Developing relationships with alumni

The university will expand the current activities of the VŠE Alumni Centre and scale up its community, educational and fundraising activities in close cooperation with the faculties. The Alumni Centre will continue to primarily build and provide a platform (methodological, technological) that can be used by the alumni programmes of individual faculties. The priority will be the systematic connection of graduates with students and academics (mentoring, networking, involvement in teaching) and the development of lifelong learning. The development of activities will be supported by a unified data and process architecture that will enable effective relationship management and regular evaluation of the impact of the Alumni Centre's work.

The following measures will be implemented in particular to achieve this goal:

- a new generation of a unified alumni CRM system and alumni membership platform across faculties (linking to events, continuing education, career centre, fundraising),
- support for broader involvement of graduates in teaching, mentoring, school promotion and fundraising activities,

- development of graduate programmes at faculties and creation of links between alumni communities.

6.4. Internationalisation

The acquisition of AACSB institutional accreditation and professional accreditations at some faculties confirmed the international quality of study programmes and supported the growth of student and academic mobility, which strengthened the global attractiveness of the school.

Nevertheless, results in international rankings show that the potential of VŠE is not being fully exploited and that strategic partnerships with foreign universities need to be further deepened, particularly in the form of a wider range of joint and double degree programmes. The evaluation committees have repeatedly criticised the insufficient proportion of foreign academic and research staff at VŠE (or staff with long-term foreign experience), especially in the categories of associate professor and professor.

The objectives in the area of internationalisation therefore focus on the systematic management of the partner network, universities, attracting and retaining foreign academic and research staff, and strengthening the VŠE brand abroad so that, with the support of marketing tools, the university can increase its international visibility and the diversity of its academic community.

6.4.1. Objective: Strengthening the international competitiveness and visibility of VŠE

Internationalisation is one of the key tools for improving the quality of teaching and scientific research activities and has a significant impact on the university's competitiveness in the market of educational services. In order to increase competitiveness in the international education market, the university and its faculties will strive for international accreditation, improve their position in international rankings and strengthen their international prestige.

The following measures will be implemented in particular to achieve this goal:

- defence of international accreditations, in particular AACSB, EQUIS, AMBA and ACCA; support for faculties in obtaining further international programme or professional accreditations,
- participation in international university networks, strengthening strategic partnerships with selected foreign universities and international organisations,
- systematic management of activities aimed at improving the University's position in international rankings such as FT, QS, THE, Eduniversal, and others,
- increasing international renown within relevant professional communities by organising prestigious events at VŠE,
- expanding the range of subjects offered in Czech-taught study programmes to include subjects taught in English at all faculties,
- support for international marketing activities.

6.4.2. Objective: To develop the international mobility of students, academic and non-academic staff

The university will further develop mobility programmes that contribute to a multicultural environment and increase the competitiveness of graduates in the labour market. Study stays and work placements abroad will bring added value to students, academic and non-academic staff and

strengthen the university's reputation as an employer.

The following measures will be implemented in particular to achieve this objective:

- development of student exchange study stays, work placements, short-term mobility programmes such as BIP (Blended Intensive Programmes) and other forms (e.g. accepting freemovers, organising study tours and summer schools) and expansion of partnership cooperation to maintain the proportion of students participating in semester exchanges even if the number of students increases,
- increasing the number of teaching stays for VŠE academic staff in European and non-European countries and expanding the range of foreign internships for non-academic staff,
- supporting teaching by visiting professors from prestigious universities, particularly in the form of non-semester teaching during International Weeks or one-off events during Innovation Weeks,
- completing the digitisation of agendas and processes related to internationalisation, particularly within the Erasmus Without Papers (EWP) platform.

6.4.3. Objective: Internationalisation of creative activities

The university will further internationalise creative activities in order to strengthen its competitiveness and attractiveness as an employer and increase its international prestige.

It will create conditions for the involvement of high-quality foreign and returning researchers and doctoral students through open international selection procedures. It will strengthen the involvement of employees and doctoral students in international projects, alliances, associations and editorial boards, and increase participation in prestigious conferences and long-term research mobility programmes.

The following measures will be implemented in particular to achieve this objective:

- recruiting high-quality foreign and returning foreign researchers and academics through open international selection procedures,
- supporting the participation of VŠE employees in international projects, alliances, associations and editorial boards,
- supporting long-term research mobility projects such as Marie Skłodowska Curie Actions (MCSA) projects.

6.5. Human resources development, student support

The digitisation of study processes and the introduction of electronic signatures have simplified administration and made processes more transparent, employee benefits have been expanded, financial support for postdocs has helped to nurture talent, and open international selection procedures have attracted high-quality foreign workers to VŠE. Prague University of Economics and Business has thus laid the foundations for a professional and motivating work environment that supports the growth of academic and non-academic staff and facilitates the adaptation of foreign employees. At the same time, expectations are rising for further cultivation of the academic environment, development of digital skills, and effective use of AI tools.

However, an analysis of the past period has revealed that career and development processes are being implemented unevenly across the individual faculties. The age structure of employees at

VŠE is unsatisfactory, and VŠE has been criticised by international evaluation panels for having too many associate professors and professors of retirement age. The proportion of women also decreases with higher academic positions. The need for greater efficiency in HR processes emphasises the need for professional human resource management – from onboarding and mentoring to career planning. The GEP and HR strategies, supported by the ESF+ project, aim to create a culture of psychological safety, improve well-being, ensure equal opportunities and promote environmentally friendly behaviour in the school's working environment.

The new objectives therefore emphasise the comprehensive professionalisation of HR agendas, regular training of managers, the expansion of mentoring and systematic work on the career development of employees. The role of the Career Centre in supporting the career development of students will also be strengthened. Emphasis will also be placed on supporting student associations, building community life and deepening cooperation with employers so that VŠE offers a sustainably functioning working and study environment with clear opportunities for growth and feedback.

6.5.1. Objective: Development of HR processes, human resources development and support for career growth

The university will ensure the systematic development of employees across their career paths, with an emphasis on fair treatment and the quality of the academic environment. The professionalisation of human resources management will enable systematic career planning, mentoring, onboarding and performance management.

The following measures will be implemented in particular to achieve this objective:

- obtaining and maintaining the HR Award, including the introduction of related processes,
- introduction of a new career system with clearly defined career paths,
- introduction of a unified onboarding and adaptation process,
- introduction of career planning and mentoring for academic staff,
- creating a support system for managers in the area of team leadership and evaluation,
- creating a system for employee development, motivation and regular evaluation.

6.5.2. Objective: Psychological safety, diversity and well-being

The university will promote a positive and inclusive environment for all staff and students. It will create an environment of trust, equal opportunities and mental health support as a prerequisite for the development of human potential.

The following measures will be implemented in particular to achieve this objective:

- development of support services for students (psychological counselling, peer support, well-being and mental health care),
- development of teachers in the area of approaches to students that strengthen their psychological safety – in particular empathy, respect, open communication and a formative approach to mistakes,
- continuing implementation of the Gender Equality Plan (GEP) and repeating the equal opportunities audit among staff and students,
- modernisation and expansion of support services for staff well-being (counselling, workshops, mental health prevention),

- implementation of grant schemes to support the return of employees from parental leave,
- support for employees in specific life situations and phases, support for coping with digital transformation,
- Utilising the potential of the Centre for Physical Education and Sport to develop students' ability to lead and collaborate in a team.

6.5.3. Objective: Support and integration of foreign workers and doctoral students

The university will improve conditions for foreign workers and doctoral students and strengthen their integration into the school environment. Foreign academics and researchers will have comparable access to information, counselling and involvement in academic life.

To achieve this objective, the following measures will be implemented in relation to foreign employees and doctoral students:

- introduction of a clear onboarding system, including the creation of a specialised portal providing comprehensive information support in English,
- offering intercultural training and language courses,
- supporting the involvement of foreign employees and doctoral students in the VŠE community.

6.5.4. Objective: Strengthening the student community and preparing for professional life

The university will develop an environment in which students perceive the school not only as an institution providing education, but also as a space for shaping identity, professional orientation and social engagement. It will support active student life and the involvement of students in club, community, sports and professional activities. At the same time, it will expand and improve tools that will help students better navigate job opportunities and prepare for entry into employment or self-employment.

The following measures will be implemented in particular to achieve this objective:

- financial and operational support for student associations, including access to premises and advisory services,
- support for student community, sports and socially beneficial initiatives,
- development of Career Centre services, mentoring programmes and links with graduates and companies,
- expansion of individual counselling for students in the areas of careers, internships and entrepreneurship,
- integration of career topics into teaching and extracurricular activities,
- organisation and development of introductory courses for first-year students of individual university faculties (bachelor's and master's degree programmes) coordinated by the VŠE Event Centre.

6.6. Digitalisation and development of artificial intelligence

The implementation of modern digital tools has enhanced the attractiveness of teaching and increased data security, thereby laying a solid foundation for the university's further digital transformation.

To complete the digital transformation of the entire university, a unified strategy for integrating

artificial intelligence into key processes, including systematic support for its users, is needed.

The strategic plan therefore envisages the establishment of an AI competence centre, the strengthening of digital skills and the achievement of key system resilience so that VŠE can respond to new technological challenges while eliminating the risks associated with them.

6.6.1. Objective: Introduction of a culture of digital transformation

The university will support and develop the digital knowledge and skills of academic and non-academic staff and students, enabling them to use digital tools effectively, strengthen cyber security and deepen their work with data. The university's digital environment will be continuously developed based on real needs and feedback. A culture of digital transformation will create the conditions for digital innovation to be reflected in all processes and activities, including the effective digitisation of administrative and management agendas.

The following measures will be implemented in particular to achieve this goal:

- development of digital knowledge and skills of employees and students with a focus on cyber security and effective work with tools and data,
- conducting user research and testing in the development of the university's digital services to ensure they meet the needs of students and employees,
- continuous modernisation of the university's digital infrastructure based on feedback and technological trends.

6.6.2. Objective: Digitally resilient VŠE

The university will significantly strengthen the resilience of its information systems against security incidents and ensure their continuous operation. In the event of an outage, data will be restored with zero or minimal loss, and the operation of key systems will be restored within 24 hours at the latest. Digital resilience will be based on continuously increasing and testing user awareness in the area of cyber security and data protection, while ensuring compliance with legislative requirements in this area.

The following measures will be implemented in particular to achieve this objective:

- active and coordinated defence of the VŠE cyberspace, including enhanced capabilities for restoring the cyber environment and data after a crash or incident,
- continuous improvement and testing of the awareness and knowledge of employees and students, focusing on cyber security and data protection,
- modernisation of the detection capabilities of security systems and monitoring tools with a focus on security anomalies and incidents.

6.6.3. Objective: Strategic integration of AI tools into teaching, R&D and management

The university will gradually implement AI tools into teaching, study and employee agendas, to support R&D and also as tools to increase management efficiency at all university departments. InSIS is a key tool for ensuring administrative processes and activities related to study, teaching, R&D and school operations. In this area, AI will be used to further simplify routine tasks, speed up the processing of student and staff requests, and automate activities that currently place a burden on human resources. In pursuing these goals, ethical principles will be strictly applied and the

protection of personal and sensitive data will be ensured.

The following solutions will be implemented in particular to achieve this goal:

- introduction of tools to support applicants in choosing a suitable study programme, submitting electronic applications, and responding to queries during the admission process and enrolment,
- support for students during their studies through the concept of a virtual study advisor, who will handle initial problems and questions from students before it becomes necessary to involve a live advisor, who will thus have more time for student counselling,
- a tool for interactive study support, where, with the consent of the teacher, AI allows students to consult the curriculum, clarify more complex parts of the material (consultations) and work with practice tests. The tool for consulting final theses will provide methodological support to students and teachers, offering an overview of the student's progress, resources and own work,
- use of AI assistants and AI modules in research software available at VŠE throughout the research cycle (literature review, project plan preparation, data collection, data analysis, publication of results). The system will cover the entire research cycle and at the same time allow flexible rotation and testing of AI tools by researchers and doctoral students to verify their suitability and thus their optimal use for specific research tasks.
- Creating support for managers that will connect data from key information systems and information sources at the Prague University of Economics and Business to obtain immediate overviews of the status of the faculty or university. Unlike traditional BI tools, the solution will not depend on prepared reports, but will be able to perform its own analyses on current data, including links to primary sources, so that conclusions can be easily verified.

6.6.4. Objective: Creation of an AI competence centre at VŠE

The university will build a professional base and infrastructure for AI development, providing staff, students, teachers and researchers with access to state-of-the-art tools and technologies. The AI Competence Centre will support knowledge transfer across the university, provide infrastructure for its own AI models, enable big data analysis, automation of selected agendas, innovation in teaching and research activities, and strengthen cyber security management.

The following measures will be implemented in particular to achieve this goal:

- establishment of the Competence Centre and its acceptance within the Prague University of Economics and Business,
- building infrastructure and providing support services,
- creating a stable, secure and trustworthy platform for implementation, development, education and knowledge transfer in the field of artificial intelligence across the entire Prague University of Economics and Business.

6.6.5. Objective: Digitisation of administrative agendas and approval processes

The university will continue the systematic digital transformation of administrative agendas with the aim of reducing the administrative burden on employees, increasing the transparency and clarity of processes, and streamlining approval processes. A key element will be the development of an economic and payroll information system, including an approval application. These measures

will contribute to more efficient management, reduced error rates and faster decision-making across the university's organisational structure.

The following measures will be implemented in particular to achieve this objective:

- digital transformation of administrative agendas based on a prepared plan,
- regular evaluation of user satisfaction with implemented digitised agendas.

6.7. Infrastructure and project capacity

The construction of modern co-working zones and the modernisation of teaching and office spaces in the past period have supported new teaching methods and forms and also increased user comfort for students and staff. For the further development of the campus, a comprehensive long-term modernisation plan is needed, setting priorities with regard to the school's strategic objectives, a framework timetable for implementation and the financial resources to cover them.

In order to implement ambitious investments and development plans, it is also necessary to strengthen the university's project capacity – from searching for suitable subsidy and grant calls, through project management and administration, to sharing good practices.

The new objectives therefore define a sustainable and digitally resilient infrastructure that supports community life, collaboration and modern teaching formats, while building systemic support for the preparation and implementation of projects that will enable the effective use of national and international resources. At the same time, they also set clear rules for financing, user participation in planning and space management, modernisation of sports and accommodation facilities, and the development of classrooms with variable layouts and high-quality technical support.

6.7.1. Objective: Implementation and development of infrastructure for a digitally resilient Prague University of Economics and Business

As part of its conceptual and long-term IT infrastructure development, the university will achieve a level of redundancy, backup and disaster recovery capabilities that will prevent the loss of important data even in the event of serious security incidents, or restore key information systems within 24 hours of an incident. At the same time, it will ensure the development of security infrastructure services for monitoring and detecting anomalies and cyber threats.

The following measures will be implemented in particular to achieve this objective:

- a new backup concept, including the development of supporting infrastructure,
- up-to-date and tested disaster recovery or incident recovery plans,
- development of security infrastructure services for monitoring and detecting anomalies and cyber threats.

6.7.2. Objective: Development of systemic support for project preparation and implementation

The university will maintain and further improve the capacity and quality of project management with the aim of effectively utilising national and international grant programmes for the development of educational and scientific research activities, including related infrastructure. It will support academic and administrative staff in the preparation of projects and ensure adequate

facilities for their implementation.

The following measures will be implemented in particular to achieve this objective:

- providing expert support for the identification and preparation of suitable calls (e.g. operational programmes, Erasmus+, TAČR, etc.),
- support for interdisciplinary and inter-institutional projects with high added value,
- developing systems for sharing experience and good practice in project management across faculties.

6.7.3. Objective: A pleasant and safe study environment

The campus will be systematically adapted to changing teaching methods and the needs of students and teachers. Modernised spaces will enable interactive and project-based learning, variable classroom layouts and high-quality audiovisual support. The proportion of study rooms for teamwork and co-working zones will increase, while respecting the principles of sustainability, safety and operational efficiency. Student and staff representatives will be involved in the planned modifications as end users.

The following measures will be implemented in particular to achieve this goal:

- revitalisation of classrooms for interactive teaching,
- development of co-working spaces and rooms for collaboration,
- planning and implementation of modernisation and reconstruction of teaching spaces in line with the needs of study programmes and pedagogical priorities.

6.7.4. Objective: Development of VŠE accommodation facilities

The university will strive to obtain resources that will ensure high-quality accommodation facilities with sufficient capacity for students in Prague and Jindřichův Hradec, which will strengthen its competitiveness and increase the attractiveness of the university in this area.

Facilities Management Department (SÚZ) will be managed as a strategic asset of the university with an emphasis on accommodation quality standards, sustainable operation, safety and digitally secured services.

The following measures will be implemented in particular to achieve this goal:

- definition of the „SÚZ 2030 Accommodation Quality Standard“ (safety, ergonomics, study zones, connectivity, sustainable materials, energy efficiency) and its implementation,
- ensuring safety and compliance with regulations, including regular Occupational Health and Safety (OHS) and Fire Safety audits and crisis preparedness,
- digitisation of accommodation and communication processes (reservations, payments, support; self-service portal and SLA),
- connectivity as a basic service with guaranteed availability and cyber surveillance,
- a system of responsible asset management and preventive maintenance based on a TCO/ life-cycle approach and energy management,
- development of community life and connection of accommodation to sports infrastructure and CTVS services with an emphasis on inclusion and accessibility,
- setting a financial framework in relation to SÚZ management and planned events in connection with set indicators and their evaluation,

- completion of the reconstruction of the Thalerova and Eislerova dormitories, revitalisation of the interiors of the Blanice dormitory, in cooperation with Charles University, commencement of a comprehensive reconstruction of the Vltava dormitory,
- construction of new accommodation facilities on the campus in Jindřichův Hradec.

6.7.5. Objective: Development of sports facilities and activities at VŠE

A high-quality range of sporting activities is an important part of student life, contributing to physical and mental health, socialisation and overall satisfaction with university life. In international comparison, sport is commonly perceived as part of campus culture and one of the deciding factors when choosing a foreign university. The development of sports facilities increases the competitiveness of the Prague University of Economics and Business in terms of student mobility and international cooperation. At the same time, it provides an opportunity for the informal development of leadership and intercultural skills among students.

The following measures will lead to the fulfilment of this objective:

- completing and maintaining high-quality sports facilities with sufficient capacity, which will increase the attractiveness of the university in this area,
- creating a unified sports identity for student sports clubs at VŠE.

7. IMPLEMENTATION PLAN

The implementation of the strategic plan will be managed on the basis of a rolling two-year outlook: an Implementation Plan will be prepared and approved annually, detailing projects, budget and interim targets. This plan will consist of two parts:

- Part A: a mandatory annual implementation plan in accordance with the law, fully compatible with the requirements of the Ministry of Education, Youth and Sports of the Czech Republic,
- Part B: a rolling outlook for the following year, which supplements the annual implementation plan and provides the university with a longer planning perspective.

This approach ensures compliance with legal obligations, a stable long-term direction and the necessary flexibility for the university to respond quickly to new opportunities and risks.

The first detailed Implementation Plan will be drawn up and approved in 2026 and will cover the period 2026–2027.

7.1. Milestones of the strategic period

Year	Key step	Two-year window covered
2026	Commencement of implementation of SZ 2026–2030	2026 – 2027
2027	Update #1 – projects, budget, interim targets	2027 – 2028
2028	Update #2 – new initiatives, adjustment of the financial framework	2028 – 2029
2029	Update #3 – finalisation of steps towards 2030, preparation of new strategy	2029 – 2030
2030	Final evaluation of Strategic Plan for 2026–2030 and start of a new cycle	–

7.2. Management and monitoring process

1. Preparation of the annual implementation plan (September–October of each year of the strategic plan) – the management of the Prague University of Economics and Business collects project proposals and their budgets.
2. Discussion of the plan within the university bodies and possible discussion with the Ministry of Education, Youth and Sports (November–December).
3. Implementation and ongoing monitoring – (January–December).
4. Final evaluation of the implementation plan (March–April).