

Strategic Intent 2021-2030

The Strategic Intent of Moravian Business College Olomouc (hereinafter referred to as "MVSO") for the period of 2021-2030 is based on the Intention of the Founder and the current state of MVSO.

It reflects the requirements and stimuli of the internal environment (board of trustees, management, staff, students) and the external environment of the college (the Ministry of Education, Youth and Sports (MEYS), the city of Olomouc, the Olomouc region, digitalization, transformation process in the European and Czech economy).

Key documents for defining the strategic intent:

MVSO Vision

An Internationally Renowned Business School (College) Contributing to the World

MVSO Mission

- a. Inspiration for entrepreneurship and creative activity
- b. International academic and business partnerships
- c. Value and ethical principles fulfilment (a permanent source of inspiration)
- d. Support for long-term, sustainable economic development of the region
- e. Linking theory and practice in the study programmes Economics and Management
- f. Part of the development of civil society
- g. Focus on innovation processes through synergies between education and entrepreneurship

Specific features of MVSO

- a. A higher education institution striving to be beneficial for society
- b. Emphasis on international partnerships – a path to development and success
- c. Outstanding application of value and CSR principles
- d. Environmentally friendly campus situated in the centre of the university city of Olomouc
- e. A strategic partner in the heart of Europe – headquartered in the Czech Republic

Vocational accreditation

A key factor in the Strategic Intent, which fundamentally affects the quality of defined objectives, processes, and principles – by requiring specific usefulness for the economy of the (Olomouc) region with a high degree of innovation.

Internationalization

International cooperation is a prerequisite for achieving the necessary standard.

The Strategic Intent is divided into 2 parts – Part 1 contains objectives in the field of teaching, research and business outputs, Part 2 contains objectives in the field of internationalization.

Part 1 Teaching, Research, Business Outputs

Priority Objective 1 – DEVELOP COMPETENCIES RELEVANT FOR THE LIFE AND PRAXIS IN THE 21ST CENTURY

Operational objectives of MVSO:

- A. Support the development of staff competencies for teaching and creating study programmes:
 - Revise the competencies of expert guarantors and study programme guarantors
 - Broaden the involvement of professional guarantors and department managers in the innovation of study programmes and creation of new courses
 - Implement the activities of the Academic Career Centre
 - Implement regular trainings of intercultural competences, competencies for digitalisation of teaching, didactics, and foreign languages

 - B. Develop methods of quality assurance of education and verification of learning outcomes:
 - Develop a feedback system following the approved Career Code
 - Develop an internal evaluation system in the field of pedagogical approaches and expert guarantee of study programmes, including the international context
 - Conduct regular semester evaluations of the lectures and courses

 - C. Strengthen the linkage between studies and preparation for future employment:
 - Standardise the system of practitioners participating in study programmes implementation
 - Strengthen the connection with the real work environment and practical competencies of students
 - Cooperation with the Tertiary Education Association to expand the offer of study programmes
 - Cooperation with the Chamber of Commerce and companies in the Olomouc region
 - Monitor labour market requirements and take them into account when updating study programmes

 - D. Continue to develop the vocational profile of the study and enhance its prestige:
 - Support student entrepreneurship, student start-up launches, and other forms of development activities
 - Cooperate with the major employers of the region

 - E. Support the development of infrastructure for interactive methods in education and integration of learners (students):
 - Develop a system of digital educational materials at the level of interactive education systems
 - Create facilities, spatial and technical infrastructure for students, including those with specific needs
 - Create supporting environment for teamwork and interactive teaching methods
 - Promote innovative approaches towards interactive forms of instruction

 - F. Strengthen the international dimension of higher education:
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- Implement study programmes within the framework of the newly obtained accreditation of the Economics and Management programme in English – bachelor's (Bc.) and master's (Ing.)
- Identify a suitable internationally recognized accreditation
- Focus on the process of obtaining internationally recognized accreditation
- Work together to strengthen partnerships with international HEIs
- Focus on preparing joint degree programmes with foreign partners

Priority Objective 2 – IMPROVE THE AVAILABILITY AND RELEVANCE OF FLEXIBLE FORMS OF EDUCATION

Operational objectives:

- A. Use distance methods of education both in full-time and combined forms of studies:
 - Use digital platforms to teach and assess student knowledge
 - Prepare facilities for online teaching carried out at MVSO premises
 - Evaluate distance learning methods in relation to student success
- B. Expand the offer and innovate methods of flexible forms of education, including online education:
 - Expand the range of courses to support the entrepreneurship mindset of bachelor's as well as master's students
 - Use modern methods, especially simulation and management games, as part of teaching
 - Develop active cooperation with corporate partners
 - Ensure the quality of education using flexible forms, considering their specifics
- C. Enable the possibility to reconcile studies with work and family life and create favourable conditions for successful studies in a combined form:
 - Update the relevant MVSO internal regulations
 - Communicate with the students regularly and monitor their current situation
 - Standardize the recognition of previous learning outcomes in further study
 - Focus on lifelong learning

Priority Objective 3 - EXPANDING THE PROGRAMME TO INCLUDE DOCTORAL DEGREE

At MVSO, we currently do not offer any postgraduate (doctoral) degree programme. We are carrying out bachelor's (Bc.) and master's (Ing.) degree programs. For both degree programs we have obtained accreditation in English. Together with the qualitative development of MVSO and the acquisition of new accreditation, the possibility and opportunity for the school to strive for doctoral studies has been opened. Some current students of the master's degree level are interested in postgraduate Ph.D. studies. With this in mind, we propose the following operational objectives for the next 10 years (2021-2030):

Operational objectives:

- A. Obtain accreditation for Ph.D. studies
 - Increase the number of R&D projects carried out by MVSO
 - Increase the number of quality publications and outputs implemented by MVSO
 - Prepare a quality Ph.D. study programme, including appropriate staffing
 - Apply for accreditation of Ph.D. study programme
 - Meet the conditions for obtaining the accreditation

- B. Carry out Ph.D. study programme
- If the accreditation is granted, implement a pilot run of Ph.D. study programme.

Priority Objective 4 – STRENGTHEN STRATEGIC MANAGEMENT AND EFFICIENT USE OF CAPACITIES IN THE FIELD OF R&D AT MVSO

Operational objectives:

- A. Complete the comprehensive environmental transformation and process establishment:
- Consolidate and evaluate the activities of the Vice-Rector's Office for R&D
 - Establish cooperation of the Vice-Rector's Office for R&D with other workplaces organizationally, especially with the Project Service department
 - Implement the activities of the Academic Career Centre
 - Implement the work of the Research and Development Board (*TN: the board focuses on expert profiling*)
 - Link the activities of the Vice-Rector's Office for R&D with the new IS MVSO
- B. Ensure the development of infrastructure services:
- Establish an R&D result reporting system in the new IS MVSO environment
 - Establish an internal evaluation system for R&D results
 - Update the system for granting contributions from the R&D budget
 - Ensure the operation of the EMI journal
 - Secure the infrastructure of the international conference International Days of Science (IDS)
- C. Promote excellence and social relevance of research:
- Support the development of MVSO excellence in the long term
 - Carry out regular evaluation of the outputs of individual excellence teams in terms of expert contribution and social relevance of research
 - Develop intergenerational cooperation within excellence teams
 - Promote the involvement of MVSO students in excellence teams through IGA projects
 - Create an external international evaluation team for objective assessment of R&D results
- D. Develop international cooperation:
- Identify key international partners in the field of R&D with respect to MVSO development
 - Establish a communication system with the key international partners
 - Establish a system of involvement of the key international partners in MVSO R&D activities
 - Develop and consolidate key international partnerships in the long term
 - Support publishing, project and other R&D activities with key international partners
 - Involve the key international partners in MVSO expert and advisory bodies
- E. Cooperate with strategic partners in the implementation of R&D policy:
- Identify strategic partners with respect to MVSO development in the field of R&D
 - Establish a system of communication with strategic partners
 - Establish a system of involvement of strategic partners in MVSO R&D activities
 - Develop and consolidate strategic partnerships in the long term
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- Support publishing, project and other R&D activities with MVSO strategic partners.

Priority Objective 5 – BUILD CAPACITIES FOR STRATEGIC MANAGEMENT OF HIGHER EDUCATION

Operational objectives:

- A. Strengthen strategic management:
 - Standardize the process of strategic management and division of labour between the MVSO management with full support of the Founder, the Supervisory Board and the Board of Directors
 - Institutional anchoring of the participation of boards and academic bodies, Supervisory Board and Board of Directors and the Founder in MVSO strategic management processes
 - Implement a comprehensive information system in all strategic management processes of MVSO
 - Implementation of IS MVSO to all processes (study department, R&D, external relations, operations) including its relation to records management and archiving of all existing data
 - Revision, updating and standardisation of changes in business process management in relation to the new IS
 - Make effective use of tools for implementing key strategic priorities
- B. Promote cooperation and exchange of experience between universities and the development of capacities for strategic management at national level;
 - Actively participate in and cooperate with the Czech Rectors Conference (CRC)
 - Actively participate in the processes shaping the methodology for the management of higher education institutions at national level in the field of vocational education and the application-oriented activities of higher education institutions
 - Join creative and legislative bodies on the methodology for accreditation of vocational education
 - Cooperate within the Czech Association of Professional Higher Education on the development of standards of accreditation and implementation of vocational accreditation programmes
 - Cooperate with the MEYS (Ministry of Education, Youth and Sports) in the preparation of new legislation
- C. Strengthen the strategic HR management at higher education institutions;
 - Fully implement all HR Award policies
 - Strengthen the processes of systematic support of academic careers
 - Standardize the processes of record-keeping and evaluating the performance of academic staff and start data collection (personnel audit)

Priority Objective 6 – REDUCE THE ADMINISTRATIVE WORKLOAD ON MVSO STAFF SO THAT THEY CAN FULLY FOCUS ON THEIR MISSION

Operational objectives:

- A. Simplify the exchange of information to the public administration and improve the availability and circulation of information through the continued digitalisation of agendas;
 - Fully develop the internal IS in order to strengthen the information exchange between the different management and executive branches of MVSO and to link it with public administration systems
 - Implement IS MVSO to all processes (study department, R&D, external relations, operational) including its relation to records management and archiving of all existing data

- B. Simplify project entry and evaluation:
 - Expand the services of the MVSO Project Service to the to the highest possible extent with the aim of reducing the admin. burden on researchers

- C. Support the development of professional tools providing support services for academic staff and the running of MVSO:
 - Develop the activities of the Academic Career Centre and support workplaces creating favourable conditions for the development of methodological and didactic competencies of academic staff members
 - Standardize substitutability in internal management, reporting and statistics processes
 - Redefine the delegated competencies of the statutory representative, signing rights and electronic signatures

- D. Ensure the exchange of experience and information between the public administration and the higher education institutions and promote the transfer of good practices from abroad:
 - Develop cooperation within the CRC
 - Actively cooperate with the MEYS
 - Actively participate in the procedures shaping the methodology for the management of higher education institutions at national level in the field of vocational education and the application-oriented activities of higher education institutions

Part 2 Internationalisation Strategy

In the last decade, **Moravian Business College Olomouc (MVSO)** has established a number of beneficial international contacts mainly within the Erasmus+ programme in the EU and is continuously engaged in their development. In recent years, our attention has also transferred beyond the EU borders, first on Russia, then on China, India, but also on the United Kingdom and the United States of America, where we systematically establish and develop partnerships that we believe will contribute to further development, and raise the level of our institution. The development of global competences of both employees and students of our school is essential for successful cooperation with these partners, implementation of joint projects and other goals. These competences will also be crucial in the implementation of, for example, newly acquired English accreditation, thanks to which we plan to welcome the first international students to MVSO for complete degree studies in English in the coming years. For these reasons, MVSO pays long-term attention to this area and has clearly defined both short-term and long-term objectives.

According to a recent survey, after intensive language training carried out in previous years, approx. 80% of MVSO academic staff are able to fully implement teaching in English at an appropriate level. Our long-term goal is therefore above all to build on the level achieved and to focus on the fact that activities in the international environment or the use of proficient English becomes the norm. However, one long-term goal in the coming decade will be to encourage staff members and students to be able to work and act appropriately in relation to colleagues (students and academics alike) from different foreign backgrounds. We will support this development with systematic courses in the field of intercultural competences and by the implementation of activities that will gradually enable the acquisition of these skills, e.g. student and staff mobility, international events, inter-university online activities, etc.

Thanks to Erasmus+, we are constantly able to support all students who show an interest in studying abroad via mobilities carried out within this project. Students who, for example, cannot carry out mobility for studies due to family or other reasons, have the opportunity to experience the international dimension of teaching within Erasmus+ International Week, during which we regularly welcome lecturers from international universities from abroad to MVSO. Recently, as part of Erasmus Days, we have also implemented joint inputs to seminars with international partners within the courses taught.

Priority Objective 1 - DEVELOPMENT OF GLOBAL COMPETENCES OF MVSO STUDENTS AND STAFF

Operational objectives:

- A. Support for language and intercultural training of university students and staff:
- Promote a command of foreign languages and intercultural competences as a key precondition for the realisation of MVSO objectives
 - Provide staff and students with the opportunity to engage in activities supporting the acquisition of these skills and knowledge. Specific activities involve mainly group learning of English at several levels, individual English lessons, block seminars of Business English, or other foreign language courses.
 - Support MVSO students and staff in the process of continuously learning English
 - Hold events such as the Erasmus+ International Week, international conference International Days of Science, and Erasmus Days.
 - Promote regular participation of students and lecturers in intercultural mobilities, teaching and non-teaching activities with foreign students (Erasmus+ students and others)

- B. Development of international mobility for students and staff:
- Implement student and staff mobility within Erasmus+ (2021-2027)
 - Promote student and employee mobility within Erasmus+ or ROKA projects
 - Promote student and employee mobility in other national and international projects
 - Implement partial international online teaching/mobility
 - Establish new attractive partnerships for student and staff mobility.
 - Map new suitable and attractive mobility partners and extend mobility areas to other attractive countries beyond the EU.
 - Acquire KA107 (within Erasmus+) with partner university in China
- C. Development of professional competencies of university staff in the field of internationalisation.
- Develop membership in international associations and networks (EAIE; Study in the Czech Republic, DZS (*Czech National Agency for International Education and Research*); NICE Network)
 - Promote participation in workshops, lectures
 - Gain incentives for further activities and professional development of employees
 - Actively follow trends in internationalization
 - Implement new trends in MVSO activities
 - Move activities to an online space
 - Integrate international students more intensively into the academic environment of MVSO
 - Systematize recruitment of international students from new countries
 - Systematize the development of professional competences in the field of internationalization for all MVSO staff

Priority Objective 2 – INTERNATIONALISATION OF MVSO STUDY PROGRAMMES

The continuous internationalisation of MVSO study programmes is essential for healthy competitiveness and successful participation in global education. Revising our study programmes from this point of view will be one of the key objectives for the upcoming period.

Operational objectives:

- A. Increase in the number and quality of study programmes offered in foreign languages and joint study programmes:
- Implement the acquired Bc. and Mgr. accreditations in English
 - Prepare joint study programmes with foreign partners
 - Implement a further shift in the MVSO offer
 - Identify prestigious international partners for transferring know-how from abroad
 - Increase the number and, above all, the quality of the study programmes offered in cooperation with recognised international partners
- B. The inclusion of the international dimension in the structure of study programmes, including the so-called Mobility Windows:
- Revise the existing study programmes
 - Prepare new study programmes with international elements
 - Create the so-called *Mobility windows*, or the ideal period when students can travel abroad to study.

Priority Objective 3 – SIMPLIFICATION OF THE PROCESS OF RECOGNITION OF FOREIGN EDUCATION

Due to our intention to accept the first international students into complete Master's degree studies in 2021, the process of recognition of foreign education will be our next challenge. For the purpose of these procedures, we have established the Centre for International Studies under the Vice-Rector's Office for International Cooperation to deal with these issues.

Operational Objectives:

- A. Implementation of automatic recognition of education and study results from abroad:
 - Implement the activities of the newly established Centre for International Studies
 - Fully understand the issues
 - Standardise the activities in this area.
- B. Strengthen cooperation with foreign enic-naric centres. With respect to the above, cooperation with foreign enic-naric centres will be an innovation for MVSO next year. We are just beginning to understand this issue.

Priority Objective 4 – CREATING AN INTERNATIONAL ENVIRONMENT AT MVSO AND INTERNATIONAL PROMOTION

Operational Objectives:

- A. Support for the development of international marketing of MVSO:
 - Continuously update and upgrade the English version of MVSO website
 - Actively communicate with partner universities
 - Update and provide promotional documents about MVSO
 - Use the Multimedia Centre to produce videos and online streaming to implement international marketing of MVSO even in distant countries (e.g. online presentation of MVSO in China).
 - Intensify international marketing activities
 - Intensify the use of membership in network communities (Study-in partner)
 - Register MVSO at international platforms providing university promotion abroad.
 - B. Development of services offered to international students and staff:
 - Improve the range of services
 - Strengthen the work of the Vice-Rector's Office for International Cooperation and the Centre for International Studies
 - strengthen the student "Buddy" program at MVSO
 - include a "foundation trimester" in the offer which will make it easier for foreign students to enter the study.
 - strengthen the administrative background and services of the Centre for International Studies
 - build a fully-fledged background for international students and academics, including accommodation capacities.
 - C. Work with international students and graduates:
 - standardize the following processes – student recruitment, activities and studies, counselling for students
 - improve communication with international students (Erasmus+ and others)
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- prepare a system of communication with graduates and networking of alumni

Priority Objective 5 - STRENGTHENING THE STRATEGIC MANAGEMENT OF INTERNATIONALISATION

Operational Objectives:

- A. Support for comprehensive internationalisation at institutional level:
- Implement the ROKA project – MVSO staff internships abroad, participation in international conferences, language teaching.
 - Prepare and implement an MVSO Strategic Intent in the field of international R&D cooperation for the next 10 years
- B. Support of international cooperation of strategic partnerships and membership in international networks/organisations.
- Evaluate strategic partners regularly
 - Set the direction in the field of international networks/organisations
 - Expand into networks focusing on business schools or business education
 - Start activities to confirm the quality and international level of MVSO beyond the standard Czech accreditation.

Approved by the MVSO management at a meeting on March 22, 2021

In Olomouc, March 23, 2021

RNDr. Josef Tesařík

Statutory Director

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Rector