



**UNIVERSITY OF SOCIAL
AND ADMINISTRATIVE
AFFAIRS**

PRIGO Group Member



Strategic plan for education
and creative activities

**University of Social and Administrative Affairs
2017-2020**



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EXCELLENT INCLUSIVE EDUCATION FOR THE DEVELOPMENT OF TALENT

MISSION AND VISION

The mission of the University of Social Affairs is to provide high quality education to students in accredited study programs, as well as to develop scientific and other creative activities in cooperation with national and foreign universities, research and other institutions, the government and the business and cultural communities.

The University of Social and Administrative Affairs also focuses on educating gifted students, as defined by Czech legislation, namely on educating students whose spectrum of abilities reaches an unusually high level of creativity across a range of activities or in particular areas of intellectual abilities, and who show deep interest in the study. From a vertical perspective, the university is based on the principle of excellence.

At the same time, the University of Social and Administrative Affairs builds on values such as openness and inclusion, equal access to education, respect for individual educational needs, relevance and effectiveness. From the horizontal perspective, the university is based on the principle of non-discrimination.

The primary objective of the University of Social and Administrative Affairs is to become an elite university occupying a leading position in the European area of education within the next decade. The University of Social and Administrative Affairs wants to educate

excellent professionals capable of critical, synthetic thinking, endowed with transferable competencies, willing to pursue lifelong learning and to accept criticism, and willing to share their knowledge and experience with others. It will always strive to ensure that its graduates have a natural sense of social responsibility, that they understand the challenges associated with living in a multicultural area, with the development of new technologies and the sustainability of economic development.

The basis for fulfilling the objectives of the University of Social and Administrative Affairs is a stable and loyal core academic staff with superior qualifications and an appropriate age structure, who share a common vision and values.

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THE BASELINE FOR SETTING STRATEGIC OBJECTIVES

University of Social and Administrative Affairs sets out its strategic objectives in line with the Strategic plan for educational, scientific, research, development and innovation, artistic and other creative activities of higher education for the period 2016-2020 and in the context of their strengths and weaknesses, as well as the opportunities and threats arising from the analysis of the external environment of the school.

STRENGTHS

- ▶ Staffing and educational, scientific and other creative activities:
 - Qualification and age structure of academic staff employed full-time
 - Quality publications presented by academics
 - Experience with solving scientific research, teaching and development projects
 - Teaching experience, including work abroad, work with foreign students and teaching in a foreign language
 - Experience in the field of inclusive education and work with exceptionally gifted students and students with special needs
 - Collective sharing of traditional moral values
- ▶ Relevance of study programs:
 - Curricula designed to allow maximum employability of graduates in practice
 - Providing amenities of graduate for future scientific work
 - Cooperation with domestic and foreign universities and research organizations.
- ▶ Strong background enabling to provide education with zero tuition for exceptionally gifted students, and thus applying the principle of zero social discrimination
- ▶ The developed friendly relations with foreign universities and foreign academics
- ▶ Existing links with the social partners and the business sector and potential providers of professional practice for students, the possibility of participation of experts on direct instruction
- ▶ Admissions built not only on testing of general study prerequisites, but also on the expertise and socio-economic survey of candidates

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- ▶ Lower number of educated students:
 - Ensuring adequate individualizing of teaching and providing a good platform for sophisticated debate
 - Ensuring the education of students in accordance with school goals and develop students' talents
 - Enabling thorough inspection and permeability of students solely based on the quality of learning outcomes
 - Enabling collaboration of teachers with students on solving research and development projects
- ▶ The application of managerial excellence model
- ▶ Formidable material security and quality equipment ICT
- ▶ Use of blended-learning support and other modern teaching methods
- ▶ Use of ECTS
- ▶ Functional information system
- ▶ Established university enters the eleventh year of its existence
- ▶ Support of city management in both places of providing education

WEAKNESSES

- ▶ Regional university, which has not so far built a name as an institution and for now only builds on the reputation of its academic staff
- ▶ Internationalization, scientific and publishing activities built to a greater extent on the activities of the staff in their past locations
- ▶ Average portfolio of own study literature and materials

- ▶ School without office building using leased premises temporarily

OPPORTUNITIES

- ▶ Interest of exceptionally gifted students with ambitions to obtain high-quality education with high applicability who prefer a more personalized approach in teaching and closer contact with teachers
- ▶ The absence of smaller colleges in the near and distant surroundings, applying individual approach, which focuses exclusively on work with talented students
- ▶ Employers' demand for highly educated job seekers with high competence and with less emphasis on only formal gain of university degree itself
- ▶ New concept of higher education in the Czech Republic, especially in relation to the amendment of the Higher Education Act and the scope of the accreditation office
- ▶ Grant opportunities in the Structural Funds in the current programming period.
- ▶ Acquisition and solving scientific research projects such as such as Czech Science Foundation, including international cooperation projects
- ▶ Development of foreign relations and further cooperation with companies and other social partners
- ▶ Cooperation with schools on the lower level of the education system in the form of projects and competitions for their students
- ▶ The demographic development towards, after reaching the bottom in past time, for re-growth in the number of applicants for higher education in the coming years





THREATS

- ▶ Historical perceptions of achieving a university degree as a measure of qualification and frequent preference of a title itself against the content essence of education and its type, respectively high emphasis on a brand of educational institution
- ▶ Lack of interest in traditional full-time studies, attending school and lectured debate over the issue
- ▶ Competition from other universities, as well as higher professional schools in the region that offer economic education with questionable quality and easier permeability
- ▶ School location in socially excluded localities
- ▶ Uncertainty regarding amendments of higher education law and the establishment of an accreditation authority
- ▶ Political instability and the new challenges of competition policy and education at national and international level

STRATEGIC OBJECTIVES

University of Social and Administrative Affairs define for the period 2017-2020 strategic objectives in the following priority areas:

- ▶ **QUALITY AND RELEVANCE**
- ▶ **ATTRACTIVENESS AND AVAILABILITY**
- ▶ **COOPERATION AND OPENNESS**

Achieving these goals will contribute to the elimination of weaknesses of the college, to exploit opportunities and eliminate risks arising from the aforementioned threats.

QUALITY AND RELEVANCE

University of Social and Administrative Affairs will provide high quality education to ensure employability of graduates. The educational process is ensured by careful control of the study and the quality of learning outcomes. It will create a favourable environment for the growth of academic staff qualification and increase the quality of research activities. University of Social and Administrative Affairs ensure that a substantial part of the external members of the Scientific Council are foreigners associate professors and professors. For the area of **QUALITY AND RELEVANCE** following sets of following measures and indicators of achievement of the objectives are set:

Measures

- *Maintain a strong and competent strategic*

management, whose basic document is the strategic plan for educational and creative activities (hereinafter "Strategic plan") and its annual updates, specifying a partial strategic objectives and assessing the status of their implementation based on established indicators

- *Introduce and systematically improve and streamline the system of internal quality assessment, especially in educational activities*
- *Develop a system of quality assessment by students, alumni and external partners, primarily use the method of direct observation of teaching, interviews with students and academic staff, verifying the results of learning and peer-review*
- *Within internal quality assurance mechanisms reflect international strategic documents and good practice examples of comparable foreign institutions with an international reputation, as well as strategic documents of Czech universities*
- *Prefer the actual performance of activities and their results before the emphasis on formal requirements*
- *Create a favourable environment for the growth of academic staff qualification and increase the quality of research activities*
- *Increase the number of relevant curricula responsive to the demands of practice and a high level of employability of graduates in determining the specific learning outcomes, taking into account the requirements of the diversity of degree programs*

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- Specifically performed educational programs in accordance with established graduate profiles and specific learning outcomes
- Obtain accreditation of Master and Doctoral degree programs, and in the longer term international accreditation, seek placement in prestigious international rankings

Indicators

- Processed update of the Strategic plan for individual years
- Established system of internal quality assurance with an emphasis on educational activities
- Established system of quality assessment by students, alumni and external partners
- Established system of data collection and analysis,
- Formulated concept of human resources development
- Qualification and age structure of academic staff,
- Number of foreign members of the scientific council
- Elaborated development strategy of research infrastructure
- Number of publications and citations in renowned international databases
- Degree of involvement in research projects
- Established support centre and a motivation system for academics
- Number of relevant study programs
- Set specific learning outcomes of study programs
- Obtained institutional accreditation
- Number of international accreditations and position in Czech and international rankings

ATTRACTIVENESS AND AVAILABILITY

Education at the University of Social and Administrative Affairs will be available for all students meeting the admission requirements, irrespective of gender, age, social and economic background, ethnicity or religion. University of Social and Administrative Affairs will intentionally seek out and develop the talents of its students and will use modern and effective teaching methods to help increase students' interest in learning outcomes and learning as such. It will be based on the available detection system for exceptionally gifted students at the lower levels of study in the school system of the Czech Republic, which will be applied to the segment of higher education. For the area of the attractiveness and availability are set following measures and indicators of achievement of the objectives:

Measures

- Regularly evaluate access of disadvantaged groups of students to education
- Provide quality counselling to students and applicants for study in matters of study, professional career, personal situation, social background
- Provide students with special educational needs and with particular talents specialized services that will enable their easier integration into the regular educational process, as well as in society in general
- Work systematically to search for talents and their development
- Develop activity centres to work with exceptionally gifted students
- Focus on effective individualization of studies with

regard to the needs of individual students

- Motivate students to study full-time by application of modern, interactive teaching methods, using new technologies and the involvement of renowned teachers
- Develop students' synthetic thinking and transferable skills
- Develop lifelong learning courses reflecting the needs of the labour market and to increase the employability of graduates
- Provide students with internships in relation to the analysis of labour market needs while ensuring the involvement of practitioners in teaching
- Systematically prevent study failure
- Provide students with own study literature
- Create a blended-learning, respectively e-learning version of degree programs, including lifelong learning, and effectively use it when working with disadvantaged groups of students
- Develop and regularly upgrade internal information system and access to database resources

Indicators

- Structure of students
- Share of gifted students and student with special educational needs
- Established system of counselling and student support
- Centre built and dedicated to work with

exceptionally gifted students

- Catalogue of lifelong learning courses
- Number of completed work placements
- Number of practitioners involved in learning activities
- A system in place to evaluate and prevent study failure
- Defined set of modern teaching methods and technologies usable in the classroom
- Amount of own resources for the security of teaching, including literature, blended-learning, respectively e-learning study materials and its variations in foreign language
- Modern internal information system
- Access to the electronic database resources

COOPERATION AND OPENNESS

University of Social and Administrative Affairs will ensure the development of mutually beneficial cooperation with companies and social partners. It will seek to ensure that all its activities were evident internationality. It will ensure conditions for the participation of students and teachers in mobility programs and will focus on quality integration of incoming students and visiting professors. Ensure regular classes led by foreign teachers. Priority will focus on cooperation with secondary schools, which are engaged in work with exceptionally gifted students. For the area of cooperation and openness are determined following measures and indicators of achievement of the objectives:





Measures

- Develop cooperation with universities, research institutions and other institutions of educational, scientific and other creative activities
- Together with high schools prepare students for university study and develop their interest in this type of study
- Develop bilateral cooperation with the business sector at the level of students and academic staff
- Develop cooperation with foreign institutions, especially in the field of scientific research projects
- Seek the involvement of academic staff in international research teams
- Create a favourable environment and conditions for realization of study abroad for students and academic staff
- Deepen the integration of foreign students and teachers in the life of academic community
- Reflect international internships for students in the study plans
- To include sufficient number of subjects and study literature in a foreign language in the educational activities
- Develop cooperation in the field of education with foreign lecturers and professors

Indicators

- Number and structure of Czech cooperating institutions
- Number and structure of cooperating foreign institutions

- Areas of cooperation with foreign institutions
- Degree of involvement in international scientific research projects and international research teams
- Level of involvement of foreign teachers in teaching
- Number of students studying abroad as part of the mobility programs
- Number of incoming foreign students
- Number of academics traveling abroad
- Own range of literature in a foreign language
- Number of subjects taught in a foreign language
- Number of foreign professors and professors involved in teaching

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