



EUROPEAN RESEARCH
UNIVERSITY

Strategic Plan of Educational and Creative Activities for the Period 2024-2030



MISSION

The European Research University is a non-governmental, non-profit organisation whose mission is mainly to provide education in accredited undergraduate as well as postgraduate degree programmes, non-degree programmes and lifelong learning programmes, and to carry out related scientific research activities. Founded on the ideals of openness, inclusivity, equality, and respect for individual needs, the ERUNI is the only private university in the Czech Republic providing free education, built on the non-profit principle.

Studies at the ERUNI are highly individualised and students are involved in research activities from their undergraduate studies. The number of students at the ERUNI is limited as they go through

a multi-round admission procedure during which, among other things, their aptitude for research is tested, and research activities and their connection with teaching in the accredited study programmes are a priority for the university. In addition to its research orientation, the ERUNI is characterised by a high degree of internationalisation, both in teaching and in other related activities, particularly in research. The ERUNI cooperates with universities all over the world and its researchers are involved in international research teams.



VISION

In our vision, the European Research University is an internationally respected institution that achieves excellent results in the field of accredited study programmes and that has a good position in the world university rankings, particularly in relation to the quality of teaching and its connection with research activities. Its graduates are successful later in life and the results of research are socially relevant. We strive that the graduates have a natural sense for social responsibility and that they accept the challenges associated with life in a multicultural environment, with the development of new technologies and sustainability of economic growth. The fundamental element for fulfilling

the goals of the European Research University is primarily the stable and loyal core of academics with a high standard of expertise and an appropriate age structure who share common visions and values. The university also cooperates with the business and public sectors as well as with charities and volunteers.



MEDIUM-TERM GOALS

- to develop the activities of the ERUNI Open Research institutes and to secure, through existing and new international research teams, international grants and funding for scientific research projects, the outputs of which will be excellent publications in renowned scientific journals
- obtaining accreditation for new study programmes, especially in the academic field, which will form the basis for the creation of new ERUNI organisational units
- to further improve the quality of teaching in line with the latest trends and to ensure its permanent link to its scientific research activities as well as the latest findings of other institutions; to ensure continuous training of academic staff and their further qualification growth, including their management
- update the student recruitment strategy in light of new accreditations, the implementation of doctoral programmes and the increasing level of internationalisation



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ASSESSMENT OF DEVELOPMENTS IN 2021-2023

In the Strategic Plan for Educational and Creative Activities of PRIGO University for the period 2021-2030, the goal was set: "The goal of PRIGO University for the coming decade is to become a university that will be a top educational institution and an excellent research organisation with international impact." This goal was at least partially fulfilled when PRIGO University received accreditation for its doctoral programmes in 2023. Following this, the university's name was changed by the decision of the Board of Directors to European Research University, abbreviated ERUNI, and the PRIGO University College became one of its organisational units alongside the newly established Faculty of Doctoral Studies. The PRIGO Open Research Institute is now called ERUNI Open Research, and its mission encompasses several departments. During 2021-2023, the research infrastructure and staffing of the College have

significantly improved, and its operational and strategic management efficiency has increased following the organisational changes made. The priorities of the European Research University are excellent research, high quality and efficiency of teaching in relation to research activities and a high level of internationalisation.

The strategic plan of the PRIGO University or the European Research University is updated in this document to reflect these changes, particularly the implementation of doctoral programmes and a more intensive orientation towards research and internationalisation.



BASELINE FOR DETERMINATION OF PRIORITY OBJECTIVES FOR THE PERIOD 2024-2030

The starting point for a more in-depth assessment of the current state and the setting of the ERUNI's priority goals for the coming period is a comprehensive SWOT analysis, i.e. an evaluation of the strengths and weaknesses of the ERUNI resulting from the state of its internal environment and external opportunities and threats. The priority objectives for the coming period are set mainly as strategic, based on the SO strategy, using the strengths to take advantage of the opportunities presented by the external environment, but also as operational and tactical, the essence of which is to address the weaknesses of the ERUNI in the short to medium term. The following SWOT analysis is the basis for updating the priority objectives after 2023. It builds on the original SWOT analysis to set the priority objectives for 2021-2030.

STRENGTHS

- one of our key strengths is our strategic management and efficient organisational structure. This structure ensures a high degree of flexibility in our management processes, allowing us to make quick decisions and adapt to changing circumstances.
- appropriate processes in the area of curriculum development and lifelong learning programmes, taking into account the current requirements of accreditation authorities, including requirements in the area of internationalisation
- our comprehensive admission procedure is a significant strength. It takes into account not only the applicant's aptitude but also their motivation for study and scientific research activities. This ensures that we select highly motivated and capable students, contributing to the overall quality of our academic

community.

- the status of a research organisation
- new ERUNI Open Research Institute sites
- established incentive instruments to support the activities of researchers and the scientific activities of academic staff
- the creation of a researcher position and the filling of senior and junior research positions
- involvement of researchers in international research teams, participation in the preparation and solution of international projects
- recruitment of academic and scientific staff from abroad through open competitions
- scientific journal indexed in world-respected databases published by ERUNI
- high-quality full-time teaching based on individualisation and personal approach to students and its link to scientific research activities
- interest of academic staff in further qualification growth
- the interest of academic staff in further education in the field of didactic methods and foreign language
- the established institution of regular pedagogical meetings as a platform for bringing together academic staff and exchange experience and examples of good practice
- support for students' extra-curricular and civic activities, including the offer of a comprehensive Competences for Master's Degree programme, which also focuses on these activities
- staffing of all key departments, particularly with full-time permanent staff, including associate and full professors
- the strengthening of the International Office and the

Project Support Centre and the expansion of their activities and services

- functional cooperation between the different departments of the ERUNI and good relations at the departments supported by non-work, social activities, identification of the staff with the ERUNI and PRIGO brand and the values they represent
- regular training of academic staff in the areas of publication ethics, professional responsibility, good research practice and the dissemination and exploitation of the results of creative activity
- adequately developed international relations, memoranda of cooperation with foreign partners and, in particular, interinstitutional agreements within the Erasmus+ programme
- implementation and proactive support for Erasmus+ mobility, including student placements and mobility of non-academic staff
- presentation of the ERUNI abroad through the Study in the Czech Republic initiative
- presentation of the College at national and international fairs of higher education offer
- implementation of professional education within the framework of lifelong learning programmes
- regular meetings of the academic community with prominent experts from practice, including foreign ones, also within the activities of the Czech Economic Society branch and their possible involvement in teaching where it is expedient
- low administrative burden of all activities and processes and adequate degree of centralisation of shared services with emphasis on creative activities, computerisation of administrative tasks related to the implementation of mobility within the Erasmus+ the potential of ERUNI's organizational units with their legal personality, affiliation to the PRIGO group

and respect for the basic principles of the PriorityGO approach, which is reflected in the activities of ERUNI and its academic community in the areas of social responsibility, ecology, sustainability and volunteering and charity

- the background of the entire PRIGO Group and the synergy in the cooperation of all its schools
- access to quality electronic information resources, active access of members of the academic community to the use of MS Office 365 and its applications
- development of the ERUNI publishing house and library, linking the library with the National Library of the Czech Republic

OPPORTUNITIES

- Potential to change the general perception of the quality of private higher education in the Czech Republic through our proactive approach and membership in important bodies and organisations
- Implementation of activities related to the ERUNI's current membership in the CRC, Council of Universities, CSE, HK, CAMBAS, ASO, CzechELib and others and possible membership in other important bodies and organisations, especially international ones
- A change in the evaluation of the creative activities of universities in the form of the Methodology 2017+ et seq., which is in line with ERUNI's mission, vision and priority objectives in the field of science and research management
- allocation of institutional support funds
- new societal demands in the field of basic and applied research, including issues related to international and global human society problems
- increasing demands for the translation of the results of the creative activities of academics into teaching

- growing demands for the internationalisation of the internal environment of the university
- support for the creative activities of universities from foreign sources
- cooperation with international student clubs and alumni clubs of prestigious foreign universities
- the expansion of the Internal Assessment Board to include foreign members who will contribute to the consideration of international trends in the development of new study programmes
- the potential of foreign members of the ERUNI Scientific Council as mentors in the field of teaching
- the development of cooperation with the corporate sector to maintain a modern concept of teaching reflecting the current requirements of employers
- established activities of the National Accreditation Office for Higher Education
- new standards clearly defining the conditions for accreditation of study programmes and their updates
- support for distance learning methods by accreditation authorities and the Ministry of Education
- expansion of the offer of lifelong education courses using distance learning methods
- the experience of the PRIGO group of higher education institutions in creating massive open online courses and open digital resources
- the attractiveness of the geographical location and international transport accessibility
- space for international cooperation resulting from the historical belonging of Silesia
- PRIGO Group's kindergarten and primary school facilities enable the ERUNI students and staff to balance work and personal life better, support caring parents

WEAKNESSES

- a remuneration system for academics and especially researchers that could more effectively reflect the involvement of academics in the areas of educational activity, creative activity, the third role of the university and internationalisation
- scope for improving the language skills of academic staff and strengthening the team with additional staff from abroad, in particular, to ensure teaching in English
- increased need for additional space and facilities for teaching and creative activities given the current and anticipated development of the university
- space for further development of distance learning methods based on new technologies, orientation of the school towards high quality, modern, but mainly face-to-face teaching methods
- insufficient interaction with graduates to determine their success after graduation
- space for further improvement of evaluation and self-evaluation processes and activities
- insufficient use of existing material and technical equipment capacities at the level of administration of the study agenda





THREATS

- insufficient allocation of funds from public national resources, especially in the field of social sciences, to scientific research projects despite the legitimate request of accreditation authorities not to involve universities in basic and applied research projects
- inconsistency between the National Accreditation Office for Higher Education standards and the requirements resulting from the Methodology 2017+, et seq.
- the lack of control mechanisms to ensure that public authorities comply with reasonable statutory deadlines
- unpredictable changes in the demand for education and in the behaviour of students and applicants
- changes in student preferences towards distance learning methods
- a relatively high failure rate, especially in postgraduate studies
- uncertainty regarding possible amendments to the Higher Education Act and related legislation
- uncertainty about the development of accreditation standards and related methodological documents resulting from the requirements for their changes set out in the Ministry of Education's Strategic Plan for Higher Education for the period from 2021



PRIORITY OBJECTIVES FOR THE PERIOD 2024+

The priority objectives for the coming period are set following the SWOT analysis and the strategic documents of the central authorities in the field of higher education, in particular, the Strategic Plan of the Ministry of Education and Science for Higher Education for the period from 2021 and the Strategy for the Internationalisation of Higher Education for the period from 2021:

- Competences for Life
- Access to education
- Quality of doctoral studies
- Governance of science and research
- Internationalisation
- Strategic management



COMPETENCES FOR LIFE

Human society is undergoing dynamic changes related to the rapid development of new technologies, digitalization, robotization, the increase in the volume of information and the speed at which it is disseminated, increasing pressure on the individual and his ability to adapt to these changes and the related requirements of the labour market, the disappearance of some professions and the emergence of new ones. All this is also leading to changes in training requirements. Therefore, an ERUNI graduate's profile must respond to these requirements, and its fulfilment during the course of studies must contribute to the graduate's success in life in the 21st century.

In this priority area, the ERUNI will focus on the admission process of applicants to study. The prevention of academic failure, current trends in didactic methods used in teaching, the promotion of extra-curricular activities of students, including the promotion of their entrepreneurship, and reviewing self-assessment and evaluation processes in teaching ensure a higher degree of integration of education with the creative activities of its academic and research staff and with the latest findings of other institutions, ensure that the quality of lifelong learning programmes is improved and that students are motivated to be active in civic life. The ERUNI will provide the above, among other things, by regularly continuing the education of teaching staff, whose competencies must also be developed in line with current trends. It will also enable staff to use other platforms for meeting and sharing experiences and examples of good practice.

PRIORITY OBJECTIVES AND MEASURES TO ACHIEVE THEM

- when designing new study programmes, ensure that the profile of the graduate is in line with the current requirements for success in 21st-century life
- maintain a high-quality admissions process focused on the motivation of applicants and their aptitude for study and research
- in teaching, to ensure the use of didactic methods that lead to the development of students' general competencies, critical thinking, ability to work with information, open-mindedness, attitude towards civic activities, sustainable living and lifelong learning, and that arouses their natural curiosity and desire for knowledge
- to involve students from the beginning of their studies in scientific research activities and projects by academics and researchers and to enable them to participate in internal grant competitions
- to ensure further transfer of scientific research knowledge into teaching
- to provide material and technical support for teaching following current trends
- deepen the processes of self-evaluation and evaluation of teaching and regularly monitor the activities of prestigious, especially foreign universities for benchmarking purposes
- actively support further education of teachers in the field of modern didactic methods, foreign language, IT and cyber security, publishing ethics and research responsibility
- to further expand platforms for meetings, exchange of experiences and examples of good practices of teachers
- revise the form of state final examinations and requirements for qualification papers in line with modern trends and recommendations of central and accreditation authorities
- actively support students in their extra-curricular and civic activities
- to prepare students for life in a global, multicultural environment and the development of new technologies by appropriate methods
- to promote students' entrepreneurship
- to ensure the development of the quality of lifelong education programmes, in particular through membership in CAMBAS and other associations and organisations active primarily in the field of vocational education
- to take appropriate care of the development and, in particular, the implementation of trends in distance learning methods
- focus on monitoring the success of graduates



ACCESS TO EDUCATION

Dynamic changes in society also increase demand for further and lifelong learning among economically active people, which is motivated by a natural desire for greater adaptability and flexibility in the labour market. This implies additional requirements for changes in education, particularly concerning the development of flexible forms of education. These also ensure the availability of education for those persons for whom full-time study in accredited study programmes is not relevant for health, family, socio-economic and other reasons. Openness and equality of opportunity are among the ERUNI's core values.

The ERUNI is a university favouring full-time education based on a personal dialogue between teachers and students. This priority area will focus on further developing and improving the quality of lifelong learning programmes and securing financial resources to provide scholarships and implement student grant competitions. It will establish new distance learning methods in line with current trends where appropriate.

PRIORITY OBJECTIVES AND MEASURES TO ACHIEVE THEM

- ensure sufficient resources to maintain the option of tuition-free study for full-time students, especially for motivated students who show a deep interest in their studies
- implement student grant competitions and scholarship programmes
- to balance the knowledge, skills and competences of students entering the first year of undergraduate and postgraduate studies through the summer school
- prepare a set of further compensatory measures in the area of access to ICT facilities
- expand the range of lifelong learning programmes in response to current labour market needs and demand for this type of education
- where appropriate, use distance learning methods in line with current trends, particularly in the implementation of lifelong learning programmes
- expand the range of library and publishing services, particularly in the area of open digital resources and electronic information resources through CzechELib
- to support caring parents through the services of the PRIGO Group's kindergarten and primary school





QUALITY OF DOCTORAL STUDIES

If implemented effectively, doctoral studies produce highly qualified specialists in relevant fields who can be employed as academics, researchers, or specialists in other sectors. In later life, they will apply the highly advanced and specialised skills and techniques required to solve critical problems in research, development, and innovation, and to extend and redefine existing knowledge and professional practices. High-quality PhD graduates are able to exhibit considerable authority, innovative potential, autonomy, and academic and professional integrity, as well as a sustained commitment to generating new ideas and developing new practices at the cutting edge. They are thus the driving force behind social and cultural development and a knowledge-based economy.

In this priority area, the ERUNI will focus on the quality of the admissions process to prevent academic failure and to ensure the financial and other material and technical conditions for students. As in the lower levels of higher education, the ERUNI's priority will be a full-time form of study based on dialogue between the supervisor or teacher and the student, along with a high degree of internationalisation

PRIORITY OBJECTIVES AND MEASURES TO ACHIEVE THEM

- to ensure that the level of difficulty of the admissions procedure corresponds to the expected difficulty of doctoral studies in order to prevent academic failure
- to provide full-time students with superior financial conditions that will support the quality and efficiency of their studies through a comprehensive scholarship programme
- to ensure above-standard material and technical conditions for study, including ICT, which will be in line with the latest trends
- to promote the development of a full-time form of study based on dialogue between the instructor, or teacher, and the student, using appropriate tools
- to enable students with excellent results to obtain a research contract at the ERUNI already during their studies and to prepare a system for setting individual conditions for combining studies with research work
- to support the internationalisation of all activities related to the implementation of doctoral study programmes, in particular the recruitment of applicants from abroad, support for students to participate in international conferences, internships and other stays, their participation in international research teams and cooperation with supervisors from abroad
- to motivate PhD students to research activities through an internal grant competition





GOVERNANCE OF SCIENCE AND RESEARCH

Suppose a university is to survive in the current competitive environment of the education market. In that case, it must be a research organisation with an international impact that carries out research and other creative activities in line with current societal needs and transfers research and development results into teaching. The limited possibilities of funding research activities from national public sources, especially in basic research, motivate universities to seek research funding opportunities from abroad. Quality human resources are a prerequisite for success in this area.

In this priority area, the ERUNI will revise and update the incentive instruments to support the creative activities of academic staff, implement further open competitions to recruit high-quality researchers from abroad, and strive for the constitution of new international research teams. It will systematically implement and evaluate the degree of fulfilment of the requirements for creative activity arising from the Methodology 2017+et seq., update the rules for selecting research topics and continue to support the activities of its research departments systematically.

PRIORITY OBJECTIVES AND MEASURES TO ACHIEVE THEM

- implement all science and research measures following the requirements of the HR Award
- make all arrangements in the field of science and research following the requirements of the Ministry of Education for the allocation of institutional support and resources for the implementation of the student grant competition
- implement all measures in the field of science and research to optimize the implementation of the Methodology 2017+ et seq.
- focus on applications for funding for scientific research activities from foreign sources such as Horizon Europe
- develop the activities of international research teams and set up new ones
- continue open calls for the recruitment of top international researchers
- reflect the social relevance of scientific research activities
- where appropriate, involve researchers in teaching to further transfer the results of scientific research into teaching
- promote the dissemination of R&D results through its professional journal and open access to its content
- to develop cooperation with industry and business in the field of applied and contract research



INTERNATIONALISATION

At present, it is impossible to completely separate the areas of education and research management on the one hand and internationalisation on the other. Elements of internationalisation are reflected in all the University's activities and form the essential prerequisite for its success in the field of science and research, as well as for the preparation of quality graduates able to cope with the conditions of life in the 21st century.

The ERUNI is characterised by a relatively high level of internationalisation, which results from the fact that all its study programmes are also accredited in English; the Czech study programmes always include the offer of some courses implemented in English, the student has the opportunity to take a compulsory elective course Foreign Internship, which is credit-rated, repeatedly, international mobility is implemented, etc. Members of the academic community are foreign academic and

research staff, and the ERUNI is actively involved in international projects, mainly based on cooperation between universities from regionally close countries.

Therefore, in this priority area, the focus will be on the further development of all the above-mentioned elements of internationalisation in individual activities, i.e. in teaching, extra-curricular activities of students, platforms for meeting academic staff, in the field of science and research, and in the representation of foreign members in the bodies of the ERUNI and its organisational units. It will continue to promote and develop international mobility of students and academic and non-academic staff while striving to create an international climate in the internal environment of the University through all its activities in this area.

PRIORITY OBJECTIVES AND MEASURES TO ACHIEVE THEM

- on the platform of lectures by external experts addressed to the academic community to ensure the participation of experts and staff of top foreign universities and other departments
- establish closer cooperation with student and alumni clubs of top foreign universities
- develop cooperation with foreign departments, further establish new cooperation and recruit staff from abroad in accordance with the measures in the priority area of Governance of science and research
- promote discussions in a foreign language within the internal ERUNI discussion platform for researchers
- increase the proportion of foreign members in the ERUNI bodies and its organisational units
- to actively promote the implementation of internships for non-academic staff abroad to share experiences and examples of good practice
- to actively support students' work placements abroad as part of their compulsory professional practice
- to actively promote other types of international mobility beyond the Erasmus+ programme and to facilitate new kinds of mobility, in particular virtual, combined and short-term mobility
- set measurable indicators to evaluate the success of international mobility elements of internationalisation in general
- increase the proportion of foreign language teaching in accredited programmes and lifelong learning programmes delivered in the Czech language
- to implement extra-curricular activities for students in a foreign language
- to develop quality facilities for the stay of international students at the ERUNI
- to cultivate the international internal environment of the ERUNI through all activities in the field of internationalisation





STRATEGIC MANAGEMENT

Setting priority objectives for the strategic management of the ERUNI is a natural culmination of the strategic planning process, which reflects the need to optimally set all processes at the ERUNI in the fields of education, science, and research, as well as the third role and internationalisation. ERUNI is a non-government, non-profit organisation. As a private university with no direct link to public budgets, it is managed with the highest demands for efficiency and economy. The administrative burden on individual activities and processes is minimal, and services are centralised where relevant. The ERUNI's strategic management is thus focused exclusively on fulfilling ERUNI's mission and vision and securing the financial resources for these activities in cooperation with the individual organisational units and with the PRIGO group schools.

Considering that many of the objectives falling inherently within the strategic management of the ERUNI are already reflected in the previous priority areas, the ERUNI will focus in this priority area in particular on developing further cooperation with private and public sector institutions, increasing the representation of the University and members of the academic community in important bodies and organisations, always at both national and international level, and reviewing and possibly updating internal management acts in all areas of its activities. Measures aimed at the ERUNI's internal environment will focus on increasing the quality of staffing, particularly the further qualification of academic staff, including the provision of self-directed management.

PRIORITY OBJECTIVES AND MEASURES TO ACHIEVE THEM

- review the management structure and processes at the level of the ERUNI and its organisational units in the context of the changes resulting from the accreditation of doctoral programmes
- reflect the recommendations and experience of foreign members of the ERUNI bodies in strategic management
- to secure external sources for financing ERUNI activities, in particular, foreign sources for the implementation of scientific research activities
- to propose and implement, after due discussion and approval by the authorities concerned, a new set of measures to ensure a long-term sustainable optimal level of the qualification structure of the ERUNI's academic staff
- accredit new study programmes following the requirements of the measures set out in the other priority areas and based on regular benchmarking of top foreign universities
- actively cooperate with the PRIGO higher vocational schools in the preparation of new vocational training programmes and make use of the quality of both types of schools to develop programmes that are flexible enough to respond to the requirements of the labour market
- develop cooperation with schools at lower levels of the education system both within the PRIGO Group and outside it
- reflect the basic principles of social responsibility in all ERUNI activities



- develop activities and implement new ones in cooperation with all stakeholders and actively use the ERUNI's membership in major bodies and organisations
- to increase the representation of the ERUNI and members of the academic community in important bodies and organisations, always at both national and especially international level
- to contribute through its activities to raising the profile of private universities in the Czech Republic
- to prepare and put into effect new internal management acts reflecting the measures set in all priority areas, in particular regulating staff remuneration, the science and research management strategy, the internationalisation strategy, the concept of implementation of the Methodology 2017+ et seq., the methodology for conducting professional practices, cyber security, requirements for further education of teaching staff, etc.



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