



Mednarodna fakulteta
za družbene in poslovne študije
International School
for Social and Business Studies
Celje · Slovenia · Europe

INTERNATIONAL SCHOOL FOR SOCIAL AND BUSINESS STUDIES DEVELOPMENT STRATEGY 2018 - 2024

Celje, December 2017

The ISSBS Development Strategy 2018-2024 was approved by the ISSBS Senate at its 93rd session, on the basis of Articles 16 and 31 of the Statute of the International School for Social and Business Studies (hereinafter: the ISSBS) (No. 13/2017 - the Statute), on 14 December 2017 and by the Administrative Board at its 76th meeting, on 15 December 2017.

Introduction

The Development Strategy directs the ISSBS towards research achievements, socially responsible action and quality education through thoughtfully set strategic objectives that respond to the changing knowledge society. Dynamics and adaptability, openness to innovations, rapid response to environmental challenges are the strengths of the Faculty, which offers its students modern study programmes from the fields of economics, business sciences and management. Good regional involvement and international connections provide students with career opportunities.

The ISSBS Development Strategy defines strategic orientations according to four key activities (education, research, social responsibility and cooperation with the environment, provision of operating conditions), which are further defined by the activities and measures for achieving the objectives and by achievement indicators with their baseline and target value.

The ISSBS Development Strategy contains:

1. Mission, vision and values.
2. Evaluation of the Development Strategy 2014-2018 objectives achievement as well as the achievements of the ISSBS.
3. Strategic orientations and quality at the ISSBS, quality correlation at the ISSBS, preparation of Development Strategy 2018-2024.
4. Strategic long-term objectives 2018-2024, activities and actions to achieve strategic objectives.
5. Relevant national and international instruments and documents.
6. Monitoring and updating of the ISSBS Development Strategy 2018-2024.

The Annex presents in more detail:

1. The Strategic Plan 2018-2024 with activities or measures, monitoring activities or measures and review of the operators of activities or measures.
2. Indicators with baseline (2017) and target (2020, 2024) values.

Mission, vision and values of the ISSBS

Mission

- To enrich the professional development of students and graduates and improve their employability with *quality, internationally oriented education* and *research* in the field of economics, business and management, thus contributing to the development of a knowledge society.

Vision

- To be recognised as *a Faculty of academically quality* and as *a socially responsible Faculty*.

Values

- Responsibility and honesty towards the users of our services.
- Creativity and innovation in our work.
- Diversity and uniqueness in who we are.
- Integrity and respect in relationships.

The values expressed through our actions build our reputation in the eyes of all our publics.

Evaluation of the Development Strategy 2014-2018 objectives

Design and update of the Development Strategy 2014-2018

In 2013, a ***national evaluation of the institution and accreditation of study programmes*** was carried out at the ISSBS, which provided additional information on performance and opportunities to strengthen advantages and improve weaknesses. The evaluation of the ISSBS revealed some weaknesses in the organisation of the institution and suggested some more clearly defined ways of achieving strategic objectives, more effective cooperation with the local environment, implementation of projects for the economy and systematic involvement of expert practitioners. It also highlighted the need for a more systematic monitoring of the relevance of the competencies of graduates, improvement of the tutoring system and the career centre, and the documentation and accessibility of relevant information for external stakeholders. Based on the recommendations of the evaluators, we developed the 2014-2018 Development Strategy, in which we set the following strategic directions:

1. excellence in the field of education (student acquisition, quality implementation of study programmes, study efficiency and graduate performance),
2. excellence in research and a balance of research and education work,
3. social responsibility and participation in the regional, national and international environment,
4. excellent organisation of support activities, assurance of personnel, material and financial conditions of operation, established internal quality assurance system.

The ISSBS Development Strategy 2014-2018 was updated in 2015. The update was based on the findings ***of international accreditations and evaluations***, which the ISSBS has undergone in recent years; in 2014, the institution was evaluated and two AQ Austria programme accreditations were carried out, while 2015, the ASHE institutional evaluation was carried out.

Evaluation of the achievement of strategic objectives

In the field of education, over the past four years:

- *Accreditation/reaccreditation* of 6 study programmes (two in the 1st cycle, three in the 2nd cycle and one in the 3rd cycle).
- Reduction *in the number of students*, from 600 students to about 400, which was a general trend at other higher education institutions as well. The number of first-time enrolments decreased the most at the first level, but we managed to maintain a stable enrolment of students at the second level.
- *The transition rate of study* and the *duration of study* remained at the same level during this period, but an improvement in both indicators has been noticed over the last year. In the last year, the transition rate of study has improved from 42% to 60% at the Poslovanje v sodobni družbi (Business in Modern Society, hereinafter BMS) study programme, from 67% to 80% at the Ekonomija v sodobni družbi (Economics in Modern Society, hereinafter EMS), at the Management znanja (Knowledge Management, hereinafter KM), the rate is 63%. The average duration of the 1st cycle study was 4.2 years (3-year programme) and at the KM 3.6 years (2-year programme).
- A total of 813 graduates from 2007/2008 to 2016/2017 and the gradual increase and stabilisation of graduation at the level of 100 graduates annually (the 1st, 2nd and 3rd cycle in total).
- The *stakeholders involvement* into the process of continuous improvement of study programmes increased. We have established a new advisory body, the ISSBS Council, whose members are recognised regional experts and employers.
- During this period, the introduction of *combined education was fully implemented*, which means that we have established e-classrooms for all subjects. The latter enable easy distribution of materials as well as the implementation of various active forms of learning in the e-environment.

- In the academic year 2016/2017, we first performed a study programme in English, in the 3rd study cycle.
- Study mobility of students and employees (outgoing) remained at a comparable level, while the number of (incoming) foreign teachers increased.

Table 1: Selected indicators of educational activity:

	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Number of students	189	387	576	657	744	694	583	493	465	405
Number of graduates	6	12	20	39	79	186	153	104	120	94
Mobility of students (incoming / outgoing)	0/0	0/0	2/4	4/9	5/4	9/2	8/1	4/4	3/4	2/2
Mobility of staff and teachers (incoming / outgoing)	1/3	3/2	16/1	1/2	1/4	7/4	1/2	0/3	4/6	21/10

In the field of research, over the past four years:

- Decrease in *project acquisition*, which is partly related to the tightening of the eligibility conditions for projects. The number of selected projects was smaller, although the number of applications remained the same.
- Increase in the number of publications of scientific works by the ISSBS authors.
- Establishment of a system for informing the members of the research team by setting up a Research Opportunities website and achievements on research calls, research performance, publications and scientific articles, rules and guidelines on research activity, etc.
- Increase in dissemination and visibility of the research results with the MakeLearn & TIIM International Conference and the ISSBS Publishing House.
- Active participation of the ISSBS students at MakeLearn & TIIM scientific conference and KoME student conference.
- Increasing the number quotations in the IJMKL journal; We also submitted a qualification file for the Scopus database.

Table 2: Selected R&D indicators

	2009	2010	2011	2012	2013	2014	2015	2016
Number of projects selected	5	8	7	5	8	6	3	4
FTE researchers	1.85	4.25	4.51	7.44	7.48	11.44	5.46	3.47
Annual turnover from research activity (% of total revenue of the institution)	NA	6.5	11.9	24.8	15.6	30.6	24.8	17.8
Number of scientific publications in impact factor journals	4	1	4	5	13	10	10	17

In the area of social responsibility and cooperation with the environment, over the past four years:

- Maintaining and establishing contacts with the local, regional and international environment (LLP events, R&D projects, involving environments in study activities, cooperation with the economy and school institutions).
- Relatively high numbers of foreign visiting professors and guests from practice involved in the study process.
- Introduction of the Learning Skills course, which enables the acquisition of various personal and business skills, and the optional course Social Responsibility and Volunteering.
- Accreditation of the transnational higher education contract in cooperation with the University of Macedonia.
- Through its international activities (the organisation of a conference in Priština and contacts with higher education institutions), the ISSBS has successfully acquired Kosovo students for its Knowledge

Management doctoral programme. This achievement is consistent with the promotion plans for cooperation with the Western Balkan countries.

- Increased visibility of the Faculty in the regional environment; mainly through events organised by the ISSBS for the general public as well as through co-operation with secondary schools.
- Promoting the MakeLearn International Science Conference.
- Establishment and promotion of international scientific publishing house ToKnowPress.

Table 3: Selected indicators of environmental cooperation and social responsibility:

	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Number of events (round tables, LLP, diplomatic evenings, etc.)	1	1	1	2	5	4	4	6	5	6
Number of participants at events	NA	NA	63	83	186	213	118	356	283	235
Number of guests involved in the study	6	11	31	38	41	37	43	27	41	47

In the field of ensuring operating conditions, over the past four years:

- Formal establishment of the tutoring system, the career centre and modernisation of the Library activities.
- Simplification of the organisation of the institution.
- Annual engagement of 5 student tutors who organise tutoring classes for subjects such as English, mathematics, computer science and economics.
- Increase in the number of bibliographic resources and borrowings.
- Increase in accessibility of basic literature materials with textbooks and professional materials issued by the ISSBS Publishing House.
- Maintaining stable financing of activities despite a decline in public funding since 2011. With the reduction of concessionary funds, the diversity of other sources of financing increased.
- In proportion to the decrease in the number of students enrolled, the ratio between the number of regularly employed and contract employees changed. Some got employed elsewhere or abroad and the number of contract employees increased.
- Reduction in the number of classrooms as a measure of adapting the operation to a smaller number of students enrolled.
- By adopting the guidelines for professional development of employees, the latter was defined more precisely. An internal training system (e.g. the use of e-classroom) has been established.
- Modernisation of the internal quality assurance system. The student survey system was updated with the online tool 1ka, increasing student response to the survey (more than 50%).
- Based on the recommendations of AQ Austria and the ASHE, the ISSBS started to systematically establish an internal quality system, redefined competences and learning outcomes at the level of subjects of study programmes, updated the Quality Rules with quality indicators, and established procedures and instruments for monitoring, assessing and ensuring the quality of basic processes according to the ISSBS activities, defined the process of continuous improvement of study programmes, transformed the competency profile of the graduate for all study programmes.
- As part of this, a system of student complaints has to be formally established, activities related to internationalisation strengthened, a teacher development plan formulated and a system of professional practice formalised.

Over the past four years, the following was recorded in the quality area:

- Establishment of a quality system (the Quality Rules, the Plan of implementation of quality assurance processes, quality indicators).
- Successfully acquired national reaccreditation in 2013 (SQAA).
- International accreditation of Level 1 study programs Business in Modern Society and Level 2 Knowledge Management (2014).
- International Certificate of Quality ISSBS (ASHE).

Strategic guidelines and quality at the ISSBS

Strategic Guidelines

Strategic guidelines relate to all core activities at the ISSBS.

Educational activity enables the development and implementation of quality and internationally oriented studies to enhance the employability of graduates.

- Study programmes offer quality and up-to-date knowledge for better employability.
- The learning environment promotes international focus, independence, creativity and entrepreneurial approach.
- The Faculty encourages successful study and career paths for students and graduates.

Research activity promotes exploration and its international involvement.

- The Faculty provides the conditions for research and encourages the individual to perform research work,
- encourages the dissemination and publicity of research work by individuals and institutions and
- develops a culture of research and collaboration with higher education institutions and other institutions.

Cooperation with the environment and social responsibility strengthen corporate socially responsible acting in the operational environment of the Faculty.

- the Faculty takes a proactive approach to cooperation with the environment and its economy and
- highlights current societal challenges and their solutions.

The provision of conditions for the operation of the ISSBS is enabled by establishing support activities for successful operation.

- The Faculty provides adequate resources for operation (human, material and financial) and their effective management,
- It provides students and employees with a friendly and engaging academic environment that encourages their comprehensive development,
- fosters and adopts the culture of professional, quality, responsible and dedicated work and
- develops a quality system based on the responsibility of each and every one for continuous improvement.

Integration with the quality assurance system

The quality assurance system at ISSBS is closely linked to the strategic directions and objectives of the ISSBS Development Strategy. The ISSBS monitors strategic objectives through defined activities and measures, as well as indicators of their implementation. The ISSBS has a quality system defined in the Quality Manual, which defines the procedures and instruments for monitoring, assessing and assuring quality of all basic processes in individual areas of operation and updating the quality system by involving all stakeholders. Self-evaluation is carried out annually, national evaluation is carried out at regular intervals (every five years), and international evaluation/accreditation is carried out periodically.

In the development of the quality system, ISSBS strives to:

- create a comprehensive and dynamic quality management system,
- link the ISSBS Development Strategy to the development of the operation of all activities and processes,
- facilitate wide participation, dedication and transparency,

- use relevant information for systematic and effective action.

The ISSBS obtained the first accreditation on 9 June 2006, on 19 September 2013, the accreditation was extended by 7 years. The accreditation expires on 30 September 2021, the ISSBS submits the application for renewal to the SQAA by 30 September 2020. Accreditations of the study programmes are granted for an indefinite period (Zvis 75/2016).

The ISSBS obtained two international programme accreditations for BM and KM study programmes on 3 February 2015 from AQ Austria, expiring on 2 February 2021, and a quality certificate from ASHE on 22 March 2016, expiring on 22 March 2021.

Preparation of the ISSBS Development Strategy 2018-2024

The ISSBS Development Strategy 2018-2024 was implicitly formulated by the management of the ISSBS and its bodies through discussing basic documents, notably the 2014-2018 Strategy Evaluation, the Statement of Vision, Mission and Values, the Self-Evaluation (SE) Report and the recommendations of external evaluations and accreditations (national and international).

The ISSBS Development Strategy Objectives 2018 - 2024

Activities and measures to implement strategic orientations

Educational activity

1. Quality implementation of study programmes

Quality implementation of study programmes shall be achieved by promoting student transition, lower dropout rates and student and graduate satisfaction with the study programme. The quality of the study shall be supported by tutoring, e-classroom and other support mechanisms such as the Library, information system and notification system.

2. Linking study and practice.

The practicality and relevance of the knowledge that students acquire at the Faculty shall be promoted by connecting with the regional business environment. By engaging guests from the practice, organising educational visits, and through student projects related to real business problems, we shall provide students with quality knowledge, enable them to connect with renowned local experts, and contact potential employers.

3. Internationalisation of education.

The international dimension is incorporated in the name and vision of the Faculty, so we shall strive to establish connections with the international higher education and research community. The internationalisation of education shall be reflected by the involvement of foreign visiting professors in the study process, staff mobility and student mobility, as well as the implementation of study programmes in English.

4. Modernisation of study programmes.

The updating, development of new, and the suspension or abandonment of existing study programmes is linked to the establishment of a system for monitoring and improving study programmes. The implementation of such initiatives by all stakeholders enables the Faculty to carry out quality and relevant study programmes for the time to come.

Research-development activity

5. Strengthening the scope of research and development activities.

The strengthening of the research and development activity shall strengthen the international dimension of the Faculty operation, in addition to its reputation in the research community. This guideline shall be pursued through the acquisition and implementation of research and development projects in partnership with foreign and domestic higher education institutions and other institutions or companies. By strengthening the PhD programme, we shall also create a new knowledge base in key content areas and further promote the visibility of the research results.

6. Incorporation of research results into education.

Creating new knowledge and publishing research achievements shall continue to be an important driver of the quality of teaching at the Faculty. We shall encourage higher education teachers and staff to integrate their latest research achievements into the basic course literature and regularly update student materials, thus providing students access to up-to-date knowledge in key areas of expertise.

7. Engaging students in research.

Students with above-average results and research spirit shall be encouraged to get involved in student research and development projects and the research work of teachers and researchers at the ISSBS. Students shall, as much as possible, actively participate in presentations of papers at scientific and professional conferences organised by the Faculty.

8. Enhancing the dissemination of research results.

The volume of publications and the impact of the research results of the ISSBS higher education teachers and staff is reflected through publication in international scientific journals, which are classified in relevant electronic databases and have relevant impact factors. Research at the Faculty is also reflected through publishing within the framework of the ISSBS Publishing House and ToKnowPress. The annually organised ML & TIIM International Conference also contributes to the international recognition and greater reputation of the Faculty in the international academic space.

Cooperation with the environment and social responsibility

9. Networking with the higher education and research community.

Cooperation and networking with foreign and domestic higher education institutions and research organisations increases the flow of knowledge, strengthens the research and educational capabilities of the Faculty and its members, and also enhances the ability to acquire and implement more demanding international research and development projects.

10. Networking in the regional environment with the business community.

The creation of new forms of cooperation with companies and the public sector shall enhance the socially beneficial functioning of the Faculty. In this context, we shall encourage the implementation of projects for businesses and other organisations, as well as the operation and information on regional and local developments within the Career Centre.

11. Integrating social responsibility into operation.

Through socially responsible action, the Faculty shall encourage student involvement in activities that benefit the local community while facilitating the acquisition of personal skills relevant to their further careers. The Faculty shall facilitate this by encouraging volunteer activities and organising socially beneficial events.

12. Raising public awareness of societal challenges and their solutions.

By establishing a good practice in raising public awareness of events such as the organisation and implementation of round tables, seminars and consultations on current societal challenges, the Faculty shall more firmly integrate itself into the life of the local community and the wider region, thereby enhancing its visibility in the environment. To

carry out such activities, the Faculty shall also take advantage of the opportunities offered by its involvement in the international higher education and research environment.

Provision of operating conditions:

13. Developing the human capital.

Incentives for professional development of employees shall improve the structure of the Academic Assembly after the elections. Particular emphasis shall be placed on employee satisfaction with work and working conditions.

14. Achieving stability and diversification of sources of financing.

By ensuring diversification of funding sources, financial sustainability and a positive operating result shall be maintained.

15. Modernisation of the infrastructure.

Better space occupancy management and modern equipment shall enable quality study throughout the study process and beyond. Study support shall be provided through the availability of Library services and materials.

16. Development of a quality system.

Developing a system of monitoring and quality assurance that is intertwined with strategic planning shall enable monitoring of indicators by key activities and action in cases of shortcomings. Cohesion of the planning and reporting system shall be established. All stakeholders shall be involved in discussions on quality, thus fostering the dialogue and the sense of belonging to the Faculty.

List of long-term (strategic) objectives

The long-term objectives are shown in the fields of strategic orientation of the ISSBS.

Educational activity:

1. Quality implementation of study programmes.
2. Linking study and practice.
3. Internationalisation of education.
4. Modernisation of study programmes.

Research activity:

5. Strengthening the scope of research and development activities.
6. Integrating research results into education.
7. Engaging students in research activity.
8. Enhancing the dissemination of research results.

Cooperation with the environment and social responsibility:

9. Networking with the higher education and research community.
10. Networking in a regional environment with the business community.
11. Integrating social responsibility into operation.
12. Raising public awareness of societal challenges and their solutions.

Provision of operating conditions:

13. Developing the human capital.
14. Achieving stability and diversification of sources of financing.
15. Modernisation of the infrastructure.
16. Development of a quality system.

Relevant internal, national and international documents and resources

The ISSBS Acts and Documents

- The Statute of the ISSBS.
- Annual Work Programmes (2016, 2017) and Annual Reports (2016).
- ISSBS Annual Self-Evaluation Reports (2015/2016 and 2016/2017).
- SQAA - Report of institutional and programme reaccreditation.
- AQ – »Report Accreditation ISSBS« and »Report Audit ISSBS«, from 22 December 2014.
- ASHE – »Report on Quality Assurance Audit of the ISSBS«, May 2015.
- ASHE – »Final report on quality assurance audit of the ISSBS«, June 2016, SPIN analysis of the ISSBS (Annex 1)
- The ISSBS Quality Manual (2016) with quality indicators

Relevant national and international documents, declarations and recommendations

National documents

- Strategija razvoja Slovenije (Slovenian Development Strategy) 2014 – 2020, »We need greater competitiveness and growth momentum for development« (starting points): http://www.rrc-kp.si/images/stories/dokumenti/RRP/Strategija_razvoja_Slovenije_predlog.pdf
- Strategija internacionalizacije slovenskega visokega šolstva (Strategy for the internationalisation of Slovenian higher education) 2016-2020:
http://www.mizs.gov.si/si/delovna_podrocja/direktorat_za_visoko_solstvo/sektor_za_visoko_solstvo/internacionalizacija_vs/
- Resolucija o Nacionalnem programu visokega šolstva (Resolution on National Higher Education Programme) 2011–2020 (ReNPVŠ11-20): <http://www.uradni-list.si/1/objava.jsp?urlid=201141&stevilka=1974>
- Resolucija o Raziskovalni in inovacijski strategiji Slovenije (Resolution on Research and Innovation Strategy for Slovenia) 2011–2020 (ReRISS11-20): <http://www.uradni-list.si/1/content?id=103975>
- Zakon o visokem šolstvu (Higher Education Act) (Zvis, Official Gazette of the Republic of Slovenia No. 75/2016): <http://pisrs.si/Pis.web/pregledPredpisa?id=ZAKO172>
- Merila za akreditacijo in zunanjo evalvacijo visokošolskih zavodov in študijskih programov (Criteria for the Accreditation and External Evaluation of Higher Education Institutions and Study Programmes) (Official Gazette of the Republic of Slovenia No. 42/2017):
<http://pisrs.si/Pis.web/pregledPredpisa?id=DRUG4397>
- MISS guidelines for preparation of the elements of the annex to the contract on financing of the study activity of public and private higher education institutions

Other documents

- Bologna Process Documents available at: <http://www.ehea.info/>
- Europe 2020: a Strategy for Smart, Sustainable and Inclusive Growth: http://ec.europa.eu/eu2020/pdf/1_SL_ACT_part1_v1.pdf
- Education and Training 2020 Strategy: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2009:119:0002:0010:SL:PDF>
- ECA Criteria of Quality in Internationalisation: <http://ecahe.eu/home/internationalisation-platform/certification/relevant-documents/>

- Documents for the Development of the European Research Area:
http://ec.europa.eu/research/era/index_en.htm
- The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, available on the EURAXESS website: <http://ec.europa.eu/euraxess/index.cfm/rights/index>
- Statistics and analyses from the field of higher education in Slovenia:
http://www.mizs.gov.si/si/delovna_podrocja/direktorat_za_visoko_solstvo_in_znanost/sektor_za_visoko_solstvo/statistika_in_analize_s_podrocja_visokega_solstva/
- OECD Economic Surveys for Slovenia:
<http://www.oecd.org/eco/surveys/listeconomicsurveysofslovenia.htm>
- OECD Higher Education by 2030 (both publications): <http://www.oecd.org/edu/skills-beyond-school/highereducationto2030vol1demography.htm>
- EUA Publications: <http://www.eua.be/Publications.aspx>

Monitoring and updating the ISSBS Development Strategy 2018-2024

In its activities, the ISSBS is committed to the philosophy of continuously improving the quality of its activities and core processes, the quality system and development strategy. The philosophy of continuous improvement is based on the Deming circle of plan–do–check–act. Discussions on the ISSBS Development Strategy are held at meetings of its bodies, and public hearings are also held.

The basic activities of monitoring and updating the Development Strategy carried out under the Deming circle are as follows:

- **Strategy planning.** Preparation of the draft was carried out within the Advisory College of the Dean, and the draft of the ISSBS Development Strategy 2018-2024 was discussed with the ISSBS Council on 12 December 2017, a public debate was held at a meeting of the Academic Assembly, which was attended by members of the Student Council and a representative of professional services on 14 December 2017. The strategy was discussed by the members of the Senate on 14 December 2017, and the members of the Administrative Board on 15 December 2017.
- **The implementation of the strategy** is reflected in the Annual Work Programme, the tasks and activities defined therein, and in the Annual Report with Self-Evaluation report, which measure the progress of implementation and also contain an element of comparison of the achieved versus the set objectives.
- **Verification of the implementation of the strategy.** The status and achievements of the ISSBS shall be discussed at least once a year at the level of committees, the operational College of the Dean, the Advisory College of the Dean, the Senate, the Administrative Board, the Student Council and the Academic Assembly, namely following the preparation of the Annual Report with Self-Evaluation Report. The Advisory College of the Dean, on the basis of an annual analysis, reviews the adequacy of the policies and objectives and proposes possible changes.
- **Action.** In the event of major discrepancies and/or changes, the ISSBS shall update the Development Strategy, since, in view of possible changes in the environment and in the organisation, the implementation of the Strategy has to be constantly determined and monitored.

Doc. Dr. Srečko Natek
the Dean of the ISSBS

Annex

Strategic Plan 2018-2024 by fundamental areas

1. Educational activity

Long-term objective	Activity or measure	Monitoring the activity or measure	The coordinator of the activity or measure
1 Quality implementation of study programmes	Follow-up on study completion	Annually	The Education Service
	Monitoring student satisfaction with study	Annually	The Education Service
	Implementing support for study	Annually	The Education Service
	Conducting blended learning (e-classroom)	Annually	The Education Service
	Monitoring graduate employment	Annually	The Education Service
2 Linking study and practice	Involving guests in the study process	Annually	HE teachers / HE staff
	Implementation of educational visits	Annually	HE teachers / HE staff
	Implementation of student projects within organisations	Annually	HE teachers / HE staff
3 Internationalisation of education	Implementing mobility of students and HE teachers / HE staff	Annually	HE teachers / HE staff, students, Education Service, Research Service
	Involvement of foreign experts in study	Annually	Education Service, HE teachers / HE staff, management
	Implementation of study programmes in English	Annually	HE teachers / HE staff
4 Modernisation of study programmes (updating the existing ones, developing new ones and abandoning the outdated ones)	Follow up on improvements and innovations	Annually	The Education Service

2. Research-development activity

Long-term objective	Activity or measure	Monitoring the activity or measure	The coordinator of the activity or measure
5 Strengthening the scope of research and development activities	Application and implementation of projects in various calls for proposals at home and abroad	Annually	HE teachers / HE staff, The Research Service
	Promotion of doctoral studies	September 2024	Management
6 Integrating research results into education	Use of research achievements in implementation of LU	Annually	HE teachers / HE staff
7 Engaging students in research activity	Engaging students in research activity	September 2020	HE teachers / HE staff
	Conducting the KoME Student Conference	Annually	The Research Service, the Student Council
	Encouraging student publication	Annually	HE teachers / HE staff (mentors of final works)
8 Enhancing the dissemination of research results	Conducting the ML & TIIM International Conference	Annually	Conference board, Head of organising team
	Increasing international visibility of IJMKL	Annually	IJMKL editors
	Increasing the number of publications in journals with an impact factor	Annually	HE teachers / HE staff, The Research Service
	Publication through the ISSBS Publishing House and ToKnowPress	Annually	HE teachers / HE staff, editors of the ISSBS Publishing House and ToKnowPress

3. Cooperation with the environment and social responsibility

	Long-term objective	Activity or measure	Monitoring the activity or measure	The coordinator of the activity or measure
9	Networking with the higher education and research community	Strengthening international and domestic cooperation	Annually	Management
10	Networking in the regional environment with the business community	Cooperation with companies and other organisations	Annually	Professional Practice Coordinator
		Strengthening cooperation in the field of R & D	September 2024	HE teachers / HE staff
11	Integrating social responsibility into operation	Engaging students in ISSBS events (Skills / Social Responsibility)	Annually	Education department, lecturers
12	Raising public awareness of societal challenges and their solutions	Organisation of events for the general public	Annually	Education / Research Service, Management

4. Provision of operating conditions

	Long-term objective	Activity or measure	Monitoring the activity or measure	The coordinator of the activity or measure
13	Developing human capital	Improving the structure of the Academic Assembly by titles	Annually	HE teachers / HE staff, the General Affairs Service
		Monitoring the professional development of employees	Annually	The Management, the General Affairs Service
		Monitoring employee satisfaction with work	Annually	The Management, the Education Service
14	Achieving stability and diversification of sources of financing	Monitoring revenues from marketing, development and research activities	Annually	the Director
		Providing financial sustainability	Annually	the Director
15	Modernisation of the infrastructure	Updating the e-environment	Annually	Professional Services, HE teachers / HE staff
		Fitting the premises with ICT equipment	Annually	The Management, the General Affairs Service
		Increasing the accessibility of the ISSBS Library materials	Annually	The Education Service
16	Development of a quality system	Managing self-evaluation with measures	Annually	The Education Service
		Conducting quality discussions and training	Annually	The Education Service, the Commission for Quality and Evaluation

Baseline and target indicators

1. Educational activity

Long-term objectives	Activity/Measure	Indicator	Unit of Measure	Baseline value 2017	Target value 2020	Target value 2024
1 Quality implementation of study programmes	Follow-up on study completion	Transition rate from 1st to 2nd year	Share of pure transfer rate	EMS: 80% BMS: 60% KM: 63 % KM DR: 67 %	From 65 to 85%	From 65 to 85%
		Duration of study	In years	EMS: 4.4 BMS: 4.2 KM: 3.6 MQE: 1.01	t+1, t- duration of the study programme	t+1, t- duration of the study programme
	Monitoring student satisfaction with study	Student satisfaction	Average grade from 1 to 5	With subjects: 4.08 With lecturers: 4.38	With subjects: 4.3 With operators: 4.5	With subjects: 4.4 With operators: 4.5
		Graduates' satisfaction with their studies	Average grade from 1 to 5	3.9	4.0	4.2
	Implementing study support	Tutorial lessons delivered	No. of hours	370.5 hours	from 300 to 400	from 300 to 400
		Student satisfaction with study support	Average grade from 1 to 5	Library: 4.2 Novis: 4.3 The Office of Student Affairs: 4.0	at least 4.1	at least 4.3
	Conducting blended learning (e-classroom)	Students' satisfaction with implementation of the e-classroom	Average grade from 1 to 5	4.4	4.5	4.6
	Monitoring graduate employment	Graduate employment within one year of graduation (survey)	Share	Level 1 49% Level 2 79%	55% / 80%	55% / 85%
2 Linking study and practice	Involving guests in the study process	Guests involved in the performance	Number	47	From 30 to 50	From 40 to 50
	Implementation of educational visits	Educational visits	Number	9	From 5 to 10	From 5 to 15
	Implementation of student projects within organisations	Proportion of students involved	Share (No. of students / all students)	13% (53/406)	20 %	30%
3 Internationalisation of education	Implementing mobility of students and HE teachers / HE staff	Number of mobilities performed	Number (incoming / outgoing)	Students: 2/2 HE teachers / HE staff: 20/10 SS: 1/0	Increase by 10%	Increase by 12%
	Involvement of foreign experts	Number of foreign guests	Number	21	From 15 to 25	From 15 to 25
	Implementation of study programmes in English.	Number of programmes	Number	1	1	1
4 Updating study programmes	Follow up on improvements and innovations	Number of content updates accepted at the	Number	EMS, BMS, KM: 2; MQE, KM DR: 1	At least one improvement per study	At least one improvement per study

Commission for
Study Affairs

programme

programme

2. Research-development activity

Long-term objective	Activity/Measure	Indicator	Unit of Measure	Baseline value 2017	Target value 2020	Target value 2024
5 Strengthening the scope of research and development activities	Application and implementation of projects in domestic and international calls for proposals	Projects acquired	Number	6	From 5 to 10	From 5 to 10
		% R&D revenue / total revenue	%	26.6*	15 - 25	15 - 25
	Promotion of doctoral studies	doctoral students	number total of enrolled in the programme	9	10	10
6 Integrating research results into education	Use of research achievements in implementation of LU	Revenue from the sale of books from the publishing house to the ISSBS students	EUR	2,419*	3,000	3,000
7 Engaging students in research activity	Encouraging student publication	Number of student contributions to KoME and ML	Number	KoME: 7 ML: 10	KoME: 10 ML: 10	KoME: 10 ML: 10
	Implementing the KoME Student Conference	Number of students attending the conference	Number	KoME: 42 ML: 9	KoME: 45 ML: 15	KoME: 50 ML: 20
8 Enhancing the dissemination of research results	Implementing the ML & TIIM International Conference	No. of contributions to the proceedings and thematic journals of ML	Number	133	140	150
	Increasing international recognition of IJMKL	IJMKL article quotations	Number	69	100	150
	Increasing the number of publications in journals with an impact factor	Number of publications	Number	17	20	20
	Publication through the ISSBS Publishing House and ToKnowPress	Monographs published by ISSBS Publishing House and ToKnowPress	Number	6 (4 +2)	From 5 to 10	From 8 to 10

3. Cooperation with the environment and social responsibility

Long-term objective	Activity/Measure	Indicator	Unit of Measure	Baseline value 2017	Target value 2020	Target value 2024	
9	Networking with the higher education and research community	Strengthening international and domestic cooperation	Number of all agreements	Number	45	50	55
10	Networking in the regional environment with the business community	Cooperation with companies, other institutions and other organisations	Active agreements with companies (professional practice, educational visits, student projects, etc.)	Number	27 (professional practice)	30	35
		Strengthening cooperation in the field of R & D	Projects for other organisations	Number	0	2	3
11	Integrating social responsibility into operation	Student involvement in volunteering events	Number of students volunteering	Number	25 (DOP)	15- 25	15- 25
12	Raising public awareness of societal challenges and their solutions	Organisation of events for the general public	Staged events for the interested public	Number	6	6	6

4. Provision of operating conditions

Long-term objective	Activity/Measure	Indicator	Unit of Measure	Baseline value 2017	Target value 2020	Target value 2024	
13	Developing human capital	Monitoring the professional development of employees	Training per employee	Number of trainings / employees	1.4	1.5	1.5
		Monitoring employee satisfaction with work	Assessment of employee satisfaction with work	Average grade from 1 to 5	HE teachers / HE staff: 4.5 SS: 3.9	4-4.5	4-4.5
14	Achieving stability and diversification of sources of financing	Monitoring revenues from study, marketing, development and research activity	Proportion of assets by activity	Share (assets / all revenue)	No.:63% Market a.:4.5% Development a.:12% Research a.:18%	Market 5-10% R&D 15-25%	Market 15-25% R&D 15-25%
		Providing financial sustainability	Profit or loss of the faculty	in EUR on 31 December	* 11,150	Positive	Positive
15	Modernisation of the infrastructure	Modernisation of material conditions and e-environment	Assessment of satisfaction with working conditions	Average grade from 1 to 5	HE teachers / HE staff: 4.3 SS: 4.1	4-4.5	4-4.5
		Increasing the accessibility of the ISSBS Library materials	Units of material (e-sources, physical material)	Number of units	3,463 units	3,700	4,000
16	Development of a quality system	Managing self-evaluation with measures	Monitoring the implementation of measures	Share	NA	80-100 %	80 %- 100 %
		Conducting quality discussions and training	Follow up on quality	Number	11	12	15

discussions at
meetings of
the bodies

*year 2016