

**Implementation Plan
for the Long-Term Plan for Educational,
Research, Scientific, Development,
Innovative and Other Creative Activities
(Strategic Plan for Educational and
Creative Activities)
of ŠKODA AUTO University
for 2020**

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Introduction

ŠKODA AUTO University (ŠAVŠ) has prepared and submits the following Implementation Plan for the Long-term Plan for Educational, Research, Scientific, Development, Innovative and Other Creative Activities (Strategic Plan for Educational and Creative Activities) of ŠKODA AUTO University for 2020 (hereinafter referred to as the “implementation plan”). This is done in accordance with Act No. 111/1998 Coll., on Higher Education Institutions (hereinafter referred to as the “Act”), and in accordance with the Implementation Plan for the Long-term Plan for Educational, Scientific, Research, Development, Innovation, Artistic and Other Creative Activities of Higher Education Institutions for 2020 of the Ministry of Education, Youth and Sports (MSMT), and following on from the Long-term Plan for Educational, Research, Scientific, Development and Innovative and Other Creative Activities of ŠKODA AUTO University for the period 2016–2020 (hereinafter referred to as the “Long-term Plan”), the Report on Internal Quality Assessment of Educational and Creative Activities and Related Activities of ŠAVŠ (ZVH) for 2017 (ZVH-17) and the Amendment to the Report on Internal Quality Assessment of Educational and Creative Activities and Related Activities for 2018 (DZVH-18). The content of the implementation plan also responds to the current development in the Czech higher education sector and its regulation and supervision. The implementation plan, which is also based on the ŠAVŠ Strategy 2025, approved in 2016 by the founding authority of ŠAVŠ by the company ŠKODA AUTO and on the evaluation of its fulfilment, submitted to the Board of Directors of ŠKODA AUTO in March 2019, adds further details for 2020. The ŠAVŠ Strategy 2025 is an integral part of the ŠKODA AUTO a.s. Strategy 2025+ in terms of human resources development, which is a unique phenomenon in higher education on a global scale. This direct interconnection of the strategic plans of ŠAVŠ and the strategic development goals of the founder of our University fundamentally defines the relevance of the study programmes, research activities and other specialised and social activities implemented and developed by ŠAVŠ, while fully respecting the academic freedoms and principles of independence of academia and higher education in general.

1 Quality Assurance

The Board for Internal Evaluation of ŠAVŠ (RVH) in 2018 prepared the report ZVH-17. Subsequent to it, the Board prepared the DZVH-18 in 2019.

The DZVH-18 is divided into areas dealing with the different activities of ŠAVŠ. These 6 areas are:

- Strategic management
- Educational activities in accredited study programmes
- Lifelong learning
- Creative activities
- Third role
- Support activities

In 2017, as part of its quality assurance and evaluation system, ŠAVŠ set a total of 108 quality standards and quantitative indicator standards for the 6 areas. Their fulfilment for 2017 is evaluated in the Report on Internal Quality Assessment of Educational and Creative Activities and Related Activities of ŠAVŠ for 2017 (ZVH-17) and summarised in the following table:

Area	Number of standards	Fully met	Partially met	Not met
Strategic management	9	8	1	0
Educational activities in accredited study programmes	65	57	8	0
Lifelong learning	2	2	0	0
Creative activities	11	7	4	0
Third role	5	3	2	0
Support activities	16	11	5	0
TOTAL	108	88	20	0

DZVH-18 is prepared in the form of tables that compare the actual satisfaction of standards in 2018 with their state in 2017. The tables also contain deadlines for correcting partially fulfilled standards as well as development tasks related to meeting the different standards (even for many fully satisfied standards – in this case it is always a new quality goal for the given standard).

For 2018, a total of 104 development tasks were set in ZVH-17. The following table gives an overview of their fulfilment:

Area	Number of tasks	Fully met	Partially met	Not met (transfer to 2019)
Strategic management	4	1	1	2
Educational activities in accredited study programmes	61	38	8	15
Lifelong learning	1	0	1	0
Creative activities	5	3	2	0
Third role	6	2	1	3
Support activities	27	19	5	3
TOTAL	104	63	18	23

In 2018, progress has been made in meeting the quality standards through the development tasks. Of the 20 partially met standards in 2017, 5 were fully met in 2018. This means there are 15 standards left that are met only partially, with the following structure:

Area	Number of standards met partially in 2017	Of which fully met in 2018	Number of standards still

			met partially in 2018
Strategic management	1	0	1
Educational activities in accredited study programmes	8	2	6
Lifelong learning	0	0	0
Creative activities	4	2	2
Third role	2	0	2
Support activities	5	1	4
TOTAL	20	5	15

At the same time, in 2018, there was substantial improvement or progress in preparing changes aimed at the full satisfaction of several quality standards that were only partially met, especially in the field of educational activities in accredited study programmes. During 2019, ŠAVŠ started to fully satisfy these standards. Progress will be subject to evaluation in the Amendment to the Report on Internal Quality Assessment of Educational and Creative Activities and Related Activities of ŠAVŠ for 2019, which will be prepared by the RVH in the first quarter of 2020.

The RVH also acts as an internal accreditation body of ŠAVŠ, as it discusses proposals of new study programmes and changes to accredited study programmes, including the major content or extent of changes at the level of individual courses.

ŠAVŠ continuously nurtures the development of the pedagogical competences of its academic staff. Annual workshops for ŠAVŠ employees include demonstrations of activation methods in teaching or the use of modern teaching aids. Training of these skills takes place throughout the academic year as well. During 2020, ŠAVŠ will proceed with a systematic approach to training and workshops for academic employees in the field of modern teaching methods using the professional potential of the Department of Human Resources Management, the Department of Marketing and Management and the Department of Languages and Intercultural Competences.

The consistent implementation of the methodology of learning outcomes also contributes to the improvement of the pedagogical quality at ŠAVŠ. The accreditation by the Accreditation Council for Business Schools and Programs (ACBSP) in 2014 led to the implementation of a large number of elements and processes for a comprehensive system of quality assurance and internal evaluation. In 2018, the accreditation committee of ACBSP removed the remaining two notes related to the accreditation based on a submitted review report. The notes were related to the application of learning outcomes not only at the level of study programmes and specialisations, but also all courses and their projection into the method of checking study results and their evaluation. An integral part of the application of the learning outcomes methodology is standardised feedback given to students and teachers, with the possibility of additional measures leading to continuous improvement of the study throughput. In 2020, the implementation of the learning outcomes methodology at ŠAVŠ will be completed at the level of the evaluation framework from the perspective of the University as a whole.

An important part of the management system of ŠAVŠ is the activity of the boards of study programmes, which consist of academic employees of ŠAVŠ and external members from among academics from other higher education institutions and experts from the relevant industries. Boards of study programmes are advisory bodies to the study programme coordinators. Their purpose is to provide the study programme coordinators with feedback and to give suggestions for the development of study programmes. In 2020, ŠAVŠ will consider the possibility of involving students in the operation of study programme boards, for example, through cooperation with the Student Chamber of the Academic Senate.

In 2019, ŠAVŠ decided on a set of measures to improve the basic academic skills of students, including academic writing, at the level of different specialised courses and their evaluation. In 2020, the benefit of these measures will be evaluated and, if necessary, further steps will be taken to improve the academic skills of students.

The basic document that defines the school's obligation to ensure equal treatment of all employees, especially in terms of working conditions, remuneration for work and opportunities for career growth, is the Working Rules document of ŠKODA AUTO University, chapter 5. Other internal documents describe the performance requirements of different positions in a clear and gender-neutral manner. Academic, administrative and managerial positions are filled based on open competition where gender is not a factor.

The quality management system of ŠAVŠ is also supported by the fact that the operational units of ŠAVŠ are based on the process standards of the Volkswagen group. The quality of the activities of ŠAVŠ units in the operational (non-academic) area is monitored by an internal audit and other specialised departments of ŠKODA AUTO a.s. (legal department, accounting, ICT). The financial management of ŠAVŠ is audited by the audit firm PricewaterhouseCoopers.

An essential part of the quality of educational and creative activities of higher education institutions is the quality of the material resources available to the institution, including campuses and their facilities. The main building of ŠAVŠ in Mladá Boleslav meets high international standards in this respect. Since the ŠAVŠ campus is 13 years old, however, it will require extensive renovation and modernisation of some of the infrastructure elements and facilities in the near future. This development objective will be included in the strategic plan of ŠAVŠ for the period 2021–2025.

2 Diversity and Accessibility

In 2018, the study failure rate for first-year students was 28.3%, which is a relatively large year-on-year increase (20.5% in 2017). The structure of the study failure rate for first-year students in 2018 is captured in the following table:

Study failure rate in 1st year*		
Bachelor's degree programme	Follow-on Master's degree programme	TOTAL

Full-time	Part/dist.	Total	Full-time	Part/dist.	Total	
26.0 %	63.3 %	32.8 %	11.9 %	21.2 %	15.2 %	28.3 %

**Share of the number of studies started in 2017 and the sum of unsuccessful studies of this group in 2017 and 2018*

The study failure rate in the first years of study for 2018 was similar to that at the University of Economics in Prague (VŠE), where it was 27.3% according to its annual report; at the Bachelor's level, the study failure rate at ŠAVŠ was 32.8%, while at VŠE it was 36.2%.

A persistent problem of ŠAVŠ is the high study failure rate in the part-time study mode (especially in the Bachelor's mode). In 2018–2019, ŠAVŠ carried out extensive innovation of electronic study supports for the part-time study in an effort to solve this unfavourable situation.

The causes of unsuccessful studies are typically the conflict between the quality and extent of knowledge acquired in previous studies, the abilities of students (general study prerequisites), their willingness to study intensively and the demanding study obligations or difficulties arising from the necessity to manage work and study duties in the case of students who are employed full-time and study in the combined mode.

ŠAVŠ is aware that the way to reduce the failure rate consists primarily of systematic care of students with gaps in secondary education, of which the most important are the levelling courses in secondary-school mathematics, but also in English and Czech for foreign students. In addition, the University has long maintained the high availability of course consultations for students, in previous years it also significantly expanded the offered study, psychological and career counselling, including pre-emptive communication with students with weaker study results during their study. These measures and services for students have been implemented by ŠAVŠ for a long time now and great emphasis is placed on them. Therefore, in 2019 ŠAVŠ does not plan any major new measures in this area.

In addition to the measures above, it should be noted that the Study and Examination Regulations of ŠKODA AUTO University together with the ECTS credit system used allow students who are unable to handle the studies at the pace of the standard curriculum to spread the study duties over a longer period.

Another step to improve the study throughput is the consistent implementation of new measures to strengthen the link between measurable learning outcomes and assessment procedures in all courses, which has been done since the academic year 2017/2018 based on notes and recommendations from the ACBSP accreditation (see above). Students now receive detailed feedback on their learning results beyond their assessment.

ŠAVŠ also has a number of programmes to support talented students, including an extensive scholarship programme that is funded by the founder of ŠAVŠ. Our scholarship programme allows the best applicants to study under the same financial

conditions as at public universities – they receive a scholarship covering the full costs of tuition. Students of the follow-on Master's degree programme, who have fulfilled the defined merit scholarship (study average) during their previous Bachelor's studies, receive a fixed-amount scholarship for the entire standard duration of their Master's studies. In addition to these two types of scholarships, the University provides students with standard merit scholarships based on current study results. In addition to increasing the availability of studies at ŠAVŠ for talented applicants and students, these measures significantly support the quality of the education process and its outcomes.

The number of men in ŠAVŠ study programmes is higher than the number of women. Women comprised 33.0% of the student body in 2018.¹ There are large differences between the fields of study in terms of gender representation, as women on average prefer fields of study with a lower share of courses in quantitative methods and technical courses (STEM).

The availability of studies at ŠAVŠ has also increased in 2018 through the expansion of Bachelor's and Master's studies at our branch in Prague.

For a number of potential applicants, the availability of studies remains limited by the fact that ŠAVŠ, as a private higher education institution, has to collect contributions from students to cover the study-related costs (the tuition fee). For many potential applicants, the tuition fee represents a major barrier. The reason for this is that the state does not financially support private higher education institutions in the way it supports private schools established under the Education Act, i.e. nurseries, primary and secondary schools and vocational schools. The state thus creates unequal conditions for those interested in studying at private higher education institutions in relation to public higher education institutions.

3 Internationalisation

The main objective of the internationalisation strategy of ŠAVŠ is the dynamic development of a wide range of international activities, especially in strengthening the working cooperation with foreign partner universities, institutions and companies. In 2019, activities continued that are aimed at strengthening and developing cooperation with partners who are important in the field of education, science, research and other creative activities. At the same time, ŠAVŠ also interacted with the corporate sector and entered into new cooperation agreements with higher education institutions abroad.

The Erasmus+ programme is an integral part of the international activities of ŠAVŠ. Under KA1, the University received two mobility project grants for the programme countries for the period 2018–2020 and 2019–2021; another two projects were acquired for mobilities between the programme and partner countries, namely the Russian Federation, Bosnia and Herzegovina and Israel for the period 2018–2020 and 2019–2021.

¹ Data as of 31/12/2018.

These are the newest partners since 2019:

- Duale Hochschule Baden-Württemberg, Villingen-Schwenningen (DE)
- Hof University (DE)
- University of Applied Sciences Velika Gorica (HR)
- Silesian University of Technology (PL)
- Poznan University of Economics and Business (PL)
- University of Kent (UK)
- University of Economics Ho Chi Minh City (VN)
- Banking University Ho Chi Minh City (VN)

In terms of cooperation with business partners on internships, cooperation was further expanded with Bentley Motors Ltd (UK). The continuation of this cooperation, as in the case of cooperation with the University of Kent, will in the future depend on the future relationship between the EU and the UK. Another important partner is Porsche (Germany).

In cooperation with the companies Montana s.r.o. and Hönigsberg & Düvel Datentechnik Czech s.r.o., two foreign students from Bosnia and Herzegovina were accepted for an exchange programme with an internship. ŠAVŠ also expands its activities outside the European Union and has announced a selection procedure for VW India in cooperation with ŠKODA AUTO a.s. The development of cooperation and expansion of the portfolio for internships will continue in the next period.

As part of the KA2, cooperation continued on the JEUL project (Capacity Building in Higher Education), which focuses on cooperation between higher education institutions and practical experience. As part of the project, ŠAVŠ organised a one-week workshop focused on innovation in study programmes, reflecting the results of the survey of companies' requirements for future graduates. As part of the project, academic and operations employees attended workshops and seminars organised by project partners in other destinations. The final working week and annual meeting of project partners will take place in January 2020 at ŠAVŠ.

In August 2019, a monitoring visit of representatives of DZS and the European Commission took place at ŠAVŠ. The University was presented as an example of good practice – an active and initiative institution in the European programmes. At the same time, ŠAVŠ was presented to the European Commission as a high-quality Czech higher education institution with a unique position in connection with ŠKODA AUTO a.s.

The University also held the second international week from 18th to 22nd March 2019 called the 2nd ŠKODA AUTO University International Week, our aim: the 21st Century graduate. With the participation of academics and 26 students from 6 countries, seminars and expert discussions were held on Teaching in the 21st Century: new generations' needs and expectations, Reinventing Education for the 21st Century, The Wealth Distribution and Inequality in Contemporary World, Innovation in Supply Chain Management, International Communication Strategy and Student Talent Pool.

The project seminar in cooperation of ŠAVŠ and FH Münster supported by the German-Czech Future Fund continued for its 15th year. Similar activities will continue in the next academic year.

Another successful project is the common learning modules. The project of a new course at ŠAVŠ and OTH Regensburg supported by the Bavarian-Czech Academic Agency was successfully implemented into study programmes of both institutions.

In the next academic year, in addition to mobility projects, international events will continue, such as the third year of the international week, Bentley & Porsche Campus Days, Erasmus+ Days in cooperation with DZS and many other activities leading to the fulfilment of the Long-term Plan. Within specialised departments, initiatives are supported that lead to international cooperation on educational and research projects.

ŠAVŠ continues to systematically support the development of academic and administrative employees in language training, organising workshops and seminars focused on intercultural competences and the CLIL methodology. In 2020, academics will participate as trainers in the corporate project Diversity wins@Volkswagen.

In the WS of the academic year 2019/2020, ŠAVŠ will host Sharon Thach from Tennessee State University as part of her sabbatical.

As part of improvements of visa-related processes for international students studying in full-time or exchange programmes, ŠAVŠ is preparing to join the Student Mode starting from the academic year 2019/2020.

4 Relevance

For ŠAVŠ as a higher education institution founded by the largest and most important Czech industrial company with a global presence, the focus on the relevance of offered study programmes is a key strategic direction of all its activities. This direction is ensured by, among others, detailed surveys of the needs of all internal departments of ŠKODA AUTO a.s. in the area of a workforce with a university education, similar surveys in other partner companies (ŠAVŠ currently cooperates with more than 20 major employers in the CR and more than 10 abroad, mostly in the automotive industry, but not exclusively), and the work of study programme boards, which involves prominent experts from the academic and business sector. The findings are continuously implemented by ŠAVŠ in the content of the courses and the selection of research topics, especially in the field of applied and contractual research. The phenomenon of Industry 4.0 is currently the key impulse for the content modernisation of study programmes at ŠAVŠ (including the MBA lifelong learning programme).

In 2017, a detailed survey of educational needs was carried out in the founding authority of ŠAVŠ, ŠKODA AUTO, with the aim of obtaining information about its needs to verify the focus of the upcoming new Bachelor's degree programme focused on planning and management of automotive production. The results of this survey were reflected in the applications for accreditation of the Bachelor's programme *Economics and Management* and the identical programme in terms of content *Business Administration* in English.

In 2018, also based on the above survey, ŠAVŠ started the preparation of new professionally focused Bachelor programmes *Business Administration and Managerial Informatics* and *Industrial Management*. These are combined study programmes which integrate education in the field of *economics* (67%) with *informatics* or *engineering, technology and materials* (33%). Teaching in these new study programmes began in the academic year 2019/2020.

In connection with the development of these combined study programmes, it is essential for ŠAVŠ to also develop their material and technical facilities. In 2019, ŠAVŠ will therefore continue to gradually construct specialised laboratories for teaching technical and computer science courses, as well as strengthen cooperation with relevant specialised departments of ŠKODA AUTO a.s., as ŠAVŠ will use their equipment in teaching the combined study programmes.

The content of teaching, topics of theses, topics of the student grant competition and other professional activities of academics and students – as part of the course *Teamwork Practical Project* among others – focuses to a large extent on the current and long-term development projects of ŠKODA AUTO a.s., the most important employer in the region where our University is based. However, ŠAVŠ cooperates also with other employers in the region, albeit to a lesser extent. In addition, ŠAVŠ has been actively involved in the economic and social life of the city of Mladá Boleslav and the Central Bohemian Region. This involvement takes many forms, from cooperation on different projects (e.g. in 2019 cooperation on projects of the socio-economic development of the microregions of Mladá Boleslav and Kvasiny) to long-term cooperation with the Central Bohemian Innovation Centre or with secondary schools in the region.

A recent development in the cooperation with ŠKODA AUTO a.s. is the implementation of the dual model of studies of the Bachelor's professionally focused study programme *Economics and Management* in the academic year 2019/2020. ŠAVŠ is the first higher education institution in the Czech Republic to introduce the dual system of study.

Another new activity of ŠAVŠ are specialist (professional) certificates in logistics, purchasing and enterprise information systems, offered as a part of studies to ŠAVŠ students upon completion of specific combinations of compulsory and elective courses offered in cooperation with experts from the field.

In the academic year 2018/2019, a new start-up laboratory and student business incubator InnoCube was launched. Its main goal is to enable ŠAVŠ students to participate in innovation activities in the region of Mladá Boleslav. The course *Team Project* is used to integrate these innovation activities into teaching.

In 2020, organic development of these activities will continue at ŠAVŠ.

Lasting proof of the high social relevance of study programmes offered by ŠAVŠ is the long-term low unemployment rate of ŠAVŠ graduates and excellent employment opportunities in the labour market, in independent business or other activities or in further studies.

5 Quality and relevant research, development and innovation

ŠAVŠ, as a research organisation registered in the list of research organisations with the Ministry of Education, Youth and Sports and as an organisation that has not yet applied for institutional support for the Long-term Concept of Research Organisation Development (DKRVO), has followed the process of gradual implementation of the new evaluation of Research Organisation Methodology 2017+ in the higher education sector even in 2019. By February 2020, following the anticipated publication of the complete methodology of self-evaluation reports by the Ministry (September/October 2019), ŠAVŠ will prepare and approve the research strategy of the organisation as a separate document in the form required by Methodology 2017+ in Module 5. It is already defined in the brief preliminary structure in Appendix 3 of this document.

The existence of the ŠAVŠ research strategy is also established in the system of quality management and evaluation (standard S5.1.1).

In 2019, ŠAVŠ worked on two multiannual external projects obtained from public resources in 2018. One of them is a new project of the TACR: New e-Government challenges in a Europe-wide context to increase the competitiveness of the Czech Republic. The other one is a project from the OP PIK, the 4th call of the Application programme – Development of New SW by DYNAMIC FUTURE s.r.o.: Predictive Planning Application 4.0. We consider the acquisition of both projects to be a specific expression of the quality of the teams of academics of ŠAVŠ who work on them.

In 2019, ŠAVŠ also submitted grant applications for two projects of the Czech Science Foundation in the fields of economics and law and four grant applications with the TACR in programmes Trend (3 applications) and Transport 2020+ (1 application) focusing on the development of new technologies.

An important part of the development of scientific and pedagogical activities of ŠAVŠ – in addition to cooperation with the Faculty of Transport Engineering of the University of Pardubice, with which ŠAVŠ has a contract on cooperation on a doctoral study programme – is a similar cooperation with other faculties of the Technical University of Ostrava, University of Economics and Masaryk University, where selected lecturers from ŠAVŠ work as trainers and lecturers in doctoral study programmes, boards of fields of study or as members of committees for doctoral exams and committees for dissertation defences.

In 2019, contractual research projects continued in cooperation with ŠKODA AUTO a.s. and other companies and organisations (AutoSAP, Office of the Government of the Czech Republic). ŠAVŠ will continue in these activities in 2020 depending on the availability of its research capacities.

In addition to working on projects funded by public agencies and private contracting authorities, ŠAVŠ also announces and works on projects of the Student Grant Competition every year because, as a research organisation in the RIV (Registry of Research Information), it meets the conditions for the allocation of funds for the support

of specific research in higher education by the Ministry of Education, Youth and Sports. Two projects are running in 2019, one of them has extended over to 2020.

An important measure of ŠAVŠ in terms of shaping and implementing the research strategy in 2019 was the preparation and publication of the second version of a study dedicated to the development of selected areas of the automotive industry. The aim of ŠAVŠ is to publish the study periodically so that it gradually covers the topic corresponding to the taught specialisations in both economy and economics, as well as other technical fields. By 2020, the study will gradually become the source and starting point for further data processing and analyses for professional journals. In 2020, the study is planned to be expanded upon with an international conference on trends in the automotive industry. The first year of the conference already has a defined framework, a science and agenda committee and in terms of the topic it corresponds to the existing structure of the study and its planned expansion. It will take place on 28th – 29th May 2020.

The goal of ŠAVŠ management is to set the volume, specialisation, level of research and management system so that between 2020 and 2021 the University will be able to meet the criteria allowing it to get institutional support as a research institution.

Since 2018, ŠAVŠ has been a member of the CzechELib consortium, which allowed it to significantly expand the range of available digital information sources.

6 Data-based decision making

In 2019, ŠAVŠ again strengthened the intensity of the use of data about students and graduates stored, managed and archived in the academic information system (AIS), using modern software tools and applications. This trend will continue in the coming years. At the same time, in 2019 ŠAVŠ has made significant advancements in the preparation of an integrated internal data portal, the launch of which will greatly improve the efficiency of working with data and their use for the activities of ŠAVŠ.

In 2019, ŠAVŠ also started using a business intelligence software tool Equanta, working in the field of financial analysis, which improved the conditions for effective economic and financial management of the University. Concerning the use of business intelligence in the analysis of data of students, academics and teaching, ŠAVŠ is currently testing the possibility of using Microsoft Power BI software for processing data from the AIS. Deployment of this tool is planned for 2020.

ŠAVŠ has always participated in project surveys among students and graduates organised by the Ministry or the EU and has actively worked with their outputs. In 2019, ŠAVŠ participated in the Eurostudent project and also cooperated with the Centre for Higher Education on its study on the collaboration of higher education institutions with the real-world sector.

An important step towards increasing the transparency and efficiency of decision-making processes is the implementation of a system of quality assurance and internal quality evaluation in accordance with the amendment to the Act, which ŠAVŠ

implemented in an ambitious way usual at university-type higher education institutions (see chapter 1 - Quality Assurance).

7 Effective financing

In addition to income from student contributions to education costs (the tuition fee), an important financial source securing the operation of ŠAVŠ is the annual donation of ŠKODA AUTO a.s. In October 2016, the Board of Directors of ŠKODA AUTO approved the strategy of development of ŠAVŠ for the period 2017 – 2025 called ŠAVŠ Strategy 2025, which includes financing the development of ŠAVŠ until 2021. The ŠAVŠ Strategy 2025 not only guarantees financial security of ŠAVŠ for a five-year period, but also includes resources for investment in human and material resources intended to meet the development goals defined by Strategy 2025+ of ŠKODA AUTO a.s., ŠAVŠ Strategy 2025 and the Long-term Plan and its annual updates through the implementation plan (this is primarily related to building the capacity for newly prepared study programmes and specialisations, see chapter 4 – Relevance above). Public grants and applied projects for corporate clients are another important source of funding. ŠAVŠ will continue to intensively search for grant opportunities from national and European sources for research and teaching purposes.

As in the previous period, even in 2020 ŠAVŠ will carefully manage its cost processes and adopt further measures to improve cost efficiency. This goal is now also assisted by the use of the Equanta software (see chapter 6 – Data-based decision making). At the same time, ŠAVŠ will continue its efforts to increase the number of newly enrolled students and to increase the volume of lifelong learning courses and contractual projects in oriented research. The management of ŠAVŠ is also continuously monitored by the Board of Trustees and the Supervisory Board and audited by PricewaterhouseCoopers.

Okomentoval(a): [RS1]: Oriented in what way?

Conclusion

2019 was the year when students were first admitted to the newly accredited study programmes *Business Administration and Management* (or its English variant *Business Administration*) with the specialisations *Sales Management*, *Financial Management*, *Logistics and Quality Management* and *Human Resources Management* (Bachelor's degree programme) and *International Marketing*, *Finance in International Business*, *International Supply Chain Management* and *Law in the Global Business Environment* (follow-on Master's degree programme). These study programmes and specialisations will now also run in parallel with the "old" fields of study, until the students have completed them. In 2019, the first students were enrolled in the combined Bachelor's degree programme *Business Administration and Managerial Informatics*.

At the same time, after two years of pilot verification, ŠAVŠ started in 2019 the first dual system of full-time studies in the Czech Republic with the specialisations *Sales Management* and *Logistics and Quality Management* in the Bachelor's degree programme *Economics and Management*, in cooperation with the founder of the school – ŠKODA AUTO.

The implementation of new study programmes and dual studies will be a key development objective of ŠAVŠ in the field of education in 2020. Another key objective of ŠAVŠ for the years 2020–2021 is to acquire institutional accreditation in the field of *Economic Fields*, with ŠAVŠ being the first private higher education institution that wants to acquire it. The development tasks for 2020 also include the commencement of a combined study programme *Industrial Management*, which is expected to be accredited by the end of 2019, and the expansion of accreditation of the combined Bachelor's degree programme *Business Administration and Managerial Informatics* with the combined mode of study.

In terms of research in 2020, the most important tasks will be further steps in the implementation of the TACR grant and OP PIK grant acquired in 2018 and the organisation of a scientific conference on new trends in the automotive industry. As for the institutional basis and research management in 2020, the task will be to develop a research strategy and perform international evaluation according to Methodology 2017+ as at other universities.

In the field of internationalisation, the work on the JEUL project under the Erasmus+ programme remains key. ŠAVŠ will also focus on the development of cooperation under the Erasmus+ programme with a partner university in Israel and the innovation of double degree programmes implemented in cooperation with universities in Finland and Austria, as well as the preparation of a new double degree programme with a university in Germany.

In 2020, ŠAVŠ will celebrate 20 years of existence. In connection with this important anniversary, ŠAVŠ will hold a series of events in 2020 that are related to the third role of universities. The above mentioned scientific conference will also be a part of the celebrations.

The long-term plan for the period 2016–2020 was prepared and approved with the knowledge of expected significant changes in the institutional environment of the higher education sector in the Czech Republic and its regulation and supervision, as well as the generally high dynamics of changes in the world and the need of the University to react to them. It was therefore approved as an open document which allows continuous responses to new facts. The same applies to its implementation plan for 2020. However, ŠAVŠ has managed to meet – albeit sometimes with a delay compared to the original plan – the main development goals it set for the period 2016–2020.

doc. Ing. Pavel Mertlík, CSc. et al.

Mladá Boleslav, October 2020

Appendix no. 1 - Plan of Investment Activities of the University for 2020

1) Summary of investment activities for 2020 (over CZK 1 million)

In 2020, there will be no investments exceeding CZK 1 million.

ŠAVŠ uses its buildings including furniture and technical facilities through rental. The founder of the University, ŠKODA AUTO a.s., has a very sophisticated infrastructure that the school uses for its lectures and other activities. Considering its non-profit nature, the University has no future plans for investments exceeding CZK 1 million.

2) Other investment activities

In 2020, the University plans minor investments of up to CZK 0.6 million. Investments up to CZK 1 million consist primarily of software, which is used mainly for research and educational purposes. Other investments include the equipment of classrooms, labs and incubators, where individual investments do not exceed CZK 100 thousand.

Appendix no. 3 - Framework of Research Activities

1) Development strategy of research, development and other creative activities of ŠAVŠ

The development strategy of research, development and other creative activities of ŠAVŠ is based on four pillars.

The first pillar is the position of ŠAVŠ within the Škoda (VW) family and its mission. As a duly accredited private higher education institution of a non-profit type, ŠAVŠ should primarily prepare qualified professionals with a quality technical and economic education profile who are capable of adapting quickly to the changing needs of the labour market and to technological development. This logically implies the focus of research on the individual specialisations on which the graduate profiles are built so that the University is able to meet the requirements of the research-led teaching process.

The second pillar of the research strategy of ŠAVŠ, which logically follows on the mission defined in pillar 1, is the goal (vision) to be able to provide quality research and consulting activities in the taught specialisations, not only for partners from industry, but also related sectors and the state administration, because a quality regulatory environment and its knowledge are important attributes of graduate qualifications and business success. Therefore, the University must primarily focus on applied research and consulting. However, in the long term, the ability of quality applied research cannot do without using the knowledge of results of basic research. In terms of basic research, at ŠAVŠ the minimum aspiration for the basic research results is the so-called "monitoring research".

The third pillar of the ŠAVŠ research strategy is its permanent integration among research organisations under Czech and EU law (currently the Act 130/2002 Coll. and related regulations), which is a prerequisite for the ability to successfully compete on equal terms with similarly oriented institutions, whether in obtaining financial resources for research or – and in particular – human resources.

The previous requirement logically implies the need for consistency and continuity with the goals of the Czech Republic, defined both in the Priorities of Oriented Research, Experimental Development and Innovation as defined in the Czech government resolution and the National Research and Innovation Strategy for Intelligent Specialisation of the Czech Republic (National strategy RIS3) as the fourth pillar of the strategy. The fulfilment of the priorities and specialisations defined above overlaps with the definition of the location of the organisation within the so-called European Research Area (ERA).

2) Objectives and strategies of their achievement in Research & Development & Innovation for the period of the next strategic plan

The goal that the University is currently heading toward is to integrate the different department specialisations into a consistent whole that will cover the wide range of issues in terms of national economy, industry, business administration and technology

and economics, all related to the development and importance to the automotive industry. This strategy is and will be framed by the following steps and measures:

a) Periodical annual publishing cycle of a study on the position of the automotive industry with different departments being in charge of each chapter. Following on the above study, it is planned to hold an international conference every 2 years, where in-house authors will present the results of the study, external participants will present papers covering the topics of the study corresponding to the topics covered at the University. Conference papers should gradually become the first stage for future articles in specialised journals.

b) In addition to the publishing activities, the University aspires to be active in the field of contract research, particularly in cooperation with our partners. Naturally, the first partner in terms of contract research is ŠKODA AUTO. This research collaboration can already boast a number of interesting results. It is a strategic goal of the University to further develop this cooperation, also in the international context with other partners in the academic and corporate sector. The outline of the TACR-Delta programme in cooperation with the Fraunhofer Institute seems especially suitable, as well as TACR-Trend, TACR-Transport 2020+ and TACR-Eta. Another valued partner with ongoing contract research projects is the association AutoSAP.

c) Science, research and creative activities are supported systematically from the point of view of the internal management of the institution as well as the fact that the general guideline for the distribution of academic personnel between teaching and research and creative activities is a ratio of 60:40. This guideline is reflected in the system of annual evaluation of academic employees. Other important institutional tools of research support and management are the so-called Personal Development Plans of academics, as a concrete expression of long-term personal work with an emphasis on research and creative activities of employees as well as the specific system of rewards implemented through the so-called system of target challenges and target agreements in the field of achieving significant results in Research & Development & Innovation.

d) Following on from the above-mentioned measures, it will be easier for individuals and departments to establish systematic research cooperation with foreign research institutions and participate in national and international projects funded by grant agencies, as well as to publish in journals in higher quartiles of the relevant field, whether based on the impact factor or the Article Influence Score.

e) When the volume and structure of projects and related publication results are sufficiently robust, the University will seek to obtain the authorisation to draw support for the so-called Long-term Concept of Research Organisation Development (abbreviated as DKRVO). This step involves a relatively demanding evaluation process by the support provider, i.e. the Ministry of Education, Youth and Sports of the Czech Republic.

f) Achieving a critical number of projects and publishing outputs is also a condition for achieving the next goal of the University, which is the accreditation and implementation of doctoral studies.

The results of institutional evaluation by the Ministry of Education, Youth and Sports are anticipated in 2021, the subsequent provision of DKVRO is not guaranteed and is at the discretion of the Ministry.

We consider the accreditation of doctoral studies to be realistic in 2023/2024, when we expect the effect of the spill-over of the results of the research strategy – a school-wide study and conferences on the different aspects of the automotive industry – to be published in a wider range of professional journals.

While in terms of the sum of its own and external sources for R&D, ŠAVŠ has already reached about 35% of the total costs of the organisation. The goal for 2030 in terms of external resources is CZK 15–30 million. Such a result would, while maintaining the internal R&D resources, bring ŠAVŠ closer to the objective of 50% of the total costs of the organisation.