ANGLO AMERICAN UNIVERSITY

Strategic Plan
2017 - 2021

Strategic Plan
of the Anglo-American University
for the Years 2017 - 2021

Contents

I have the privilege to bring to your attention the revised Anglo-American University's Strategic Plan for 2017-2021. The first Strategic Plan was issued in the year 2016 when AAU was in the process of seeking recognition in meeting US educational standards.

Anglo-American University historically builds upon the work of Mr. Jan Raichl, who in 1990, shortly after returning to Prague from exile in UK established a foundation named the Anglo-American College. His aim was to provide high quality education in the English language.

Today, after 27 years, AAU as the successor of the original AAC Foundation, then Anglo-American College, o.p.s. (1998-2000), then Institute of Liberal Studies, o.p.s (2000-2001), may proudly claim to be one of the English teaching tertiary education centres complying to Czech as well as US standards applicable to higher education institutions located in a non-English speaking country. AAU now has about 650 degree seeking students originating from around 70 countries that are joined every semester by some 250 – 300 study abroad and exchange students from leading USA and EU universities.

In June 2016, AAU attained an important historical achievement: The USA accreditation commission WSCUC (Western Association of Senior Colleges and Universities Commission) that operates for the states California and Hawaii as a guarantor of educational standards complying with the requirements of the US Federal Ministry of Education regulations awarded AAU the Initial Accreditation Status for the next 6 years with a possibility to achieve full accreditation, for its further development in 2022, since it found AAU in full or at least sufficient compliance with US higher education standards.

The year 2016 brought about also other challenges and opened new opportunities. In August 2016, the AAU Board of Trustees made use of the Czech Civil Code provision and decided on changing the legal form of a not-for-profit public benefit corporation (o.p.s.) to similar, but more flexibly regulated not-for-profit institute (z.ú.). Under this new legal form, AAU is entitled to develop broader scope of educational, research and even economic activities. With the Czech government approval to act as a higher education institution, AAU may concentrate on both academic and vocational life-long professional education and related research or creative activities. In follow-up of this change, which entered into effect on November 11th, 2016, AAU changed also its top management. Since January 1st, 2017, I have had the honor and responsibility to lead AAU as its 5th president since it was founded as AAILS o,p.s. (a public benefit corporation).

Another important factor influencing AAU was that as of September 1st, 2016, the amended Act No. 111/1998 Sb., on Higher Education (AHE) entered into effect. The new law changes substantially the legal environment for all senior colleges and universities operating in the Czech Republic. It incorporates a new system of accreditation of study fields and study programs, as well as dividing the bachelor studies into profession or academy orientation, and introduces stricter restrictions on master study programs. These changes require concentrating in more detail on the main goal of AAU – to reconfirm its legal position for operations within the Czech Republic. During the academic years of 2017/18 and 2018/19, we have to fulfil the accreditation rules set by the AHE as newly developed and implemented by the Czech National Accreditation Authority.

The herewith-presented revised AAU Strategic Plan is based upon the original version adopted in 2015 and is designed to meet the above-mentioned challenges. It was drafted by a group of experts in conjunction with the AAU founders and members of the AAU President Collegium. The revision of the plan reacts primarily to the changes of the legal environment in which AAU has had to operate since 2016, as well as it absorbs most of the new initiatives and values as expressed and promoted

by the new AAU Founders and Trustees and as formulated by the new AAU management after a series of structured discussions and consultations with many individuals and bodies of AAU.

This AAU Strategic Plan defines a set of main overall goals to be reached by the end of the academic year 2020/2021. The goals were chosen so as to maximise the chances of full use of opportunities and to counter our recognised weaknesses, as well as to minimise and to counter the expected threats. In more specific details, the Plan defines concrete priorities and actions with measurable parameters and timing that represent the basic milestones to achieving each of the strategic goals.

The Strategic Plan will be used as a basis for a more detailed and concrete set of operational actions forming the Annual Action Plans. Under the newly established AAU management structure, each of the AAU Vice- Presidents shall take direct responsibility for the fulfilment of concrete tasks within the relevant priorities set for the given academic year.

When working with this revised Strategic Plan we all have to take into consideration that it has to be as ambitious as possible. It must mobilise all parties to overcome the main challenges facing every educational institution of this rapidly changing world, where we are exposed to exponential growth of new technologies and differentiated human behaviour and unprecedented exploitation of our unique but fragile planet, our common home, We have to find a way how and what to teach in such a time of changes. Perhaps, the most   important lesson learnt relates to the exponential change in understanding nature and society: Hundred years ago Prof. Albert Einstein warned his students saying "*Those who have been required to memorise the world as it is, will never create the world as it might be*". Let us be aware of this wise warning! Let us make our ultimate goal to prepare our students for the role of creators of the new world as it might be!

It is my strong personal conviction that only with added value to what we have learned and taught in the past we may be able to prepare our students and ourselves for a sustainable and a secure life in the ever-changing world. The revised AAU Strategic Plan should serve us as a roadmap guiding us forward and keeping us on the right track for success.

Let me wish you all, who like to work with and for AAU, full success in your efforts during next years as foreseen by this AAU Strategic Plan

Petr Jan Pajas
AAU President

Introduction

The educational sphere is dynamically transforming, now, faster than ever, and universities and other academic institutions must react to these changes effectively in order to survive and prosper. Educational institutions are exposed to more demanding challenges in comparison with the recent past. The globalisation of education in a world saturated with instant information access via Internet and social media requires a much more planned and thought through approach to all activities. Strategic planning is nowadays no more an option but a must. Anglo-American University was the first of its kind in the Central and Eastern European region to promote the Anglo-American educational principles and values as formulated in the AAU's mission, vision and core-values statements. While adhering to these principles, it must respond to today's challenges.

Therefore, a revised strategic plan for 2017 to 2021 is being issued to take into account the changing circumstances of higher education, the new legal status of the university, the revised vision of the founders, rearrangement of the management and the new Czech accreditation rules.

The plan incorporates also operational effectiveness actions for the regular activities and as a whole it has been designed as a tool for management and annual planning and data-based decision making.

The annual Action Plan for each academic year will be prepared in cooperation of all vice-presidents. It should incorporate the main actions as envisaged in this Strategic Plan as regards the targets outcomes expected to be achieved with the key performance indicators (KPIs) provided in the terms fitting to the period of time for which the Action Plan is being construed within strategic actions and operational effectiveness actions, so that the key goals of the Strategic Plan can be met by academic year 2020/2021.

Strategic Plan Revision Approach

Step 1

The AAU Mission and Vision Statements have been revised upon several discussions with new AAU Founders and the core-values promoted by AAU have been correspondingly adjusted and AAU Employee Values added.

Step 2

Six strategic goals were specified to meet the Vision of AAU at 2021.

Step3

Priorities as concrete objectives to be reached were developed for each strategic goal.

Step 4

Members of the drafting team lead by Vice-Presidents responsible for individual priorities created sets of strategic actions aimed to the completion of the given priority.

Step 5

Clear targets, assessment measures and key performance indicators (KPI's) were created for each action .

Step 6

A cost-benefit spreadsheet was prepared to provide a link to budget resources available or needed for reaching the targets of given actions.

Step 7

In addition to strategic plan goals and priorities there has been summarised also a set of Operational Effectiveness Actions considered a part of the standard AAU operations specifically needed to strengthen communication, budgeting process and human resources of the university.

Step 8

Senior management team is now expected to work, within the individual responsibilities of each of its members, to prepare every academic year an annual Action Plan to implement the tasks assigned to achieve the targets and the KPI's in the Strategic Plan in a timely manner. The strategic actions will be regularly monitored to enable progress checking against the identified targets and related tasks as measured by KPIs on an annual basis using the Action Plan.

Step 9

It is anticipated that over the time period of this Strategic Plan the set of strategic goals and associated priorities will remain essentially the same with the strategic actions, targets and measures being modified annually in response to any changes in the operating environment and financial circumstances. No major changes are anticipated.

It is essential to consider our commitment to this Strategic Plan as a collective one, where each key area has a team dedicated to the plan success. The entire AAU is responsible for the delivery and achievement of goals, priorities and actions of this 2020/2021 Strategic Plan.

AAU Mission

As a global and inclusive community, Anglo-American University prepares learners for success by cultivating critical thinking, effective communication and responsible action through personalized and transformative learning.

AAU Vision

Anglo-American University's vision is to be a learning hub connecting study programs, real-world experience and research.

AAU Core Values

- **Academic excellence:** Conduct quality programs based on innovative strategies and practical skills of a qualified and diverse faculty.

- **Personal attention to learners (students and professionals):** Instruct in small, dynamic groups using real- world experience with seminar- and project-based education strategies to identify and satisfy individual learner needs, support their constant growth and development, and contribute to their personal success.

- **Diversity, Inclusivity and Multiculturalism:** Cultivate a multicultural campus environment; encourage diversity of the student body, faculty, and staff; and treat each person with dignity and respect.

- **Flexibility and Critical Thinking:** Promote open discussion and encourage original thought from students, faculty, partner businesses and institutions to empower innovative approaches and increase flexibility to address new challenges.

- **Social Consciousness:** As a not-for profit organisation we foster an ethos of social responsibility through operating affordable education with a professional administration; employing qualified faculty, quality staff and continual reinvestment in the betterment of our community and educational models.

Values of Our Community

These will allow us to fulfill our Mission and Vision and deliver our Strategy.

- **Mutual Respect:** We act with honesty, integrity, openness, and consideration, appreciating diversity and treating each other with respect.

- **Accountability:** We recognise the impact and importance of decisions and accept responsibility for all actions.

- **Team Spirit:** We work together to reach our goals, supporting and encouraging each other to achieve success.

- **Drive To Exceptional:** We go forward with self-confidence and openness as we cultivate creative thought, initiative, and flexibility to provide the best learning experience.

WE LOVE WHAT WE DO!

Goal 1: Enhance Academic Excellence and Foster Innovation

Academic Excellence is and will be a paramount goal of Anglo-American University. Our experienced and committed international faculty and academic administration focus on the highest quality academic programs, teaching, learning, assessment and advising. The academic excellence and the high quality of teaching and research are oriented at innovative approaches, effective and targeted academic and career advising. AAU is committed to the recruitment, development and retention of excellent international faculty; this will be fostered by the integration of competitive compensation and research support. AAU faculty, devoted to the mission, vision and values of Anglo-American University, represent the primary driving force for maintaining and further developing Academic Excellence in all aspects.

Anglo-American University highly values its existing partnerships with alumni, companies and other educational and research institutions and commits itself to their continued nurturing, development and expansion. This is expected to lead to further research opportunities for faculty on the research track and in addition it open significant opportunities for students to take part in practical research lead by experienced and devoted faculty and using internships provided by partner companies and exchanges with other universities.

Goal 1 Strategic Priorities:

1.1. To develop innovative and competitive academic programs.

1.2. To recruit, develop and retain an excellent and diverse faculty

1.3. To support learning excellence and the enhancement of academic quality

1.4. To enhance and support practical research opportunities for faculty incorporating active students.

Goal 2: Enhance Services Supporting Learning

A key priority remains to develop programs that strengthen the students learning and development opportunities. Efficient student orientation, continued and expanded motivation of excellent students as well an academic mentoring system is key elements of systemic support offered at AAU to all learners. Data collection and satisfaction surveys will continue to be used with the aim of providing tailor-made assistance for every individual student starting from entering the admission process until the date of final graduation. It is expected that lifelong learning shall become another important dimension of educational activities provided at AAU based on the large resource of qualified and experienced teaching faculty. This shall lead to creation of new and innovative learning services in cooperation with partners in business and with other institutions.

Goal 2 Strategic Priorities:

2.1. To support students' learning and professional development.

2.2. To develop new learning services utilising existing faculty potential in cooperation with businesses and institutions.

2.3. To enable decision-making and services provision based on meaningful data.

Goal 3: Strengthen Governance Infrastructure

The community of Anglo-American University will continue to be built around the Core AAU Values and the AAU Employee Values. A key component will be the continued development of the academic as well as administrative staff, so that operations, service and academic support to the faculty and students is of the highest quality. It shall include revised processes and policies of quality and performance assessment to make both educational and administration more efficient and effective. A key element shall be the implementation of an extensive data collection process respecting all personal data protection requirements enabling to make the key management decisions on a basis of solid and well interpreted data sets.

Goal 3 Strategic Priorities:

3.1. To build a community in which core AAU Values and AAU Employee Values are encouraged and cultivated.

3.2. To foster the principles of shared governance, accountability and transparency based on open internal communication.

Goal 4: Enhance the Brand impact on Promotion

AAU Brand is to be built upon recognised quality and specific features of the AAU regarding its academic and other activities. The brand building is expected to include innovative and flexible adaptation of the AAU website to new challenges, making it more user friendly and useful to potential students, their families and general public as well as promoting AAU activities as an educational hub with pride in the achievements of its faculty, students, staff and alumni. Students and their successful career are at the focus of all AAU's efforts. AAU seeks to attract talented young people willing to learn and to actively cooperate with their faculty, which is eager to guide them through their studies. Our students should consider studying at AAU as a productive investment in their future. A unique aspect of the learning experience at AAU is related to a chance to share views and experience with colleagues in the well qualified while culturally diverse student body. This diversity is to be maintained and further developed by implementing targeted marketing to several new geographic regions and sorts of high schools and educational institutions.

Goal 4 Strategic Priorities:

4.1. To create a well-known and respected AAU brand within both academic and business community.

4.2. To attract a qualified diverse student body both internationally and locally from several geographic regions

4.3. To build and strengthen partnerships with AAU Alumni and associates.

Goal 5: Strengthen Financial Base

With a focus on cost efficiency and diversification of revenue streams, AAU will strengthen its financial position in the educational market by creating sufficient resources through growth in the number of enrolled degree seeking students supported by development and implementation of new study programs, as well as better use of resources within the Learning Hub to be built in conjunction with AAU partners in industry and institutions. The aim is to develop and provide tertiary education as well as post tertiary education to those, who need to enhance their knowledge or refresh their skills to keep abreast of new developments. We plan to better utilise our facilities and human resources to the greatest benefit of the purpose for which AAU was established and making it substantially less dependent on tuition fees collected from non-degree seeking students. A particular effort will be to look at ways of diversifying the income, mainly through providing post-education professional courses, organising conferences and making applied research as needed for concrete projects financed significantly from external sources. During the period of this Strategic Plan a strong effort shall be made to cultivate the philanthropy culture among AAU alumni, other associates of the university and businesses of the Czech Republic or elsewhere.

Goal 5 Strategic Priorities:

5.1. To increase the number of degree seeking students to sustainability level

5.2. To diversify income beyond tuition fees as a main financial source.

5.3. To transform AAU into an active learning hub

5.4.To generate additional funds through cultivating philanthropy.

Goal 6: Enhance methods of academic quality control

With a focus on enhanced internal monitoring and control of educational and research activities incorporating external peer reviews, AAU will strengthen the quality of services it provides to its faculty, students and other clients.

Goal 6 Strategic Priority:

6.1. To implement effective internal quality control system

Strategic Actions

The Strategic Actions were prepared from the Strategic Priorities identified from the six goals and related fields.

To each Strategic Action there is assigned a Target Outcome with measures to be used to assess achievement of the outcomes supported by concrete key performance indicators (KPI) as the criteria of success. Although positioned in a chapter corresponding to the responsibility of a single department lead by a particular Vice-President (VP) as regards main responsibility and tracking and assessment operations. Each Strategic Action may involve considerable input and cooperation with the other VP's. This sharing of responsibility will be more explicitly described in the Annual Action Plan for each department.

The Strategic Actions are to be implemented through a Annual Action Plans that will be prepared by the Vice Presidents with tasks, detailed timelines and where appropriate budgets to achieve the Target Outcomes in an effective and timely way. The VP's will be considered responsible for achieving targets outputs, use of measures and fulfilment of appropriate KPI's when implementing the Annual Action Plan.

A. Faculty and Study Affairs

VP for Faculty and Study Affairs (VPFSA) Vision for 2020/2021

- To provide **bachelor programs** compatible with the world-leading universities
- To provide **innovative graduate programs** (unique, based on current programs that profile the university supplemented by possibly 1-year flexible Master programs)
- To continue in encouraging and motivating **faculty,** who deeply care for education and are willing and able to guide students towards adventures of learning - faculty guided by the following principles:
  - Professionalism
  - Interactivity
  - Complexity
  - Dedication

The Role of Faculty and Study Affairs Department at AAU

- Study programs accreditation and further development
- Study programs leadership and quality assessment (in cooperation with VP for Academic Quality)
- Faculty on teaching track hiring
- Faculty development
- Faculty professional and operational support

1. VPSFA Operational Effectiveness Action:

Reaccreditation: Addressing the new Czech Higher Education Law requirements

Strategic Priority Involved:

1.3. To support learning excellence and the enhancement of academic quality

Target outcome	Measure	KPI	Term
1. Re-accreditation of bachelor programs	Accreditation	Accreditation proposals submitted Accreditation received	End of April 2018 Fall 2018 – Spring 2019
2. Re-accreditation of MA programs	Accreditation	Accreditation received	Spring 2019 - Spring 2021

2.   VPSF Operational Effectiveness Action:

Recruitment, retention and development of faculty:

To keep and develop faculty that deeply cares for education and excellently guides students towards adventures of learning

Strategic Priorities Involved:

1.2. To recruit, develop and retain an excellent and diverse faculty

1.3. To support learning excellence and the enhancement of academic quality

Target outcome	Measure	KPI	Term
1. Faculty excellence and diversity	Student evaluations	Improve instructors' average evaluation by 10 %	2021
	Diversity measures (number of nationalities, gender ratio, educational background etc.)	Keep the current diversity	2021
2. Faculty development	Faculty trainings	5 trainings per year	2018/19
	Financial and organizational support of pedagogical growth of faculty	System of support established	End of 2018

3. VPFSA Strategic Action

Introduce Flexible Modular Structure of Bachelor programs:

Providing quality innovative, attractive and flexible study programs that are better tailored to the changing requirements of students, that could grow the AAU reputation and brand. Resulting in an increase in Degree Seeking Students

Strategic Priorities involved:

1.1. To develop innovative and competitive academic programs

4.1 To create a well known and respect AAU brand within both academic and business community.

5.1 To increase the number of degree seeking students to sustainability level

Target outcome	Measure	KPI	Term
1. Flexible Modular Structure of undergraduate programs	Realization of Flexible Modular Structure	Undergraduate programs restructured	September 2018

Innovation of Graduate Degrees:

Providing quality innovative, attractive and flexible graduate study programs that are better tailored to the changing requirements of graduate students, that could grow the AAU reputation and brand. Resulting in an increase in students undertaking Master programs

Strategic Priorities Involved:

1.1. To develop innovative and competitive academic programs

5.1. To increase the number of degree seeking students to sustainability level

Target outcome	Measure	KPI	Term
1. Innovation of graduate programs	New graduate degree program accredited	Pilot accreditation application for a one-year MA program	Fall 2018
2. PhD program in cooperation with University of Turin	Accreditation	Accreditation received	Fall 2018
3. Assessment of possibility to provide on-line study	Introduction of on-line courses	One on-line course experimentally introduced	Spring 2019

B. Research

VP for Research (VPR) Vision for 2020/2021

- To be a well known and respected university of Central Europe with at least 3+ research and/or creative fields
- To be the main choice for academic experts in the relevant fields
- To cooperate with university academics, business, NGO's and relevant government institutions
- To have AAU research fields fully integrated into study programs, with preparation at all levels, including MA/PhD
- To register 12+ impact factor or reviewed journal articles/monograph publication records per year
- To organize 3+ established international conferences per year
- To have AAU Research 30% self-financed from both public and private resources

The Role of Research Department at AAU

- Active research is a necessary condition for both Czech Accreditation and WASC Accreditation
- Applied research is one of the integral components of future education and serves as an important part of AAU competitive advantage
- Active research of faculty enhances the quality and topicality of classes delivered and cannot be fully substituted by experience not based on research.
- Research serves as a quality signal for applicants, especially for higher degrees
- Research can and will help to diversify revenues of AAU
- Key support for "Learning Hub"

B.1. VPR Main Strategic Actions:

To incorporate research into broader context of education and diversification of incomes:

Making full use of external opportunities for incorporating research into education enabling students participation in research projects led by highly qualified faculty; creating opportunities for external research funding through increased quality of research track faculty publications

Strategic Priorities Involved:

1.1. To develop innovative and competitive academic programs.

1.3. To support learning excellence and the enhancement of academic quality

1.4. To enhance and support practical research opportunities for faculty on research track incorporating active students.

2.1. To support student learning and professional development.

2.2. To develop new learning services utilising existing faculty potential in cooperation with businesses and institutions.

Target outcome	Measure	KPI	Term
1. Active cooperation with university academics, business, NGO's and relevant government institutions	Number of long term partners for research and consulting Number of projects per year	Five (5) Universities, twelve (12) businesses and NGO´s Three (3) faculty/student projects per year Fifteen (15) student projects per year	2021
2. Regular hi-end research outputs corresponding to number of qualified faculty	Impact factor or reviewed journal articles/monograph publication records and conferences	Twelve (12) publications per year Three (3) scientific conferences per year	2021
3. Students integrated into research	Number of combined faculty/student projects and publications PhD program (in cooperation with VPFSA)	Fife (5) students per year (including consulting) PhD program accredited and running	2021
4. Research and consulting are source of income	Percentage of costs covered by external sources	30% of costs	2021

B.2. VPR Operational Effectiveness Action:

To review and re-define the rules connected to research & creative activities:

Reviewing of research track faculty job description and publication bonuses with the intent to hire faculty better able to provide consulting services and adult training.

Strategic Priorities Involved:

1.1. To develop innovative and competitive academic programs.

1.3. To support learning excellence and the enhancement of academic quality

2.1. To support student learning and professional development.

2.2. To develop new learning services utilising existing faculty potential in cooperation with businesses and institutions.

Target outcome	Measure	KPI	Term
1. Research Track (RT) faculty positions and job description review	Rules for RT established with clear relation to research targets	New contracts templates for RT faculty	January 2018
2. RT hiring plan and motivation policy referring to identified research needs and constraints	Proportion of RT faculty fulfilling policy requirements	Reviewed motivation policy reflecting external constraints and demands for research in place All RT faculty reviewed	June 201 February 20188

B.3. VPR Operational Effectiveness Action:

Applied Research and Consulting as a part of the Learning Hub:

Integrating research fields into study programs to enable students to participate in research under faculty direction in cooperation with external partners. Utilizing Alumni recommendations and projects. Incorporating faculty in developing continuous education programs and providing services within Learning Hub. Creating a Legal Institute (LI) to utilize potential of legal faculty.

Strategic Priorities Involved:

1.3. To support learning excellence and the enhancement of academic quality

1.4. To enhance and support practical research opportunities for faculty on research track incorporating active students.

2.2. To develop new learning services utilising existing faculty potential in cooperation with businesses and institutions.

4.3. To build and strengthen partnerships with AAU Alumni and associates.

5.3 To transform AAU into an active learning hub

Target outcome	Measure	KPI	Term
1. Enhanced 6th year of ICP	Improved student satisfaction (Indirectly higher number of students)	min 20 participants, 4-5 projects	April 2018
2. Create Legal Institute (LI) as a consultancy services provider	Legal consultancies provided by the LI	Legal institute working and providing consultancy	June 2018
3. In-class applied projects for students (with external partners)	Number of in-class projects Improved interest in classes Higher retention Improved student satisfaction	Min 12 student project Min 2+ new area marketing About 100 students involved Each 4 months 1 to 3 projects	2017/18
2. Formalize and unify project process at AAU	Rules for implementation of in-class projects and conditions for students and faculty	Approved rules	2017/18

B.4. VPR Operational Effectiveness Action:

Further develop research information sharing and create publication record keeping:

Searching and monitoring of research granting opportunities for RT faculty. Creating and maintaining a systematic record of research granting opportunities, contacts with academic institutions and business companies interested in research and providing opportunities to students involvement in research and development projects.

Strategic Priorities Involved

1.3 To support learning excellence and the enhancement of academic quality

2.3. To enable decision-making and services provision based on meaningful data.

Target outcome	Measure	KPI	Term
1. Creation and maintenance of a Grant Opportunities Table (GOT)	Number of entries to GOT	Proven usefulness of entries in the GOT	February 2018
2. improved publication activities records	Enhanced reputation in the research community	Transparent access to the numbers of original publications	June 2018

B.5. VPR Operational Effectiveness Action:

Strengthen current cooperation with companies and NGOs and develop relevant new ones:

Strengthening strategic partnerships with UNICEF, other universities and companies. Furthering cooperation with the Virginia Commonwealth University (VCU), University of Cordoba (UC), Kent State University (KSU), Norwich University (NU)and more. Enabling and encouraging students participation in courses organized in cooperation with other universities

Strategic Priorities Involved:

1.3. To enhance and support practical research opportunities for faculty incorporating active students.

2.1 To support students' learning and professional development.

2.2. To develop new learning services utilising existing faculty potential in cooperation with businesses and institutions.

Target outcome	Measure	KPI	Term
1. Further development of cooperation with other universities	Number of partnerships	Prepared new cooperation for AY2018/19 with KSU, NU and CU	June 2018
One applied research project (for business and institutions)	Improved satisfaction of faculty External funds made available Broader opportunities for faculty development	Minimum 1 business project Gradual increase to 2-3 projects per year	August 2018 over the next year

B.6. VPR Strategic Action:

To create a team of researchers actively applying for external funding and to build an international community of associate researchers:

Preparing and winning research proposals providing new income opportunities for faculty and students. Achieving formal recognition as a research institution. Encouraging presentation of research findings at AAU conferences to showcase students involvement and grow interest for AAU study programs

Strategic Priorities Involved:

1.4. To enhance and support practical research opportunities for faculty on research track incorporating active students.

4.1 To create a well known and respect AAU brand within both academic and business community.

4.2. To attract a qualified diverse student body both internationally and locally from several geographic regions.

5.2 To diversify income beyond tuition fees as a main financial source.

Target outcome	Measure	KPI	
1. Manage AAU applications for at least 3 research grants with total value at least 1mil CZK	Faculty successfully applying for a research grants	Three (3) applications for research grants with total value of CZK 1milion	August2018
2. Approved as Research Institution	Submission and approval of application	1st Application Approval of AAU as Research Institute	2017/18 2018/19
3. International conferences at AAU fully integrated to AAU programs and marketing	Improved reputation Diversification of income	Minimum 2 conferences with 30+ participants Explicit cost self financed or from grant funding	2017/18

B.7. VPR Operational Effectiveness Action (with VPDC):

Integrate student projects and research into official AAU marketing, including study abroad students (CEA)

Strategic Priorities Involved:

4.1. To create a well-known and respected AAU brand within both academic and business community

4.2. To attract a qualified diverse student body both internationally and locally from several geographic regions

3. To transform AAU into an active Learning Hub

Target outcome	Measure	KPI	Term
1. Create activities, projects, research in cooperation with students and faculty supporting AAU´s marketing, integrate them into branding	Print, online promotional materials and content on Social Media created by students study projects.	New Web - Research, New printed material PR article published	February 2018

C. Student Affairs

VP for Student Affairs (VSA) Vision for 2020/2021

- By the end of the AY 2020/2021 the student services will become an integral part of learning at AAU and significantly contribute to the fulfilment of its mission.
- We will create a comprehensive learning experience beyond the classroom. Student services will become an important contributor to the transformative learning experience based on the following principles:
  - Students are responsible for their learning;
  - Our communication is compassionate, respectful, and clear;
  - Students participate in designing the learning environment
  - We actively build a community and lead by example

The Role of Student services at AAU

- Ensure optimal selection of candidates for studies.
- Provide high standards of services to support students learning
- Registration and data tracking

C.1. Operational Effectiveness Action:
Revised Recruiting Process

Strategic Priority Involved:

4.2 .To attract a qualified diverse student body both internationally and locally from several geographic regions.

Target outcome	Measure	KPI	Term
1. Revised recruitment process and improved communication with prospective students.	Increase in number of degree seeking students	Revision of recruitment process	March 2018
2. Involvement of AAU´s community (students, faculty, staff) into the recruitment process / referral program).	Number of students activities in most of the target regions	Updated referral programs	June 2018
3. Process to take account of new markets, new brand and communication style in cooperation with Development & Communication	Efficient cooperation	Tems involved in branding, promotion, recruitment and admission work smoothly together	June 2018

C.2. Strategic Action:

Ensure optimal selection of candidates for studies:

Incorporating systematic use of standardised and internationally respected academic tests of readiness for an academic education in English language and creating appropriate procedures to search out and enrol students with a clear interest in learning.

Strategic Priorities Involved:

1.3 To support learning excellence and the enhancement of academic quality

4.2 To attract a qualified diverse student body both internationally and locally from several geographic regions.

Target outcome	Measure	KPI	Term
1. Internal grading system of likelihood to succeed/ systematic use of standardized academic readiness test (Scio, SAT, TOEFL)	Quality of applicants enrollment	Internal grading system for quality of applicants	Augusr 2018
2. Graduation rates contingent on maintaining high academic standards (not decreasing learning outcomes)	Higher retention Improved graduation rates	Gradual improvement of retention rates by +10% every year retention rates • 75% to 85% graduation rates • 52% to 60%	Every August until 2020/2021 in 2020/21

C.3. Strategic Action:

Enhance services supporting learning:

Improving counselling and advising to students and services provided by Student Services Unit. Profiling and promoting through students AAU as a quality school delivering great education value. Contributing to students satisfaction being a key factor for recommending AAU.

Strategic Priorities Involved:

2.1. To support students' learning and professional development.

4.2 To attract a qualified diverse student body both internationally and locally from several geographic regions.

5.1 To increase the number of degree seeking students to sustainability level

Target outcome	Measure	KPI	Term
1. Improved counseling and advising to students	Student satisfaction survey - How likely are you to recommend AAU?	Overhaul advising process Increased proportion recommending by 20%	August 2018 2017/18
2. Student Services Unit revamped	Student satisfaction survey - Did AAU made it easy for me to handle my issue?	Customer effort scores higher by +20%	August 2018
3. Integration of Student Services into learning process	Student satisfaction survey - Are AAU Student Services supportive to my learning efforts?	Student services conceived as a part of learning process Increased proportion recommending by 20%	February 2018
4. New welcome and accommodation services	Satisfaction with new services	Services activated Satisfaction with new services at least 75%	August 2018 2018/19

C.4. Strategic Action:

Create a digital platform:

Developing accurate and systematic data tracking that is supported by personal data protection software and procedures. Allowing improved availability of data for decision making.

Strategic Priority Involved:

2.3. To enable decision-making and services provision based on meaningful data.

5.1 To increase the number of degree seeking students to sustainability level

Target outcome	Measure	KPI	Term
1. Modern digital platform to enable AAU to be pro-active and student-centered and enabling systematic and protected tracking of student data	Staff efficiency improved by better access of support staff to student numbers Improved management decisions Growth in degree seeking students	Analysis of internal workflows Request for proposal ready Cost- benefit report by end of academic year to enable decision	August 2018

D. Development and Communication

VP for Development and Communication (VPDC) Vision for 2020/2021

- Strong brand reputation
- Update AAU website with enhanced AAU presentation (Landing pages in English, Russian Czech with all relevant information for prospective students and parents)
- Develop marketing and recruitment strategy to attract qualified diverse student body
- Build partnerships to enhance visibility (embassies, recruitment agencies, high schools and academics etc.)
- Incorporate the AAU community into the PR, branding and recruitment process
- Establish learning hub (new products-lectures, master classes, boot-camps

The Role of Development and Communications at AAU

- Marketing strategy
  - Which markets to focus on?
  - How to attract interested students of required profile?
- Securing structured communication tools and methods (internal & external)
- Monitoring education market places in several geographical regions
- Work with President and VP's on PA's and PR's
- Brand enhancement & strategy of AU overall promotion
- Recruitment strategy
  - How to organise direct recruitment activities and programs?

D.1. VPDC Operational Effectiveness Action:
Strengthen Lines of Formal and Informal Communication

Strategic Priorities Involved:

3.1. To build a community in which core AAU Values and AAU Employee Values are encouraged and cultivated.

3.2. To foster the principles of shared governance, accountability and transparency based on open internal communication.

Target outcome	Measure	KPI	Term
1. Creation of strong lines of communication under AAU President linking Founders, BoT, Staff, Faculty and Students	Clear communication channels	Clear communication guidelines established	December 2017
1. In conjunction with HR policy create organisation chart and clear communication paths (such as Staff & Faculty representation on committees	Improved staff and faculty satisfaction surveys results against 2016/17 All parties comprehend approval routes	Organization chart with roles and responsibilities and communication lines	April 2018

D.2. Operational Effectiveness Action: Strengthen the AAU Brand

Strategic Priority Involved:

4.1 To create a well known and respected AAU brand within both academic and business community.

Target outcome	Measure	KPI	Term
1. New brand and communication style with improved brand consistency	Improved ranking and visibility in the academic and business community	New brand manual	February 2018
2. Incorporation of the AAU community in the branding / PR	AAU community in Media	2 articles per semester Videos (testimonials) with AAU personalities (students, faculty, staff)	June 2018

D.3. Strategic Action:

Increase the number of degree seeking student:

Specifying AAU features to enable the development of a modern brand that is innovative, meets requirements of the students and supports promotion in a creative manner. Developing regional and culture specific approaches to promotion and recruitment processes. Increasing impact of new promotional and recruiting strategies in current and new markets

Strategic Priorities Involved:

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4.1. To create a well known and respect AAU brand within both academic and business community

4.2. To attract a qualified diverse student body both internationally and locally from several geographic regions.

5.1. To increase the number of degree seeking students to sustainability level

Target outcome	Measure	KPI	Term
1. New brand with well defined consistency to AAU unique features	Existence of new brand logo and style of promotion documents	New online presentation - new landing pages New brand manual New visuals and promotional materials	January 2018 February 2018 March 2018
2. Market prioritization	Net increase in number of degree seeking students (DSS) after annual graduation	+50 DSS +5 DSS +100 DSS +90 DSS	2017/18 2018/19 2019/20 2020/21
3. Stronger partnerships with high schools (HS)	Number of degree seeking students enrolled from High Schools in the CZ and SK	Increase in unites per HS every year	Every year until 2020/21
4. Proactive PR	Strengthened brand among different target groups	8 PR articles per semester in CZ media 2 events with significant PR effect per academic year	Every year until 2020/21
5. Opening new promotion and recruitment regions	Opened new activities in UK (IBs), China and Vietnam	At least 70 DSS form new recruiting territories	2020/21

D.4. **VPDC Strategic Action**

Cultivate communication skills and care new communication tools:

Increasing involvement of the whole AAU community into the promotional activities and by innovative creation of additional communication tools and approaches

Strategic Priority Involved:

3.1. To build a community in which core AAU Values and AAU Employee Values are encouraged and systematically cultivated.

Target outcome	Measure	KPI	
1. New communication style	Improved internal communication as reflected in staff, faculty and students satisfaction surveys	New communication tools in regular usage Significantly increased satisfaction rates in information exchange	2017/18
2. Incorporation of AAU community in promotion, branding and recruitment	Numbers of concrete contributions of management, staff, faculty and students to promotional documents and tools	New referral programs for AAU community in use Proven increase in numbers of AAU community participative actions	2017/18 2018/19

D.5. VPDC Strategic Action:
Diversification of the income portfolio:

Creating a system of post-graduation vocational training and consultancy based on utilising AAU facilities and human potential. Opening programs of distance and life-long post-graduate education for employees of companies and public administration through Learning Hub

Strategic Priority Involved:

5.2. To diversify income beyond tuition fees as a main financial sources

5.3. To transform AAU into an active Learning Hub

Target outcome	Measure	KPI	Term
1. Set up Learning Hub (LH) based on cooperation with a network of business and institutions interested in education for adults	Vocational study programs tailored for specific companies in use Number of partners in a network	Learning hub business case Pilot vocational program implemented with positive economical effect Network of at least 3 business and institutions in existence	February 20 Spring 2018 2017/18
2. Organizing specific events on AAU Campus (conditional to positive economic effect)	Diversified funds due to the incomes from events	Extraordinary events delivered: 2 new master classes for adults	Regular since 2018/19

D.6. VPDC Operational Effectiveness Action:

Integrate student projects and research into official AAU marketing, incl. CEA (in cooperation with VPR)

Details see B. 7.

E. Financial Services

VP for Administration and Operations (VPAO) Vision for 2020/2021
- Improved financial stability
- Diversified income – more then 10% of budget (approx. CZK 10 millions) not from tuition
- External funds available to:
  - Students (scholarships),
  - Faculty (professional development, sabbaticals)
  - Staff (professional development)
  - Encourage faculty from overseas for semester/academic year to broaden curriculum

The Role of financial services at AAU
- Budget preparation and approval
- Tracking of budget expenditure by functions
- Long term financial planning
- Monitoring of all operations processes for compliance
- Guidance in cultivation of philanthropy

E.1. Operational Effectiveness Action:
Revision of functioning budget units

Strategic Priorities Involved:

5.2 To diversify income beyond tuition fees as a main financial source.

Target outcome	Measure	KPI	Term
1. Revision of budgets units	Improved budget accuracy (Expenditure mirrors plan)	Task force in place Budget units approved and in place	December 2017 February 2018
2. Creation of process for budget preparation based on budget units (including expenditure	Existence of guidelines for budget units functions and responsibilities supportive to income incentives	Approval budget preparation and expenditure process (Clear budget expenditure including guidance on retention and application of budget units income)	March 2018
3. Budget for AY 2018/19	Budget approved	Process fully implemented	2018/19

E.2. Operational Effectiveness Action:
Strengthen HR Policy

Strategic Priority Involved:

3.1. To build a community in which core AAU Values and AAU Employee Values are encouraged and systematically cultivated

Target outcome	Measure	KPI	Term
1. Develop revised HR Policies on hiring, firing, leave, promotion, annual increases with KPI's and bonuses	Improved budget accuracy	HR Task Force Staff, Management working HR policy revision accepted and approved	December 2017 February 2018
2. Salary levels and organizational chart with roles and responsibilities clearly defined and staff KPI's set for 2018/2019	staff satisfactions survey rates Staff retention rate	Organisation chart with roles and responsibilities and salary chart Provable improvement in staff satisfaction and retention rates	September 2018

E.3. Strategic Action:

Creation of external financial funds: Establishing structures enabling collection of donations and other contributions and their use for the further development of AAU and scholarships.Cultivating philanthropy with alumni, partners and AAU key-holders

Strategic Priorities involved:

5.2. To diversify income beyond tuition fees as a main financial source

Target outcome	Measure	KPI	Term
1. Philanthropy task force established incorporating Founders, BoT, Faculty, Alumni and Employees	Number of donors in each of the defined donation categories	Task force implemented

Donation accepted

Two donations categories exist

Funding event organized

3 Funding events organized | February 2018

2018/19

2019/20 and 2020/21

2018/19

2019/20 and 2020/21 |
| 2. Funds created for student scholarships and for staff and faculty professional development | Number of scholarships and development subsidies awarded annually | Scholarship for students based on donation announced | 2018/19 |

E.4. VPAO Strategic Action 5.2:

Acquisition of a facility for a student dormitory:

Providing students entering AAU a possibility of accommodation and related services at a dormitory or a hostel under administration of AAU

Strategic Priorities Involved:

5.1 To increase the number of degree seeking students to sustainability level

5.4. To generate additional funds through cultivating philanthropy.

Target outcome	Measure	KPI	Term
1. Availability of a 100 -200 bed student hostel or dormitory	Existence of a proposal and business plan for acquisition or renting	Business case prepared Funding sources available (depends on fundraising results)	2017/18 2019/20
	Increase in numbers of degree seeking and study abroad students due to easy accommodation	Reconstruction and financing plan for chosen site and its remodel available if needed	2020/21

F. Quality Assessment

VP for Academic Quality Vision for 2020/2021

- By the end of the AY 2020/2021 AAU will have a well-established system of monitoring and assessment of quality that will be an integral part of decision making; it will be governed by the Council for Academic Quality Supervision.
- Institutional Research Office will be providing high quality and timely reports utilising all relevant data to inform AAU decision making.
- AAU will be ready for its first re-accreditation by WASC Senior College and University Commission (WSCUC).
- Strategic Planning at the University will be a regular annual process involving all key stakeholders.

The Role of Institutional Research and Internal Quality Assessment at AAU

- Analyze institutional data and generate high quality, timely and relevant reports to other AAU departments to inform their decision making.
- Assess academic quality at AAU, including assessment of learning outcomes, quality of teaching and research, effectiveness of teaching, and satisfaction with services.
- Govern strategic planning process to make sure the plans are generated in time and with involvement of all key stakeholders.
- Communicate with WSCUC to make sure AAU is up to date with their requirements. Ensure the accreditation standards are known and followed internally.

F.1. VPAQ Strategic Action:
Strengthen the system of Quality Assurance

Strategic Priorities Involved:

1.3. To support learning excellence and the enhancement of academic quality

2.1. To support students' learning and professional development.

2.3. To enable decision-making and services provision based on meaningful data.

Target outcome	Measure	KPI	Term
1. Functioning Council for Academic Quality Supervision	Functioning Council	All members appointed, Bylaws of the Council approved	June 2018
2. Develop the system of Quality Assurance	Summarize all quality assurance activities and develop a system that will ensure coordinated action	Document summarizing all quality assurance measures at AAU and their interlinkages	August 2018
3. Assess the Institutional Learning Outcomes	Report on Assessment of Institutional Learning Outcome 1 – Critical Thinking in 2017/18, continue according to the schedule in upcoming years	5% improvement over the results from 2015/16	August 2018

F.2. VPAQ Strategic Action:
WASC Senior College and University Commission Re-Accreditation

Strategic Priorities Involved:

1.3. To support learning excellence and the enhancement of academic quality

Target outcome	Measure	KPI	Term
1. Re-accreditation by WSCUC	All departments are familiar with the accreditation standards and are meeting them	Re-accreditation application ready in time & successful	2020/21
2. Successful progress report to WSCUC	Progress report provided to WSCUC in 2018	Progress report provided in time and according to the requirements	December 2018
3. Engagement in WSCUC activities	Effective engagement in WSCUC initiatives aimed at strengthening of the relationship and improvement of AAU quality	Participation at WSCUC conferences and learning events Sharing of the knowledge at AAU	Continuously

F.3. VPAQ Strategic Action:
Strengthened Strategic Planning

Strategic Priorities Involved:

3.1. To build a community in which core AAU Values and AAU Employee Values are encouraged and systematically cultivated.

3.2. To foster the principles of shared governance, accountability and transparency based on open internal communication.

Target outcome	Measure	KPI	Term
1. Annual Plans prepared in time	Annual Plans to fulfill the Strategic Plan are ready to be approved by Board of Trustees in June	Action Plans are ready in time All stakeholders are involved in their preparation	June 2018 (and each June after)
2. Action Plans are implemented effectively	Number of initiatives in the Action Plan that is completed as planned	80% of planned actions is completed in time	December 2018 (and each December after)
3. Planning at AAU is an integral part of management	Management of AAU makes informed decisions to develop plans (Strategic and Action) and follows them	AAU makes decisions in line with its plans	Continuously