



STRATEGIC INTENT OF AMBIS University  
for the period 2021–2030



AMBIS University. Prague,

March 2021

**Contents**

List of abbreviations used ..... 3

Foreword ..... 4

Basis of the strategic plan. .... 6

Vision, mission and values. .... 8

1. Developing competences for life and practice in the 21st century. .... 10

2. Improving the availability and relevance of flexible forms of education ..... 12

3. Strengthening strategic management and effective use of research and development capacities  
..... 14

4. Building capacities for strategic management and reducing the administrative burden of employees. .... 17



List of abbreviations used

AMBISS	AMBIS University.
FORMER	Banking Institute College, Inc.
Czech Republic	Czech Republic
BLOOD	Long-term conceptual development of a research organization
ECTS	European Credit Transfer System
HRS4R	HR Excellence in Research Award
KPMG	Consulting and auditing company
Methodology 2017+	Methodology for evaluating research organizations and evaluating the targeted support program for research, development and innovation
Ministry of Education, Youth and Sports	Ministry of Education, Youth and Sports
RIV	Index of results information
SZ AMBIS 2021–30	Strategic plan of the AMBIS university for the period 2021–2030
SZ2021+	Strategic plan of the Ministry of Education and Science for the area of higher education for the period from 2021
VaV	Science and research



# Foreword

AMBIS University, as (AMBIS) is part of the COGNOS educational holding company.

AMBIS is the successor organization of the Banking Institute of Higher Education, Inc. (BIVŠ).

The international education group COGNOS joined BIVŠ in 2001 as a majority owner. The COGNOS Group, which has been operating in the field of education since 1975, brings together several important educational institutions and universities in several European countries and the United States. The group's members include, for example, the Hochschule Fresenius – University of Applied Science, operating in Germany since 1848, and Lunex University, based in Luxembourg.

BIVŠ was the first private university in the Czech Republic. It received state approval and accreditation from the Ministry of Education, Youth and Sports of the Czech Republic (MŠMT) in 1999.

The predecessor of BIVŠ – the Institute of Banking Education as part of the State Bank of Czechoslovakia, whose aim was to professionally support the emerging new financial system during the transformation period, began its activities in 1991. b

The continuous decrease in the number of university students in the Czech Republic in recent years has also affected private universities. At the same time as the decrease in students, private universities had to adapt to the changing context of the university environment in the Czech Republic. Based on the assumption that only a sufficiently strong private school, based on the conjugation of high quality demands and a wide portfolio of quality study programs, can face the new situation, the consolidation process was launched in 2017.

In 2017, BIVŠ merged with the University of Regional Development, sro, which led to a name change to "University of Regional Development and Banking Institute - AMBIS, a. s". In 2018, it merged with the Private University of Economic Studies, sro, and took over the students of the Karla Engliš University, as, which is currently in liquidation.

On December 1, 2020, the consolidation process was symbolically confirmed by changing the name of the school to **AMBIS vysoká škola, as**. In the coming decade, AMBIS will continue to strive to maintain its position among the most important private universities in the Czech Republic, remaining a private university open to innovations and their operational implementation in higher education and research. It will continue to significantly strengthen the emphasis on quality assurance not only in terms of national standards, but will also take into account the concept of quality and, above all, standards and recommendations within the European Higher Education Area.

In the coming decade, it is essential that AMBIS does not relent in its efforts to increase the efficiency of internal management processes, but on the contrary, takes advantage of the fusion dynamics of previous years and accelerates these processes - using modern technologies, management methods, evaluation and audit systems. The precise configuration of internal processes and their transformations cannot be an end in themselves and must always take into account and lead to an increase in the quality of studies and related scientific and research activities.



Strategic plan of AMBIS University.

Foreword

At the same time, the time is coming when AMBIS must use its potential in the field of internationalization and develop long-term and close cooperation with existing and new foreign partners. It is necessary to open communication channels and set up processes leading to the strengthening of global competencies of students and all school staff, internationalize study programs in the Czech language and, using study programs implemented in the English language, create an inspiring international environment at AMBIS.

The quality and tradition of professionally focused study programs at BIVŠ are a commitment for AMBIS, a foundation from which to build and further develop. Nevertheless, AMBIS will have to break away from branding itself as an "exclusively" professionally focused university specializing mainly in study programs in the economic or security fields in the coming years.

If it wants to maintain its position as a promising private university, it is crucial to further develop its study programs in the economic and security fields, but at the same time it must not lag behind other private universities entering new areas of education and academic focus.

The challenges we face are complex and cannot be solved overnight.

Experience from the mistakes and successes of previous private universities merging into AMBIS, skills acquired through the necessary and rapid adaptation to the need for centralization, the extraordinary situation in relation to COVID-19, a dramatic increase in efficiency and quality, the speed of adopting innovations and putting them into practice, represent the high value of AMBIS and the potential for success in the set priorities and goals.



Martina Mannová

rector

**Dr. Martina Mannová**  
Rector of AMBIS University.



## Basis of the strategic plan

The AMBIS Strategic Plan for the period 2021–2030 (SZ AMBIS 2021–30) follows on from the previous Long-term Plan 2016–2020 of the Banking Institute of Higher Education, as, and reflects the significant transformation that AMBIS underwent in 2016–2020 and the changes in the higher education environment in the Czech Republic. The intentions, goals and recommendations resulting from the Strategic Plan of the Ministry of Education, Youth and Sports for the area of higher education for the period from 2021 (SZ2021+) are also decisive for the development of AMBIS. AMBIS reflects the priority goals, operational objectives and expected measures at the level of higher education institutions of the SZ 2021+, localizes them in the environment of the higher education institution, adapts them to its conditions, capacities, level of development and stage of elaboration. SZ AMBIS 2021–30, as a strategic plan of a private university, not supported by public funds, must also be based on the need for an adequate response to the changing conditions of higher education and the system in the Czech Republic and on its current position in higher education and its parent educational group.

### Main starting points:

- The concept of the role of private universities within the framework of **SZ2021+** as a full-fledged part of the education system in the Czech Republic with a limited level of support from public sources, to which all the main objectives of SZ2021+ apply, but only some of its measures.
- Demographic development, together with a decrease in interest in combined studies in connection with improving qualifications, has led to **a decrease in the number of university students in recent years**. According to statistics from the Ministry of Education, Youth and Sports, the number of students at private universities has decreased by more than 50% over the past 10 years. The university's strategy is also consistent with the trend of **consolidating the university environment**. Over the past few years, the school has focused on unifying the individual strategies of the three original universities. AMBIS, with its new brand and identity, has gone through a number of challenges, such as unifying the corporate cultures of different schools, moving locations in Prague and Brno, unifying student systems while simultaneously significantly increasing the number of students, and it has successfully coped with these challenges.
- As a member of an international educational group, AMBIS is subject to additional rules and **quality standards**. Internal quality assessment of processes is carried out in accordance with the school's internal regulations and the COGNOS group quality manual and is verified, among other things, by regular audits according to ISO 9001 standards and accounting audits by KPMG.
- The changing university environment is characterized not only by a decrease in the number of students, but also by **amendments to the Higher Education Act** and the current **situation related to**

Strategic plan of AMBIS University.

Basis of the strategic plan

**with the COVID-19 pandemic.** New study programs are emerging and distance learning forms are gaining importance.

**Priority objectives:**

1. Developing competences for 21st century life and practice
2. Improving the availability and relevance of flexible forms of education
3. Strengthening strategic management and effective use of research and development capacities
4. Building capacity for strategic management and reducing administrative burden workers

A separate annex to the AMBIS 2021–30 Strategic Plan is *the AMBIS University Internationalization Strategy for the period 2021–2030*. Both documents are complementary in terms of priorities and in terms of the implementation of specific measures.



## Vision, mission and values

### Visa:

- AMBIS as a constantly developing, recognized, modern and prestigious university in the spirit of the traditions of the COGNOS educational holding with an attractive portfolio of study programs and valuable research and publication activities and active international cooperation.
- AMBIS as a respected institution by the academic and business community in based on long-term cooperation.
- High professionalism and transparency of management and professional processes and professionalism of employees of all levels and expertise.
- Adequate and long-term profitability and uniqueness of the AMBIS brand and high interest from applicants for study, academics, employees and business partners.
- Expanding the range of study programs to other areas of education, forms and types studies

### Bet:

The mission of AMBIS is to provide high-quality study programs and courses of lifelong learning and to contribute to the improvement of education, deepening the internationalization of studies, developing research, publishing and consulting activities and expanding cooperation with the academic and business spheres at home and abroad. AMBIS will strive to become an internationally recognized interdisciplinary higher education institution that supports excellent results in research and teaching. It is transforming itself into a modern institution serving the needs of all types of students on their journey of lifelong learning, which actively conducts basic and applied international research and positively influences society. It will prepare its graduates for leadership positions in a global knowledge society and thus contribute to the prosperity and sustainable development of communities at home and abroad.

All its activities and objectives will continue to be based on the principles of non-discrimination, transparency and inclusion, fair access for all and sustainability of resources.

The principles of its conduct will remain deeply rooted in the creed of academic freedom and cooperation. AMBIS will remain an institution supporting the exchange of views, joint development and knowledge exchange in both research and teaching, and will become a center of convergence for national and international knowledge, culture and humanism, open to all who adhere to strict quality requirements and are open to innovation. In this form, it will be able to fulfill its educational and research purpose and fulfill its social mission.



**Values:**

**Quality** – high quality and professionalism of management, educational and other professional processes, responsibility for work results and their quality.

**Dynamics** – continuity, flexibility and dynamics of development in relation to internal and external conditions, openness and responsiveness to new challenges and an innovative approach to solving them.

**Respect and sustainable development** – mutual respect, teamwork and information sharing within the company, adherence to moral and non-discriminatory principles of behavior and sustainable development in everyday activities.

**Study room, Prague branch**  
AMBIS College



## 1. Developing competences for 21st century life and practice

AMBIS focuses on providing quality higher education and quality educational programs and courses within lifelong learning that meet the requirements of the 21st century and on preparing graduates capable of applying themselves in the current and future labor market.

AMBIS graduates should be able to apply the acquired knowledge and skills in future professional or academic practice, can effectively use them to develop key competencies and can apply the latest theoretical knowledge. The aim of AMBIS is to preserve, disseminate and further advance the results achieved in the scientific, technical and social fields.

### Operational objectives:

- 1.1 Support for the development of staff competencies for teaching and creating study programs
- 1.2 Development of methods for ensuring the quality of education and verifying learning outcomes
- 1.3 Strengthening the connection between studies and practice and preparation for future employment
- 1.4 Develop the professional profile of the study and strengthen its prestige
- 1.5 Support the building of infrastructure for interactive teaching methods and student integration
- 1.6 Strengthen the international dimension of higher education

### Precautions:

- Systematization and development of support programs focused on developing competencies workers in the field of quality and teaching methods.
- Creation and systematization of an adaptation program for new academic staff, including a plan of specific training and topics in the field of methodology, use of new technologies for teaching, development of pedagogical skills, and work with the school's information system.
- Strengthening regular cooperation between study program guarantors within the framework of mutual information, constructive cooperation to innovate educational activities and share good practice
- Application of methods for monitoring and quality of teaching and educational activities and evaluation quality monitoring results.
- Regular collection of feedback from both teachers and students and subsequent comparison between individual periods and analysis of results and statistics.

- Thematic training and support activities focused on ensuring the quality of education and verifying learning outcomes, improving the quality of tools for verifying knowledge and skills, key competencies and supporting study success.
- Ensuring high-quality and variable professional practice for professionally focused bachelor's degrees and subsequent master's degree programs.
- Professional practice is carried out with regard to the student's chosen profile and the chosen field and topic of his/her final thesis.
- Implementation of student internships with the aim of a simple and transparent process so that academic staff can fully devote themselves to the content of internships.
- Using case studies and practical examples and applying the knowledge gained in teaching practical problems
- More intensive involvement of practitioners in teaching, with the ability to reflect the real needs and challenges that future graduates may encounter in their future employment.
- Development of the activities of the Council for Cooperation with Practice for obtaining feedback on study programs based on the needs of employers and strengthening its role in the development of competencies
- Electronicization of supporting study materials, development of electronic knowledge verification, development of further use of the school information system and communication

**Key indicators:**

- Number of teaching staff who have completed mandatory training within the framework of adaptation program
- Regular evaluation of graduates' employability in practice
- Number of practice partners and practitioners involved in teaching
- Number of contractual partners for providing professional practice
- Number of thematic trainings and other support activities
- Number of evaluated questionnaires regarding feedback on taught subjects
- Overview of tools for verifying knowledge and skills, key competencies and supporting study success
- Number of applications submitted for support within grant projects focused on development key competencies and pedagogical skills

## 2. Improving the availability and relevance of flexible forms of education

AMBIS considers distance learning to be one of the greatest challenges and opportunities for the further development of higher education. AMBIS aims to create a wide range of distance learning programmes, including lifelong learning courses and the integration of distance learning elements into face-to-face learning, known as blended learning.

### Operational objectives:

- 2.1 Develop the offer of distance learning methods
- 2.2 Develop the offer of flexible forms of education in lifelong learning
- 2.3 Improve recognition of prior learning outcomes in further studies
- 2.4 Promote the offer of lifelong learning provided to students and the general public

### Precautions:

- Setting up a distance learning system for preparing study programs implemented in a distance learning format
- Inclusion of distance learning elements in face-to-face learning – blended learning
- Creation of e-learning study materials in the AMBIS information system
- Involvement of experts in the preparation of video tutorials suitable for streaming in face-to-face and distance learning
- Involving students in the evaluation of distance and blended learning and using their insights for further improvement of teaching quality
- Development of self-evaluation tools suitable for distance learning
- Creation of lifelong learning study programs taught remotely in the form of
- Incorporating elements of distance learning into lifelong learning
- Setting up an internal system for the recognition of prior learning outcomes according to ECTS User's Guide and clarification of processes for handling applications for recognition of prior learning, including a reasonable time frame for their assessment
- Offering mentoring and coaching to graduates at the beginning of their careers with a focus on further career, professional and personal development.

### Key indicators:

- Overview of applications for extension of accreditation or accreditation of distance learning study programs form



Strategic plan of AMBIS University.

2nd priority objective

- Overview of incorporating blended learning elements into face-to-face courses
- Overview of the incorporation of blended learning elements into lifelong learning courses
- Number of students in individual study programs implemented remotely



**Lindnerova main building, Prague branch**  
AMBIS College

### **v3. Strengthening strategic management and effective use of research and development capacities**

The goal of AMBIS in the area of research and development is to set up support processes and mechanisms that enable stable and continuous development of scientific and research activities, qualitative and quantitative increase in publication outputs, and support participation in national and international projects.

#### **Operational objectives:**

3.1 Complete a comprehensive transformation of the environment and process settings for evaluating a research organization according to the 2017+ Methodology

3.2 Improving the monitoring and evaluation of research teams, tools to support quality research and excellent researchers and teams.

3.3 Involvement in international cooperation in the field of science and research and international projects.

3.4 Increasing the social relevance of research, supporting the transfer of results into practice and cooperation with practice.

#### **Precautions:**

- Implementation of a regular employee satisfaction survey, the outputs of which are used in the design of further development of social policy and employee benefits within the school.
- Expanding other forms of education and ensuring professional growth of school staff and creating conditions enabling successful reconciliation of work responsibilities and family life.
- Support the career growth of academics and scientists and develop the talent of young academics. • Develop an action plan and strive to obtain the HR Excellence in Research Award – HRS4R.
- Monitoring and implementing internal and national strategies in the area of human resources, intellectual property protection and the transfer of research results into practice

- Monitor the requirements and trends set out in national strategies, monitor social trends and needs and, to an adequate extent, take them into account in the research and R&D activities being carried out.
- Monitor the conditions for obtaining institutional support and strive to obtain institutional support from the Ministry of Education, Youth and Sports, if the Ministry of Education, Youth and Sports rules allow it. According to current information, to obtain this support, it will be necessary to undergo an evaluation in 2025–2026 according to the modified 2017+ Methodology.
- Improve the established system of R&D support tools (support for project submission, within the Internal Grant Agency (IGA) and the Student Internal Grant Agency (SIGA), R&D results registration system, academic staff competition, student competition, publishing professional journals, organizing conferences) so that it meets the social need and conditions of a "learning organization".
- Orient IGA support towards quality research (supporting in particular Jimp and Jsc articles).
- Increase the number and quality of results – increase the number of RIV results and evaluate their citations (for example, using the H-index).
- Improve quality and strive to meet the conditions for one of the journals to be included in the WoS or Scopus databases.
- Support teams in submitting research projects (AMBIS in the role of investigator or co-investigators).
- Support the interdisciplinarity of teams and ensure a balance in research activities individual departments.
- Ensure greater coherence between science and research and teaching (for example, by using scientific results in teaching) and involving students in research (for example, through SIGA projects) and student involvement in both contractual and applied research.
- Intensify cooperation with practice through the Council for Cooperation with Practice, contractual and applied research.
- Support for international mobility of academic and non-academic staff.
- Increasing the proportion of academic and non-academic staff who have graduated study abroad.
- Creating conditions and supporting academic staff in their efforts to engage in international projects (e.g. Horizon Europe, Erasmus +, etc.).

**Key indicators:**

- number of submitted project applications •
- number of projects solved
- number of applications submitted for international projects
- number of international projects solved
- number of contract research projects completed
- number of students involved in research, contract and applied research
- number of results in RIV that are used in teaching



- number of articles in the Web of Science and Scopus databases
- number of results registered annually in the RIV database
- development of an action plan for the HR Excellence in Research Award – HRS4R • receipt of institutional support (DKRVO)
- number of international mobilities of academic and non-academic staff
- number of academic and non-academic staff who have completed their studies abroad
- number of academic staff involved in international projects



**Library, Prague branch**  
AMBIS College



## 4. Building capacity for strategic management and reduction administrative burdens on workers

The goal is to emphasize a responsible approach to ensuring the quality of educational and creative activities; it is necessary to consistently pay attention to qualified and competent decision-making on strategic issues. priorities and develop systematic support for strategic management. An essential part is reducing the administrative burden on academics, scientists and decision-makers so that they can focus on implementing their own agenda and fulfilling their responsibilities.

### Operational objectives:

- 4.1 Strengthen strategic management at universities in all areas, create a financial instrument to support strategic priorities
- 4.2 Promote cooperation and exchange of experience with other universities
- 4.3 Simplify the transfer of information and develop the digitalization of all agendas
- 4.4 Support the development of support services for academic staff

### Precautions:

- Determining the order of implementation of strategic priorities that require increased support in the area of strategic management.
- Create methodologies for updating study programs so that this development places the least possible administrative demands on the guarantors of study programs and individual subjects.
- Develop internal capacities for analysis, preparation, discussion, implementation and evaluation of strategies and for discussing measures and communicating them.
- Develop the quality of evaluation of academic and other staff and eliminate risks e.g. by training evaluators.
- Develop an internal mechanism for allocating financial resources and rewarding employees, which will take into account their contribution to the development of AMBIS and their contribution to the quality of the university's activities (educational, creative and third roles).
- Develop the activities of all academic bodies, including the Student Council, and involve them in the identification and subsequent implementation of strategic goals and individual priorities.
- Improve the level of communication across the university, continue to build a unified identity.

- Expand capacities to provide human resources care and support services for workers, including advice on further education, international mobility and information on the range of services for caring parents.
- Implement open selection procedures for filling positions of academic, scientific and other staff, implement the principles of the European Charter for Researchers, implement the principles underlying the HR Excellence in Research Award – HRS4R.
- Motivate managers to train their successors, create a system identification and preparation of potential future leaders and their development managerial competencies.
- organize the exchange of experience and knowledge gained with other entities outside AMBIS, especially other universities in the country and abroad.
- organize professional conferences with an international dimension and present at them results achieved in their own scientific and research activities.
- Systematize and centralize the collection and analysis of information about all university activities using automated processes for effective transmission and sharing with the school community
- Continue to digitize all administrative activities of the university, educate staff in the use of new effective methods, and exchange information about the purposes and impacts of implemented measures.
- Develop infrastructure in the area of administrative activities, enabling access primarily academic staff to use them effectively.
- Encourage the development of support services for academic staff.
- Develop technology in the area of reporting the results of scientific, research and other creative activities so that it allows academics to more easily share the results of their activities.
- Develop the activities of support departments so that people in decision-making positions and academic staff to be burdened as little as possible with unnecessary administrative and operational duties and to allocate the necessary financial resources to ensure these activities.

**Key indicators:**

- number of methodologies and analyses processed,
- number of study program updates,
- number of HR consulting activities,
- number of employees involved in training courses
- number of implemented measures of the HR Excellence in Research Award action plan – HRS4R.
- number of information outputs on AMBIS activities,
- number of digitized agendas.



# Ambis.Vysoká škola.



## Ambis.Vysoká škola.

AMBIS University.

Prague, March 2021