



STRATEGIC PLAN

2021-2026



Strategic Plan

Anglo-American University

2021-2026

Contents

1 **Message from the President**

3 **Introduction**

Strategic Plan Framework

5

- Mission
- Vision
- Values

6 **2021+ Priorities set out by the Ministry of Education, Youth & Sports of the Czech Republic**

7 **Priorities of the Strategic Plan 2021-2026 & their alignment with AAU goals**

9 **B.1. Provide quality programs & quality services: Provide respected & attractive programs & corresponding services for degree-seeking students, as well as study abroad students & lifelong learners.**

16 **B.2. Develop a graduate academic culture: Become a stronger academic forum that includes postgraduate academic degrees by enhancing academic research & employing best practice international Higher Education structures, standards, and methodologies**

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Contents

20 B.3. Engage more locally with a full understanding of global issues: Expand experiential learning (bring the world to the class) & the elements of volunteering & service-learning (bring the class to the world) within all academic & other educational programs.

24 B.4. Prepare for the future challenges: Continue to adapt AAU to new challenges & offer options for online education & other forms of institutional advancement

29 B.5. Long-term financial stability & community stability: diversify of financial resources, an increase in the number of students, & a stable faculty & administrative staff

37 Summary

| Message from the President

At the outset, I will ask a perhaps inappropriate question in the context of this introduction: "What is strategic planning and why necessary is it to have such a strategic plan?"

In the literature, strategic planning is characterized as a way to organize and implement, through broad consensus, a shared vision for the future direction and guidance of activity. In the case of higher education, it is mainly about defining a university's further stages of development over the next five years. To what extent is it necessary to have and follow such a plan? Following a strategic plan can be likened to driving on a marked road; it makes moving forward easier and faster.



Without such a plan, it is also possible to move forward, but usually by trial and error, i.e., more slowly and, above all, at a higher cost, not only financially but, sometimes, at the expense of damaging the institution's reputation.

If a strategic plan is to be beneficial, it must meet several conditions. First of all, it must be realistic. Anything can be planned, but only objectives reflecting realistic assumptions and possibilities for implementation can be achieved. The strategic plan must be based not only on the institution's internal conditions but also on external requirements, both professional and social. For AAU, this means building on the priorities of the Ministry of Education and Youth and developing especially those activities in which the specifics of AAU as the university with the highest proportion of international students in the Czech Republic and with prestigious foreign institutional accreditation can fully manifest themselves.

The quality of the strategic plan is essential. The presented plan for the years 2021-2026 is based on a broad discussion by all relevant groups within AAU on the individual points of the plan proposed by the committee for its preparation. The difficulty of such a task was increased because it was prepared in a pandemic period lasting more than a year, which brought some entirely new requirements and challenges.

I am convinced that the AAU Strategic Plan 2021-2026 is a responsibly prepared tool for the university's strategic management for the next period. The individual chapters contain the priorities that have been identified as most important for this five-year period. The future will show to what extent the essential requirements for a modern educational institution, meeting the challenges of the twenty-first century, have been met in this plan.

Štěpán Müller

AAU President

| Introduction

Anglo-American University was the first of its kind in Central and Eastern Europe to promote Anglo-American educational principles and values as formulated in AAU's mission, vision, and core values statements. While adhering to these principles, AAU must respond to the challenges of the pandemic and post-pandemic world while, at the same time, complying with the 2021+ priorities of the Ministry of Education, Youth and Sports of the Czech Republic.

The annual Action Plan for each academic year is prepared in cooperation with all vice presidents and directors to fulfill the goals set out in this Strategic Plan. The Action Plan should then incorporate the priorities in this Strategic Plan regarding the target outcomes expected to be achieved in the terms fitting to the period for which the Action Plan is being construed so that all the Strategic Plan's strategic priorities can be met within the specified time.



| Strategic Plan Framework

Mission

As a global and inclusive community, AAU prepares learners for leading a meaningful and prosperous life by cultivating critical thinking, effective communication, and responsible action through personalized and transformative learning.

Vision

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

Values

- i. Academic Excellence:** Deliver quality programs based on innovative strategies and the practical skills of a qualified and diverse faculty.
- ii. Personal attention to learners:** Instruct in small, dynamic groups using real-world experience, seminar and project-based methodologies that identify and meet individual learner needs and support their continuous development.
- iii. Diversity, Inclusivity and Multiculturalism:** Encourage diversity of the student body, faculty, and staff; cultivate a multicultural campus where every individual is treated with dignity and respect.
- iv. Flexibility and Critical Thinking:** Promote open-minded discussion and original thought among students and faculty, as well as individuals, business, and institutional partners to empower innovative approaches and increase the ability to address new challenges.
- v. Social Consciousness:** Foster an ethos of social responsibility, provide excellent affordable education on a not-for-profit basis and continue to reinvest in the advancement of our community and educational models.
- vi. Shared Governance:** Provide relevant stakeholders at all levels with a voice in the curriculum, research, and operations.

2021+ Priorities set out by the Ministry of Education, Youth and Sports of the Czech Republic

A.1 To develop competencies directly relevant to life and practice in the 21st century

A.2 Improve the availability and relevance of flexible forms of education

A.3 To increase the efficiency and quality of doctoral studies

A.4 Strengthen strategic management and the effective use of research and development capacities at universities

A.5 Build capacity for the strategic management of higher education

A.6 Reduce the administrative burden on university staff so that they can fully devote themselves to their mission.

Priorities of the Strategic Plan 2021-2026 and their alignment with AAU goals

The Strategic Plan's priorities are structured according to the AAU goals, as set out in a series of meetings including all relevant stakeholders and coordinated by the AAU Board of Trustees in Summer and Fall 2019.

B.1 Provide quality programs and quality services: Provide respected and attractive programs and corresponding services for degree-seeking students, as well as study abroad students and lifelong learners.

B.2 Develop graduate academic culture: Become a stronger academic forum that includes postgraduate academic degrees by enhancing academic research and further employing sound international Higher Education structures, standards, and methodologies.

B.3 Engage more locally with a full understanding of global issues: Expand experiential learning (bring the world to the class) and the elements of volunteering and service-learning (bring the class to the world) within all academic and other educational programs.

B.4 Prepare for future challenges: Continue to adapt AAU to meet new challenges and offer options for online education and other forms of institutional advancement.

B.5 Long-term financial stability and stability of community: diversification of financial resources; an increase in the number of students, stable faculty, and administrative staff.



University life, here I come!
#aauprague

EVOLUTION
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SUMMER

B.1. Provide quality programs & quality services: Provide respected & attractive programs & corresponding services for degree-seeking students, as well as study abroad students and lifelong learners.

To be re-accredited by WSCUC in 2022

AAU's continuing accreditation with the WASC Senior College and University Commission is crucial. AAU was accredited in 2016 for a six-year period. The reaccreditation process starts in September 2021 with the submission of the Self Review Report and culminates in March 2022 with the WSCUC Accreditation Visit.

Activities that lead to achieving the goal may include:

- Complete all required questionnaires and other documentation required by the WSCUC.
- Compile additional reports, charts, figures, and documents.
- Involve all relevant stakeholders.

B.1. Provide quality programs & quality services

Enhance personalized learning and teaching quality

AAU's mission describes learning at AAU as "**personalized and transformative.**" One of AAU's values is "Personal attention to learners: Instruct in small, dynamic groups using real-world experience, seminar and project-based methodologies that identify and meet individual learner needs and support their continuous development." We consider that the coronavirus pandemic will raise willingness to study online and, this, will lower demand for "brick-and-mortar" universities. Personalized instruction is an alternative way to respond to this trend. Therefore, investing in the enhancement of personalized instruction may strengthen AAU's competitive advantage. This should be reflected in improved persistence rates and higher total enrollment.

Activities that lead to achieving the goal may include:

- Set course enrollment caps at a level consistent with personalized attention to students for all programs and all types of students.
- Set target average course enrollment and adjust faculty pay accordingly.
- Identify key aspects of personal attention to learners (e.g. frequency and quality of individual and collective feedback to students) and implement these consistently.
- Introduce a system supporting personalized learning, e.g., in the form of a department responsible for managing the supporting activities (Center for Teaching and Learning), teaching development grants, teaching awards, etc.

B.1. Provide quality programs & quality services

Continue to work towards Czech institutional accreditation

One of AAU's values is to encourage diversity in the student body. However, international students face serious problems with the recognition of their secondary education in the Czech Republic. The recognition process is lengthy, costly, includes exams from subjects with no connection to the chosen degree program, and cannot be completed remotely. Moreover, it prevents applicants from receiving a study visa before they come to the Czech Republic and requires AAU to admit them within Czech accreditation until they complete the formal recognition process.

Czech institutional accreditation allows a university to recognize secondary education on its own. It streamlines the process and enables applicants to be admitted and obtain a study visa before coming to the Czech Republic. Therefore, unless the Higher Education Act is changed (which is another goal set by this Strategic Plan), Czech institutional accreditation is an effective way for AAU to become more accessible for students who completed their secondary education abroad.

Activities that lead to achieving the goal may include:

- Developing a system of quality assurance in compliance with Czech legislation.
- Strengthening AAU's creative activity, especially research outputs
- Strengthening cooperation with international, national, and regional partners.
- Ensuring that every degree program meets more than minimal accreditation criteria in terms of staffing (age structure, creative activity, employment size, etc.).

B.1. Provide quality programs & quality services

Continuously assess and improve the standard of student services, including co-curricular activities

One of AAU's core values is providing personal attention to learners, both academic and non-academic services. By assessing the scope of current services offered, we aim to improve and introduce new services to meet the needs of a changing student body.

Activities that lead to achieving the goal may include:

- Improving the quality of student services to a level comparable to peer universities using CAS standards as a baseline.
- Creating an inclusive and accessible student leadership development program.
- Increasing the level of, and options for supporting, students' mental health to supplement traditional face-to-face counseling
- Creating more student-centered areas around campus to help improve the student experience.
- Developing an adequate funding structure that supports the creation of holistic student services.

B.1. Provide quality programs & quality services

Further develop Lifelong Learning Activities (AAU Academy)

The AAU Academy, founded in October 2020 as an independent project and brand (but not a separate legal entity), embraces the Life Long Learning branch of AAU. The AAU Academy is designed to develop and market short-term courses and webinars for adult audiences, including a standard offer and tailor-made courses for corporate clients. Additionally, the AAU Academy provides the institutional structure for degree-seeking students who study in the US-accredited degree track and not in the Czech accredited track. A comprehensive marketing strategy for the AAU Academy must be developed, reflecting adjustments to course contents, and researching new markets and target groups.

Activities that lead to achieving the goal may include:

- Conducting market research to reinvent the business model of lifelong learning at AAU
- Developing product communication strategies
- Re-evaluating, adjusting, and expanding course contents and markets (including obligatory LLL in specific sectors)
- Developing detailed marketing strategies
- Establishing internal hiring processes for AAU Academy instructors
- Obtaining accreditation from the International Association for Continuous Education and Training (IACET)

B.1. Provide quality programs & quality services

Further develop Study Abroad programs as a comprehensive part of AAU offerings

Study Abroad (SA) programs complement degree-seeking (DS) programs, either as programs for visiting students who take regular AAU courses (Regular SA programs) or as programs developed on a tailor-made basis through bi-lateral collaborations with partner universities, with or without academic credits (Special SA programs).

While Special SA programs have been a priority of Institutional Advancement since 2018, these programs have been developed chiefly on the demand of partner universities. Special SA programs must be developed and marketed strategically, responding to content and destination demand in global markets. The respective outreach must be aligned with current contractual obligations with SA partners.

Activities that lead to achieving the goal may include:

- Conducting an internal assessment of the current processes of handling the SA portfolio.
- Including Marketing in the decision-making process when student outreach is required.
- Conducting research into current demand for and Study Abroad experiences at AAU.
- Developing AAU's own SA package offer, including short-term and semester-long programs.
- Developing a corresponding marketing strategy.
- Developing a strategy for collecting SA student feedback.



B.2. Develop a graduate academic culture: Become a stronger academic forum that includes postgraduate academic degrees by enhancing academic research & employing best practice international Higher Education structures, standards, & methodologies

Further enhance research

AAU's vision seeks to connect study programs, research, and real-world experience. Research is an essential component of this triangle. Its further incorporation into study programs in core classes, theoretical and methodological preparation, and thesis writing is also a cradle for AAU's values of "academic excellence" and "critical thinking." Applied projects and experiential learning are essential ingredients for students' comprehensive preparation to meet job market challenges which bring an increasing need for creativity, problem-solving, and lifelong learning. The development of these adds to our programs quality and reputation and provides a competitive advantage to our graduates over their peers while enabling them to better adapt to current and future technology (such as artificial intelligence).

Activities that lead to achieving the goal may include:

- Significantly expanding the number of principal investigators in current AAU research disciplines.
- Achieving full institutional support from Czech public funding
- Fully meeting Czech accreditation requirements for BA programs, MA programs and introducing the 1st Ph.D. program at AAU
- Having at least one research or applied project running at each of AAU's Schools.
- This all includes new specific initiatives, such as projects with the Latin American Center, applied research projects, and major grants.

B.2. Develop a graduate academic culture

Develop financially sustainable, high-quality MA / MSc programs

For AAU to build a strong graduate academic culture, the number of MA / MSc-seeking students must grow. Apart from investing in the promotion of Master's degree programs, AAU must also review and analyze the curricula of current MA programs, including considering their duration, content, collaborations, demand, and target groups, as well as developing new Master's programs.

Activities that lead to achieving the goal may include:

- Conducting continuous competitor research.
- Researching local and international market demand.
- Researching graduate education trends.
- Developing a communication strategy.
- Rolling out new and improved program offerings.
- Supporting faculty in continuous program improvement.

B.2. Develop a graduate academic culture

Introduce a Ph.D. Program by 2026 / US accreditation – Structural change requests

The AAU founders support AAU becoming a university that offers all levels of higher education. This means that AAU should start offering at least one PhD program. However, introducing a PhD program is impossible without a structural-change request to the WASC Senior College and University Commission (WSCUC) and without a status-change request to the Czech National Accreditation Bureau for Higher Education. Appropriate AAU structural changes must precede these requests.

Therefore, activities that lead to achieving the goal may include:

- Identifying promising education areas
- Identifying the necessary AAU structural changes
- Estimating the corresponding costs



B.3. Engage more locally with a full understanding of global issues: Expand experiential learning (bring the world to the class) and the elements of volunteering and service-learning (bring the class to the world) within all academic and other educational programs

Enhance brand awareness

AAU is a modern university built on rich traditions, providing meaningful and life-enriching experiences for our inclusive community, in line with AAU's mission. Ensuring that the AAU brand is well-known and widely recognized is vital. To achieve this, we will continue to develop and communicate a strong brand story that builds on the values of the AAU community.

Activities that lead to achieving the goal may include:

- Auditing the current level of brand awareness and brand perception.
- Developing and implementing a strategy to increase brand awareness through unique value proposition and smart differentiation.
- Developing further the communication strategy to improve the perception of the AAU brand .
- Creating an institutional network to promote brand awareness.
 1. Establishing new, and strengthening existing, partnerships with high schools, universities, and other educational entities.
 2. Partnering with local, regional, and international agencies and organizations to create opportunities for AAU students and faculty.
- Strengthening AAU's position as a national and international model of inclusive excellence and internationalization
- Promoting the AAU brand through merchandise and supporting interesting initiatives in line with the marketing strategy
- Implementing an e-shop to support merchandise marketing
- Assisting AAU community initiatives (supporting student-led initiatives)

B.3. Engage more locally with a full understanding of global issues

Enhance and systematically root orientation towards experiential learning

To distinguish AAU's focus on the "real-world experience" from similar curricular and extra-curricular experiences at other institutions, experiential learning at AAU and its implementation should be further defined and implemented.

Activities that lead to achieving the goal may include:

- Determining curricular and co-curricular areas of experiential learning, e.g., internships, SA programs, Career Services
- Intensifying cooperation with external organizations concerning applied learning
- Extending applied research, art, and business projects
- Improving student and graduate employability
- (Re)establishing advisory boards at individual Schools
- Developing and marketing Work Abroad Programs for international student cohorts
- Strengthening the "real-world-experience" message in marketing efforts

B.3. Engage more locally with a full understanding of global issues

Introduce Service-Learning as part of the curricula

One of AAU's values is to foster an ethos of social responsibility. The third institutional learning outcome in undergraduate degree programs at AAU is "Take effective and responsible action both individually and within a team" (a. Take into consideration diverse and changing socio-cultural contexts; b. Critically assess outcomes and performances; c. Effectively use available resources; d. Engage oneself and other team members in lifelong learning [i.e., acquiring specialist knowledge and competencies].)

Therefore, we suggest introducing service-learning and other co-curricular activities as part of AAU's degree program requirements.

Activities that lead to achieving the goal may include:

- Identifying which activities would be compatible with AAU's profile
- Discussing their place in the curriculum
- Developing a systemic offer of relevant activities and a support system



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B.4. Prepare for future challenges: Continue to adapt AAU to new challenges & offer options for online education & other forms of institutional advancement

Professional (globally competitive) level of online instruction (both degree-seeking and LLL [AAU Academy])

We will create the methodological and technological framework that will enable us to provide online instruction as an equal alternative to personal and distance modes of instruction. The new teaching and learning system will be used on both the degree-seeking level (as part / an alternative mode of instruction in already existing programs or as a completely new online-only degree program) and within the lifelong learning (LLL) scheme.

Activities that lead to achieving the goal may include:

- The need for investment in recording and transmitting technologies
- Creating a professionally funded institutional methodological background (Centre for Teaching and Learning)
- Creating a system for the professional training of faculty

| **B.4. Prepare for future challenges**

Implement a modern, fully integrated student information system

Our essential goal is to implement a modern, fully integrated student information system that will integrate all currently used platforms among the AAU community into one, or at least, enable data sharing. Having this system will allow us to work more effectively, reduce employees' stress and workload, and decrease the number of steps done manually.

| B.4. Prepare for future challenges

Develop and implement a plan for the University to become more environmentally sustainable by promoting sustainability activities and setting ambitious goals to become a more sustainable campus and community

To promote a culture of sustainability, AAU will engage in initiatives that emphasize environmental sustainability. This process depends on the involvement of all AAU community members: faculty, staff, and students.

Activities that lead to achieving the goal may include:

- Introducing sustainability and environmental protection-oriented courses into curricula
- Identifying a sustainability framework, such as that of the Association for the Advancement of Sustainability in Higher Education, and establish a portfolio of sustainable action plans
- Creating a sustainability officer position (paid or unpaid)
- Establishing sustainable procurement standards
- AAU promoting a mindset of sustainability activities at the campus (such as reducing paper files, increased recycling, reduced use of plastics, etc.)
- Organizing initiatives that promote ecosystem vitality

| B.4. Prepare for future challenges

Advocate for students from all countries to earn the dual US+CZ degree at AAU

Current Czech laws and guidelines disadvantage students holding certain diplomas in their efforts to reach their educational goals. Depending on which university they apply to, they face different requirements. If they apply to a university that holds Czech institutional accreditation, their secondary education is recognized if it allows the applicant to apply to a university in the home country. However, if they apply to a university that does not hold Czech institutional accreditation, their secondary education is recognized only if it is equal to Czech secondary education, including the content and length of individual subjects.

The substantive difference in assessment criteria is reflected in the complexity of the latter recognition process. It is lengthy, costly, includes examinations from subjects with no connection to the chosen degree program, and cannot be completed remotely. AAU believes that this is discriminatory. All students, regardless of where they completed their prior education, should have the same rights when it comes to the recognition of their previous learning.

Given the difficulties of the recognition process, some students decide to apply to AAU only with foreign accreditation. They then face problems with their visa or residence permit. While students of foreign degree programs are considered students by the Czech Higher Education Act, they are not considered to be so by the Ministry of Interior. As a result, these students are deprived of a study visa or residence permit with all the corresponding consequences. We believe that whoever is considered a student according to the Higher Education Act should also be considered a student for visa purposes.

Activities that lead to achieving the goal may include:

- Advocating for legislative changes that will allow all applicants to have their prior learning recognized by the university they apply to
- Aiming to achieve legislation changes to allow students studying only with a foreign accreditation to qualify for a study visa
- Achieving Czech institutional accreditation (see another goal set by this Strategic Plan)



B.5. Long-term financial stability and community stability: Diversify financial resources, an increase in the number of students, and a stable faculty and administrative staff

Fully develop a Human Resources department

Fully develop the Human Resource agenda and implement internal processes to motivate and develop employees' skills and knowledge continuously. We believe that the continuous development and motivation of employees is the key to decrease staff turnover and have happy and devoted employees.

Activities that lead to achieving the goal may include:

- Understanding the expectations of HR department employees in terms of motivation, development, and satisfaction at AAU
- Introducing individual staff development plans
- Introducing internal processes to increase employees' procedural awareness
- Introducing motivational tools to keep employees happy, devoted, and loyal to the institution (decreasing staff turnover)

B.5. Long-term financial stability and community stability

Define and achieve the desired target enrollment of degree-seeking students (undergraduate and graduate) and optimize the diversity of degree-seeking students

AAU aspires to increase the number of undergraduate and graduate students. To achieve significant and sustainable growth in our student body, we will consistently and efficiently collect and analyze market intelligence to inform our portfolio development, recruitment and marketing activities, and pricing. We will also optimize the diversity of degree-seeking students by attracting a qualified diverse student body locally, regionally, and internationally. (This is in line with AAU values on diversity, inclusivity, and multiculturalism.)

AAU is committed to continuing to recruit students in existing markets, intensifying efforts to recruit students locally, and striving to unlock and enter new markets.

Activities that lead to achieving the goal may include:

- Establishing the desired target enrollment
- Understanding the motivations and preferences of prospective students
- Expanding local and regional student enrollment
- Focusing on initiatives that support and enhance student engagement (i.e., Student Ambassadors for recruiting purposes)
- Increasing the Marketing budget to enable developing innovative marketing and recruiting strategies
- Intensifying recruiting efforts in the Czech and Slovak markets
- Maintaining and developing the US market momentum
- Targeting new markets (Southeast Asia, Middle East, South America)

B.5. Long-term financial stability and community stability

Define and achieve the desired target number of study abroad students

AAU aspires to increase the number of study abroad students by achieving significant growth.

Activities that lead to achieving the goal may include:

- Establishing the desired target enrollment
- Establishing partnerships with universities worldwide
- Understanding the motivations and preferences of study abroad students (academic and non-academic)
- Diversifying SA program and collaboration models
- Increasing the Marketing budget to enable developing innovative marketing strategies

B.5. Long-term financial stability and community stability

Define and achieve the desired target number of study abroad students

AAU aspires to increase the number of study abroad students by achieving significant growth.

Activities that lead to achieving the goal may include:

- Establishing the desired target enrollment
- Establishing partnerships with universities worldwide
- Understanding the motivations and preferences of study abroad students (academic and non-academic)
- Diversifying SA program and collaboration models
- Increasing the Marketing budget to enable developing innovative marketing strategies

B.5. Long-term financial stability and community stability

Define and achieve the desired target enrollment in lifelong learning programs (AAU Academy)

Achieve a sustainable number of lifelong learning program participants by consistently and efficiently collecting, analyzing, and using market intelligence to inform portfolio development, recruitment and marketing activities, and optimize pricing.

Activities that lead to achieving the goal may include:

- Establishing the desired target enrollment
- Collecting relevant data for effective marketing outreach
- Adjusting course content correspondingly
- Collaborating with certified providers of LLL
- Developing a marketing strategy correspondingly
- Increase the Marketing budget to enable developing innovative marketing strategies

B.5. Long-term financial stability and community stability

Increase other sources of income (rental activities and services, sponsorships, fundraising and grants)

Increase rental activities and services to ensure full utilization of campus capacity throughout the year. In the long-term, we aim to establish close cooperation with partners renting our premises.

Sponsorships at AAU should be approached as part of AAU's revenue diversification. Official partners, sponsors and benefit partners are previously established concepts at AAU and which should now be re-evaluated and respective outreach strategies developed. These must be seen in relation to AAU's philanthropic efforts, which require a well-defined connection between the sponsor / donor and AAU's mission, vision, and values.

Philanthropic efforts, as well as a systematical grant-writing agenda, should be re-assessed and a strategy determined within institutional development and the diversification of AAU revenues.

Activities that lead to achieving the goal may include:

- Increasing awareness of AAU among partners
- Including rental activities and services in AAU's external outreach portfolio (marketing the AAU Academy, graduate programs, internships, student projects, etc.)
- Exploring opportunities for sponsorships in the AAU alumni and parent community
- Reviewing AAU's fundraising strategy
- Starting to cultivate relationships with potential donors or prospective partners
- Beginning to establish essential fundraising activities, e.g., scholarship funds, etc.
- Research and art-related grants
- Municipality (Prague 1, City Council) grants
- Establishing an AAU unit for EU grant applications

B.5. Long-term financial stability and community stability

Implement a new budgeting system

Designing and developing a new system will give budgeting units a higher level of autonomy and accountability and motivate budget unit managers to continuously develop their assigned units. Increase tuition regularly by the inflation rate, or as per agreement, so that available funds can further develop each School.

Activities that lead to achieving the goal may include:

- The autonomous operation of individual Schools
- Data-driven decision making
- Introducing a reporting process
- Investing extra collected funds into the development of programs / Schools



Summary

AAU GOAL			
B.1. Provide quality programs and quality services: Provide respected and attractive programs, supported by corresponding services, for degree-seeking students as well as study abroad students and lifelong learners.			
AREA	MŠMT PRIORITIES	AAU GOALS	Responsible manager(s)
Gain WASC Re-accreditation in 2022	A1	B1	VPAQ/ALO
Enhance personalized learning and the quality of teaching	A1	B1	VPAA, VPAQ/ALO
Proceed in the Czech institutional accreditation process	A1	B1	VPAA, VPAQ, DOR
Continuously assess and improve the standard of student services, including co-curricular activities	A2	B1	DOS, VPSA
Further develop Lifelong Learning Activities (AAU Academy)	A1, A2	B1, B5	VPIA
Incorporate Study Abroad programs as a comprehensive part of AAU programs	A2	B1, B5	VPIA, VPSA
B.2. Develop graduate academic culture: Become a stronger academic forum that includes postgraduate academic degrees by enhancing academic research and further employing best practice international Higher Education structures, standards, and methodologies.			
AREA/GOAL	MŠMT PRIORITIES	AAU GOALS	Responsible manager(s)
Further enhance research	A3, A4	B2, B5	DOR
Develop financially sustainable high-quality MA / MSc programs	A1	B1, B2, B5	VPAA, DOR, VPSA
Introduce a PhD Program in 2026 / US accreditation – Structural change requests	A1, A3	B1, B2	VPAA, DOR, VPAQ
B.3. Engage more locally with a full understanding of global issues: Expand experiential learning ('bring the world into the class') and the elements of volunteering and service-learning ('bring the class to the world') within all academic and other educational programs.			
AREA/GOAL	MŠMT PRIORITIES	AAU GOALS	Responsible manager(s)
Enhance AAU Brand Awareness	A5	B3	VPSA
Enhance and systematically root orientation towards experiential learning	A1	B3	VPIA, DOR
Incorporate Service-Learning as part of curricula	A1	B3	VPAA, VPAQ, VPIA

Summary

B.4. Prepare for future challenges: Continue to adapt AAU to new challenges and offer options for online education and other forms of institutional advancement			
AREA/GOAL	MSMT PRIORITIES	AAU GOALS	Responsible manager(s)
Implement a professional (globally competitive) level of online instruction (both degree-seeking and LLL [AAU Academy])	A1, A2	B3, B4, B5	VPAQ, VPAA, VPIA, CFO VPSA and others
Implement a modern, fully integrated Information System (IS)	A6	B1, B4	CFO and others
Develop and implement a plan for the University to become more environmentally sustainable by promoting sustainability activities and setting ambitious goals to become a more sustainable campus and community.	A1	B3, B4	VPSA, DOS and others
Advocate for students from all countries to earn the dual US & CZ degree at AAU		B4	VPSA, DOS, VPAA and others
B.5. Long-term financial stability and community stability: Diversify of financial resources, an increase in the number of students, and a stable faculty and administrative staff			
AREA/GOAL	MSMT PRIORITIES	AAU GOALS	Responsible manager(s)
Fully develop the Human Resources agenda	A4	B5	CFO
Define and achieve the desired target enrollment of degree-seeking students (undergraduate & graduate) and optimize the structure of DS students	A5	B5	VPSA, CFO
Define and achieve the target number of study-abroad students	A5	B5	VPIA, VPSA
Define and achieve the desired target enrollment of lifelong learning programs (AAU Academy)	A1, A2	B5	VPIA, VPSA
Increase other sources of income (rental activities and services, sponsorships, fundraising and grants)	A5	B5	VPIA
Budgeting		B5	CFO

AU

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