

Institutional Development Plan

2024-2027





**CORVINUS
UNIVERSITY**
of BUDAPEST

uni-corvinus.hu



**EMPOWERING MINDS.
SHAPING FUTURES.**

Table of Contents

Introduction	4
1. Principles	5
2. Key trends	8
3. Value Proposition, Vision and Mission	10
5. Education	14
6. Research	18
7. Community Engagement	22
8. Colleagues	26
9. Internationalisation	30
10. Digital infrastructure	34
11. Sustainability	37
12. Built infrastructure	39
13. Related functional strategies	42

After describing its core principles, the IDP presents the educational, labour market, technological, economic and political trends that shape the University's operations. In the chapters that follow, the IDP sets out the main targets for action for the University's activities and the indicators associated with these objectives for the period 2024-2027. If necessary, the expected target values of the indicators based on our current understanding may be finetuned during the annual review of the IDP, with the actions included in the functional strategies adjusted to them. The IDP is not intended to elaborate in detail on how to achieve the objectives set out in the chapters. Detailed plans can be found in the functional strategic plans linked to the IDP.¹

¹ These are the Education Strategy, the Strategic Framework for Talent Management, the Research Strategy, the Internationalisation Strategy, the Strategic Framework for Sustainability and the Built Infrastructure Strategy.

Introduction

The first phase of the university's renewal and the associated major organisational changes have ended. We have reached a major milestone, from which the direction of our journey remains unaltered, but we can move forward in a more focused way in the future.

At its meeting at the end of February 2024, the Senate adopted the Institutional Development Plan constituting the strategic framework for the operation of Corvinus in the next four years. The development of the strategic document was preceded by nearly a year of preparatory work. During the comprehensive consultations the entire university community could have a say on the document. The novelty of the new strategic cycle is that the IDP embodies a framework which is complemented by different sub-strategies (education, research, internationalisation, talent management, sustainability, infrastructure), with the focused objectives for each strategic area having been defined as a result of continuous consultation with the professional communities.

Our development goals remain unchanged; the aim is still to build a globally recognised, regionally outstanding, and excellently functioning university where student replenishment is at the forefront.

In the coming period we want to focus on content.

In the new strategic cycle, we wish to make even more progress in areas where our professional community has already proven itself:

- ▶ in the area of education: completing the renewal of the programme portfolio, continuing methodological renewal, strengthening student career planning and talent fostering;
- ▶ in the area of research: further increasing quality, expanding the international network and grant project activities;
- ▶ in the area of third mission: further extending corporate partnerships and innovation activities, and placing an even greater emphasis on sustainability;
- ▶ in the area of internationalisation: further internationalising the student and lecturer-researcher body;
- ▶ further strengthening the practice of recognising excellence;
- ▶ renewing the digital and built infrastructure that supports professional and innovative work.

The measure of our strategy will be how we can deliver on our objectives. This requires from every member of our university community to identify with the goals set out in the Plan, to find their place, individual development lines and targets.

We thank all the colleagues who participated in the drafting of the document and expressed their opinions, and wish all staff members persevering work and creative joy in the realisation of the institutional goals set.

DR. ANTHONY RADEV
President

**PROF. DR. LAJOS
GYÖRGY SZABÓ**
Acting Rector

DR. ÁKOS DOMAHIDI
Chancellor

1. PRINCIPLES





This Institutional Development Plan (hereinafter referred to as IDP) is based on the following principles:

EXCELLENCE AND QUALITY FOR REGIONAL¹ LEADERSHIP

The core principle of the IDP is that international and regional excellence and quality are used to benchmark the performance of the Corvinus University of Budapest (hereinafter: University) and all university citizens.

TRADITION AND INTELLECTUAL DIVERSITY.

The IDP builds on the University's intellectual traditions, community values, organisational experience and synergistic collaboration between the fields of management, economics, social sciences and information technology.

¹ The IDP region is defined as Central-Eastern Europe, which the document interprets as covering the following countries: Bulgaria, the Czech Republic, Estonia, Belarus, Croatia, Hungary, Latvia, Lithuania, Moldova, Poland, Romania, Slovakia, Slovenia, Ukraine, to which the IDP adds Austria for its exemplary role.

INNOVATION.

The core principle of the IDP is to respond to and harness innovative practices of external stakeholders, while unleashing its internal innovative energies. Joint cross-disciplinary innovations of the community of faculty and students, occasionally with the involvement of external stakeholders, are of key importance.

ACADEMIC FREEDOM.

The core principle of the IDP is that its citizens have a fundamental right to freedom of teaching, research, of asking questions, expression, and freedom from political interference and economic interests.

MEASUREMENT AND IMPROVEMENT.

As a core principle of the IDP, the output of the activities carried out at the University (achievements of the individual organisational units, educational programmes, research) must be measured, and measurement results must be systematically incorporated into ideas for the development of individuals and organisational units.

TRANSPARENCY.

The principles and the actions laid down therein are accessible to all university citizens.

SUSTAINABILITY.

The core principle of the IDP is responsible and ethical operation that is sustainable on the long-term, positive impact on the environment, on the national and international community, and financial and community balance. In line with the UN Sustainable Development Goals, the University's activities contribute to: quality education, decent work and economic growth, industry, innovation and infrastructure, responsible consumption and production. The University is continuously working to achieve its climate neutral operational target.²

INVOLVEMENT AND TRUST.

The core principle of the IDP is openness. The University consciously focuses on creating and developing forums and mechanisms for participation and involvement, on incorporating feedback. The IDP has been prepared with the involvement of as many university citizens as possible in order to maximise ownership of the objectives.

² The University's Strategic Framework for Sustainability, which sets out in detail the University's sustainability action plan for each of the stakeholders and activities included in the IDP, constitutes an annex to the IDP.

2. KEY TRENDS



Corvinus University of Budapest is one of the best higher education institutions in the country; and the best education institutions in the fields of business, economic, and social sciences. The University's legacy of connecting disciplines and creating value through them, and its national leadership, has always been reflected in the quality of its students, colleagues and programmes. In the future, the University intends to strengthen this national leadership and expand it at regional level. It does this in an environment that is facing the following challenges:

Educational trend:

The opportunity to gain experience abroad is becoming increasingly important for Hungarian students, which is why they often start their bachelor studies or pursue their master studies abroad.

Labour market trend:

Employers tend to require several years of work experience also from young people starting their careers, which encourages students to put their university studies on the back burner in favour of gaining work experience.

Technological trend:

Digital solutions, the ever-accelerating development of technology and its overall socio-economic impact are creating new labour market challenges for graduates.

Economic and political trend:

The University's ability to raise funds is characterised by a high degree of uncertainty, influenced by political and economic developments beyond its control.



3. VALUE PROPOSITION, VISION AND MISSION



Unique value proposition

It draws on the University's heritage to formulate its unique value proposition in response to **identified trends**.

The University is an **indispensable knowledge** centre for both its students and partners in the region in the fields of business, economics, social sciences and information technology, because it is quality-focused, thinks and operates in a unique ecosystem, is international and stable.

Quality-focused:

It strives for high quality in all its relations with its stakeholders and in all its activities. It does not aim to be a mass-education institution, but to make the most successful professionals and future leaders from the domestic and international students with an outstanding academic potential who gained admission. It has excellent colleagues at its disposal owing to its legacy and internationalisation strategy.

Individual:

All students receive a strong methodological grounding and their programme embraces an economic, business, social science and technological perspective, providing an exceptional approach. Its programmes prepare students to adapt to an ever-changing environment through processing up-to-date, scientifically sound theoretical knowledge and integrating it into practice.

It thinks and works in terms of an ecosystem:

The University recognises that it can respond to all these trends in a meaningful way if it acts as a bridge and creates an ecosystem where the needs of its students, colleagues and partners meet through the University's activities, and these meetings result in value-creating collaborations.

International:

The University has recognised that in order to achieve not only national but also regional leadership, it is necessary to internationalise its students, colleagues and partners, and to strengthen its international reputation.

Stable:

The University is maintained by a foundation that supports the predictable operation of the institution through the changes brought about by the model change and in a turbulent economic and political environment.

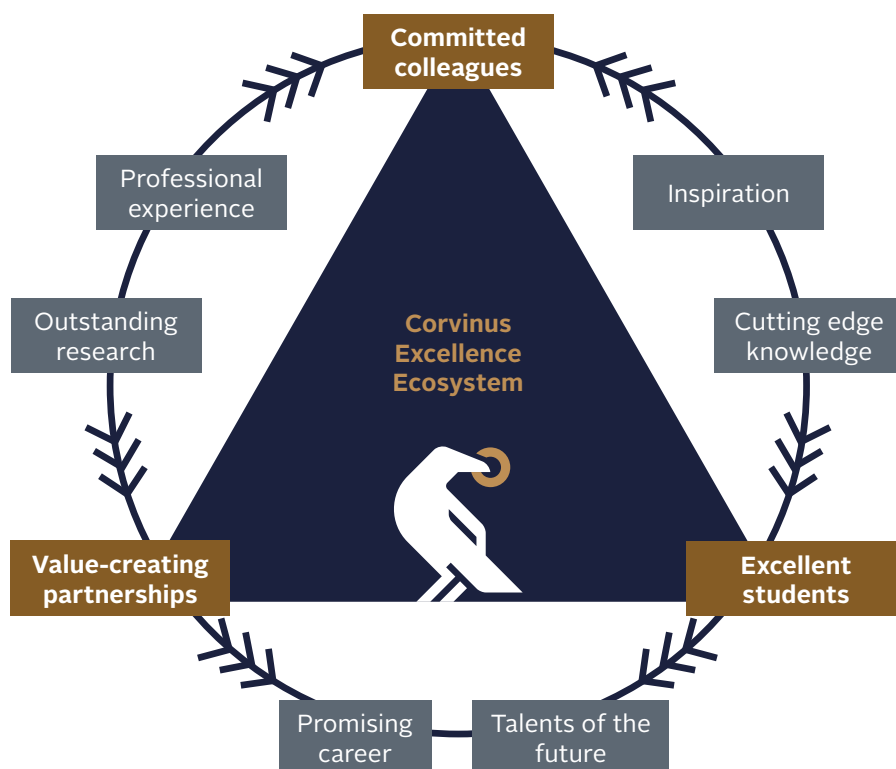
The vision for the University, building on its unique value proposition:
By 2030, the University will be among the leading universities in the region in business, economic and social sciences.

The mission of the University

In the service of society as a whole and of the cause of scientific progress, the University aims to build on its scholarly achievements to educate socially and environmentally responsible young people and prepare them for a successful professional and social life, who, using the acquired cutting-edge knowledge and competences, are capable and motivated to significantly contribute to Hungary's competitiveness and to the cause of regional cultural, scientific, and technological development.



- ▶ by becoming an internationally recognised **knowledge centre**, based on the principles and values of the Magna Carta of European Universities¹; ²;
- ▶ with the help of our dedicated faculty, who pass on **cutting-edge professional knowledge and develop the competences of the University's students** in the fields of business, economic, social sciences and information technology, with a strong methodological foundation;
- ▶ by building a **value-creating partnership ecosystem** with corporate partners, institutional, governmental, intergovernmental, civil society, international academic and professional institutions, students and alumni;
- ▶ by creating an **inclusive, collaborative institutional culture** that guarantees the independence of academic research and teaching from political influence and economic interests, and significantly improving the University's sustainability credentials compared to international best practice.



¹ Available URL: <https://www.magna-charta.org/magna-charta-universitatum/mcu-1988> (accessed: 18.08.2023)

² Compared to the mission statement in the previous IDP, this wording has changed in 2 respects.
 1. More detail is provided for clarity of interpretation. 2. The word „elite” was replaced with „talent”, based on the results of a survey involving university students.

5. EDUCATION



Results so far

The University's key strategic objective in the field of education for the period 2020-23 was to „move on from leading position in the domestic higher education market and become a regional leader". As a precondition to this, the University must offer a portfolio of such bilingual educational programmes which in addition to preserving its popularity among excellent Hungarian students, represents the best choice for more and more international students. This objective required a restructuring of the education portfolio.

- ▶ In the case of bachelor-level study programmes, the most important strategic objective was to consolidate the fragmented portfolio and to create a professional structure that provides a broad-based education and reflects the traditions of the Corvinus University of Budapest by providing a strong foundation in Economics and Social Sciences for business students and a foundation relating to the world of business for students in Economics, IT and Social Sciences. Consolidation of the portfolio has led to a reduction in the number of bachelor-level study programmes. Following several changes, the University's bachelor-level portfolio currently consists of 9 programmes. A learning outcome-based approach was used to shape or to renew the vast majority of study programmes, both in terms of content and methodology. Thus, in the medium term, the objective is to **stabilise the bachelor programme portfolio, to deepen the learning outcome-based approach.**
- ▶ The most important strategic efforts in relation to the master-level study programmes were internationalisation, the integration of the content of the bachelor and master programmes, the launch of one-year specialised master programmes and the elaboration of validation procedures to shorten the programme duration. In 2023, the University announced 25 master and one single-cycle programme. Most of the study programmes, as in the case of bachelor programmes, have been renewed in terms of content and methodology, based on a learning outcomes approach, and new study programmes have also been created. In the area of master programmes, demand has changed significantly in recent years, with demand for traditional two-year programmes declining and more and more Hungarian students choosing to study abroad. This requires us to **rethink** our existing programmes **and to develop a portfolio that meets changing needs at master level, focusing on labour market expectations, trends and student preferences.**
- ▶ The University has successfully implemented a number of talent management initiatives that offer opportunities for development beyond the classroom, in particular the ecosystem of colleges of advanced studies/ student associations and the students' scientific association movement. **The next step will be to create a complex talent management system that integrates these initiatives in a single framework, develops them further and runs new, innovative programmes.**
- ▶ For executive programmes and specialist postgraduate programmes, the aim is to develop and operate a flexible, regionally oriented portfolio that is well adapted to market needs. The portfolio currently includes 2 MBA programmes and 25 specialist postgraduate programmes. The most important task ahead is **to develop and successfully launch an executive adult education portfolio.**

- ▶ The main strategic goal and challenge of doctoral programmes is internationalisation. This means both an increase in the number of admitted foreign doctoral students, the growing involvement of colleagues with international experience in PhD teaching and supervising, and the appearance of graduate students in the international job market. With this aim in mind, the Corvinus doctoral scholarship scheme is also being redesigned.

Our educational mission 2024-2027

Our educational mission is to build on the rich intellectual tradition of the institution, to develop competent, responsible and empowered professionals and leaders who are able to recognise the opportunities and challenges of environmental, technological and social change and to put their knowledge at the service of sustainable social and economic development. This is conditional on creating a **teaching-learning ecosystem** that relies on a continuously evolving, innovative programme portfolio and complex student support services.

Accordingly, **overall educational strategic objectives** of Corvinus for the period between 2024-2027 are:

- ▶ **On consciously designed pathways to excellence** - which encompasses both academic and professional excellence - to ensure the international competitiveness of our students. Our aim is to ensure that students gain a variety of professional experiences that match their strengths and contribute to their future professional success, such as by getting involved in scientific research, by acquiring an entrepreneurial mindset and being able to address economic and social challenges posed by technological advances with flexibility.
- ▶ The University offers a **consciously built portfolio, continuously developed** programmes at all academic levels, from bachelor programmes to doctoral programmes, it performs complex talent management activities and provides an attractive portfolio of continuing education to support lifelong learning. The uniqueness and innovative nature of some elements of the educational programmes set the University apart from its competitors and offers attractive opportunities for talented international students. By fostering an international environment that encourages creativity, critical thinking and collaboration, the University educates students who are ready to make a lasting positive impact on their professional field and society as a whole.
- ▶ **Developing an innovative and flexible teaching and learning ecosystem** that reflects on the labour market challenges of the 21st century, in the context of which the University prepares its students to excel in the rapidly changing labour market by applying the most modern teaching methods and tools, providing a sound theoretical and methodological basis, integrating real-world, practical challenges and transversal competences into the curricula, and operating a complex career support system.

Performance indicators

The IDP sets the following indicators to measure the achievement of the education-related targets (not exclusively these) for 2027:

- ▶ The NPS score of graduating students should be at least 20-25 in bachelor-level and at least 30-35 in master-level study programmes (in 2023: -6 in bachelor-level programmes and 13 at master-level programmes). Satisfaction of students taking part in the talent management programme NPS 40.
- ▶ The proportion of students going from a bachelor-level study programme to a master-level study programme within the institution increases from 16% to 20%.
- ▶ The added value of a Corvinus diploma is steadily increasing (in 2019: EUR 300 thousand).
- ▶ On average, students receive at least two career-enhancing offers from leading national or international employers per student (not measured previously) when they graduate from a master-level study programme (or during their university studies).
- ▶ The student/faculty ratio (including graduate programmes) will be 14:1¹ (in 2023 it was: 17:1).
- ▶ Among the bachelor programmes in economics, social sciences and business informatics with daytime delivery announced in a given year, the University's market share among the applicants in the bachelor and single-cycle programmes announced by the university, regardless of the language of the study programme, who specify the university as their first preference and reach the upper 10 percentile of the available score with their study and secondary school leaving exam results: 63-65%^{2,3}.
- ▶ In the market of executive, that is short programmes, the University is becoming a relevant player in both the B2C and B2B segments, with at least 20-25 successful programmes per year.
- ▶ The teaching staff will be complemented by 400 guest lecturers⁴, who are the best experts in their fields in the business/government sector/civil society.
- ▶ The use of MyCorvinus Navigator will become common in bachelor and master programmes, with 4000 students actively using MyCorvinus Navigator (in 2022: 877 persons completed the test).

The actions needed to achieve these goals are detailed in the Education Strategy and the Strategic Framework for Talent Management.

¹ The 14:1 ratio is the total number of bachelor and master-level students divided by the total number of faculty (including external faculty).

² With the emergence of ELTE's programmes in Economics, the University has lost around 20% of its market share. In recent years, the University has successfully stabilised its market position. Following stabilisation, the University aims to increase its market share among students in the top 10% over the IDP period.

³ To be reviewed in the future in the light of experience with the new admissions system.

⁴ With a broad interpretation of guest lecturer status (guest lecturers invited to a seminar are also guest lecturers.)

6. RESEARCH



Results so far

In the field of research, we aim to enhance Corvinus' scientific footprint, international scientific visibility and embeddedness, as well as its academic grant activity and business value creation capacity, while maintaining and further strengthening Corvinus' leading role in Hungary is also of paramount importance.

In all three areas, significant progress has been made in recent years.

- ▶ Institutional publication output increased: between 2018 and 2022, there was a marked increase in the number of prestigious international Q1 and Q2 ranked journal articles, with a more than five-fold increase in the number of Q1 and Q2 publications, with 312 such articles in 2022.
- ▶ In terms of international scientific embeddedness, the proportion of Q1 and Q2 publications co-authored with foreign co-authors is medium in an international comparison (30%). The most important international co-authoring institution is the CEU (6 joint articles in 2022), and there are 5 other top 200 institutions in the QS Social Sciences & Management ranking with which Corvinus colleagues have written at least two joint papers.
- ▶ The share and value of international academic grants¹ is also increasing relative to domestic grant revenues, but there is significant volatility between years, with HUF 1.265 billion in grants received in 2022². It can be observed that in the previous EU research framework programmes, Corvinus won more, but smaller-value grants. Then the amount of funding per grant gradually increased. This is also due to the fact that researchers are becoming more and more aware of the need to apply for funding, and are taking on increasingly important professional roles in grant projects. As a consortium leader, Corvinus won a high-value grant in both 2020 and 2022. In the 2014-2021 Horizon 2020 funding period, the University was ranked 8th among Hungarian institutions in terms of the amount of funding awarded.

Despite these achievements, Corvinus faces many challenges.

- ▶ Research topics that provide international scientific visibility typically belong to a niche area that is of interest only to a narrow academic community, while Corvinus researchers rarely publish in journals that define the development of the branches of science in which the university is active (1 Financial Times top 50 journal article publication in both 2021 and 2022).
- ▶ Nearly half of our colleagues still do not publish in international journals, and our international co-authors are typically from institutions ranked low in the QS rankings.
- ▶ Our best researchers stay away from international grants, and the most active grant applicants are not the colleagues with the highest scientific output.

¹ The vast majority of international academic grants at the University are funded by Horizon Europe.

² This includes the two grants that the University won in 2022, but could not contract due to the restriction of commitments affecting the Horizon research. After deduction of the two grant amounts concerned, the total is HUF 1.142 billion.

Our research mission 2024-2027

Our research mission is to produce cutting-edge scientific results at Corvinus that promote regional cultural, scientific and technological development, Hungary's competitiveness and contribute to strengthening Corvinus' scientific reputation in Hungary and abroad. This is conditional on creating a **scientific-research ecosystem** that is continuously evolving, is innovative and relies on complex support services strengthening the international academic embeddedness of researchers, research teams and the institution. Accordingly, the **comprehensive research-strategic** objectives of Corvinus for the period between 2024-2027 are the following:

- ▶ **More good researchers who are part of the international academic scene:** The university considers it important to support the scientific skills development of researchers and to strengthen the university's national and international academic embeddedness. Our aim is
 - to make research careers attractive for our students and young colleagues, and strengthen the competitiveness of our doctoral students,
 - for our researchers to gain international academic experience at leading universities,
 - to involve visiting researchers from abroad more consciously in the public life of Corvinus,
 - to regularly invite more foreign researchers than at present to internal research seminars and short workshops,
 - to strengthen Corvinus' presence in international scientific fora.



- ▶ **More quality publications, larger scientific and social impact:** The University is committed to building a scientific-research ecosystem that will increase the relevance and scientific performance of the University. Our aim is:
 - to further improve the quality of publications written with a Corvinus affiliation,
 - to increase the scientific impact of publications,
 - for research results to be more visible to non-academic stakeholders, with closer links, dialogue and collaboration
 - to have more platforms (e.g. international scientific conferences) that provide opportunities to strengthen the international scientific brand of Corvinus
- ▶ **More prestigious research projects:** The university considers it important for its researchers to engage more boldly in research projects, strengthening collaborations with leading international universities. Our aim is:
 - for Corvinus to join more research projects of greater scientific value, with opportunities for collaboration with prestigious institutions,
 - to have colleagues who can successfully apply for national and international grants for scientific excellence,
 - for the research support ecosystem to take the administrative burden off researchers.

Performance indicators

The IDP sets the following indicator for 2027 to (non-exclusively) measure the achievement of the research-related objectives:

- ▶ The H-index will rise to 35 (in 2023 it was 25).
- ▶ The number of publications of the University in journals relevant to the field should increase to 250 for the Q1 and to 140 in the D1 category (In 2022 Q1 stood at 212, of which 97 were D1 in 2022), increasing publications with international co-authors from 30% to over 50%.
- ▶ At least 20% of doctoral students should enter the international academic market each year.
- ▶ The University should participate in at least 60 international grant projects every year.

The actions needed to achieve the objectives are detailed in the Research Strategy.



7. COMMUNITY ENGAGEMENT



It is the University's goal is to support the economic and social exploitation of knowledge generated through its core activities of education and research by sharing knowledge as widely as possible, and by developing collaborations with corporate, government and civil society partners¹. The initiatives under this goal will create opportunities for students and researchers at the University to gain direct information on business, government and civil society practices, as well as to expand opportunities for independent income generation.

These activities are also key to ensure the University's continued social relevance. Our aim is to project the image of a student- and partner-centred knowledge institution that understands and embraces the real challenges of the diverse actors of the economy and society, and can support them in creating value through its future-oriented approaches and themes.

Results so far

- ▶ The University has established and operates the organisational frameworks that organise external, essentially non-academic relations: the Corporate and Institutional Relations unit, responsible for business and government relations, and the Corvinus Science Shop competence centre, which enables access to civil society networks.
- ▶ The first multi-year strategic partnerships with Hungary's leading companies have been established, creating opportunities for close cooperation between the University and the business sector.
- ▶ Through the work of the Corvinus Science Shop, the University maintains an active relationship with a significant part of Hungarian civil society, and through student work and initiative, the University creates significant value for social organisations.

In the future, the University will build on the achievements to date and set the following objectives

- ▶ Develop a standardised one-stop partnership service delivery model and quality assurance system to strengthen its corporate, governmental and civil society relationships, in line with the University's educational and research objectives.
- ▶ Corvinus is partnering with selected industry leaders in the finance, IT and consulting industries to jointly establish the first Corvinus partnership labs, which will be developed into Science Parks, where Corvinus will explore and showcase the future with strategic partners, partner universities, not just Corvinus students and researchers.
- ▶ The aim is to use the University's multi-faceted approach to provide its key business and community partners with comprehensive support to achieve their R&D&I goals. The University is committed to creating a collaborative environment and promoting the success of its partners within the R&D&I complex.

¹ A detailed description of the members of the partnership ecosystem is provided in Appendix 1.

- ▶ It will create an active scientific communication platform to communicate its research and project results and successes to both the national and international academic world, industry and society.
- ▶ • It will further broaden the forms of value co-creation with civil society organisations.

Special focus

Developing the alumni community

The University is committed to developing its relations with former students in a comprehensive way. It offers networking opportunities, lifelong programmes, career support, educational opportunities and financial support for its alumni.

Future-oriented Corvinus

The University is a knowledge institution that is sensitive to the most significant technological and social changes, and is consciously and systematically attentive to the future the world is moving towards. To stay up-to-date, the University seeks to integrate in all its activities the innovations that are relevant to it.

In the coming years, the University will focus on two major themes: the development of digital technology, with a particular focus on the socio-economic impact of artificial intelligence, and sustainability.

It is of particular importance that the University approaches these topics from its own perspective and value system, based on the role of the economic and social sciences to integrate different fields of knowledge in order to create the greatest possible economic and social value. i.e.

- ▶ that it always looks at technological innovations from the perspective of people and the communities and organisations operated by people, taking into account ethical issues;
- ▶ that it consciously seeks to develop platforms for broad dialogue on the socio-economic impact of technological innovations, and is involved in this dialogue;
- ▶ that it understands sustainability as a technological, economic and social phenomenon.

The University will integrate technological innovation and related topics into the following activities:

- ▶ Content of educational and talent management activities (programmes, curricula)
- ▶ Content of research activities
- ▶ Content of third mission activities (civil society projects, corporate partnerships, discursive platforms)
- ▶ Technological support for education, talent management and research
- ▶ Improving internal operations (organisation, processes, regulation)

Performance indicators

The indicators that (non-exclusively) show the achievement of the targets in 2027:

- ▶ The University should reach a critical mass of 5000 alumni who are actively involved in mentoring, teaching and corporate relations (in 2022: n/a).
- ▶ Corporate relations should generate EUR 3 M in revenue per year (100 companies with an annual contribution of EUR 30,000 each) (in 2023: EUR 130 thousand was received and a further EUR 240 thousand contracted).
- ▶ The University, together with its institutional partners, should receive EUR 6 M (in 2022: EUR 65 thousand) in corporate research grant funds.



8. COLLEAGUES



Results so far:

- ▶ The average salary increased by 85% from 2019 to 2023, to allow colleagues to focus on their university work.
- ▶ The University was the first in Hungary to establish and implement a diversified academic career model and a systematic performance development system based on international academic standards and derived from the university strategy.
- ▶ It reformed the academic selection and promotion system.
- ▶ It has launched the Corvinus Teaching Excellence Programme in order to assess the quality of its teaching activities.
- ▶ Academic recruitment from abroad has become a regular feature, and the university has now recruited more than 40 international colleagues.
- ▶ The university organisation has been fundamentally restructured, with a flatter organisation and matrix management.
- ▶ The University has fundamentally reorganised its support functions and processes. By systematically setting and focusing performance expectations, it has been able to increase quality and efficiency, which has resulted in a steady increase in internal customer satisfaction. More and more services are standardised and digitised.

Our organisational goals

The University is committed to continuing on this path. It aims to create a supportive, motivating, inspiring and efficient international environment, where staff are engaged and supported in preparing for the challenges of the years ahead, strengthening the conditions for innovation, creativity, high quality teaching and research.

The starting point for all this is the development of a university culture,

- ▶ which is based on inclusion,
- ▶ which recognises achievement and excellence,
- ▶ whose set of values is adopted and developed with the involvement of colleagues in the academic and support areas,
- ▶ where everyone takes responsibility through their authority and professionalism;
- ▶ where cooperation between academic and support staff is based on mutual respect and mutual recognition of each other's roles and responsibilities;
- ▶ where values guide the day-to-day actions of executives and where executives recognise and create the conditions necessary for their subordinates to achieve their full potential.

¹ All our faculty and staff, except where faculty is relevant.

Excellent human resources

- ▶ There is a need to increasingly bring in the expertise of international faculty.
- ▶ When selecting new colleagues, it is necessary to consider how their profile fits with the University's strategy, culture and the quality expectations conveyed by the academic career model.
- ▶ We need to attract young international colleagues with a PhD from one of the top 200 institutions in the QS Social Sciences and Management subject ranking. In addition to a track record of international academic excellence, recognition and an international network of contacts, it is also important that senior colleagues are selected to inspire the development of academic workshops.
- ▶ We also need to strengthen the retention of the University by creating a working environment and atmosphere where colleagues feel more and more comfortable. The University must become a family-friendly workplace, with a strong focus on the health and well-being of colleagues.

Career management

- ▶ Ensuring a conscious, dynamic progression is one of the foundations of the University's sustainable operations. The University is committed to supporting the academic progression of colleagues as a planned process for both the individual and the organisation.
- ▶ The University continues to encourage more and more colleagues to participate in the academic career development process, which is based on international standards.
- ▶ The new academic career model for the next cycle will enable colleagues to perform their teaching, research and service duties in line with academic expectations that are increasingly in line with international standards of excellence.

Performance development

- ▶ The University will continue to derive individual performance expectations and targets from the strategic aspirations at the University and at institute/organisational unit level. It recognises performance according to the differentiated contribution to these targets. Dialogue on goals and performance between the individual and the manager, as well as in the community, needs to be strengthened - because the performance of colleagues is a matter for the whole organisation and community.
- ▶ Based on the experience of the past years, especially the first cycle of the academic career model, the University has a better understanding of the individual aspirations and strengths of its colleagues. Building on these and aligning them with strategic objectives will further improve the performance of colleagues and the whole community.
- ▶ In the academic field, the work of colleagues in the coming years should focus on improving the quality and innovation (teaching excellence) of teaching, strengthening the internationalisation and impact of research, and dynamically expanding third mission activities, in the context of the

implementation of the strategic ambitions for teaching, research and third mission activities.

- ▶ In the support area, the focus should remain on customer orientation and operational efficiency in order to enable colleagues working to achieve the strategic objectives of education, research and third mission to do their work as effectively as possible.

Training and development

- ▶ The University remains committed to providing training and development opportunities to help colleagues strengthen and develop their competences in order to meet international standards.
- ▶ The University supports the development of staff's foreign language competences and other work-related skills through training programmes.
- ▶ The University provides opportunities for colleagues to participate in continuous training programmes to keep their knowledge up-to-date in their field and methodology-wise (teaching excellence), and thus supports their career development.
- ▶ The development of an organisational culture implies the development of a leadership culture, and the University will pay particular attention to the development of leadership competences.
- ▶ The University is committed to the comprehensive development of internal knowledge sharing platforms.

Remuneration

- ▶ The University is committed to ensuring that, subject to the achievement of strategic objectives, the continuous improvement in performance is appropriately reflected in the remuneration of colleagues and increasingly converges with international benchmarks, both in terms of base salary and additional benefits.
- ▶ In the coming years, the University will continue to apply the principles of meritocracy and differentiation in its remuneration policy.

Performance indicators

In relation to colleagues, the following may be (but are not limited to) key success indicators:

- ▶ The University should become the clear market leader among domestic universities within the support areas in terms of customer satisfaction (student NPS in 2022: 55, target for 2027: 65) and operational excellence (CST in 2022: 56, target for 2027: 70+)
- ▶ The engagement level of faculty should rise to 60% (in 2022: 44%) and more than 70% for staff (in 2022: 58%).
- ▶ The share of foreign faculty should rise to 20% (100 persons) (in 2023: 36 persons).

9. INTERNATIONALISATION



The University sees internationalisation as a strategic endeavour that spans its entire operations. The main goal is a Corvinus with an excellent international reputation, a rich international network of contacts, an international community of faculty and students, and a truly international environment for the community.

Results so far

- ▶ The University retained its AMBA accreditation and, although it lost its EQUIS accreditation, it gained AACSB accreditation.
- ▶ The number of international applications for admission has tripled¹, and the competence of international students continues to improve.
- ▶ The number of international colleagues is growing steadily and dynamically.
- ▶ The University has become fully bilingual in its communication activities.

Our internationalisation objectives

International reputation

A key strategic objective is to improve the University's international image. It identifies the QS World University Rankings by Subject: Social Sciences & Management² rankings as the primary measure of its reputation. The University gives priority to the factors that determine progress in the ranking (academic reputation, employer reputation, scientific citations, international scientific networks).

The aim is also to retain/obtain triple crown institutional accreditation and the most prestigious programme accreditations in the field.

International community

- ▶ The University remains committed to offering an education portfolio, with a significant proportion in English, which is a good choice for an increasing number of international students. It offers a wide range of double degree programmes and study abroad opportunities.
- ▶ In its student recruitment efforts, it pays particular attention to the Central and Eastern European countries.
- ▶ The internationalisation process of the student community also focuses on excellent students and sets admission criteria accordingly.

¹ 8800 in 2022.

² The QS World University Rankings by Subject: Social Sciences & Management ranking covers the following areas according to the 2023 methodology: Accounting & Finance, Anthropology, Business & Management Studies, Communication & Media Studies, Development Studies, Economics & Econometrics, Education & Training, Hospitality & Leisure Management, Law, Library & Information Management, Politics & International Studies, Social Policy & Administration, Sociology, Sports-related Subjects, Statistics & Operational Research. In the calculation of the ranking, the following areas are weighted according to the 2023 methodology: academic reputation: 50%, employer reputation: 30%, citations per paper: 7.5%, H-index: 7.5%, international research network: 5%. Available URL: <https://support.qs.com/hc/en-gb/articles/4410488025106-QS-World-University-Rankings-by-Subject> (Accessed: 18.08.2023)

- ▶ It also encourages Hungarian students to gain international experience during their university years.
- ▶ The University continues to make the recruitment of international academic researchers a strategic priority. The Corvinus Institute for Advanced Studies plays a key role in internationalising faculty.
- ▶ The University will continue to actively support international experience for its colleagues.

International academic relations

- ▶ The University is building a comprehensive partnership with world-leading universities, bringing knowledge and inspiration from the best places to its own operations.
- ▶ It joins international university networks to increase international visibility. It seeks to join a European University Association within the Erasmus+ programme.
- ▶ It will expand the support frameworks that help colleagues to take their individual international academic relationships to the next level. It encourages and recognises active participation in international professional organisations, participation in professional committees preparing calls for application for grants and the professional review of grant applications, which contribute to the international competitiveness of researchers in the field of international grants.

International environment

- ▶ The University provides a welcoming and inclusive environment for both international students and researchers. A key element of this is the full bilingualism of the university formality's formal operations and community life.
- ▶ Dedicated services and integration events are provided to support the integration of international academics and students into university life.
- ▶ It is also internationalising its talent management programmes: there is a need to better involve international students, and to internationalise the academic operation of colleges for advanced studies and student associations.



Performance indicators

The indicators that (non-exclusively) show the achievement of the targets in 2027:

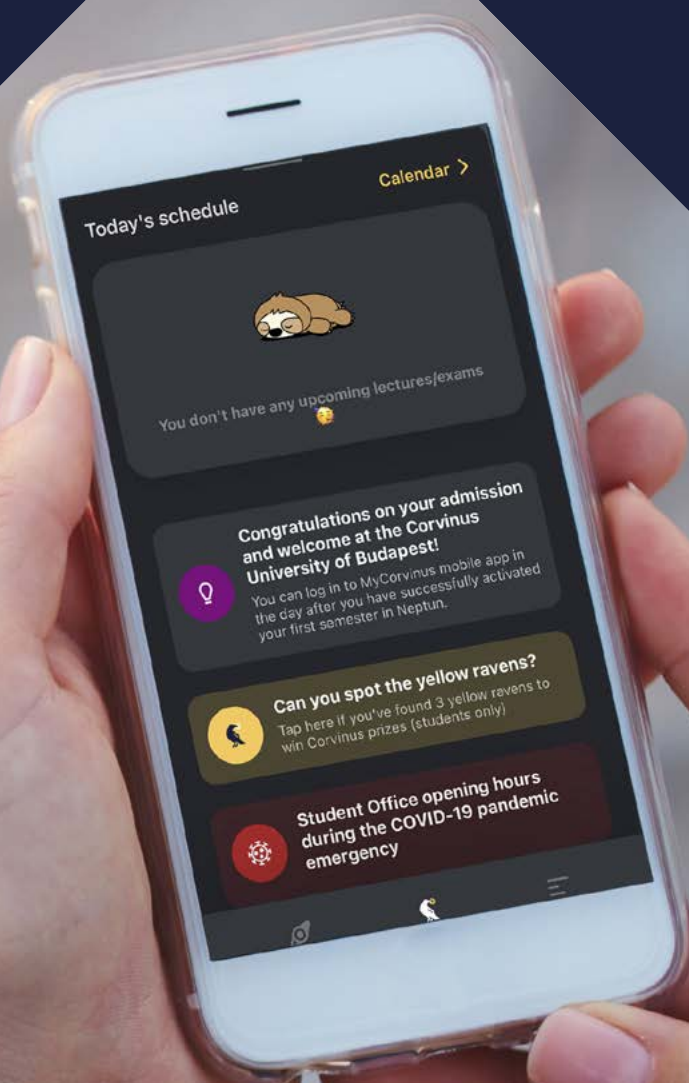
- ▶ International students at bachelor level 15%, at master level 50% (in 2022 at bachelor's level: 9.1%, at master level: 29.2%). The University is able to maintain this ratio even as it continues to raise the admission requirements. Use of standardised, internationally validated tests (e.g.: GMAT) is gradually becoming a compulsory element in the entry requirements for all study programmes.
- ▶ Achieving a minimum progress of 150 places in the QS World University Rankings by Subject: Social Sciences & Management ranking³.
- ▶ The University has triple crown institutional accreditation.
- ▶ The University establishes 2-3 key partnerships with globally leading academic institutions.

The actions needed to achieve these objectives are detailed in the Internationalisation Strategy.



³ The University is ranked 401-450 on the 2023 list.

10. DIGITAL INFRASTRUCTURE



Results so far

The University has implemented a comprehensive digital renewal programme from 2020 onwards. The programme will enable both students and colleagues to manage their affairs predominantly digitally. The basic IT systems, the student feedback system, the internal communication system, the MyCorvinus app and innovative platforms such as the MyCorvinus Navigator have been renewed.

Our strategic objectives 2024-2027

In the coming years, the University will seek to continue its development in the following areas:

Digital systems supporting academic activities

- ▶ Focus on support for teaching excellence, including the area of educational development (CTE) and the student feedback system (MyView, MyVoice).
- ▶ Special attention will be given to the development of reporting on academic activities, which will support data-driven decision making and significantly facilitate day-to-day administrative activities.

Digital systems to support student administration

- ▶ Improving the capabilities of the Student Information System, in particular with regard to the enrolment, internship and scholarship management processes.
- ▶ Improving and developing student administration and information platforms related to the university journey.
- ▶ Expanding the services of the MyCorvinus mobile application, unique in Hungarian higher education.

Digital systems to support learning

- ▶ The sharing of learning materials and the digital platforms used for assessment should be of the highest quality, and work on this is a top priority in the development strategy for the coming years.
- ▶ We will continue to monitor the collaboration platforms that offer the best and most integrated blended learning experience.

Digital systems to support management

- ▶ The University uses an integrated ERP system, which has been well established in the competitive sector and has been extended with a number of new features in recent years. Improving the user experience, expanding the available self-service features and increasing efficiency will continue to play a key role in our development strategy in the coming years.

Digital systems for additional support functions

- ▶ The priority is to keep the communication channels (both internal and external) at an appropriate level of development and to improve them, adding new features to improve the user experience.
- ▶ • Improving the operational efficiency of the University remains an integral part of the strategy, which will provide the opportunity to meet the resource needs of future-oriented tasks. That is why any initiative to improve operational processes will receive special attention.



11. SUSTAINABILITY



The Corvinus University of Budapest is committed to making the principles of sustainability key aspects of all its activities and operation.

Education

- ▶ The University aims to harness the potential inherent in its education activities in a way that incorporates as well as specifically targets issues around the theme of sustainability/ERS (ethics, responsibility, sustainability). Particular attention shall be paid to the development of curricula, programme designs, teaching methodologies and the involvement of the relevant stakeholders in addition to the knowledge and sustainability/ERS related skillsets of faculty.

Research

- ▶ The University aims at increasing its publication activity and research capacity in relation to sustainability/ERS by providing the necessary organisational frameworks and encouraging internal and external collaboration, to produce research of significant impact and attain research excellence.

Outreach and social impact

- ▶ Our goal is for all of the operations of the University to reflect responsibility and sustainability/ERS towards external and internal stakeholders, and to serve as an example for others. The University establishes and maintains close and extensive partnerships and collaborations with a wide range of stakeholders including companies, community partners, government actors as well as staff, current and former students for the sake of advancing sustainability/ERS and creating true social impact.
- ▶ The University actively seeks to influence actors and stakeholders that are not yet adopting responsible and sustainable strategies.
- ▶ The University aims to learn from universities and institutions that are more advanced in terms of their sustainability/ERS efforts and to deepen relations with them. In its communication activities, the University represents sustainability and responsibility issues in an ethical and credible manner.

Operations, organisation and community

The University integrates the principles of sustainability/ERS into its operation, organisation and community.

The actions needed to achieve the objectives are detailed in the Strategic Framework for Sustainability.

12. BUILT INFRASTRUCTURE



The University's infrastructure is technically well maintained, but further improvements are needed, recognising the challenges associated with its use. Our buildings do not have communal spaces that are up to the challenges of the times, our teaching spaces are methodologically innovative in only a very small number of cases, and they are crowded. The catering facilities in the buildings are outdated. This may contribute to the fact that students do not like to spend time in the university buildings. Compared to the projected demand, the University has a large number of dormitories, which are not an attractive housing alternative and cannot be operated efficiently.

The strategic ambition for the built infrastructure is to create a modern, innovative and responsive learning, working and living environment in the University's buildings, with a focus on energy efficiency, sustainability and equal opportunities.

Learning and community spaces

- ▶ There is a need to rationalise the use and occupancy of teaching spaces, taking into account the decreasing number of students.
- ▶ The remaining classrooms should be gradually modernised and brought up to the standard set by the Corvinus Gellért Campus.
- ▶ At the same time, spaces for students and staff to collaborate, learn and relax, which are essential for effective work, need to be created.

Office spaces

- ▶ Office spaces and the Library area should be modernised with the involvement of the relevant organisational units, by adapting them to usage.
- ▶ There is a need to increase the long-term income from office rentals in Building C and to make efficient use of space. The revenue generated can be used for the University's educational and research purposes.



Dormitories

- ▶ It is necessary to adjust capacity to forecast demand.
- ▶ We need to offer our students an attractive, competitive, modern and efficient housing alternative.

Sports opportunities

- ▶ The creation of the Sports Centre on the Gellért Campus will significantly increase the range of sporting activities available on campus.

The actions needed to achieve these objectives are detailed in the Built Infrastructure Strategy.



13. RELATED FUNCTIONAL STRATEGIES



1. Education Strategy
2. Strategic Framework for Talent Management
3. Research Strategy
4. Internationalisation Strategy
5. Strategic Framework for Sustainability
6. Built Infrastructure Strategy

