Corvinus University of Budapest Institutional Development Plan

"The Bridge Strategy" 2025–2028

CORVINUS UNIVERSITY of BUDAPEST

Approved by the Senate and the Board of Trustees
June 2025

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Foreword

The Corvinus University of Budapest, henceforth Corvinus, is a prominent university in Hungary and the Central Eastern European region. This is evidenced by its reputation in Hungary, its extensive network of alumni in the business and public sectors, and its consistent performance in attracting high-achieving high school students. Over the years, it has attracted and educated talented students and had a significant impact on its ecosystem. It has produced many entrepreneurs, corporate leaders, and civil servants.

But in today's interconnected world, being a national champion is not a sufficient condition to attract talented students, professional staff and research-active faculty. What matters is not anymore be the best in your country, but to be - and be recognized as - an active and impactful university at the international level.

This objective has become more of a project that a dream, and to achieve this, Corvinus needs to transform itself fast: adopting international standards while maintaining its cultural stronghold; securing its flagship position at home while embracing international networks and global ventures; strengthening its core competencies while diving into truly innovative projects.

A dream within our reach...

The university is strongly rooted in Hungary and will have a clear and visible impact at home and abroad, beyond the Central Eastern European Region. By 2030, Corvinus aims at being amongst the top 3 universities in the region according to the Quacquarelli Symonds and EdUniversal field rankings, and amongst the top 50 European business schools ranked by the Financial Times. 30% of faculty and bachelor's and masters' students should be from abroad. Research performance will be the glue for international academic and corporate partnerships, allowing the university to internationalize its footprint.

Several game changer initiatives are key to the university transformation, including entry and sharp growth in executive education; the creation of a new Teaching Assistant status to boost research activity; setting up of a truly multidisciplinary program-based approach that integrates sustainability and AI competencies in all our degrees; the acceleration of Corvinus' international reach via double degree partnerships with excellent universities.

This document presents Corvinus' Institutional Development Plan 2025-2028, entitled "The Bridge Strategy". It is the result of a fine-tuning process that started in September 2024 and ended in June 2025. It is the outcome of bottom-up and top-down processes, collecting feedback from the Board of Trustees (BoT), the Senate, the International Advisory Board (IAB), and the International Corporate and Institutional Council (IC2), not to mention several meetings with all university stakeholders.

It was submitted in late June 2025 for final validation by the BoT and by the Senate. It is as well the starting point for drafting of the EQUIS Self-Assessment Report (SAR), in which the first chapter focuses on governance and strategy.

Bruno Van Pottelsberghe
Rector of Corvinus University of Budapest, June 2025

List of abbreviations

Abbreviation	Long version
BoT	Board of Trustees
CCE	Corvinus Council of Employees
COM	Chief Communications Officer
COO	Chief Operating Officer
CORP	Director for Corporate and Institutional Relations
CPC	Chief Culture and People Officer
Dari	Dean for Artificial Intelligence
Dint	Director for International Alliances
Dsdg	Dean for Sustainability
ExCo	Executive Committee (2 times per month)
IAB	International Advisory Board
IC2	International Corporate and Institutional Council
IDP	Institutional Development Plan ("The Bridge Strategy")
IDP 1	Refers to the University's currently accessible budget from the Foundation, available through the end of 2025
IDP 2	Refers to the University's budget from the Foundation, potentially available from 2026 onwards
PBSC	Public Benefit Supervisory Board
SB	Supervisory Board
STRAT	Head of Strategy
SU	Student Union
TU	Trade Union
VRF	Vice-Rector for Faculty and research
VRP	Vice-Rector for Academic Programmes
VRS	Vice-Rector for Student Affairs
WExCo	Informal and collegial Executive Committee meeting (4 times per month)

1. Introduction

In the past 5 years, Corvinus University of Budapest reached significant milestones, marked by key achievements such as the opening of the Gellért Campus (the most sustainable building in Hungary), AACSB accreditation, the five-year EFMD accreditation of the Executive MBA programme and the Business and Management in English programme, and the steady expansion of the Corvinus Institute for Advanced Studies (CIAS). New programs like Philosophy, Politics and Economics (PPE) and Data Science in Business reflect the university's successful responsiveness to evolving academic and industry needs.

What distinguishes Corvinus is its ability to attract top Hungarian talents, ignite globally recognized research teams, and maintain deep partnerships with corporate, community and public institutions. Its strengths in analytical, digital, and sustainability-focused education have reinforced Corvinus' position as a leading institution in the region.

In August 2024, a new Rector was appointed by the Senate and the Board of Trustees, with the broad mandate to build on the university's achievements in the past 5 years and strengthen its internationalization and research performance. This appointment triggered two important changes in the university, related to its governance and its strategy.

Between August and December 2024, substantial governance reforms were implemented, with the aim of reinvigorating collective commitment and enthusiasm. In parallel, a significant refinement of the Strategic Plan (initially adopted in 2024) became necessary, driven by four key factors:

- Initiated by the Rector, a **new executive leadership structure** was established, built on the power of teamwork, which justified the **inclusion of new leaders** with a fresh perspective into the university's leadership. Of the seven members of the Executive Committee, two joined Corvinus in the past year with extensive experience in the competitive market, while several others, with deep academic backgrounds and many years of university experience, were given the opportunity for the first time to prove themselves in senior leadership roles. In selecting the new leadership team, it was important that the members individually and collectively represent the new strategic direction of the university, and that they support the Rector in leading the university through a cooperative and deeply cohesive dynamic.
- **A Culture change** program was initiated to embed servant leadership principles that prioritize humility, empathy, and a genuine commitment to serving the public good.
- The need for a clear and **sustainable operational model**, as expressed by all constituencies.
- The intention to implement **bold and ambitious game changer initiatives** to accelerate the university's transformation.

The process of strategic transformation was initially bottom-up, engaging all segments of the university community, and later transitioned into a top-down phase led by the executive team. Over an eight-month period, five dedicated working groups were formed, supported by extensive workshops, focus groups, and outreach events involving faculty, staff, students, alumni, and corporate partners. The strategic plan received external feedback in late May 2025, from the IAB, composed of experienced leaders from the academic world and the IC[2], composed of international industry leaders.

This institutional development plan reflects **a collective effort**, is predominantly **fact-based**, and follows international best practices. It aims to introduce impactful actions with key monitoring indicators to measure Corvinus' progress and the university's ability to implement its strategic initiatives.

2. Governance changes (August 2024 – June 2025)

Several adaptations in the governance of the university have been voted by the BoT and the Senate between August 2024 and May 2025. Although the present document focuses essentially on the Institutional Development Plan, these changes merit a brief description, as they provide context within the university's broader transformation objectives.

As of November 1, 2024, the university's governance structure was transformed, and new professional areas were established to strengthen its international impact. Compared to the previous tri-management structure, the university is currently led by the Rector, who serves as the primary leader of both academic and operational areas. The Rector is supported by a seven-member Executive Committee including senior executives, who represent the academic and service areas in equal measure (three Vice Rectors and three Chief Officers (see Figure 1).
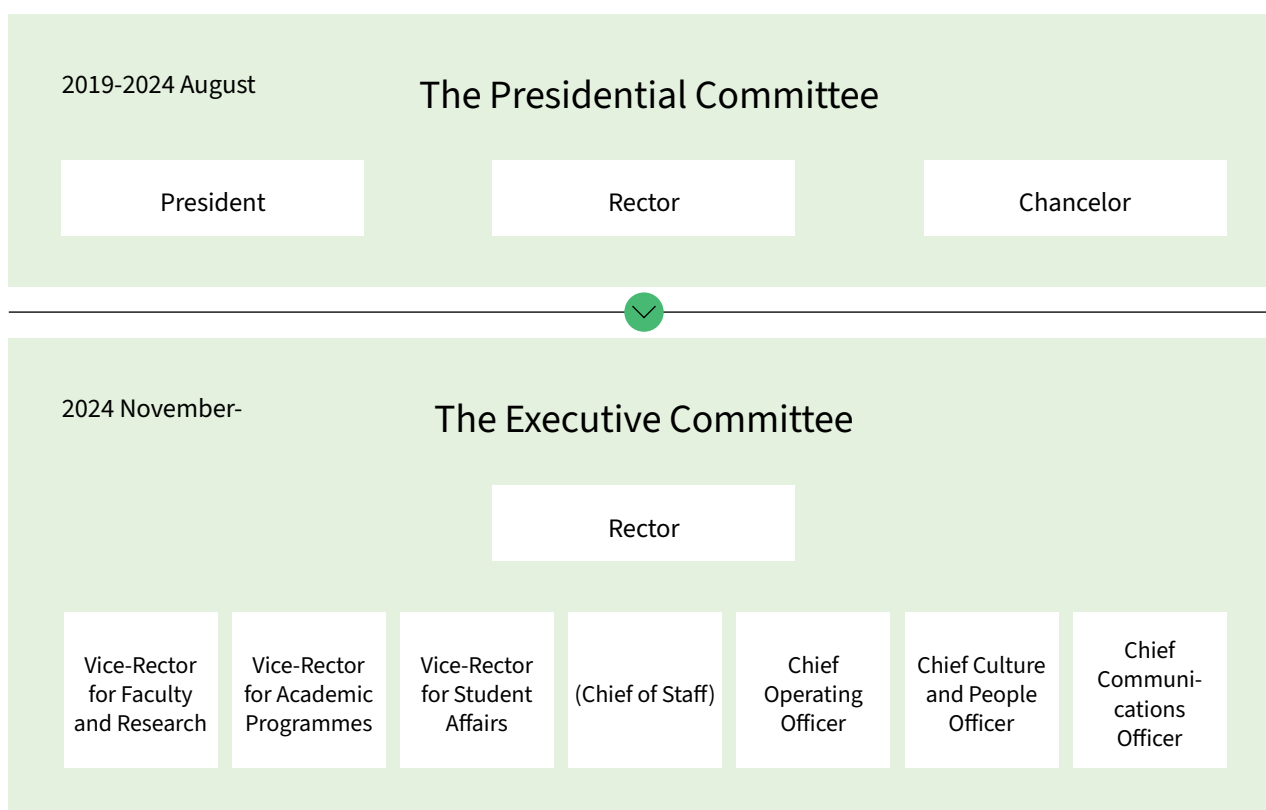

Figure 1: Revised governance structure

Such governance changes aim at creating a more collaborative, transparent and effective institution. Meeting frequency has increased, with the **collegial weekly Executive Committee (WExCo) meetings** and formal decision-making sessions being held twice per month, doubling the frequency compared to the previous monthly schedule (see Figure 2). This change ensures greater alignment across strategic initiatives and improved communication amongst key stakeholders. Proposals for decisions, previously submitted individually and often uncoordinated, must now effectively adopt the **"four eyes" principle**—requiring at least two ExCo members' input—ensuring diverse perspectives are considered before escalation to the BoT or the Senate.

Student affairs have been elevated to a new level of importance through the creation of a dedicated **Vice Rector for Student Affairs**—an unprecedented role in Hungary. This position is responsible for the student journey and their holistic well-being, separate from academic or faculty oversight.

Internationalization has also been decentralized. Rather than concentrating responsibilities under one Vice President for International Affairs, all university leaders are now expected to integrate an international component in their areas. A new position of **Director for International Alliances** has been created to monitor partnerships and initiate global ventures, monitor global networks, foster easier cross-departmental communication and accelerate the university's global engagement.
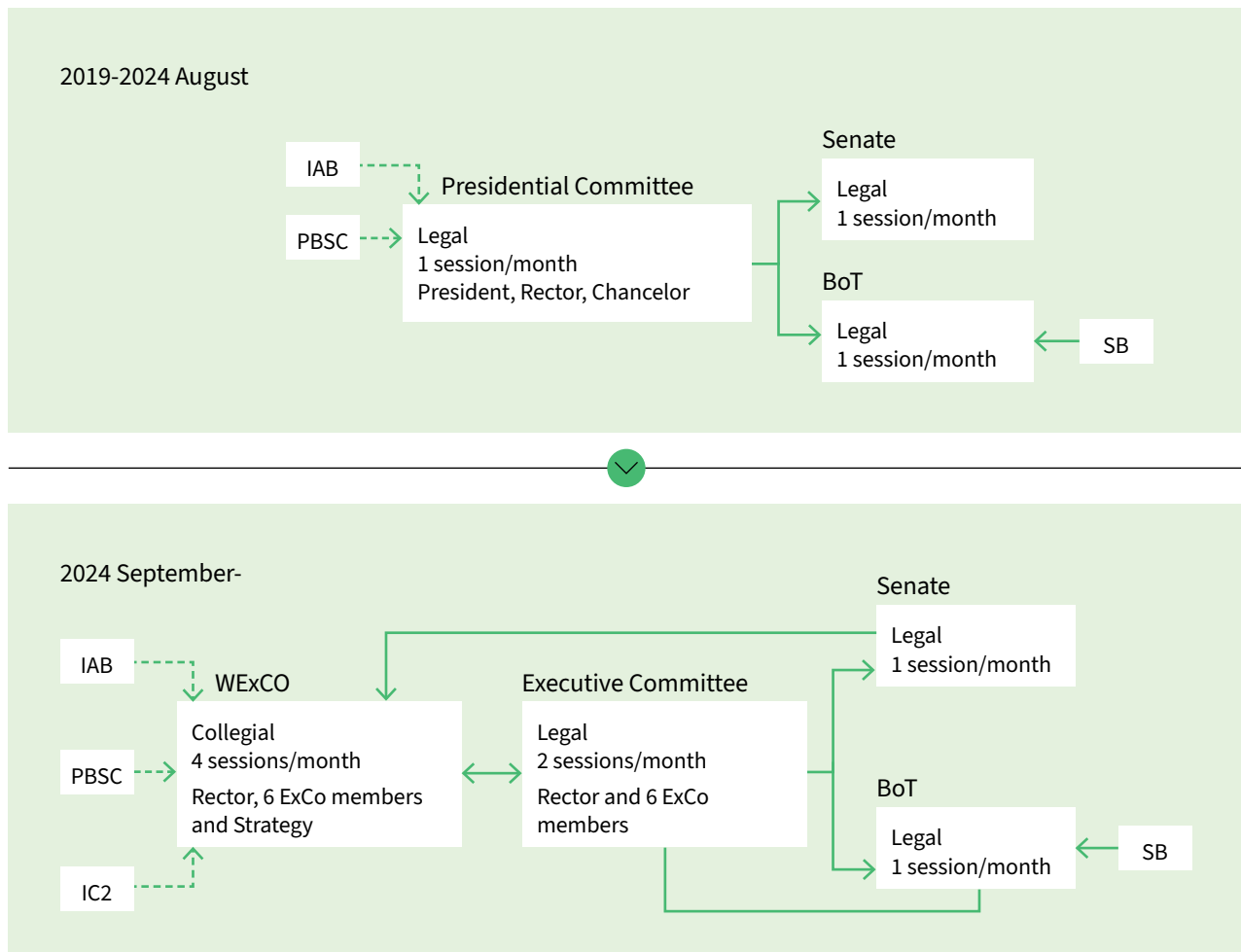

Figure 2: Revised governance process

Addressing societal challenges such as artificial intelligence and sustainability has been formalized through the appointment of **two new Deans with transversal roles**. Their objective is to embed these themes into the university's curricula and research agenda more effectively, while also supporting the improvement of operations.

3. Renewed Mission, Vision and Values

Universities are dynamic institutions that evolve in response to societal, economic, and technological challenges. At the heart of this evolution lies the need to periodically reassess and renew their mission, vision, and values. These elements serve as the cornerstone of the institution's identity and strategic direction, ensuring that it remains relevant and effective in addressing contemporary challenges.

A renewed mission, vision, and values function as a unifying force and joint mindset within the university's community. They provide clarity and focus, helping stakeholders understand their role and contribution toward collective goals.

Corvinus launched a series of community-focused "mission-vision-values" workshops in January 2025 to support the development of organizational values, foster stakeholder engagement, and ensure broad-based buy-in across all levels (CCE, TU, SU, Institutes). As a result of these workshops, the university successfully developed a new collective vision and mission and a new set of values with broad consensus among stakeholders. Efforts are now underway to embed these principles into the organization's daily practices.

Corvinus' mission

Driven by curiosity, we thrive as a community of research and learning in business, economic and social sciences, educating responsible thinkers and empowering forward-looking leaders.

Corvinus' vision

As a historic national champion, we aim to be an internationally recognized university committed to address the challenges of our times.

Corvinus aspires to rank among the top three universities in the region, as measured by the Quacquarelli Symonds (QS) and EdUniversal rankings. By 2030, it also aims to be listed among the top 50 European business schools according to the Financial Times (FT). The university seeks to attract distinguished, world-class professors and researchers, targeting an international faculty ratio of at least 30%, and to increase the proportion of high-calibre international students to 30% of Bachelor and Master students by the same year.

All members and stakeholders of the university are invited to adhere to its core values, embedding these in the day-to-day life of the university, in its curriculum and in its research.

Corvinus' values:

Collaboration: We actively work to build mutual trust and embrace shared goals as our own. We treat each other as partners and approach one another with empathy. We share knowledge and work together for individual and collective growth.

Systems Thinking: We approach challenges through open-minded and holistic thinking which involves both internal and external stakeholders. By addressing problems from multiple scientific perspectives, we deliver credible and impactful solutions. This mindset serves as a bridge between today's realities and tomorrow's opportunities.

Excellence: We foster a culture of continuous improvement, self-reflection, and feedback. We set high international standards for ourselves, to deliver outstanding academic and scientific performance and services.

Integrity: We are a professional community driven by ethical conduct and authenticity. We are committed to transparent, consistent, and fair decision-making processes. Open and honest communication defines our interactions.
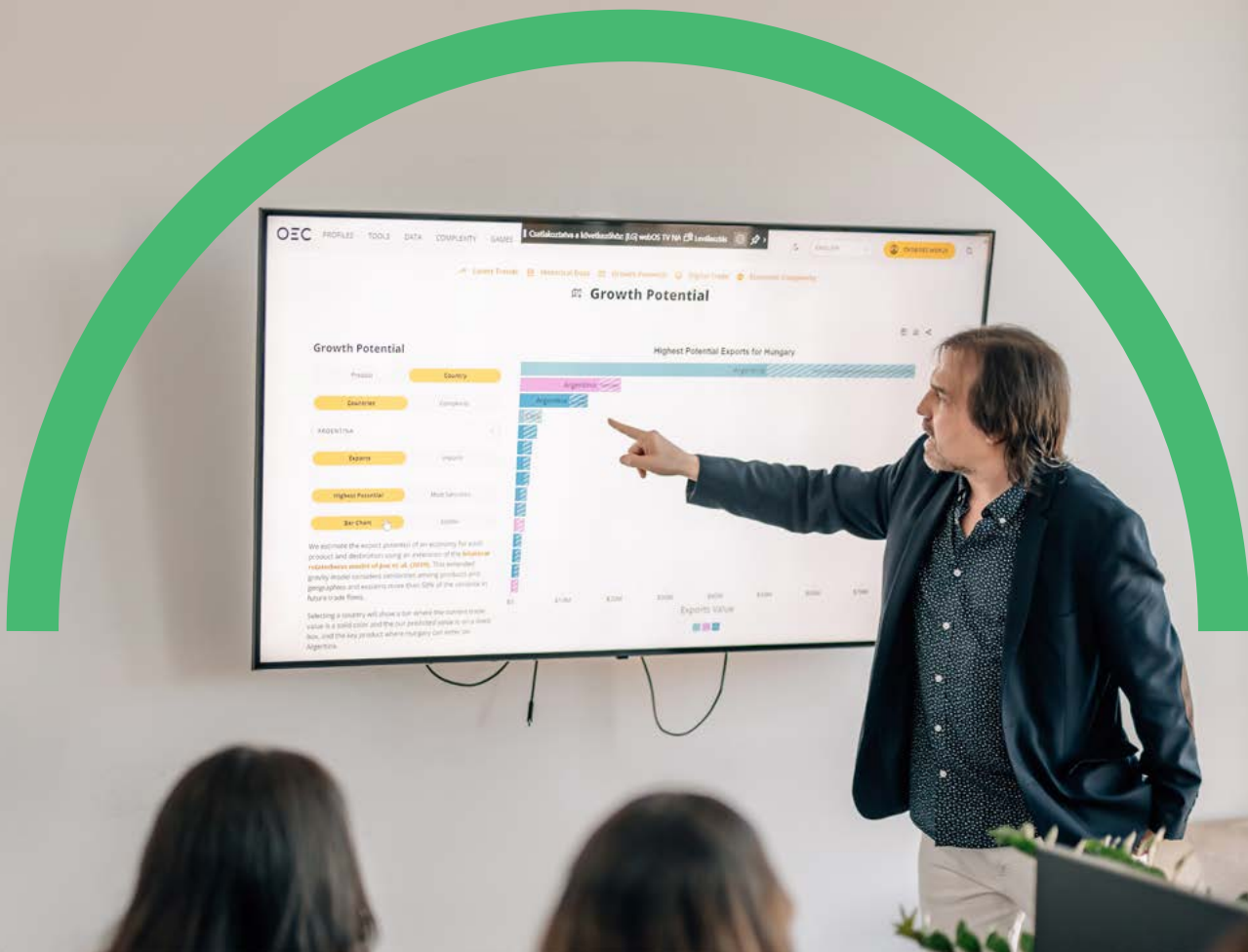
4. The current operational model benchmarked

4.1 Stylized facts and challenges

The university has seen a steady decline in student numbers over the past ten years, partly explained by
the dropping of several areas of education (Food Science, Horticulture Science and Landscape Architecture),
the goal to increase the quality of admitted students (aiming at higher percentile in the national selection process),
the limited availability of full scholarships for students (approximately 4000 students receive 100% scholarships),
and a lack of attractiveness to fee-paying students from Hungary and abroad, due to a lack of international
communication resource. Concurrently, the number of full-time faculty has slightly increased, resulting in
a sustainability issue in terms of the operational model (higher costs, decreasing budgets).
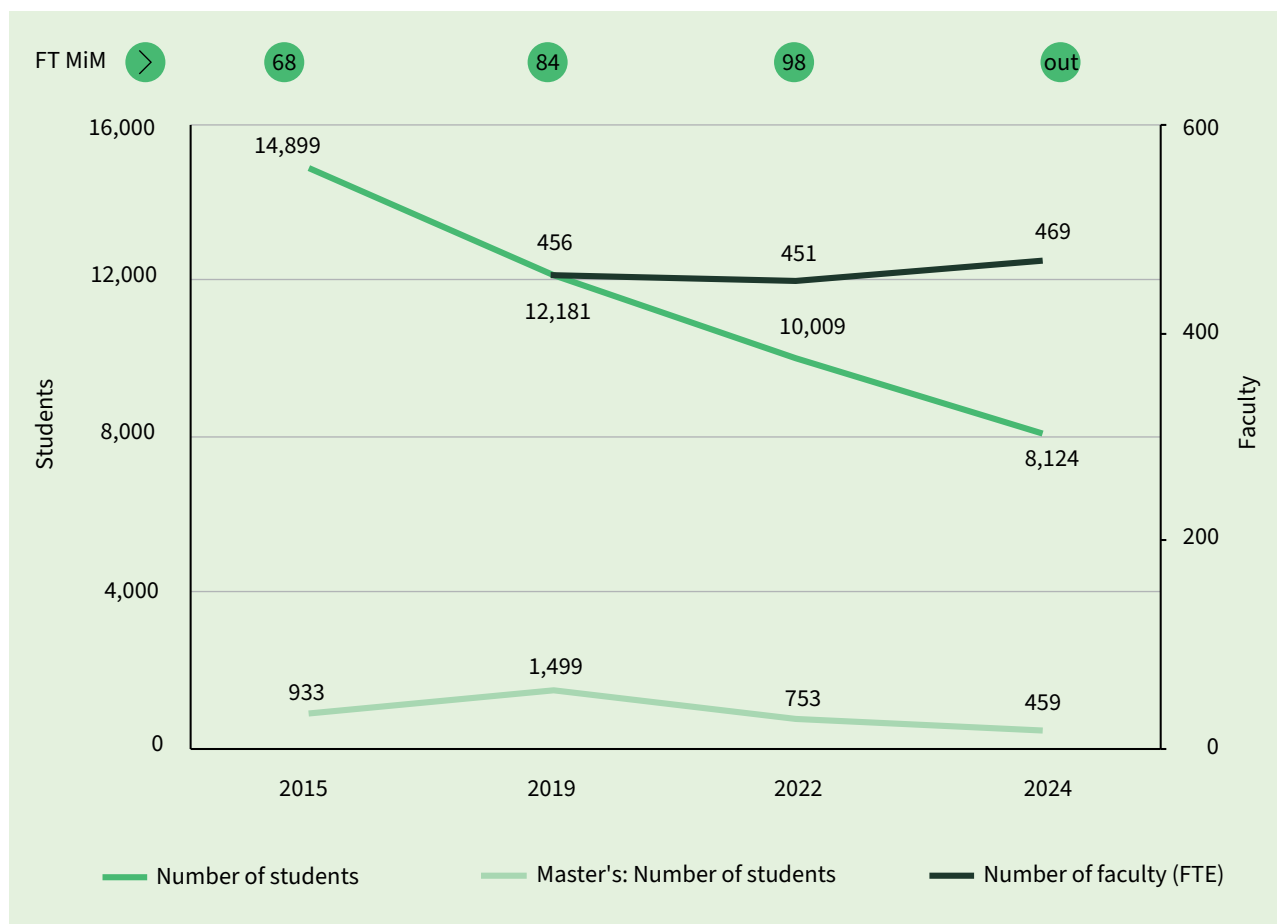
Figure 3: Growing faculty, declining student pool in BA and MA programs

Parallel to these developments, the university's position in the Master's in Management program-ranking of the
Financial Times (FT MiM) ranking has constantly declined, due in part to a lower number of master students and
more intense international competition, as every year new schools from non-European regions enter the rankings.
In sum, the university's current operational model appears unsustainable. Declining student enrolment has
hindered the effective utilization of international alliances such as CEMS. Additionally, the university has lost
its EQUIS accreditation, and its position in other international rankings has declined over recent years.

In the next subsection the benchmarks and competitors are identified to allow a more in-depth competitive analysis.

4.2 Competitive landscape

As previously noted, this institutional strategy must be fully aligned with the university's Mission, Vision, and Values. Guided by this foundational framework, we aspire to become an internationally recognized university. Therefore, monitoring international, regional, and local competitors is crucial for understanding the university's position within the European higher education landscape and for refining its strategic path.

Benchmarks vary across discipline: from institutions that have a similar profile and have a particularly high reputation, to competitors who may have a different profile but target the same talented students.

Benchmarks were selected from the following criteria:
- Being a business, economics and/or social sciences university, active in at least 5 scientific areas;
- Enjoying a strong international reputation;
- Being in a historical city and/or capital city

Competitors were identified using the following criteria:
- At the European level: being in a country that attracts a significant number of Hungarian students (The six most targeted countries are Germany, Austria, the UK, The Netherlands, Denmark, and France);
- At the European level: Being a top ranked institution, with major accreditations like AACSB and EQUIS;
- At the regional level: institutions that are very well ranked in neighbouring countries;
- At the national level: institutions that also attract talented domestic and international students for business, economics and/or social science studies.

Benchmarking	Local Competitors	Regional Competitors	European Competitors
Bocconi, Milano	Budapest University of	University of Ljubljana	Copenhagen BS
Copenhagen BS	Economics and Business	School of Economics	EDHEC France
London SE	(BGE)	and Business	ESMT Berlin
LUISS, Rome	Eötvös Loránd	VŠE Prague	HEC Paris
Paris-Dauphine	University (ELTE)	CEU, Vienna	Mannheim Un.
Sciences Po Paris	ESSCA Budapest	SGH Warsaw	Rotterdam - Erasmus
St. Gallen U.		WU Vienna	U. van Amsterdam
WU Vienna			Warwick U.
			London Bus. School

Table 1: Selected institutions for benchmarking and competitive analysis

4.3 Benchmark analysis

Figure 4 presents student and faculty data for Corvinus benchmark institutions, with the total number of the sum of fields covered by both Bachelor's and master's programmes indicated in parentheses. Corvinus stands out with its relatively small student body and a high faculty presence. This outlying status correlates with a very low student to faculty (SF) ratio. Figure 5 provides an additional picture of the outlying position of Corvinus, and the unsustainability of its operational model. The very low SF is not compatible with the university's resources, which benefits from the lowest budget per student amongst its benchmarks. It is worth noticing that most benchmarks have a student-to-faculty ratio well above 30, and still with significantly higher budget per student. The wealthier institutions can logically secure lower student-to-faculty ratio. Figure 6 highlights the importance of the aggregate budget as a measure of institutional reputation (QS Ranking), with 100 million EUR serving as a symbolic threshold. Corvinus is 'only' at 70 million EUR, so far.
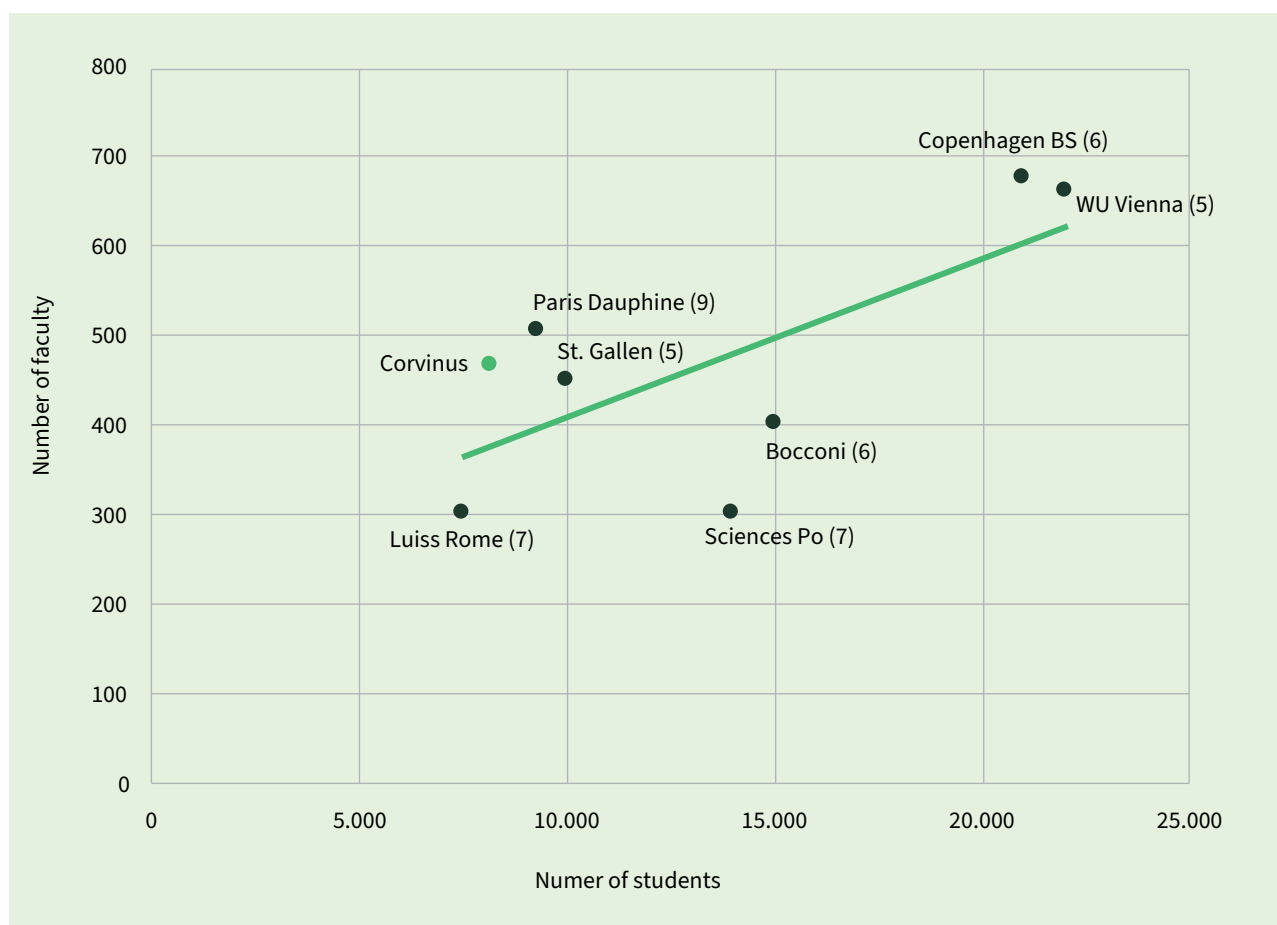
Figure 4: Number of students and faculty of benchmark institutions
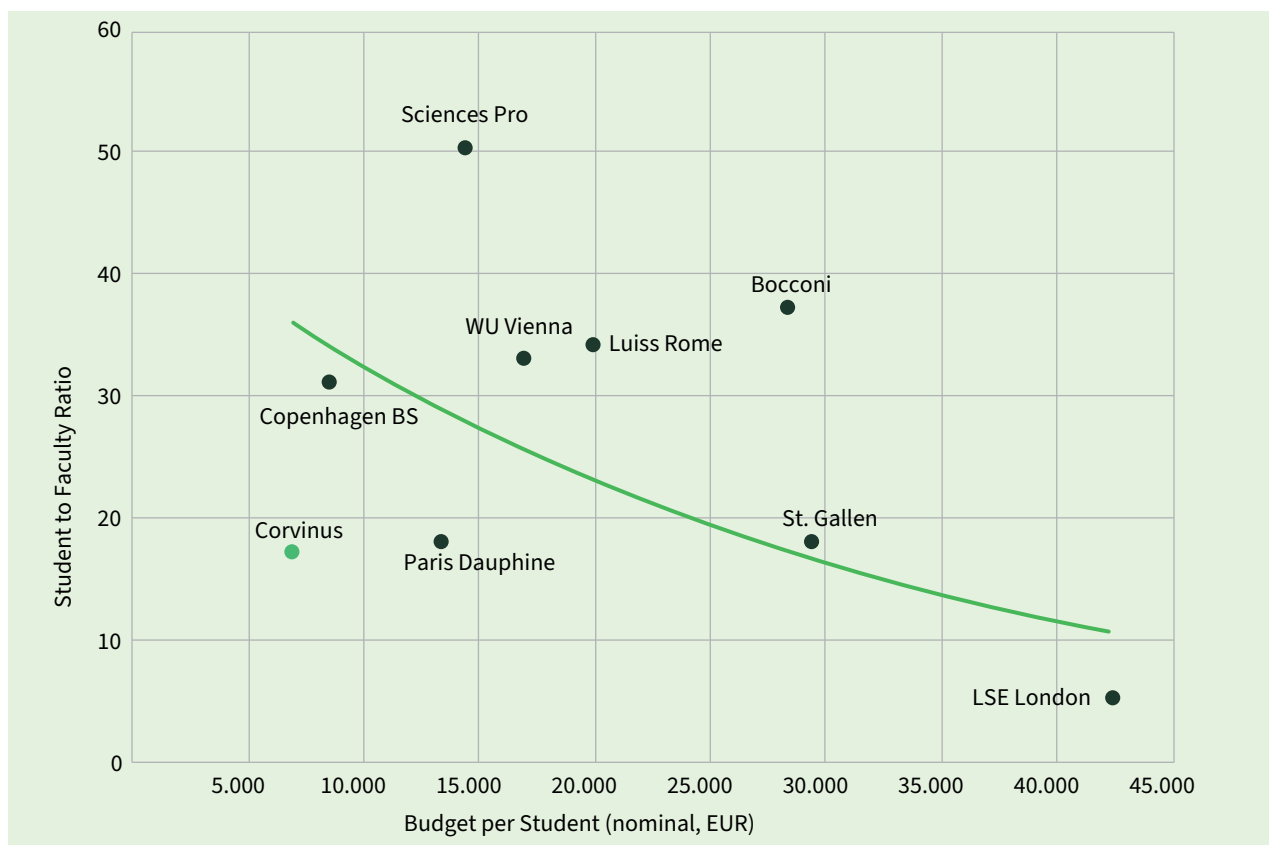
Figure 5: Student to Faculty ratio and budget per student of benchmark institutions
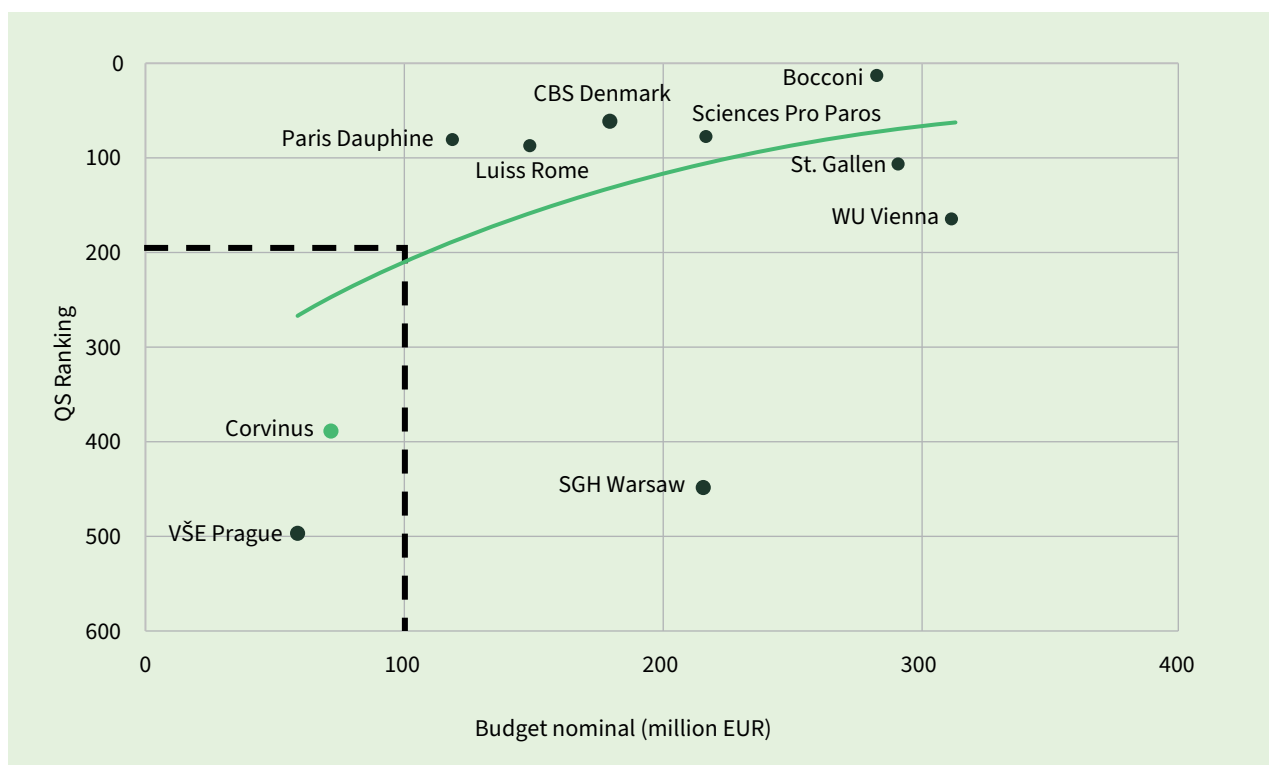
Figure 6: QS Ranking (reputation) in comparison to the nominal budget

4.4 SWOT Analysis

In the context of Corvinus' competitive landscape and its strategic ambition to join the European elite, a SWOT analysis was conducted. Several workshops were organized with different stakeholders to agree on the most important findings of the SWOT (Table 2). A majority of findings are supported by strong factual evidence, both quantitative and qualitative.

Strengths	Weaknesses
S1. Outstanding student base, the best in Hungary	W1. Low number of international students and faculty
S2. Strong reputation in Hungary	W2. Quality of select infrastructure
S3. Vibrant student ecosystem: associations and colleges for advanced studies	W3. Insufficient student focus
S4. Prime location: downtown Budapest, riverside	W4. No structured internationalization strategy
S5. Extensive network of industry, public and NGOs	W5. Insufficient professional resources for program management
S6. Impressive alumni community	W6. Low wages of faculty
S7. Strongly research-driven student body	W7. Incomplete teaching quality assessment
S8. Affordable cost of living	W8. A more systematic development of AOL is needed
	W9. Lack of collaborative working culture
Opportunities	**Threats**
O1. Increasing need for improved international branding and communication	T1. Rapidly evolving educational technologies
O2. Increasing need for improved international alliances for program attractiveness	T2. Foreign competition is a magnet for top Bachelor's talents
O3. Global tendencies towards fully integrated research and teaching partnerships	T3. Foreign competition for top Master's and PhD talents
O4. Strong demand for executive education services	T4. Impact of EU exclusion Policy: research collaboration and funding, international mobility of Hungarian students, attractiveness for non-Hungarian students.
O5. Widespread increase of Career Services based on alumni and partnership networks	T5. Economic slowdown's impact on CUB's growth prospectives
O6. Strong demand for ERS and AI–related skills in the world	
O7. Increased demand for long-term studies in Europe by international students, induced by geopolitical dynamics	

Table 2: SWOT analysis of Corvinus University of Budapest, May 2025

5. The Bridge Strategy

The "Bridge" headline was chosen to symbolize Corvinus' identity and goals. Budapest's Chain Bridge, built in 1849, was a game changer initiative, connecting Buda and Pest, leading to their merger into Hungary's vibrant capital city, a business, political, cultural and educational centre. Designed and built by British and Scottish architects, it reflects historical and geographical significance, linking East and West. It represents cultural exchange and dynamism, embodying the university's desire for progress, and its objective of becoming a European and global hub for knowledge generation and diffusion.

The Bridge Strategy is illustrated in Figure 7. Its foundation is "operational excellence", as it reflects the university's will to improve the way it works and become more professional service-oriented entity. It is a transversal objective for all units and initiatives. The bridge is composed of four symbolic pillars, illustrating four aggregate strategic objectives that will drive Corvinus' community for the next three years. The four pillars are 1) "Tram 2" for the multidisciplinary nature, with a dive in sustainability and artificial intelligence, of the university's education and research projects; 2) "Flight 6" for the international reach of all stakeholders; 3) "Intercity" for the aim to secure an affordable and student-centred learning journey; 4) "The Ring" to illustrate the importance of knowledge generation and develop further Corvinus as a research-based University. In a nutshell, the Bridge Strategy is composed of five building blocks: the four pillars and the operational excellence foundation.

The University's eleven leaders (i.e., Executive Committee members, two specialized Deans, the Head of Strategy and two Directors for International and Corporate Affairs) have put forward an aggregate list of 100 projects. These projects are prioritized and will be implemented according to budget availability and hence must be taken as conditional. Each project is designated by a code reflecting the initial of the project leader and involves at least two team players from the Executive Committee. This project "Lead" and "Team" partner approach is motivated by the four eyes principle of the day-to-day work of the Executive Committee, to better integrate the most involved stakeholders' views in the decision process.

The 100 projects originate from the bottom-up approach of five focus groups (organized in Fall 2024), and then a top-down analysis of the university's most important needs, and external accreditation recommendations. Each project was assigned to one dimension of the SWOT analysis (S1. – S8., for example), to align within the four pillars of the strategic plan, or in its operational excellence foundation. A selection of the most important projects of the Bridge Strategy foundation and its pillars are presented below.
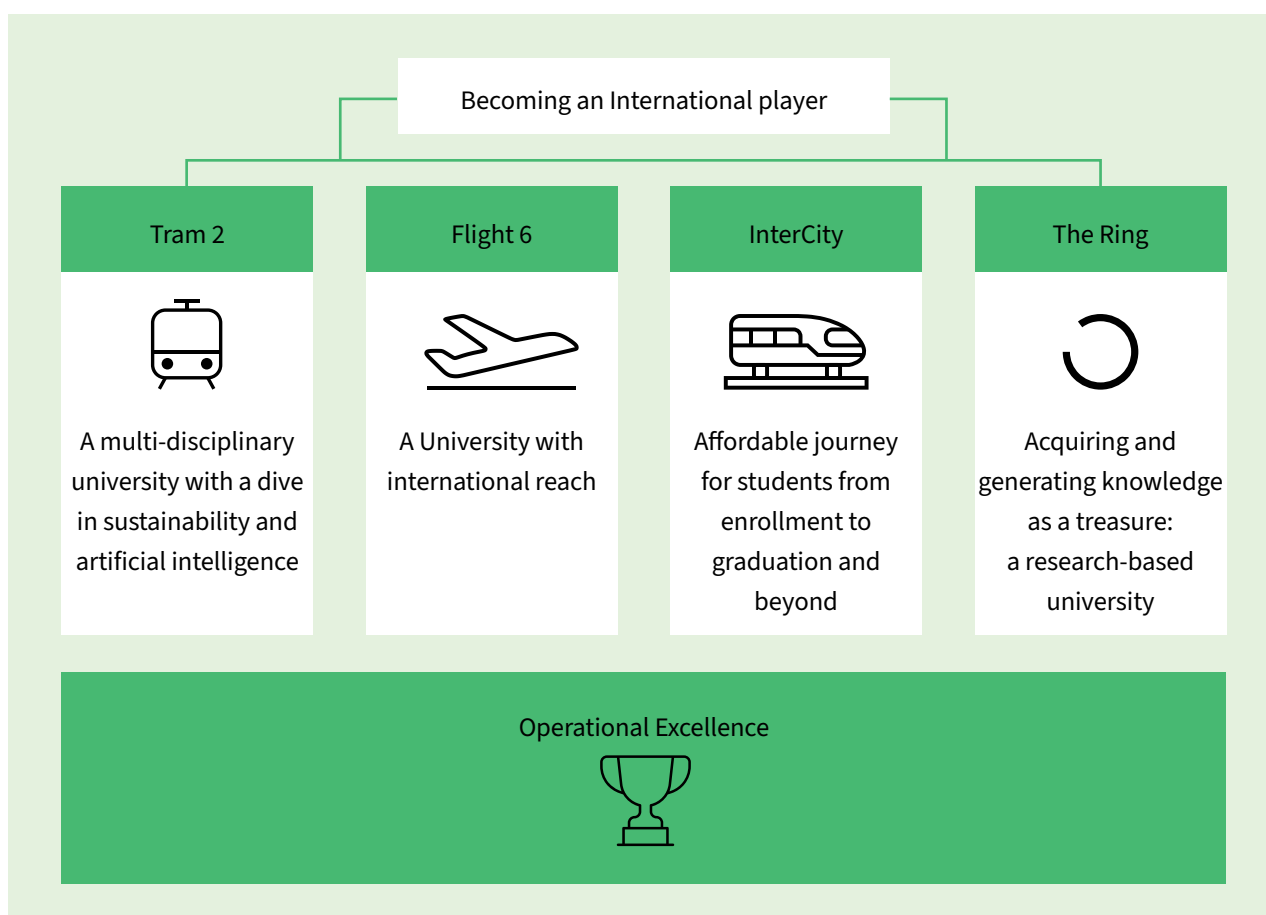
Figure 7: The five building blocks of the Bridge Strategy

5.1 Operational excellence

Operational excellence has been a fundamental principle of the university, since its creation. Through this transversal foundation, the university shows a strong will to improve operational performance.

Game-changer initiatives:

- **Boosting students' learning experience:** The university is boldly reimagining the student journey through the Phygital Campus initiative, blending the best of physical and digital experiences to create a seamless, smart, and student-centric environment both on campus and online. At the same time, it seeks to elevate academic excellence by advancing MyView 2.0 and CTE 2.0, next-generation digital platforms that will transform how teaching quality is assessed, making it more transparent, data-driven, and empowering for educators and learners alike.
- **Strengthening institutional excellence and resilience:** The university is enhancing its risk management framework, integrating smarter compliance and internal audit systems that support agility and accountability. In parallel, a strategic workforce mapping will be launched, aligning talent with institutional goals.
- **Empowering people and global talents:** The university is aiming at strengthening faculty recruitment, supported by a refreshed remuneration policy and robust faculty development programs to attract and retain world-class talents. At the heart of this transformation is a commitment to servant leadership, embedding a people-first management model that fosters collaboration, well-being, and value creation for students and staff alike.

5.2 Tram 2: a multidisciplinary university

A long-standing symbol links Corvinus University to the Tram Line 2, which runs along the Danube, through the city centre, and past the Parliament, symbolizing the university's far-reaching impact. This captures the extensive network of leaders educated at Corvinus who now serve across both the private and public sectors. But the tram is also a truly environment-friendly public transportation service, often connected digitally to offer the most sustainable urban soft mobility experience. Tram 2 is the emblem of the university's commitment to multidisciplinary education and its determination to effectively address contemporary challenges.

Game-changer initiatives:

- **Transformative academic journey:** Corvinus is setting the stage for reimagining the foundation of its Bachelor programs. The unification of core introductory courses, paired with the launch of a dynamic first-year experience course, will ensure that every student begins their university life with clarity, confidence, and a strong academic compass. At the master's level, the university is opening new doors for professionals through flexible part-time programs, empowering local talent to upskill and thrive without putting their careers on hold.
- **Measurable and meaningful impact:** At the heart of academic innovation is the C-LEAP initiative, which seamlessly integrates Assurance of Learning (AOL) and Intended Learning Outcomes (ILO) across all degrees—ensuring that every program delivers impact.
- **Blending of technology and purpose**: The integration of Sustainability and Artificial Intelligence into every program ensures that graduates are not only future-ready but also equipped to lead with responsibility and innovation in a rapidly evolving world.

5.3 Flight 6: A university with international reach

Flight 6 is the symbol of corporate involvement and internationalization. The entire university aims to being more internationally connected, from programmes to research and operations. This pillar underlines the importance of entering international partnerships at both academic and corporate levels with high-calibre partners.

Game-changer initiatives:

- **Global reach, lifelong connections:** Corvinus is going global with renewed ambition, launching a bold initiative to expand its international student pool by targeting ten new countries. This strategic move not only diversifies the campus community but also strengthens the university's global footprint. To support this growth, Corvinus is introducing a state-of-the-art CRM system and revitalizing its Alumni Network, creating a powerful ecosystem of lifelong connections, mentorship, and global engagement that extends far beyond graduation.
- **Academic alliances without borders:** The university is building a robust framework for international double-degrees. This is complemented by a strategic review of the international partner network, ensuring that every collaboration is high-impact, future-focused, and aligned with Corvinus' academic vision.
- **Executive edge and global dialogue:** Corvinus is stepping up with a new focus on executive education. Sales portfolio for CSP and OEP programs, tailored to meet the evolving needs of professionals and organizations. To ensure alignment with global trends and industry demands, the university is also institutionalizing regular strategic dialogues with its International Advisory Board (IAB) and International Corporate and Institutional Council (IC²).

5.4 InterCity: A student focused university

InterCity serves as a powerful symbol of accessibility and social mobility. The widely used Hungary Pass exemplifies this approach—it offers students significantly discounted public transportation, providing an affordable solution for commuting between home and university, traveling to other cities, and participating in academic or cultural events across the country.

This strategic pillar reflects a broader institutional commitment to becoming more student centred. The university is increasingly focused on understanding and supporting student well-being, ensuring a coherent and equitable learning journey, and promoting fair treatment for all students. A particular emphasis is placed on maintaining a balanced representation of students from both Budapest and non-Budapest secondary schools.

Game-changer initiatives:

- **Empowering global student success:** Corvinus is taking a bold step toward creating a truly inclusive and supportive environment for its international community with the launch of the International Student Support Framework and by delivering the feasibility study of the creation of an International College for Advanced Studies. These initiatives are designed to ensure that students from around the world feel welcomed, guided, and empowered from day one—through personalized services, cultural integration programs, and academic support tailored to their unique needs.
- **Elevating excellence beyond the classroom:** To nurture talent and ambition, Corvinus is investing in the development of Colleges for Advanced Studies and Student Associations, creating vibrant hubs of intellectual curiosity, leadership, and innovation. Complementing this, the university is launching summer and winter schools—immersive, high-impact learning experiences that bring together students, faculty, and industry leaders in dynamic, interdisciplinary settings.
- **Building opportunity for diversity:** Corvinus is committed to making education more accessible and equitable through a revised social mobility framework that opens doors for students from all backgrounds. This initiative ensures that talent—not circumstance—defines opportunity. At the same time, the university is reimagining student life through a comprehensive renewal of its built infrastructure, beginning with the analysis and planning of modern, student-centred dormitories.

5.5 The Ring: a research-based university

The ring in the raven's beak is a key symbol in Corvinus' logo, representing the treasure of knowledge. The university draws its name from the Bibliotheca Corviniana (Corvinus' Library) that was one of the most renowned libraries of the Renaissance world, built in 1458 and destroyed during the Ottoman occupation in 1526. This heritage is more than a symbol; it is a cornerstone of the university's strategy. The ring pillar represents the strong will of the university to be more research driven, and secure better research performance. Increased research activity allows to strengthen international collaboration, increase global networks, and ultimately lead to better visibility and competitiveness.

Game-changer initiatives:

- **Redefining academic careers:** CCorvinus is taking a strategic leap in shaping the academic workforce of tomorrow by fine-tuning its faculty recruitment strategy and policy. This initiative ensures that the university attracts top-tier talent aligned with its mission of excellence and innovation. At the same time, a comprehensive

review of the Academic Career Model is underway, aiming to create clearer and sustainable pathways for academic growth, recognition, and long-term impact.

- **Empowering performance and teaching excellence:** TTo elevate academic performance and teaching quality, Corvinus is reviewing its Academic Career Model system, ensuring that faculty are supported with meaningful feedback, growth opportunities, and recognition. In parallel, the university is establishing a robust policy and governance framework for teaching load allocation, promoting fairness, transparency, and strategic alignment across departments.

- **Fuelling innovation through research and talent development:** CCorvinus is investing in the future of research and academic mentorship with the launch of a comprehensive PhD and Teaching Assistant (TA) strategy, designed to cultivate the next generation of scholars and educators. This is complemented by cutting-edge research centres focused on Central and Eastern Europe, Artificial Intelligence, Sustainability, and more—positioning Corvinus as a thought leader in the most pressing global and regional challenges of our time.

5.6 Strategic coherence (SWOT and building blocks)

The coherence of the approximately 100 strategic projects can be analysed through several dimensions. They can be aggregated for each pillar of the Bridge Strategy; or be presented according to their contribution to the SWOT analysis. The summary around the strategic building blocks is presented in Table 3. As their classification is not mutually exclusive, the sum is larger than the number of projects.

	Operational Excellence	Tram 2	Flight 6	InterCity	The Ring
SUM	45	18	41	38	18

Table 3: Number of projects in each building block

6. Strategic monitoring

Having strategic monitoring indicators is essential for effectively tracking progress toward goals and ensuring accountability towards the university's stakeholders. These indicators serve as measurable targets and are aspirational that help assess whether projects are working as intended, identify areas needing improvement and make informed decisions. Strategic indicators foster transparency and alignment across teams, ensuring that everyone is working toward the same objectives with a clear understanding of what success looks like. In essence, they transform abstract goals into actionable insights.

Table 4 presents the strategic monitoring indicators that were put forward by the leadership team, in coherence with the Bridge Strategy. Each indicator relates to a key stakeholder of the university and to one of the five strategic pillars. The last column presents the ideal target for the year 2028.

	Pillar	SMI	2015	2019	2022	2024	2028
General		% of women amongst students (S) and faculty (F)	S: 53 F: 45	S: 53 F: 40	S: 51 F: 40	S: 49 F: 41	>40
		% of international students (S) and faculty (F)	S: 13 F: n.a	S: 15 F: 3	S: 18 F: 6	S: 21 F: 13	>25
Students		% of fee-paying students	41	28	29	32	≥40
		% of BA/MA students in Non-Business areas	29	28	27	27	>30
		% of non-Budapest in total Hungarian students	60	65	62	60	(>60)
		% of students with underprivileged background	9	5	6	6	≥7,5
		Share of 1st place Hungarian, BA applicants (≥340 points out of 400)*, (%)	n.a.	n.a.	TBC	TBC	40
		Average admission score – International students, BA	n.a.	n.a.	n.a.	85	≥85
Programs		**Overall sustainability knowledge score (Sulitest) – BA; MA (out of 100)**	n.a.	n.a.	n.a.	n.a.	50; 56
		% of students enrolled in AI-related courses	7	10	14	20	70
		Average performance indicator from MyView – BA; MA	n.a.	n.a.	n.a.	n.a.	Tisztázandó
		Aggregate NPS** - BA; MA	n.a.	n.a.	n.a.	2; 19	30; 50
Faculty		Student-to-faculty ratio	26	28	21	17	22
		% of faculty with > 2 years' experience abroad	n.a	n.a.	n.a.	n.a.	(>50)
Research		**Number of enrolled PhD students who teach / TAs**					60
		External funding for R&D&I and research fellowships (M EUR / year)	n.a.	n.a.	8,8	7,8	10
		Number of published D1 journal articles	21			125	175
		Number of yearly Scopus citations (net increase)	1 530	3 084	5 845	9 184	>18 000
Corporate links and lifelong learning		**Yearly sales of ExEd training services (ExEd: OEP, CSP, SEED) (M EUR)**	n.a.		0,83	1,2	5
		Yearly sales of corporate partnerships (M EUR)	n.a.		0,05	1	3

	Pillar	SMI	2015	2019	2022	2024	2028
Reputa-tion	🏆	Number of alumni registered for Corvinus Alumni Club (thousand)	n.a.	n.a.	n.a.	15	30
	🛬	**FT European Business School Ranking**	n.a.	n.a.	n.a.	n.a.	TOP 80
	🛬	QS Ranking (aggregate)	701-800	801-1000	801-1000	1001–1200	TOP 800
	🛬	QS Ranking (Social Sciences and Management; Economics&Econometrics)	n.a.	451-500; 301-350	338; 301-350	389; 401-450	250-300

* The maximum score of 400 refers to the points that can be awarded excluding the 100 institutional points granted by the university.

Table 4: Strategic monitoring indicators of Corvinus: 2025-2028

The indicators highlighted in yellow represent the most strategic selections from the list, each directly linked to at least one game-changer initiative discussed above.

Several indicators are already on or close to target in 2028, they are kept in the table to underline the importance of keeping a track record of these indicators. This is the case for the share of women among students or faculty, both of which have already reached the policy of minimum 40% of each gender, and the share of non-Budapest students among all Hungarian students, which is approximately 60%.

Several objectives are quite ambitious, as the university is well below target in 2025, including the share of international students, which should increase from 21% to more than 25%; the share of international faculty which must more than double, from 13% to more than 30%; and the yearly number of high-quality publications that must rise from 125 in 2024 to 175 in 2028. Rankings, such as the European Business School FT Ranking in which the university aims to appear in the top 80 by 2028, should demonstrate the pinnacle of expected achievement in our goals.

Game-changer initiatives are well captured by the strategic monitoring indicators, as illustrated by the objective of measuring our students' sustainability-related knowledge (the Sulitest for all), the new pool of Teaching Assistants (TAs) and the sharp increase in Executive Education services. The key managerial tool used to secure a more sustainable operational model is the Student to Faculty ratio, which should evolve from 17 in 2024 to 22 in 4 years, and ideally 25 by 2030.

In addition to the SMIs, Corvinus University will closely monitor its performance in the EdUniversal and QS rankings, as well as the Hungarian Graduate Career Tracking System (GCTS, in Hungarian: Diplomás Pályakövetési Rendszer – DPR). The University aims to rank among the top three universities in the region, as measured by the EdUniversal and QS rankings and continue to maintain its prestigious position in the GCTS.