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Regulation No.	Internal Regulation of the Institute of Technology and Business in Prešov
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Long-Term Strategic Plan for the Development of the Institute of Technology and Business in Prešov for the Years 2026–2032

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Long-Term Strategic Plan for the Development of the Institute of Technology and Business in Prešov for the Years 2026–2032

Institute of Technology and Business in Prešov

2026

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FOREWORD BY THE RECTOR

Higher education currently faces unprecedented challenges arising from rapid technological progress, changes in the global economy and growing demands on the quality of scientific and research activity. The present Long-Term Strategic Plan (Dlhodobý zámer) of the Institute of Technology and Business in Prešov (hereinafter "VŠTE in Prešov") for the forthcoming period is a strategic document that defines our response to these processes and determines the direction of the institution in a complex academic environment.

The year 2025 became a significant milestone in our history, when our institution, originally operating under the name Vysoká škola medzinárodného podnikania ISM Slovakia v Prešove (VŠMP ISM), was officially renamed the Institute of Technology and Business in Prešov (VŠTE in Prešov). This transformation is not merely a formal change of name but an expression of profound internal modernisation and a redefinition of our identity towards a technical and economic orientation. Our aim is to overcome the traditional isolation of academia and to create an institution that acts as an integral part of economic and social development. In an era dominated by digital technologies, it is evident that a graduate's success depends on the ability to

synthesise technical skills with economic insight and a firm ethical grounding. In this context we perceive digital transformation not only as a tool but as a key form of our activity. Our priority is therefore the development of fully fledged online education that responds flexibly to the needs of students and opens access to knowledge without spatial constraints.

Academic freedom and the search for objective truth remain the fundamental values of our institution. We are nevertheless convinced that scientific knowledge attains its full value when it becomes the starting point for applicable solutions. VŠTE in Prešov therefore profiles itself as an open scientific and research space in which theoretical inquiry is organically linked with the needs of social and business practice. We extend this dialogue with practice by the principles of social responsibility and sustainability. The implementation of ESG (Environment, Social, Governance) criteria into our strategy and educational process is an expression of our commitment to contributing to the ethical and ecologically stable development of society. This approach enables us to educate professionals who are not merely passive recipients of information but active agents of innovation.

The realisation of this plan requires the continuous raising of quality standards, the development of international cooperation and the building of modern infrastructure facilities at our new seat. I believe that the joint efforts of the entire academic community, supported by constructive dialogue with our partners, will enable VŠTE in Prešov to confirm its relevance and its position as a stable and recognised centre of learning in the Central European region.

CURRENT STATE OF VŠTE IN PREŠOV

The strategic development of every educational institution in the Slovak Republic rests on the statutory obligation to define the direction of development in accordance with Act No. 300/2025 Coll. on Higher Education and on the amendment of certain acts (Higher Education Act) (hereinafter the "Act"); the long-term strategic plan of a higher education institution is drawn up for at least six years (Section 7(4) of the Act) and the higher education institution is obliged to draw it up and publish it (Section 18(1)(d) of the Act). The Institute of Technology and Business in Prešov (VŠTE in Prešov) operates as a private higher education institution pursuant to Section 4(c) of the Act. It commenced its activity in 2005 under its previous name Vysoká škola medzinárodného podnikania ISM Slovakia v Prešove.

A fundamental milestone in the evolution of the institution was 7 March 2025, when its name was changed to the Institute of Technology and Business in Prešov. This transformation symbolises the transition to an interdisciplinary model of education in which the existing strengths in the field of economics and management are organically linked with the technological aspects of contemporary industry.

The current activity of VŠTE in Prešov takes place at its new seat at Masarykova 22. The move to these premises has made it possible to concentrate academic activities better into a functional whole that meets current operational and administrative standards. The institution focuses on maintaining a functional digital infrastructure that supports interactivity in teaching and ensures adequate conditions for both face-to-face and online forms of education. The development of digital platforms for fully fledged online education is the priority axis of the current modernisation, by which the institution responds to the global demand for flexible forms of academic preparation.

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The academic portfolio of the institution currently comprises accredited bachelor's, master's and engineering study programmes. Within its strategic development, the institution maintains the right to conduct rigorosum procedures (PhDr.) and is developing the pillar of professional postgraduate education (MBA, LL.M.) with international IES certification. In parallel with the expansion of its programme portfolio, VŠTE in Prešov is implementing new mechanisms of direct support for students aimed at increasing their comfort and success in the study process.

VŠTE in Prešov currently provides the following accredited study programmes:

I. Bachelor's study programmes (first cycle)

- **International Business in Trade and Services:** Focuses on the acquisition of economic theory and business economics with an emphasis on the specifics of the international market environment.
- **Economic and Business Ethics:** Develops the ability to analyse and implement ethical standards in business practice while maintaining economic efficiency.
- **Management and Marketing of Sports Organisations:** Links the methodology of modern marketing with the practical aspects of the management and strategic development of sports institutions.

II. Master's and engineering study programmes (second cycle)

- **Ethics of Public Relations and Business Protocol (Mgr.):** Focuses on the advanced analysis of ethical trends in a globalised world and on the cultivation of the professional representation of entities.
- **Economics and Management in Commercial Business (Ing.):** Emphasises strategic management, financial analysis and precise process planning in top management functions.

III. Rigorosum procedure

- **Rigorosum procedure (PhDr.):** A process enabling graduates of master's programmes to demonstrate deeper theoretical knowledge and to defend a rigorosum thesis in order to obtain the relevant degree. VŠTE in Prešov currently offers this possibility within the master's field of study Philosophy.

VŠTE in Prešov currently provides the following professional postgraduate programmes:

IV. Professional postgraduate programmes (MBA, LL.M.)

- **MBA – Ethics in Management:** Develops value-based leadership and integrates moral integrity into the strategic leadership of modern organisations.
- **MBA – Trade Management and Public Relations:** Systematically prepares managers for effective communication, project management and reputation building in a dynamic environment.
- **LL.M. – Commercial Law Relations:** Deepens expertise in the field of commercial law at its intersection with managerial situations within the legislation of the Slovak Republic and the European Union.

All of the above study programmes and professional postgraduate programmes delivered at VŠTE in Prešov are designed with priority emphasis on digital accessibility and flexibility. The institution is strategically developing their online modules and hybrid forms of education which, combined with a system of targeted support, enable students to reconcile their academic development effectively with professional practice and personal life.

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VŠTE in Prešov sees a solid foundation for its development plans in the gradual expansion of its portfolio of first- and second-cycle study programmes in the fields of study in which VŠTE in Prešov has been granted accreditation rights. In the short term this will involve the accreditation of the bachelor's study programme Human Resource Management and the master's study programme Human Resource Management, and also, in the short term, the accreditation of the master's study programme Management and Marketing of Sports Organisations.

It also sees similar development plans in the gradual expansion of its portfolio of first- and second-cycle study programmes in fields of study in which VŠTE in Prešov has not been granted accreditation rights, by procedures in accordance with the Act, Act No. 269/2018 Coll. on Quality Assurance in Higher Education and on the amendment of certain acts, as amended, and the standards of the Slovak Accreditation Agency for Higher Education. In the short term this will involve the accreditation of the bachelor's study programme Law and Legal Sciences and the master's study programme Law and Legal Sciences, and in the long term the accreditation of the bachelor's study programme Logistics and the master's study programme Logistics.

The main development priority for the forthcoming period remains the staffing and material preparation for the opening and subsequent delivery of the doctoral cycle of education (PhD.). By this step the institution plans to complete its educational vertical and to strengthen its own scientific capacities.

VŠTE in Prešov intends to realise these development plans in fields of study that belong primarily to the areas of the humanities, social sciences and technical sciences.

Within its development plans for the forthcoming period, VŠTE in Prešov has the ambition to create new educational programmes and other programmes in accordance with the newly adopted legislation in the field of higher education and in the field of adult education (in particular short-cycle study programmes under Section 66 of the Act and educational programmes leading to a micro-credential under Act No. 292/2024 Coll. on Adult Education and on the amendment of certain acts).

Finally, within its development plans for the forthcoming period, VŠTE in Prešov has the ambition to create, accredit and provide further professional postgraduate programmes (MBA, MBE, DBA) pursuant to Section 138(6) of the Act.

MISSION, VALUES AND VISION

Mission

The main pillar of the activity of the academic institution is the formation of a professionally competent and ethically grounded student personality. The mission is to provide education that reflects the latest international trends and scientific knowledge, with an emphasis on the development of economic and social thinking. Part of our mission is the transformation of traditional educational models into the digital environment, thereby increasing the inclusiveness and accessibility of higher education for a wide range of applicants regardless of their geographical location or time constraints. The institution profiles itself as a research and educational base where theoretical preparation at bachelor's, master's and doctoral levels is naturally linked with its own scientific inquiry. The aim is to prepare graduates who are not only sought-after

professionals in economic practice but are also prepared for a successful scientific career and further academic growth.

Values

The cornerstone of the culture of VŠTE in Prešov is professionalism, innovation and respect for academic rules. The value system is built on the development of critical thinking and responsibility towards society. We demonstrate this responsibility by actively applying the principles of sustainability and ethical governance (ESG). Our key value is also a customer-oriented approach to the student, to whom we provide above-standard support and facilities for their personal and professional growth. The priority is the continuous raising of the qualifications of academic staff and the support of young talents, which ensures the long-term sustainability and quality of the educational process.

Vision

The strategic vision up to 2032 is to strengthen the status of a significant research organisation that is fully integrated into the European educational area. Future direction focuses on:

- **International mobility:** Expanding programmes for the exchange of students and teachers as a key tool for the transfer of global know-how and the enhancement of competitiveness.
- **Scientific progress:** Achieving recognition in the field of internationally respected research and development that delivers solutions for social and economic progress.
- **Partnership with practice:** Deepening active cooperation with key employers and leaders in individual sectors, thereby guaranteeing the high employability of graduates on the domestic and foreign labour market.
- **Synergy and cooperation:** Developing collegial relations with other universities and higher education institutions with the aim of building a knowledge society and pushing the boundaries of human knowledge through joint research projects.
- **Digital leadership:** Profiling itself as a modern educational institution that is a leader in providing fully fledged, high-quality online study supported by the latest technologies.
- **Social responsibility and sustainability:** Integrating ESG principles into all levels of the management of VŠTE in Prešov and into the content of educational programmes as a necessary prerequisite for modern and ethical business.

STRATEGIC PLAN IN THE AREA OF HIGHER EDUCATION AND LIFELONG LEARNING

Main objective

Ensuring an excellent level of academic preparation within accredited study programmes and within educational programmes with a high degree of accessibility. The aim is to form competent graduates ready for immediate entry into the national and global labour market through modern forms of teaching and continuing education. The key tool for achieving this objective is the profiling of VŠTE in Prešov as a digital higher education institution that provides fully fledged online study and education with a high standard of interactivity and technological support.

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Sub-objectives

- **Quality and innovation of teaching:** Continuously raising the standards of the educational process at all cycles of study with the implementation of the latest scientific knowledge. Innovation includes the integration of the themes of social responsibility and sustainability (ESG) into the core of study plans, thereby preparing students for modern ethical challenges in the economy.
- **Staff expertise:** Building a stable body of domestic and visiting experts who combine teaching with active research and international practice.
- **Academic growth:** Supporting the professional advancement of young academic staff within the internal structure of the institution.
- **Synergy with practice:** Deepening cooperation with experts from the economic sphere and social practice and their direct involvement in teaching (e.g. in the form of lecture series and internships).
- **International dimension:** Developing joint educational projects with foreign partners and expanding the range of courses taught in foreign languages.
- **Lifelong learning:** Finalising and launching a specialised centre for supplementary education and short-term courses focused on the needs of the labour market.

Tools

- **Motivational mechanisms:** Developing scholarship programmes and a support system for talented students involved in creative and scientific activity.
- **Curriculum modernisation:** Creating and regularly adjusting study plans so that they respond more flexibly to the current requirements of employers and technological progress.
- **Digitalisation and online education:** Developing e-learning platforms and methodologies designed for fully fledged online study that ensure a quality of education equivalent to the face-to-face form.
- **Academic mobility:** Actively supporting exchange stays of students and teachers at partner universities and higher education institutions abroad in order to gain global expertise.
- **Comprehensive student support:** Expanding counselling and mentoring services (Section 120 of the Act) that help students overcome study obstacles, advance their careers and adapt to the digital learning environment.
- **Internal quality assurance system:** Regularly reviewing the level of education in accordance with applicable legislation and approved accreditation procedures and monitoring compliance with academic ethics, including the elimination of plagiarism.
- **Institutionalisation of lifelong learning:** Organisational and staffing completion of the Centre for Lifelong Learning (CCV) with the aim of launching the first educational programmes in the short term.
- **Expansion of the portfolio and accreditation:** Within the time horizon of this long-term strategic plan, the institution's priority is the continuous development and expansion of its portfolio of key study programmes that reflect the needs of the modern labour market. Thanks to the institutional accreditation obtained, the institution focuses on raising the quality and profiling of existing programmes in the field of economics and management, as well as on the strategic development of programmes in the field of philosophy. In the short term, the tactical goal is the full implementation and

development of study programmes in the fields of economics and philosophy so that they make full use of the institution's internal approval powers.

- **Professional education and expertise:** Implementing further forms of education and the provision of professional programmes. The strategic dimension is complemented by the ambition to establish the institution's own expert institute in the field of economics, which will link academic expertise with the requirements of applied practice and create a platform for the transfer of knowledge into expert activity.

STRATEGIC PLAN IN THE AREA OF SCIENCE, RESEARCH AND ARTISTIC ACTIVITY

Main objective

Building a modern research and creative base that will enable the institution to profile itself as a recognised centre of basic and applied research. The priority is the support of top-level and significant scientific outputs at national and international level that strengthen the innovative capacity of the academic workplace and contribute to the development of the knowledge economy. Within its research profile, the institution strategically focuses on the areas of economics, management, business ethics, social responsibility and the implementation of ESG principles into economic practice, thereby reflecting current global challenges.

Sub-objectives

- **International scientific integration:** Intensifying cooperation with relevant domestic and foreign entities and involving research teams in international networks.
- **Excellence in publishing:** Increasing the number of scientific outputs in renowned sources, above all in current-content and indexed international journals, and increasing the number of significant scientific monographs.
- **Development of young researchers and support for talents:** Creating a motivating environment for the active involvement of students at all cycles of study in research projects, whereby the institution provides above-standard facilities for the development of their analytical and creative skills.
- **Knowledge transfer:** Creating conditions for the dissemination of scientific information to the professional and lay public and its practical use in the information society.
- **Interdisciplinarity:** Supporting cooperation between individual departments and fields with the aim of creating synergistic research teams.

Tools

- **Stimulation of publication activity:** Implementing motivational mechanisms and financial rewards for scientific outputs in the highest quality categories.
- **Support for researcher mobility:** Providing financial and organisational cover for the participation of academic staff in significant foreign conferences and professional events.
- **Priority support for foreign internships for doctoral students:** Introducing a systemic measure enabling internal doctoral students to complete a study stay of at least one month up to one semester at a foreign workplace during their studies.

- **Grant success:** Active participation in national and international grant schemes (e.g. APVV, VEGA, KEGA, EU programmes) and support for the preparation of high-quality project applications.
- **Building the "Knowledge Triangle":** Practical realisation of the linkage of research, education and innovation across all activities of VŠTE in Prešov.
- **Qualification growth:** Systematic planning and support of habilitation and inauguration procedures with the aim of ensuring a stable and balanced qualification structure of programme guarantors.
- **Scientific communication:** Organising international scientific events, workshops and seminars at the institution in order to raise the visibility of the results achieved.
- **Ethical framework of research:** Consistent observance of the rules of scientific ethics and of the internal system for evaluating the quality of creative activity.
- **Digitalisation of scientific outputs and ESG reporting:** Building an open digital library of scientific works and implementing transparent mechanisms for monitoring the impact of research activity on the sustainable development of society.
- **Academic growth and scientific development:** Strengthening the position of the institution by intensifying activities to obtain the right to conduct doctoral studies and by intensive preparation for obtaining habilitation rights in the fields in which VŠTE in Prešov has long-term experience, without excluding such ambitions in the long-term plan in other fields. Such a process is closely linked with an increase in scientific and research activity, publishing in prestigious databases and the implementation of specific projects in the above areas, which will support the building of the international reputation of VŠTE in Prešov and create the staffing prerequisites for further academic growth.

STRATEGIC PLAN IN THE AREA OF INVESTMENT AND DEVELOPMENT

Main objective

Ensuring and maintaining in the long term above-standard material and technical conditions for the delivery of study and educational programmes, scientific activity and administrative processes. The priority is to create a modern and inspiring environment that meets the current European standards of higher education institutions. The institution's investment strategy is determined by the transition to the model of a digital institution and by the implementation of ecologically responsible solutions that minimise the environmental footprint of the operation of VŠTE in Prešov.

Within the long-term development of institutional infrastructure, the strategic priority is the construction of VŠTE in Prešov's own seat within the horizon of this long-term strategic plan. The aim is to create modern facilities for the face-to-face and distance methods of study for the students of VŠTE in Prešov. The establishment of its own seat is a strategic step that will strengthen the institutional stability and operational independence of VŠTE in Prešov.

Sub-objectives

- **Economic stability:** Achieving the lasting prosperity of the institution through effective resource management and income diversification.

- **Material support for staff:** Guaranteeing quality technical and spatial facilities for academic staff and other employees.
- **Modernisation of the environment:** Continuous renewal of movable assets and improvement of teaching premises with an emphasis on aesthetics and functionality.
- **Sustainable infrastructure and comfort:** Transforming the premises of VŠTE in Prešov in accordance with ESG principles, focusing on energy efficiency and the creation of inclusive zones for students that support their community life and individual preparation.
- **Staff stability and development of core employees:** The institution is strategically moving towards gradually ensuring teaching and academic processes primarily through core employees.

Tools

- **Budget optimisation:** Streamlining financial flows and adapting the redistribution of resources in response to current development challenges and market needs.
- **Attractiveness of the working environment:** Creating motivating conditions for the work of highly qualified professionals, including top-level technological equipment of workplaces.
- **Infrastructure for digital education:** Building excellently equipped hybrid classrooms and streaming studios that guarantee the technical excellence of online lectures and interactive seminars.
- **Transformation of the library collection:** Building a modern, fully digitalised academic library that provides immediate access to domestic and world scientific databases and professional e-resources.
- **Grant mobilisation:** Active involvement in investment projects and structural funds aimed at modernising instrumentation and information systems.
- **Infrastructure development plan:** Preparing and implementing a medium-term schedule of asset renewal that will ensure the systematic growth of the quality of the institution's facilities.
- **Electronic services:** Expanding the range of electronic services for students and employees with the aim of reaching the level of leading educational centres.
- **Green higher education institution:** Striving to reduce energy intensity, digitalising processes towards "paperless" administration and supporting ecological forms of mobility for students and employees.

STRATEGIC PLAN IN THE AREA OF KNOWLEDGE TRANSFER, EXTERNAL PARTNERSHIPS AND DEVELOPMENT OF SOCIETY

Main objective

Making the transfer of scientific and research knowledge into the educational process more effective and strengthening the coordination of academic activities with the needs of state and public administration and the private sector. The aim is to create a functional ecosystem of cooperation that contributes to society-wide development and innovation. This ecosystem is built on the principles of an open digital platform and social responsibility, whereby VŠTE in Prešov contributes to the sustainable development of the region and the digital transformation of the economy.

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Sub-objectives

- **Interaction with practice:** Expanding strategic partnerships with bodies of state and public administration, local government and the commercial sphere.
- **Academic discourse and ESG awareness:** Fulfilling the role of an open forum for professional discussion of current scientific issues with particular emphasis on the themes of sustainability, business ethics and the implementation of ESG standards in practice.
- **Employability and student support:** Forming professional competences and providing targeted career counselling that guarantees the readiness of students for dynamic changes on the labour market.
- **Information awareness:** Raising the awareness of students and the public of the results and benefits of the institution's scientific and creative activity.

Tools

- **Strategic communication:** Developing information and promotional activities aimed at the general public and active cooperation with the media in presenting the successes of VŠTE in Prešov.
- **Active Alumni community and mentoring:** Developing a programme of cooperation with graduates with the aim of creating a mentoring system for current students, thereby strengthening their direct support upon entry into professional life.
- **Modern forms of work placements and internships:** Expanding the possibilities for work placements and final internships (Section 83 of the Act) in partner organisations, including support for virtual internships and the involvement of students in digital projects in the commercial sphere.
- **Continuing education and retraining:** Regularly informing graduates of opportunities to raise their qualifications and develop professional skills within lifelong learning.
- **Labour market feedback:** Conducting regular surveys among graduates and obtaining feedback from their employers in order to monitor the quality of education and increase its attractiveness.
- **Expertise for society:** Involving academic staff in expert activities for the needs of state and public administration and private entities.
- **Tailor-made educational courses:** Creating specialised educational programmes in cooperation with employers that reflect the specific needs of the modern economy.
- **Digital transfer and webinars:** Regularly organising online workshops and professional webinars for the public and partners, aimed at disseminating innovative knowledge and the ethical standards of modern business.
- **Dynamic growth of the student community:** Within the horizon of the long-term strategic plan, the key objective is to reach a profitable threshold in the number of active students. This growth will be supported by a diversified offer in both full-time and part-time forms of study, including the rigorosum procedure and educational programmes leading to a micro-credential.
- **Marketing strategy and brand building:** Implementing a comprehensive communication strategy aimed at building a strong VŠTE in Prešov brand in the region and in the digital space. The aim is to create an effective communication mix that will ensure a stable inflow of applicants over a five-year period and consolidate the position of VŠTE in Prešov as a progressive and modern institution.

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STRATEGIC PLAN IN THE AREA OF INTERNATIONAL RELATIONS

Main objective

Consolidating the institution's position in the European and international higher education area through the development of strategic partnerships. The aim is to build the prestigious name of an academic workplace that is fully integrated into global educational and scientific networks. The strategic pillar of this integration is the development of virtual mobility and international cooperation built on the principles of sustainability and academic ethics.

Sub-objectives

- **Diversification of partnerships:** Developing bilateral and multilateral cooperation with leading universities and higher education institutions in the Central European region and beyond.
- **Internationalisation and digital education:** Supporting the creation of joint online and hybrid study programmes (Joint/Double Degrees) with foreign partners that increase the accessibility of international education.
- **Dynamics of academic exchanges:** Systematically increasing the number of incoming and outgoing students, teachers and employees within international schemes.
- **Building reputation and ESG value:** Increasing the recognition of the institution as a leader in digital education and a responsible approach to global challenges (ESG).

Tools

- **Expansion of the Erasmus+ network:** Expanding and improving the network of partner institutions with an emphasis on the depth and real benefit of mutual cooperation.
- **Project participation:** Active involvement in multilateral projects financed from European Union funds and other international schemes.
- **Innovative forms of mobility and student support:** Implementing schemes of short-term virtual and blended mobility that enable an international experience for a wider range of students without the need for high financial costs.
- **Attractiveness abroad:** Expanding the range of courses and entire study programmes in English, thereby increasing the competitiveness of the institution in recruiting foreign applicants.
- **Integration into consortia:** Active participation in international university and higher education networks and professional associations for the purpose of sharing good practice.
- **Organisation of global forums:** Hosting international scientific conferences and symposia that serve as a platform for building cross-border research teams.
- **Implementation of double degrees:** Seeking opportunities to create study programmes leading to joint or double degrees with partner universities (joint study programmes under Section 57 of the Act).
- **Green international cooperation:** Priority support for projects focused on sustainability and environmentally friendly forms of travel within exchange programmes, in line with the institution's commitments to social responsibility.

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STRATEGIC PLAN IN THE AREA OF MANAGEMENT AND DEVELOPMENT OF EXCELLENT STAFF CAPACITY

Main objective

Forming and stabilising a highly qualified body of academic staff and administrative personnel. The priority is to create a stimulating working environment that supports professional growth, creativity and employee loyalty to the values of the institution. The strategic intention is to build staff capacity that is fully adapted to digital forms of education and identified with the principles of social responsibility and ethical governance.

Sub-objectives

- **Qualification structure:** Systematically building balanced staffing with an emphasis on increasing the number of associate professors and professors and of filled academic positions of associate professors and professors within internal capacities.
- **Support for talents:** Identifying and developing the potential of young researchers and prospective doctoral students for the needs of the long-term sustainability of study programmes.
- **Digital and managerial competence:** Raising the skills of academic and administrative employees in the areas of modern technologies, online pedagogy and effective digital management.
- **Academic integrity and ESG values:** Strengthening ethical standards, an inclusive approach and professional responsibility in line with global trends in sustainable development.

Tools

- **Career progression planning:** Implementing individual qualification growth plans for internal employees with the aim of ensuring the smooth guaranteeing of accredited study programmes.
- **Motivational remuneration system:** Developing transparent mechanisms of financial and non-financial rewards for outstanding results in education, science and international representation.
- **Staff mobility:** Supporting the participation of employees in foreign internships and training (e.g. Erasmus+ staff programmes) in order to gain international experience and inspiration.
- **Development of digital pedagogy:** Organising specialised courses focused on the creation of interactive online content, work in streaming studios and the use of artificial intelligence in the educational process in accordance with Section 8 of the Act and Directive of VŠTE No. 23/2026 on the Use of Generative Artificial Intelligence (Smernica VŠTE č. 23/2026 o využívaní generatívnej umelej inteligencie).
- **Building "Employer Branding":** Increasing the attractiveness of the institution as a stable and prestigious employer that offers space for the self-realisation of top professionals.
- **Regular performance evaluation:** Introducing effective feedback and self-assessment tools that serve to identify needs for further professional development.
- **Ensuring staff continuity:** An active approach to the selection of new talents and the creation of conditions for linking experienced academics with the emerging generation of researchers.
- **Support and diversity programmes:** Implementing tools to support work-life balance and to promote diversity in the workplace as a key element of a modern institutional culture.

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STRATEGIC PLAN IN THE AREA OF CULTIVATING ACADEMIC TRADITIONS AND IDENTITY

Main objective

Strengthening institutional identity and consolidating academic values in the spirit of European humanism and scientific integrity. The priority is the development of a cohesive academic community and the building of pride in the traditions that define the uniqueness and position of VŠTE in Prešov in the domestic and international context. In its modern conception, the identity of the institution rests on the combination of respect for tradition with a progressive approach to digital technologies and the principles of social responsibility.

Sub-objectives

- **Representation and prestige:** Raising awareness of the historical and professional contribution of the institution through ceremonial academic acts.
- **Integration of the academic community:** Promoting mutual respect, collegiality and ethical conduct among students, teachers and employees.
- **Digital and visual identity:** A unified presentation of VŠTE in Prešov in both offline and online space, building the brand of a modern leader in digital education and innovation.
- **Social responsibility and sustainability (ESG):** The institution's active role as a leader in ethical conduct, environmental awareness and democratic values in the digital society.

Tools

- **Inclusive academic ceremonies:** Organising ceremonial acts using modern technologies (live streaming) that enable the participation of family members and students from around the world, thereby strengthening the sense of belonging in the digital age.
- **Unified communication style:** Implementing and adhering to a visual style and communication standards that reflect the modern character of VŠTE in Prešov.
- **Prizes and awards:** Granting recognition for exceptional scientific, teaching or artistic achievements to students and employees for the purpose of motivation and building prestige.
- **Publication of yearbooks and archives:** Documenting the key milestones and achievements of VŠTE in Prešov as the basis for the historical memory of the institution.
- **Cultural and social forums:** Hosting professional discussions and conferences that contribute to the development of public debate on important topics in the social sciences and the economy.
- **Building community networks:** Supporting extracurricular activities and projects that strengthen the relationship between students and their alma mater even after graduation.
- **Code of Ethics and ESG standards:** Consistent application of the norms of academic ethics (Directive of VŠTE No. 5/2025 Code of Ethics (Smernica VŠTE č. 5/2025 Etický kódex)) and their extension by the principles of sustainability and inclusion, which are a firm part of everyday life at VŠTE in Prešov.

– **Digital archive and Alumni pride:** Building an interactive digital chronicle of the successes of our students and graduates that serves as inspiration for new generations and as a tool for strengthening loyalty to the VŠTE in Prešov brand.

STRATEGIC PLAN IN THE AREA OF ECONOMIC STABILITY AND FINANCIAL SUSTAINABILITY

Main objective

Achieving full financial self-sufficiency and the long-term stability of the institution through effective resource management and the diversification of income streams. The strategic priority is to create a healthy economic base that will enable continuous investment in the quality of education, scientific and research infrastructure and the development of staff capacities.

Sub-objectives

– **Financial autonomy:** Gradually reducing dependence on external subsidies and building the institution's own capital reserves.

– **Cost efficiency:** Optimising operating expenditure through the digitalisation of processes and energy-saving solutions.

– **Transparency and control:** Implementing modern mechanisms of financial planning and reporting in line with international standards.

– **Brand appreciation:** Long-term increase in the market value of the institution as a guarantee of stability for students, employees and partners.

Tools

– **Diversification and growth of revenues:** Within the horizon of the long-term strategic plan, the fundamental pillar is the achievement of an annual turnover fully covering all expenditure of VŠTE in Prešov at least at a level corresponding to the average funding in public higher education. The income structure will reflect a broader range of activities: from higher education itself at VŠTE in Prešov, through lifelong learning programmes and education in cooperation with partner educational institutions, to expert activity and development projects.

– **Economic result and financial discipline:** Strategic direction towards maintaining a positive economic result of at least EUR 200 thousand per year. The institution undertakes to keep the share of external funding below the 30 % threshold and to maintain strict payment discipline with zero overdue receivables.

– **Multi-source financing:** Actively seeking and engaging in national and international grant schemes and scientific projects that will strengthen the financial resources of VŠTE in Prešov.

– **Strategic investment:** Allocating the funds obtained to the modernisation of teaching premises and technological equipment, which in turn increases the attractiveness of VŠTE in Prešov for new applicants.

– **Growth in market value:** Taking steps towards a target company value of EUR 1.2 million, which strengthens the prestige of the institution within the academic and business environment.

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RELATED REGULATIONS

The Long-Term Strategic Plan builds in particular on Act No. 300/2025 Coll. on Higher Education and on the amendment of certain acts (Higher Education Act), as amended (Section 7(4), Section 18(1)(d), Section 21(1)(a), Section 23(1)(e), Section 26, Section 66, Section 138(6)), Decree of the Ministry of Education, Research, Development and Youth of the Slovak Republic No. 205/2026 Coll. implementing certain provisions of the Higher Education Act, Act No. 269/2018 Coll. on Quality Assurance in Higher Education and on the amendment of certain acts, as amended, and the Standards of the Slovak Accreditation Agency for Higher Education, Act No. 292/2024 Coll. on Adult Education and on the amendment of certain acts, and on the following internal regulations of VŠTE in Prešov: the Statute of VŠTE in Prešov (Štatút VŠTE v Prešove), the Internal Quality System of VŠTE in Prešov (Vnútorný systém kvality VŠTE v Prešove), Directive of VŠTE No. 6/2026 Strategy for the Development of Education (Smernica VŠTE č. 6/2026 Stratégia rozvoja vzdelávania), Directive of VŠTE No. 7/2026 Internationalisation Strategy (Smernica VŠTE č. 7/2026 Stratégia internacionalizácie), Directive of VŠTE No. 8/2026 Strategy for the Development of Science and Research (Smernica VŠTE č. 8/2026 Stratégia rozvoja vedy a výskumu), Directive of VŠTE No. 9/2026 Environmental Sustainability Strategy (Smernica VŠTE č. 9/2026 Stratégia environmentálnej udržateľnosti), Directive of VŠTE No. 11/2026 on Human Resources Management and Personnel Work (Smernica VŠTE č. 11/2026 pre riadenie ľudských zdrojov a personálnu prácu) and Directive of VŠTE No. 5/2025 Code of Ethics. The Long-Term Strategic Plan is evaluated annually in the annual report on the activities of VŠTE in Prešov (Section 18(1)(b) of the Act).

REPEALING PROVISIONS

This Long-Term Strategic Plan replaces the Long-Term Strategic Plan of Vysoká škola medzinárodného podnikania ISM Slovakia v Prešove for the years 2022–2026.

FINAL PROVISIONS

VŠTE in Prešov issues further internal regulations in accordance with Section 31(1)(o) of the Act where so determined by the Statute of VŠTE in Prešov or by the Act.

VŠTE in Prešov is obliged under Section 18(1)(d) of the Act to draw up and publish its long-term strategic plan within the time limit and in the form determined by the Ministry of Education, Research, Development and Youth of the Slovak Republic (hereinafter the "Ministry"); after the Ministry has issued its opinion, VŠTE in Prešov is obliged to address the recommendations of the Ministry and to inform it of its conclusions. The long-term strategic plan is drawn up for at least six years (Section 7(4) of the Act). The long-term strategic plan is approved by the Senate of VŠTE in Prešov and the Board of Trustees of VŠTE in Prešov; after its approval, the Rector of VŠTE in Prešov submits it to the Ministry for its opinion (Section 21(1)(a) of the Act).

At its meeting on 11 June 2026, the Board of Trustees of VŠTE in Prešov approved the draft Long-Term Strategic Plan for the Development of the Institute of Technology and Business in Prešov for the years 2026–2032, which the Rector of VŠTE in Prešov submits to the Ministry for its opinion.

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This version was approved by the Senate of VŠTE in Prešov on 03.11.2026 and by the Board of Trustees of VŠTE in Prešov on 05.11.2026. Effective from 05.11.2026.

Prešov, 03.11.2026

PhDr. ThLic. Ing. Jozef Polačko, PhD., MBA, University Associate Professor

Chair of the Academic Senate of VŠTE in Prešov

Prešov, 05.11.2026

doc. Ing. Jakub Horák, MBA, PhD.

Chair of the Board of Trustees of VŠTE in Prešov