



UNIVERSITY OF PÉCS
Faculty of Business and Economics

STRATEGY 2022-2026



SITUATION ANALYSIS

Tendencies and results for the period 2015-2022

The University of Pécs Faculty of Business and Economics (UPFBE) had a very successful period in the double deanship cycle 2015-2022, as illustrated by the data in the following table (showing the trends between the first and the last full year of the period mentioned):

| Title | 2016 | 2021 | Change (2016→2021) |
|---------------------------------|-------|-------|-----------------------|
| Budgetary revenue (million HUF) | 416 | 917 | +120% |
| Own revenue (million HUF) | 590 | 720 | +22% |
| Total revenue (million HUF) | 1,006 | 1,637 | +63% |
| Wage bill (million HUF) | 582 | 904 | +55% |
| Number of students (persons) | 2,003 | 2,579 | +29% |
| Number of faculty (persons) | 77 | 79 | +3% |

UPFBE highlighted indicators and their changes between 2016 and 2021

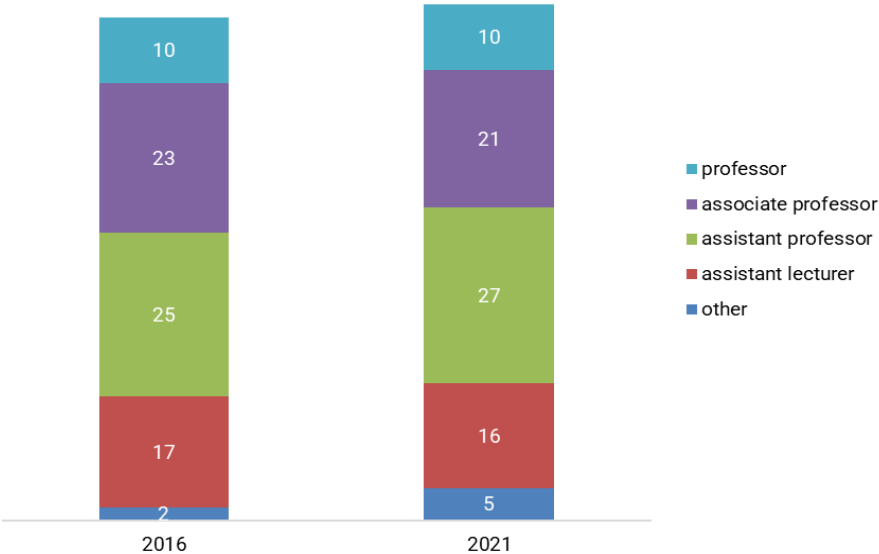
The conclusions that can be drawn from the data are as follows:

- UPFBE was able to increase its student numbers by almost 29%, thanks to its strong faculty, its increasingly high quality of services, and its high-quality standards confirmed by the international accreditation, practically having exhausted the capacity limits of its building by 2021.
- The increase in student numbers and a brave pricing strategy resulted in an overall 63% increase in total revenue over the period.
- Both state and own revenues increased significantly, but the increase in state revenues was much more dynamic (120% compared to a 22% increase in own revenues), mainly due to the reduction of state thresholds to realistic levels and the increased interoperability of tertiary vocational and bachelor education, which was also supported by the effective lobbying activities of the School and the personal professional work of the School's leaders in various bodies.
- UPFBE used its ever-increasing resources to reward colleagues as much as possible, resulting in a wage bill in 2021 55% higher than in 2016.
- Efficiency is perhaps the most important success factor of UPFBE, and the dynamic growth in student numbers, revenue and salaries mentioned above was achieved with an almost unchanged number of faculty: the number of 79 faculty in 2021 is just 3% higher than the 77 in the fall of 2016. This is expected to remain an important feature of our School in the future, but it certainly cannot be increased further, as the current stretched capacity already risks creating overloads and capacity problems due to lack of substitutability.

It should be emphasised that this dynamic growth path was not interrupted even during the coronavirus epidemic that broke out in the spring of 2020, thanks to the innovative attitude and the receptiveness and flexibility to new solutions by the School's faculty and administrative staff. UPFBE quickly and efficiently integrated new online and hybrid solutions in both the teaching and administrative processes, guaranteeing the same high quality of services. In

addition to the positive economic figures, the same period also showed achievements such as the EFMD accreditation of our English-language BSc in Business Administration and Management programme, the award of the FIKP/TKP (Higher Education Excellence Programme/Thematic Excellence Programme) scientific grant, now in its fourth phase, and the resulting excellent publication performance, as well as the award of the title of Excellent Research Centre of the Hungarian Academy of Sciences.

Nevertheless, the UPFBE’s cadre policy was successful during the period under review. Despite the fact that a number of key colleagues retired or left the School due to unfortunate health problems or deaths, and that there was a significant natural turnover (only 50 of the 79 faculty members in the fall of 2021 were still on the payroll in fall 2016), the composition of the faculty was almost maintained. According to a realistic schedule, high-performing associate professors became professors, assistant professors became associate professors, and as a result of continuous replacement, there is always a pool of assistant professors and assistant lecturers with high workloads and motivation for development and progress, as shown in the chart below.



The change in the composition of the faculty from 2026 to 2021 (persons)

The measures and management tools to maintain and further increase the success rate will be fundamentally determined by the change of model made in 2021. Although the change in the status of the financing and the status of the employees formally took place in the summer of 2021, the adaptation of all the University’s processes, regulatory systems and, in particular, the integration of the new market approach into the day-to-day operations of the UP will take much longer time. At UPFBE, which has been operating according to market principles for a long time, but especially for the last decade and a half, this change does not cause any significant disruption, it rather offers new opportunities and development potential. Everything therefore seems to be in place to enable UPFBE to operate in the coming years under more predictable conditions than hitherto, with a more secure and predictable budget, to remain in control of its own affairs and to aim for and achieve higher and higher levels of excellence through the work of its colleagues who are motivated by financial appreciation and career opportunities.

Strategic objectives set in the previous period and their achievement

The strategic objectives for the period ending in 2022 were set out in the document “Strategic Principles 2018-2022”, adopted in 2019. In this document, three main strategic objectives and two key performance indicators (KPIs) per objective were identified as follows:

- *Objective 1.* maintenance and creation of a programme portfolio competitive regarding international standards
 - *KPI 1:* increase the number of English language programmes by 40% (baseline: 6 English language programmes in 2018),
 - *KPI 2:* increase international cooperations by 20% (baseline: 5 strategic partnerships in 2018),
- *Objective 2.* Further improvement of student excellence
 - *KPI 3:* Increase the number of students participating in the School’s scientific events by 20% (baseline: a total of 19 applications submitted to the Scientific Students’ Associations Conference (OTDK) in 2017,
 - *KPI 4:* Increase in the number of graduates starting an international career by 25% (baseline: 4% of alumni in 2018),
- *Objective 3.* To further strengthen our internationally visible research performance
 - *KPI 5:* Increase the number of international A-D category publications by 20% (baseline: 19 papers in 2018),
 - *KPI 6:* Increase the number of research collaborations with internationally accredited institutions by 50% (baseline: in 2018 there were 3 such collaborations).

With regard to the achievement of the above targets, taking into account the values of the indicators underlying the KPIs as at 31 December 2021, the following can be concluded:

- *KPI 1 was met:* in the last three years, we have developed three new English language programmes (“preparatory year” prior to the BSc programme, online MBA Master in English, business services leader in English), i.e., we have increased the number of programmes from 6 to 9, an increase of 50%.
- *KPI 2 was met:* the number of international collaborations increased from 5 to 11, an increase of 120%.
- *KPI 3 was met:* the UPFBE’s students submitted 27 works at the 2021 OTDK, which is 42% higher than the baseline of 19 works.
- *KPI 4 was met:* based on the spring 2022 survey for 2021, the proportion of graduates starting an international career is 6%, 25% higher than the baseline of 4%.
- *KPI 5 was met:* the number of publications in categories A-D (Q1-Q4) in Scopus, authored by faculty members, was 46 in 2021 compared to the baseline of 19, an increase of 142%.
- *KPI 6 was not met:* the number of research collaborations with internationally accredited institutions in 2021 is 3, the same as the 2018 baseline, so contrary to the objective, the indicator has not been increased.

Most of the objectives detailed above for the previous period will remain relevant for the future, but in the period 2022-2026, in response to the change of model and other environmental challenges, certain changes and fine-tuning is needed, also affecting our mission and the strategic goals. These are presented in details in the following chapters of the document.

VISION

OUR VISION is a community of inspiring, global, business-minded individuals and organisations with a passion for and interest in their discipline whose members are dedicated to the promotion of local, regional economic and social development.

Our vision is therefore based on creating value primarily for the regional economy, but in this process, in addition to our local efforts, we also attach great importance to our national and international educational activities, collaborations and relationships outside the region, as the indirect results of these can further strengthen our contribution to the region's progress.

MISSION

The UPFBE is characterised by research results possessing also international dimension, a sophisticated theoretical and methodological basis, and business-focused educational programmes that are tailored to the needs of the labour market. Our School is traditionally a strength of the University of Pécs. We are determined to build our performance on the achievements of the past to further improve our results, and to make them even more visible in national and international contexts, in addition to our regional leadership role.

OUR MISSION is educating excellent, solution-oriented, responsible business professionals to enhance the sustainable development of the local and the wider environment. To this end, we provide quality education and training, resulting in well-prepared students and colleagues for the labour market, and build on partnerships to develop our own knowledge and competences, with the inclusion of external actors, if necessary.

STRATEGIC PILLARS

To achieve our vision, it is essential to integrate three dimensions that will support completing our mission all the way. These are the so-called strategic pillars, which can be summarised as follows:

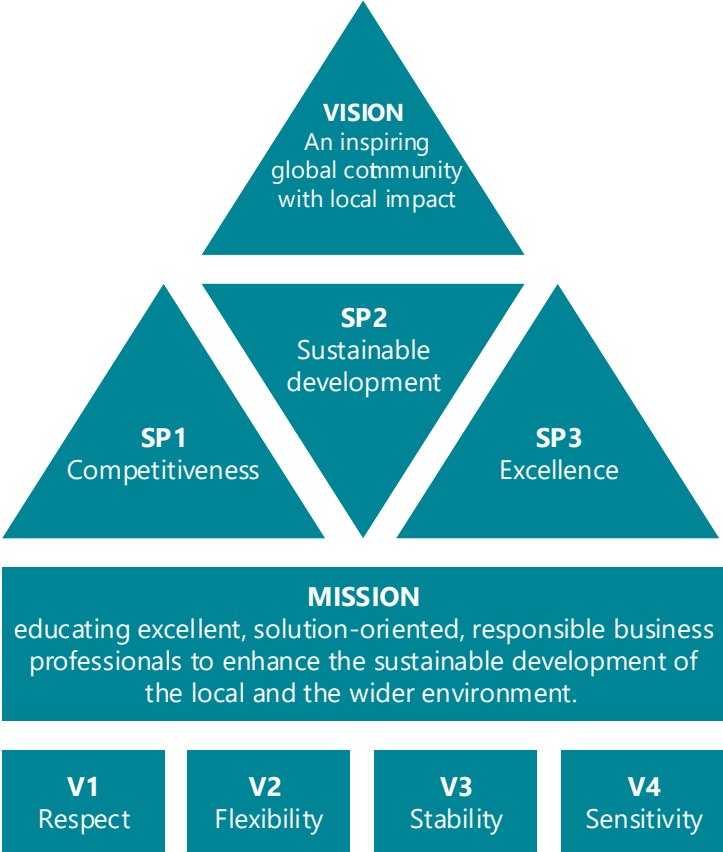
1. **Competitiveness:** as a part of the University of Pécs, it is of paramount importance for us to maintain and develop our competitiveness, to respond quickly and flexibly to the current market and environmental challenges, and to set a performance benchmark that is visible on the global stage.
2. **Sustainable development:** to remain competitive, continuous and sustainable development is needed in all three strategic areas (education, research, third mission), in line with the strategic goals and the opportunities that can be successfully realised over the strategic timeframe.
3. **Excellence:** this dimension guarantees that the successes of the past, some half a century old, will be maintained, ensuring a focus on quality in education, research and the third mission. Excellence as an expectation permeates the whole organisation and is also transmitted to the external persons and organisations in contact with us.

CORE VALUES

The traditions and future of the UPFBE are based on the following core values:

- 1. **Respect**
The School respects individual and collective performance, motivating and supporting careers and wellbeing of its stakeholders.
- 2. **Flexibility**
The School operates in a rapidly changing environment and so do its stakeholders, in which flexibility and innovative attitude is considered to be a key success factor.
- 3. **Stability**
UPFBE is a 50-year-old school with experience and knowledge inherited and further developed by generations, which is committed to providing a stable background to its stakeholders.
- 4. **Sensitivity**
Openness of the community towards the individual, the environment and general social issues is a characteristic the School can be proud of, and due to which the School can be an open-minded, friendly place.

The interrelationship between our vision, mission, strategic pillars and core values is summarised in the figure below:



GOALS FOR THE PERIOD 2022-2026

As explained in the situation analysis, UPFBE reached the limits of quantitative growth in the previous period. Neither the available infrastructure nor the size of the existing faculty allows the further expansion of the number of students or the programme portfolio. In addition, the change of the model in the summer of 2021 and the long-term financing contract concluded in this context make it clear that the controlling authority poses not quantitative but strict quality/excellence requirements towards the institution, and the availability of resources is also connected to the fulfilment of these characteristics.

In the light of the above, we have redefined our vision and mission to **focus on intensive** rather than extensive **growth**, i.e. instead of further quantitative growth **on the aspects of quality and excellence in the period 2022-2026**.

In line with our mission, to be able to provide a solution-oriented education adequate to international quality standards, based on strong scientific foundations and on corporate examples and cases, we have set five main goals for the 5-year period 2022-2026:

(1) Developing the faculty, (2) Improvement of the quality of the student body, (3) Developing international programmes, (4) Enhancing scientific excellence, and (5) Strengthening corporate and alumni relations. The activities and Key Performance Indicators (KPIs) related to these are detailed below:

Goal 1. Developing the faculty

Description and justification of the goal:

Highly qualified faculty is a fundamental resource for quality education, and an indicator of the national and international recognition and scientific strength of our School. We intend not only to continue but also to further strengthen the successful cadre policy seen in the previous period by increasing the number of associate professors and professors of the School, and within the latter, the number of professors with HAS doctoral degrees.

Related indicators:

The following three key performance indicators (KPIs) are used to measure the achievement of the goal:

- *KPI 1:* increasing the number of faculty employed as associate professors (baseline: 21 by the end of 2021);
- *KPI 2:* increasing the number of faculty employed as professors (baseline: 10 by the end of 2021);
- *KPI 3:* increasing the number of active professors with a HAS doctorate (baseline: 3 by the end of 2021).

Goal 2. Improvement of the quality of the student body

Description and justification of the goal:

In addition to a highly qualified faculty, we see raising the quality of our student body also as a key factor in achieving the excellence of our graduates. We aim to do this by strengthening the entry requirements for students entering the School's degree programmes and by increasing the number of students in higher level programmes (master programmes). The latter could be strengthened by rethinking the offer and content of master programmes and by early entry

into the 2-semester master education market. Certainly, improving the quality of students does not end with raising the quality standards at the entry level. We aim to achieve a continuous and complex development of the skills of incoming students throughout the entire student life cycle, through curricular and extra-curricular activities, which, in addition to modern, science-based and practical professional content, also support us to convey the values of sustainability, responsibility and ethical behaviour, as set out in our mission statement. The success of this endeavour will be underpinned by the input-side quality improvement included in the objective.

Related indicators:

The achievement of the goal is measured by three key performance indicators (KPIs):

- *KPI 4:* raising the state-funded average admission point limit for full-time bachelor programmes in the general admission procedure (baseline: the average of the four programmes was 400.42 in the general admission procedure of 2021);
- *KPI 5:* increasing the average admission score of all students admitted to full-time bachelor programmes in the general admission procedure (baseline: the average was 392.97 the general admission procedure of 2021);
- *KPI 6:* increasing the proportion of master students in the total number of bachelor and master students (baseline: 21.78% according to statistics of October 2021).

Goal 3. Developing international programmes

Description and justification of the objective:

We are convinced that we can only provide world-class education in the domestic market if we are constantly present in the international higher education market, continuously developing our international programmes, adapting and integrating the latest international quality standards, and regularly measuring ourselves in international accreditation procedures. The results, experiences and good practices gained in these activities have an indirect beneficial impact on our Hungarian language programmes.

Related indicators:

The performance indicators (KPIs) to measure the achievement of the goal are as follows:

- *KPI 7:* maintaining the proportion of students enrolled in international programmes in the total number of bachelor and master students (baseline: 14.99% according to statistics of October 2021);
- *KPI 8:* increasing the average admission score of international students applying for international bachelor and master programmes (baseline: average entry score of international students admitted to programmes starting in February and September 2021 was 80.53 / 100 points);
- *KPI 9:* starting the international accreditation process for one master programme in English (baseline: in 2021, the School does not have a master programme with international accreditation).

Goal 4. Increasing scientific excellence

Description and justification of the objective:

We want to continue to build high-quality teaching on the academic excellence of our faculty. The number of Q1/Q2 publications, including D1 publications, authored by faculty members was increasing year by year in the last period (40 Q1/Q2 publications in 2021, of which 10 D1

publications), and we aim to increase this number in the future. In addition, we would like to contribute to the medium-term goal of the University of Pécs to be included in the Times Higher Education (THE) ranking in the field of economics, one of the basic requirements of which is that the University should have 200 publications in the field of economics cumulated over 5 years. In the period 2017-2021, 149 such publications were produced at the university level, 83 of which were written by active staff and/or PhD students our School. We aim to increase this number by at least 50% to 125 publications by the end of the next strategic period.

Related indicators:

The target is measured by the following two key performance indicators (KPIs):

- *KPI 10:* increasing the annual number of Q1/Q2, including D1 classified publications (baseline: 40 Q1/Q2 publications in 2021, of which 10 D1 classified);
- *KPI 11:* increasing the five-year cumulative volume of faculty-authored publications relevant to the THE ranking by at least 50% (baseline: 83 in total for the period 2017-2021).

Goal 5. Strengthening corporate and alumni relations

Description and justification of the objective:

In order to be able to issue solution-oriented professionals, as stated in our mission, we must integrate to the greatest possible extent business case studies, problems, and practical issues in our programmes, and also, we must support our students in launching their own enterprises and the allocation of these businesses in our region. The School's corporate network can provide direct support in this respect, relying on the active involvement of companies (mainly in the region) and on the professional contribution of our alumni. In addition to the providing case studies, an important element of cooperation is the presence of practitioners (including alumni members) as guest lecturers and the strengthening of the postgraduate specialisation programmes, often in cooperation with companies, which typically serve specific corporate needs.

Related indicators:

The key performance indicators (KPIs) to measure the goal are as follows:

- *KPI 12:* increasing the number of cooperating corporate partners (baseline: 12 contracted corporations in 2021);
- *KPI 13:* increasing the number of alumni members (baseline: 496 members by the end of the fall semester of the 2021/22 academic year);
- *KPI 14:* increasing the number of students in the postgraduate specialisation programmes (baseline: 42 students according to statistics of October 2021).

The goals defined above are summarised in the following table:

| Strategic objectives for the period 2022-2026 | | |
|---|--|----------------------------------|
| Goal | Indicator | Baseline (2021) |
| 1. Developing the faculty | KPI 1: increasing the number of associate professors | 21 persons |
| | KPI 2: increasing the number of professors | 10 persons |
| | KPI 3: increasing the number of HAS professors | 3 persons |
| 2. Improvement of the quality of the student body | KPI 4: raising the state-funded average admission point limit for full-time bachelor programmes | 400.42 points |
| | KPI 5: increase the average score of full-time bachelor students | 392.97 points |
| | KPI 6: increasing the proportion of master students | 21.78% |
| 3. Developing international programmes | KPI 7: maintaining the proportion of students enrolled in international programmes | 14.99% |
| | KPI 8: increase the average admission score of international students | 80.53 / 100 points |
| | KPI 9: starting the international accreditation of one master programme in English | 0 |
| 4. Increasing scientific excellence | KPI 10: increase the number of D1/Q1/Q2 publications | 40 pcs Q1/Q2, of which 10 are D1 |
| | KPI 11: increasing the cumulative number of faculty publications relevant to THE ranking by min. 50% | 83 pcs |
| 5. Strengthening corporate and alumni relations | KPI 12: increasing the number of corporate partners | 12 pcs |
| | KPI 13: increasing the number of members of the alumni organisation | 496 persons |
| | KPI 14: increasing the number of students in postgraduate specialisation programmes | 42 persons |

The achievement of the goals is to be monitored in the first quarter of 2026, based on the information available by 31 December 2025, in line with the development of the strategy for the new period. UPFBE's management plans to achieve the strategic goals by keeping the actual organisational structure, within the framework of the regular budget and resources included in the unit-level business plan. The Dean of the School is responsible for the implementation of the strategy.

This document was approved by the Faculty Council of the University of Pécs Faculty of Business and Economics at its meeting on 22 June 2022.

The mission, strategic goals and key performance indicators of the UPFBE, set out in this document, are directly linked to the following overall strategic directions of the university strategy for 2023-2030, adopted by the Senate of the University of Pécs in 2023:

- *sustainability*
- *strengthening the regional role*
- *strengthening international character, increasing international visibility*
- *increase in publication activity*

In addition to the above, the School is committed to contribute to the following objectives of the overall university strategic objective:

- *effective application of key achievements in data science*
- *supporting individual and community success and talent*
- *renewal of the teaching-research methodology, modernisation of the programme portfolio and development of programmes*
- *increasing corporate activities and the proportion of corporate contracts*
- *establishment of a university-centric economic development ecosystem*
- *development of experiential well-being services*

UPFBE will contribute to the development of the set of goals and indicators related to the University Strategy by defining detailed school-level goals and indicators as described above, and will cooperate with the University to finalise them, as well as supporting the development of other documents related to the University Strategy.

This addendum was adopted by the Faculty Council of the University of Pécs Faculty of Economics at its meeting on 13 September 2023.”



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