

EU Business School

Institutional Strategy

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Established in 1973, EU Business School is a triple-accredited, multi-campus, international business school. In addition to small, dynamic classes offered in English, EU Business School students also enjoy an international environment while getting the best of both North American and European academic curricula.

EU Business School has a global network, with campuses in Geneva and Montreux in Switzerland; in Barcelona in Spain; in Munich in Germany and Online, offering academic programs in partnership with institutions of Higher Education in the United Kingdom, Spain, Russia, Kazakhstan, Taiwan, Malaysia, Thailand, the U.S.A. and China. International exchanges lead to greater understanding and appreciation of other cultures and prepare EU Business School graduates for effective interaction in the global marketplace.

EU Business School's 100+ nationality average also adds to a multicultural faculty, an integrated student and research learning environment and provides excellent networking opportunities.

Each and every constitutive party of EU Business School is responsible for complying with all policies, regulations and guidelines, designed to help make the most of the EU Business School experience.

MISSION

EU Business School's mission is to contribute to the global community by providing comprehensive and in-depth international business education to an inspired, culturally diverse student body who are prepared to effectively deal with ongoing business challenges.

To achieve our mission, EU Business School:

- ② Prepares students for success in the global marketplace.
- ② Offer tailor-made education through a mix of traditional and innovative programs.
- ② Strive to be a leader in international business education.
- ② Upholds business ethics while focusing on the highest standards.
- ② Serves as an intellectual resource and platform for the global business community.
- ② Makes education accessible by offering full- and part time programs and distance-learning options.
- ② Provides education which focuses on young, professional, progressive, innovative and international people.
- ② Meet the needs of individuals, institutions and public agencies through a variety of both degree and non-degree programs.
- ② Maintains high-tech educational services.
- ② Provides a multicultural and multilingual environment.

In achieving this mission, EU Business School seeks to live by a set of core values as its guiding principles.

CORE VALUES

The core values enshrined in the EU Business School's Mission, including its strategic and academic plans, relate to its idea of a Business School that is **global, connected, open, transformational** and **pragmatic**.

- ② **Global and connected:** We are global in our approach. We are cosmopolitan in the way we uphold multiculturalism and plurality of thoughts and values – *the World is in EU*. We are connected through our networks, partners and our inter-disciplinary approach to the real world.
- ② **Open:** We are open and inclusive. We are not just open to human diversity, we are equally open to new ideas and diversity of thought. We are open to new challenges, as well as new ways of doing things.
- ② **Transformational:** We are transformational in the way we approach teaching and learning. We embrace a student-centric and experiential learning method by adopting a flexible and blended approach; by hiring a world class faculty; and through nurturing our students and nurturing their development intimately throughout their academic career and beyond.
- ② **Pragmatic:** We are pragmatic by focusing our teaching, learning and research on building and developing real world skills that are easily transferable in the global marketplace across different sectors and cultures. We pride ourselves in focusing on the needs of students in the real world.

The institutional vision of EU Business School is guided by the highest ethical standards and excellence in teaching, learning and research. We strive to create the environment and standards through which every EU Business School student receives an unrivalled quality of education and service that is intellectually stimulating, ethically sound, and socially relevant.

Institutional Strategy

LEADERSHIP

We, the constituents of EU Business School, to achieve our Mission in full consideration of our Core Values, have jointly developed the present strategy. At EU Business School we believe in leadership. In some cases, leadership needs no hierarchy, leadership that crystallizes around managed polarities. This document is the result of collective energy, every single element of our community contributes, enhances, interacts and develops further toward a common purpose: together we stand for what has come out of this continuous process and which is now captured in this text.

Vision, research, learning, opinion, experience, academic proficiency, business acumen, trials, interpretation, trends and alliances are qualities and actions which respectively open windows to the world and provide a wide array of potential synergies. Every stakeholder is unique, as is the relating representative group, and this collective uniqueness is the spirit of our organization which helps us realize our Mission and formulate our strategy.

On the one hand, the world is changing continuously, on the other, every decade is its own themed revolution. EU Business School's timeline could be compared to the stages of modern life and career. In 1973, our school was conceived in parallel to the then-emerging concept of sustainability. From what you could refer to as our "birth" we have fostered an international faculty and student body. Since then, we have matured side by side with telecommunications, saw the Internet appear and email turn into social media as we also developing our global identity and making international alliances on all continents. We welcomed this new millennium by consolidating our philosophy on and through our core campuses. We then embraced online education a decade ago and fastened our roots further into quality as we have been teaching leadership as an applied science even before it became a trend. Today we live a mixture of practice and research, interdisciplinary yet focused, where innovation is a tradition and entrepreneurship an acquired skill.

We consider the past, but our strategy should not focus on past nor present, but be forward looking, we know now is the time to endorse our practices and now is the time to integrate our systems in a world where standards are to be set. We need to pursue group integration, be independent, yet close to the institutions with which we share our students' futures as well as apply a more open and transparent approach to research. Our school must play its role, regardless of institutional size, and be a leader in international business education, serving as both an intellectual resource and platform for the global business community; and apply its mission to prepare our students for success in the global marketplace of tomorrow and to embrace multi-faceted evolving leadership.

To this purpose, the Academic Council was founded in 2017, a focal platform of ideas and scholarship that allows us to identify relevant trends and formalize them into policies and processes. This Council helps voice the mechanisms of our multi-stakeholder vision – the EU Business School vision. This is where all constituencies meet and are represented. The Academic Council is an independent body within the Group. Its work allowed the present document to be formulated and presented by the Executive Committee. While this is only a snapshot – as our history moves faster than we can write – but it charts the road we want to travel.

This strategic plan contains five elements, each aiming at prime objectives and matched with appropriate strategies, indicators and quality assurance frameworks. Adjustments will be made, when necessary, as events in this world will require us to do so – but the principal strategic path remains, based on our Mission and Core Values.

EU Business School matches research to pragmatic experience, is global and connected, and transformational. We have a global entrepreneurial approach where freedom of teaching allows unity of learning to transcend into innovative openness, and where freedom of thought is fully respected in interactive tolerance. We respect all values, tastes and preferences, however counter proselytism, as these freedoms overlap in today’s world.–This requires confederational leadership that considers everything that falls within humanity.

The fundamental elements that support this Strategy are all evolutive: learning, teaching and research – a school of thought, set in frameworks of quality, together with the communities with whom we work and with whom we share our societal responsibilities and seek perennity. This is based on our Mission and Values, set in organizational structures, policies and processes, all provided for with the appropriate means, talents and open communication.

EU Business School is proud of both its past and future: with over thirty thousand alumni, the school boasts close to three thousand students across five campuses from well over a hundred countries.

EU Business is proud of its international faculty who cumulate academic and business experience that can turn every seminar into a research event; and we are proud of our work with real business projects, communicative event series such as Learning From Leaders, of hosting research events, and of working with academic and business partners all over the world. We offer pragmatic, experiential education. Every individual contributes – it is all about leadership.

For the Management Board, Luc Craen
 For the Management Board, Carl Craen
 For ON Research, Suddha Chakravarti
 For the EU Foundation, Svetlana Elinova
 For the Swiss Campuses, Stef de Jong
 For the Strategic Committee, Dirk Craen

For the Student Board, Nirmaan Shah
 For the Advisory Board, Adolf Ogi
 For the Alumni, Bart van Straten
 For our Partners, UCAM, Jose Luis Mendoza
 For the Munich Campus, Olivier Brenninkmeijer
 For the Barcelona Campus, Isabel Salvat

Progress

A regular progress report is implemented to ensure that all milestones are met and alternatively adjusted considering feedback from the different stakeholders.

LEARNING

Learning is a lifelong, continuous creative process that serves pragmatic innovation. Within our evolutive standard course elements, we develop ethical, sustainable and critical skills. Critical thinking is not about criticism, it is about differential analysis, pro-activity and innovation. The coexistence of multiple cultures and ideas – the inspirational multi-polarities that comprise a classroom – methodologically allows for the development of professional disruption and innovative pragmatism. At EU Business School, we provide learners with both the study program based on solid learning objectives and the learning impetus that stimulates continuous learning well beyond the classroom.

10 Keys

Learner-centric – interactive – blending the theoretical with the applied – per angusta ad angusta – unity of learning – critical thinking – differential thinking – interdisciplinarity – experiential learning – knowledge sharing and creation

We aim to

- @u guarantee students a diverse, inclusive, multicultural, engaging and dynamic study environment;

- @u reinforce the learning experience for all students by fostering value-based business skills for successful entrepreneurs, assisting students in achieving their aspirations and by offering a curriculum that meets the needs of the students and employers in a fast-changing environment;

- @u provide a learning environment that stimulates creativity, supports critical thinking and encourages independence;

- @u reinforce the learning experience for all students at all levels. The experience that students encounter at EU Business School is designed to be transformative, and not just one based on academic rigor and excellence, where faculty teach real skills required for future professionals. Our students are exposed to the real world of business, comprehensively, through engaging guest lectures, innovative company and industry visits, simulations and placement programs;

- @u commit to regularly publish up to date, impartial and objective information both qualitative and quantitative about the programs and awards, research activities and services provided;

- @u assess students consistently using publicly available regulations and criteria.

Our Strategy

To achieve our goals, our admissions team will select a student body with a high international potential. We will accompany our students along their path, through personal development programs, coaching and career planning.

We will devise said learning path to be transformational, creating formal and informal learning opportunities, enabling students to develop the skills and networks to support them in their future careers.

We will measure skill development through entry evaluations, assessments, exit evaluations, not only with respect to learning outcomes and feedback for satisfaction with respect to the coursework taken, but we will also try and evaluate transformational learning.

The Advisory Board and alumni chapters are an integrative part of this.

Quality

Per our Quality Assurance Strategy, an independent Quality Coordination Structure induces, guides and controls all aspects of the learning paths, from admissions to program outcomes, surveilling proximal learning, progression, levelness, transformational education and a wide range of learning markers.

5 Verifying Vectors

The Verifying Vectors include many performance indicators, such as Periodic Curriculum Review, Assessment Moderation, Course Evaluations, IT Student Interphase and Career Counseling, which all together are part of a wide range of Quality Indicators that are described in the Quality Assurance Strategy.

TEACHING

Teaching is the transformational force that interactively turns the mind to its next mode – learn to learn. What we teach may pass with studies, but the spirit of curiosity, the quest for ethics beyond law and order, the proactive-pragmatic entrepreneurial spirit, the critical search for differential solutions, the innovative out-of-the-box disruption, the long sustainable vision, they are permanent, yet evolutive. How to teach these? Teaching takes many forms: presential, online, project-based, actions, readings, writings, social encounters, speeches, trials and many more. The spirit of Education is condensed in Rousseau’s ‘La Nouvelle Héloïse,’ a first writing on the ethical and critical thinking aspects of Education. It is not a hazard that this book takes place in Clarens, where the Montreux campus is located.

The EU Business School faculty is a combination of full-time and part-time professors. Many of our faculty members are professionals who provide specialist subjects directly related to the course(s) they impart. The faculty members are carefully selected based on academic and professional criteria, English language proficiency and teaching abilities; they represent a mix of nationalities by which they enrich the learning processes and perspectives of our students.

As can be seen from the extrapolation of our program format and pedagogical structure, the teaching philosophy consists of teaching activities that are not limited to a mere transfer of knowledge, but provide an activity where knowledge is attained through both formal study and continuous learning.

10 Keys

Learner-centric – entrepreneurial projects – the academic & business blend – applied business research – Faculty Development Academia – PALS – Business Experience – Startups – Mentorship Companies – Pedagogical Strategies

We aim to

- ② boost our multidisciplinary approach to business education with strong quality assurance and management systems;
- ② supply a full range of educational programs in business and offer tailor-made education through a mix of traditional and innovative programs;
- ② guarantee freedom of teaching and unity of learning by hiring the best faculty, having a strong research-based curriculum, and streamlining academic governance to obtain the best results. The diverse faculty members, many of whom are current business practitioners, integrate learning outcomes by blending both the theoretical and the pragmatic facets of each subject;
- ② improve teaching quality by encouraging faculty training programs, promoting the use of the latest teaching and learning tools, and constantly upgrading

evaluation and assessment processes to align with the desired learning outcomes;

- ② cultivate teaching at EU Business School to be reflective of its school of thought, where every stakeholder involved is provided with continuous support and developmental assistance;
- ② commit to regularly publishing up to date, impartial and objective information both qualitative and quantitative about the programs and awards, research activities and services provided.

Our Strategy –

Freedom of teaching and unity of learning make up the main cornerstone of our academic efforts. We seek to maintain and improve this through hiring the best faculty, having a strong research-based curriculum and streamlining academic governance to obtain the best results. Our diverse faculty members, many who are current business practitioners, integrate learning outcomes by blending the dogmatic, the pragmatic and the innovative facets of the subject. We constantly seek to improve our teaching quality by encouraging faculty training, promoting the use of the latest teaching and learning tools, as well as continually upgrading our evaluation and assessment processes to align with desired learning outcomes. From our experience, we understand that hiring quality faculty members and academic staff, as well as investing in their improvement, have a strong causality to their commitment, loyalty and tenure.

Quality

Per our Quality Assurance Strategy, teaching is a prime concern of quality – reputation, recruitment, instructional design, evolutive pedagogical strategies, faculty development, course content and program development, business activities and academic performance are only some of the many facets of quality management at our institution.

5 Verifying Vectors

The Verifying Vectors include many performance indicators, such as faculty qualifications in business and academia, the Faculty Development Academy program progress, applied projects in business, course content development contributions and participation in EU Business School's activities. These are just a few within a wide realm of Quality Indicators that are further developed and ranked in the Quality Assurance Strategy.








RESEARCH

Research is active discovery: at EU Business School, this comprises a wide range of topics and projects, from fundamental research to business projects, thus supporting a world-class faculty that inculcate a spirit of discovery, and apply a research-guided curriculum – blending theoretical knowledge with practical application. This is carried out by developing an outlook where we model our learning and teaching activities through constant interactions with global business leaders and policymakers.

10 Keys

Three Pillars of Research Values – Fundamental research with Practical Applications – Interdisciplinarity, Independent, Inclusive and Ethical Research– Partnerships and Knowledge Sharing – Platform for Discourse – Partnerships and Knowledge Sharing – Impact and Measurement – Student Business Projects – Startups – ON Research

We aim to

-  be a leading institution in interdisciplinary research, one committed to creating and proliferating fundamental knowledge that benefits society at national and international levels, one that finds solutions to the most pressing challenges of the 21st century, providing a platform for the free exchange of ideas, and being the meeting point between business, industry and education;
-  create knowledge and value for the wider global community while remaining accountable, practical and applied;
-  offer an integrated and research-based curriculum that is aligned but not standardized and that provides a low student to faculty ratio, a selection of different specializations, flexible study options, and a faculty represented by both academics and practitioners;
-  communicate an entrepreneurial, ethical, sustainable, innovative and critical view on the evolution of business today and in the near future;
-  produce new applicable knowledge for the wider world through our internal research (student and faculty), our research journal, research partnerships and projects;
-  conduct research events, conferences and seminars to showcase our outreach and make our efforts visible;
-  commit to regularly publish up to date, impartial and objective information both qualitative and quantitative about the programs and awards, research activities and services provided.

Our Strategy

We wish to solidify a research strategy that will create knowledge and value for the wider global community, and at the same time be accountable, practical and applied. Hence, at EU Business School, we value fundamental research that has real world implications.

Over the next few years, we seek to bolster our research output, strengthen its outreach and create value for our partners.

Our research platform – ON Research, is overseen by the European University Foundation, a public, non-profit and non-partisan entity. This allows our research activities to remain independent.

In this decade, our research activities will also continue to be directed toward positioning EU Business School as a thought leader; forming external partnerships with other academic institutions, businesses, think tanks, NGOs and International Organizations; and being a platform for collaboration between different stakeholders. Through the existing network, EU Business School aims to be a platform to facilitate partnerships amongst private institutions as well as between public and private institutions. This platform will lead, in the long term, to become a new source of revenue or to create consulting projects that will assist in research funding.

Quality

We are continuously strengthening our research activities and deliverables in alignment with our institutional vision to ensure that we foster a free market for ideas, that our research activities remain independent and our methodologically vigorous. ON Research is the independent research platform of EU Business School that showcases our thought leadership, engagement and contribution to the knowledge community through its various mediums.

5 Verifying Vectors

The Verifying Vectors include many research and project performance indicators, such as publications by means of the ON Research platform, the organizations of conferences (Learning From Leaders, Leadership Conferences) and events, the supervision and publication, where applicable, of dissertations and cases, business projects, faculty publications, partnerships and other indicators which are further described and presented in the Quality Assurance Strategy.






QUALITY

In the light of the current educational environment, with increasing accountability standards on academic quality and strong demands for clarity on academic direction, and by taking into consideration labor market analysis, as well as digitalization, globalization and rising technological advancement trends, we have devised and defined our institutional strategic objectives with respect to Quality Assurance.

10 Keys

Accountability – Quality Management – Academic Vs. Operational Quality – Communication – Independence – Feedback-Loops – Representative Groups – Quality Enhancement – Quality of Quality

We aim to

-  become the business school of choice for international students seeking to join any business program by promoting responsible and accountable management and an effective quality assurance system;
-  ensure a digital, seamless and complete integration of the student experience, as well as offer efficient administrative processes;
-  integrate the existing processes into our comprehensive quality assurance system;
-  involve all stakeholders in our thought leadership and research strategy which is the basis of our research-based curriculum;
-  allocate necessary resources, including funding, personnel, digital platform development, and infrastructure development to deliver strategy execution;
-  continue and carry out our student experience strategy;
-  commit to regularly publish up to date, impartial and objective information both qualitative and quantitative about the programs and awards, research activities and services provided.

Our Strategy

Focus on formalization of plans, systems, programs and awards

With our objective to be the first institution of choice for international students and to demonstrate the value of our education to a wider audience, EU has identified the need to have integrated reporting and formalization of processes. Due to its current structure and size, staff may not always see the necessity to formalize all processes. We are upgrading to new systems by facilitating the automation of reporting and providing better analytical tools in the decision-making process.

Focus on Operational Quality Assurance

Furthermore, a comprehensive Quality Coordination Structure will mirror the operational execution of processes and procedures.

Focus on Academic Content

As a school of thought, EU Business School plays its role in the development of applied sciences where it provides professional education to generations of entrepreneurs. It does this through applied research and business exposure, by means of faculty with both academic and business acumen, through meeting its societal responsibility and integration into global community service, as well as through the external input of projects, lectures, visits, conferences, events, etc.

Systems

Formalizing and digitalizing operational standards is an ongoing exercise that is driven by our **priorities**:

*Quality of delivered education,
Retention and development of faculty,
Quality of research
and, most of all, the
Quality of the student path as “life experience” both inside and outside the
classroom.*

Quality of Quality

Quality assurance may glide toward the surveillance of operational and academic control – hence, EU Business School continues to surveil the enhancement of quality assurance through the *ad hoc* working committee of the Academic Council.

Quality

The above describes the strategy behind the Quality Assurance – a more detailed version is assembled in the Quality Assurance Strategy, which contains a more comprehensive overview and a description of the enhancement mechanisms of Quality Assurance to guarantee its independence, feedback, controls and improvements.

5 Verifying Vectors

a catalogue of indicators and qualifying variables is presented in the Quality Assurance strategy and includes many elements that are key to the institutional quality development.

PERENNITY

Perennity is the ultimate state of durability, it is dynamic, adaptive, continuously seeking new strengths and creating new opportunities. It is the learning of learning, curiosity in its newest dimension, thinking out of the box without said box, questioning whether sustainability in all its forms can evolve. Perennity cannot stand alone – it requires societal responsibility, community service and communication.

We commit to dedicate the necessary funds, personnel and infrastructure to guarantee the freedom and independence of teaching, to support sustainability, diversity and inclusion, individualized education and future employability.

10 Keys

Environmental, Social and Economic Sustainability – Ethics – Durability – Financial Strength – Re-Investment – Trust – Family Business – F2F – Equal Opportunity – Communication – Societal Responsibility

We aim to

- ② commit to regularly publish up to date, impartial and objective information both qualitative and quantitative about the programs and awards, research activities and services provided;
- ② allocate necessary resources, including funding, personnel, digital platform development and infrastructure development to deliver strategy execution;
- ② provide continuous opportunity for life-long learning to students and alumni;
- ② create knowledge and value for the wider global community while remaining accountable, practical and applied.

Our Strategy

Operational Strategy

Our operational strategy will be to increase our financial reserves yearly to ensure and safeguard against unforeseen events. Furthermore, we will continue to invest in our physical infrastructure and in the quality of our campuses, so that we can provide world-class facilities and opportunities to our students.

This means building opportunities and providing continuous support to the development and wellbeing of our personnel.

We will not achieve our mission without a diverse, talented and dedicated staff inspired and motivated by the mission and vision of the institution. We will foster an environment, built on trust, that recognizes and rewards the commitment of our staff and gives them opportunities to develop.

This means re-enforcement of the faculty and staff development, as well as a clearer presentation of the career progression presented to faculty and staff so as to ensure continuity in all processes, retain talent and make all staff and faculty an essential part of the EU community.

Our success depends on the capabilities and drive of our staff. As such, we will deliver our vision by inspiring our community of staff members to be creative and bold. Through these actions we hope to encourage their creativity and innovation as well as foster a culture where people feel passionate about being part of delivering our vision.

Academic & Institutional Governance Strategy

We will improve our academic governance and strengthen our existing institutional processes to better coalesce our students, staff, faculty and partners. Our procedures are aimed at integrating a formalized stakeholder feedback process, where every stakeholder can participate and provide their input.

This is foundational to our relational strengths between our students, staff, faculty, alumni, prospective students and partners, and such circular feedback processes allow us to automatically self-regulate our quality standards.

This requires open, direct and accessible communication.

Our governance structure will be further bolstered with our respective boards and committees working in unison in realizing our mission. We aim at making our governance structure more compliant and responsive to all representative groups and to all stakeholders.

Our societal responsibility extends beyond our stakeholders into services for the global community, as such, we actively expand and deepen our relationships with local and global entities to develop innovative local, national or international partnerships.

Transferring Competitive Edge

EU Business School student target group are high school graduates with a proficient command of the English language, interested in a career in the business world and who wish to develop the skills necessary to become effective business leaders.

Across all campuses, EU Business School holds a competitive advantage due to its great resources, strong links with industry and applied focus of studies. The development of new majors and courses, the digital component of the programs offered by EU Business School, and the high-level network are among the main competitive advantages of the institution.

Student retention is based on internal processes put in place via the collaboration of stakeholders (our career counselors, admissions department, academic department, campus management, etc.). Each staff member has a duty to make sure students are satisfied and have a positive learning experience on each of the EU Business School campuses.

The personalized transformational learning approach of EU Business School is a real competitive advantage as it allows students to easily build close relationships with staff and faculty members. We ensure that any constructive comments are properly reported and that a solution is rapidly implemented to support student retention.

5 Verifying Vectors

The Verifying Vectors include record of alumni involvement and their continuous career advancement as well as their entrepreneurial activity progress; academic referencing of research publications by EU Business School stakeholders; as well as growth of EU Business School community.

Barcelona

Diagonal Campus:
Diagonal 648 bis
08017 Barcelona
Spain

Ganduxer Campus:
Ganduxer 70
08021 Barcelona
Spain

T +34 93 201 81 71
F +34 93 201 79 35
info.bcn@euruni.edu

Munich

Theresienhöhe 28
80339 Munich
Germany

T +49 89 5502 9595
F +49 89 5502 9504
info.muc@eumunich.com

Geneva

Rue Kléberg 6, 1203
Geneva
Switzerland
T +41 22 779 26 71
F +41 22 779 26 73
info.gva@euruni.edu

Montreux

Villa Ormond
Rue du Lac 18
1815 Clarens-Montreux
Switzerland
T +41 21 964 84 64
F +41 21 964 84 68
info.mtx@euruni.edu

Online

T +34 93 201 81 24
info.online@euruni.edu

Academic partners:



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