

# THE UNIVERSITY OF A SECURE FUTURE 2020–2025



**UNIVERSITY  
OF PUBLIC  
SERVICE**  
LUDOVIKA



**STRATEGY AT  
THE DAWN  
OF THE THIRD  
MILLENNIUM**



- mass migration
- accelerating climate change
- artificial intelligence
- artificial networks
- global energy sources
- limited geostrategy
- growing technology
- biotechnology
- technological singularity
- pandemics, civilization diseases
- conflict of cultures
- overpopulation of the world
- innovation-driven economy
- lack of drinking water
- Big Data
- superurbanization
- new warfare
- growing inequality

# The future of our world



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**The institutional development plan is a common set of university development goals set by the maintaining minister and the university strategies and development plans that serve them as well.**

**The framework of the strategic margin:**

- Act CCIV of 2011 on National Higher Education (Nftv.)
- Act CXXXII of 2011 on the University of Public Service and Higher Education in Administration, Law Enforcement and Military Education (NKE Act)
- governmental regulations and government decisions
- certain ministerial decrees
- deed of foundation
- maintenance decision

In the spirit of Article X of the Constitution of Hungary, the Ludovika-University of Public Service is an institution of free scientific research, learning and teaching. The University considers education and research as a service: to contribute to the common goals of European integration and international peace, security and solidarity through the development of the Hungarian civil service.



„It is the school’s job to teach us how to learn, to arouse our appetite for knowledge, to teach us the joy of job well done, and the excitement of creation, to teach us to love what we do and to help us find what we love to do.” (Albert Szent-Györgyi)

**THE MISSION OF OUR UNIVERSITY**

### **FOR THE FUTURE OF OUR STUDENTS**

The University mentors and orients new generations of creative, educated, community-building, ambitious young people who want to learn, respect national values, solidary and cooperative, who are also responsible for the future, in order to build Hungary and Europe with their best knowledge.

### **FOR THE FUTURE OF OUR STAFF**

The university provides a motivating environment in which its employees serve the goals of the university with continuous development of their knowledge, a predictable vision and ambitions.

### **FOR THE FUTURE OF CIVIL SERVANTS**

The university provides support, encouragement and knowledge to the faculty of officials and officers who undertake the service of the Hungarian nation above all, as the vocation of the homeland.

### **FOR THE FUTURE OF HUNGARIANS AND HUNGARY**

The university builds on the protection of the Hungarian national identity and cultural heritage, the country's population retention power, and the national competitiveness.

### **FOR THE FUTURE OF EUROPE**

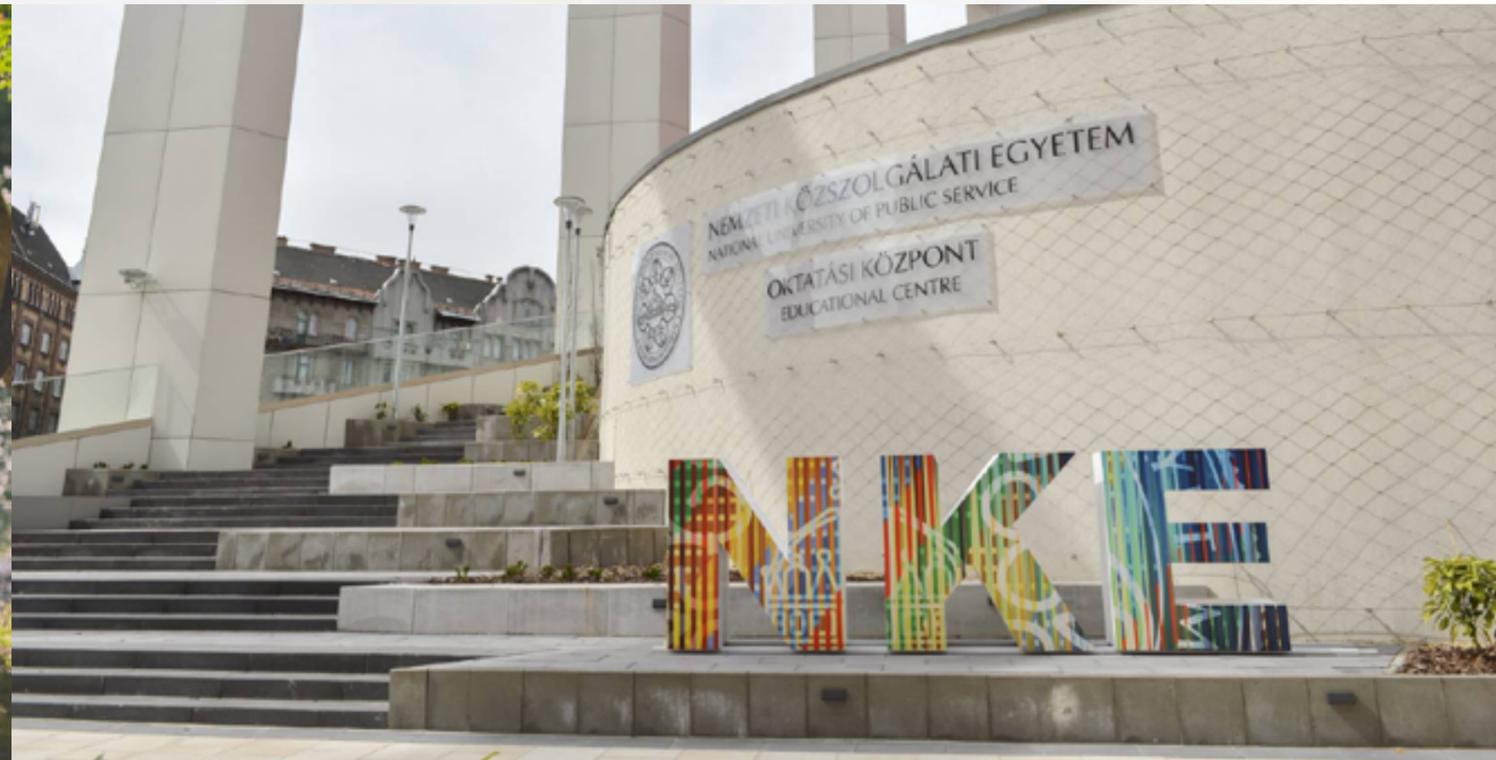
The university supports the construction of the Europe of Nations, the respect of Christian values and cultural traditions of other nations, tolerance, the protection of individual freedom and human dignity.

### **FOR THE FUTURE OF SCIENCE AND CULTURE**

The university builds bridges and a community of values between science without borders, social development, sustainability and national cultures.

### **FOR THE FUTURE OF HUMANITY**

The university supports the security of social coexistence and well-being, understanding the challenges of accelerating ecological change and technological transformation, analyzing regional and global impacts, and considers social innovation, environmental sustainability, security technology research and their education as strategic goals.



**THE UNIVERSITY OF A SECURE FUTURE**

**EDUCATION AND RESEARCH FOR SECURITY  
AND SUSTAINABLE DEVELOPMENT**



# 2

„The more educated, civilized, and moral a nation is, the better the child has to do with that nation. It is, in my opinion, the first measure of the degree of culture of nations.” (Kunó Klebelsberg)

## THE VISION OF OUR UNIVERSITY

... is committed to the service of the Hungarian national community and statehood through its activities based on the freedom of scientific research, teaching and learning, as well as to the European and global community of nations, to the promotion of peace, freedom and security, sustainable development and cooperation of nations.

... is a recognized higher education institution in public science and public service in the Central European region, and an active and recognized participant in the international scientific life in alliance with the world's leading universities.

... following the legacy of its predecessors and the conscience of its citizens, it supports the operation of the Hungarian state organization, the implementation of good governance and the strengthening of Hungary's economic competitiveness with the tools of education and scientific research.

... provides high-quality training for professionals of public administration, law enforcement, national military defense, water science and national security services.

... it consists of the consciously expanding intellectual workshops of its citizens, on a continuous and sustainable development path towards excellence, in order to be a competitive higher education institution at the forefront of the transmission and transfer of modern professional knowledge and the achievement of new scientific results.

... its educational and researcher work is permeated by community responsibility and the service of the nation, the commitment to education of well educated, independent-minded, creative human beings, Hungarian national culture, European and Christian values, and respect for the cultural traditions of other nations, tolerance, individual freedom and protection of human dignity.

... the greatest value is the collaboration of the student and the lecturer community, which is based on the respect of university citizens, dialog of issues of science and society, and the committed support of common values and goals.

... aspires to achieve high quality in all elements of its operation, develops its quality assurance activities following the domestic and international economic, scientific and cultural processes and designating new directions, regularly sets new quality goals and evaluate their achievement.

... its management is convinced that the institution's national vocation is only can be permeated through its commitment for quality and the personal guide of the members of the university community.

... encourages all its citizens to contribute to the success of the University, to the achievement of its goals and to the service of the homeland through good example, personal and community activities.



**LUDOVIKA-UNIVERSITY  
OF PUBLIC SERVICE**

In 2025, our university is one of the best and most attractive universities in Hungary, which is stable educational and research base for the development of the Hungarian public service and the public service career, a committed supporter of Hungarian higher education in and out of Hungary. It is active in alliance with leading universities in Europe and the world and is part of international higher education and science relations.

## WHERE ARE WE IN 2019/2020?

- Quality of training: student satisfaction index with lecturers and training programs- 63%
- Student-centered education: one full-time academic-qualified instructor has 11 students
- Attractiveness of the courses: BA/MA first time applicants (measured compared to those admitted) number ratio 200%
- Quality adult education: employment rate for students graduated within 5 years is 96.5%
- Attractiveness of courses abroad: the number of foreign student is over 100 per academy year
- Scientific career guidance: number of OTDK winners and Pro Scientia laureates (2019) 97 people
- Talent management: the number of active college students is 228
- Study abroad: number of credits earned by Ludovika-UPS students part-time study abroad is 380 per academic year
- Quality of teaching staff: proportion of lecturers with scientific qualification 79%
- research and development competitiveness: revenue from research applications and services (2019) HUF 1,089 million
- The number of participants in social, cultural and sports programs is 54,580
- Digital visibility: university open digital content attendance is 350,000 clicks/month
- Good quality services: satisfaction index of the university's functional services is 70%
- Reduction of bureaucracy: functional employee per instructor/researchers 1/3



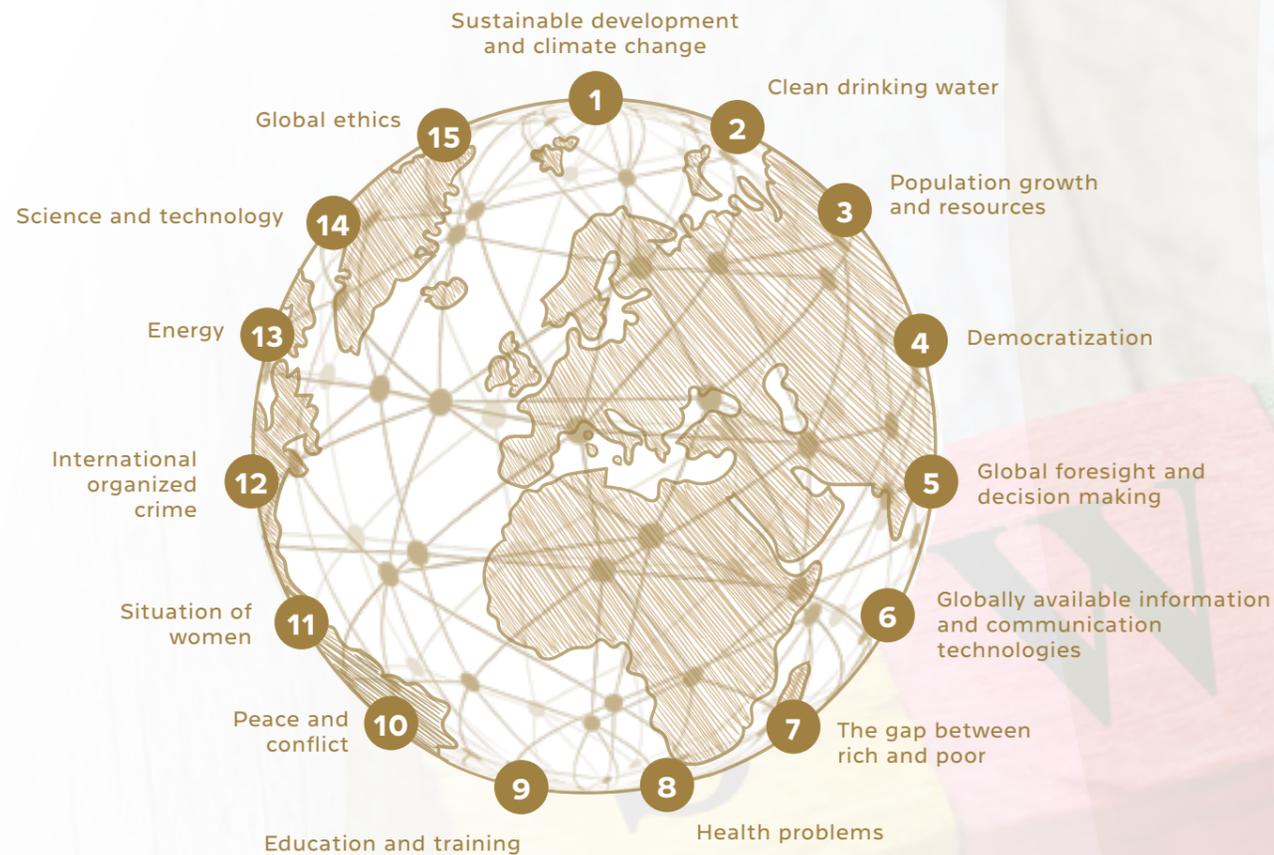
## FACTS AND FIGURES 2019/2020



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„...a well-governed state is the greatest refuge, and it has everything in it: if it's healthy, then everything is healthy, if it's ruined, everything breaks down.”  
(Democritus, [c. 461-c. 370 BC [ Antient Greek philosopher)

**STRATEGIC ENVIRONMENT**



### Technological revolution:

Our technological capabilities are expanding exponentially, all over the developed world directly connected via smart and mobile devices (5 billion smart-phones by 2025 will connect almost all of humanity) our data and applications can no longer be accessed not only locally, but also from anywhere at any time through cloud services. Productivity is increasing, human resources are being replaced in some areas with robots, social participation in business is strengthening and in the same market giants and sole proprietors compete for the favors of buyers. Much of human knowledge is publicly available in digital form. In education, the emphasis is increasingly shifting from the transfer of actual lexical basic knowledge to the acquisition of knowledge acquisition methods and technologies; and personal and virtual presence, the line between personal and computer-aided decisions is blurred.

### Globalization

Space and time blur, the working week consists of 7 days the working day consists of 24 hours, as somewhere someone is always working. New economic Powers (BRICS) are emerging, the usual world order is changing. The economy of the developing world is no longer just made up of manufacturing centers, innovation itself has been increasingly taking place there. Higher education capacities are most missing from the third world as well where it has the highest proportion of young people in the population but these countries will not be able to meet their needs in this direction in the foreseeable future. The world is becoming even more urban, most part of humanity will live in cities, a substantial part of them in mega-cities. A special feature of the global world economy is that a local problem can cause huge waves, the instability of a country may result the crisis of entire regions or even the crisis of the whole world economy.

### Demographic processes

By 2030, the age groups defining the labor market will only know by hearsay that there was a time when the Internet did not exist. There are fewer and fewer children in Europe, people are living longer and working longer, partly because they are used to and need an active lifestyle, partly because they cannot make a living from their pension alone (in 2000 a pensioner had to be supported by 9 working people, while in 2050 the responsibility will be divided only among 4 of them) Population migration is taking on global proportions.

### Social needs

Individual fulfillment and meaningful spending of leisure time is becoming more and more important for individuals, almost all services, the entire marketing and media industry are becoming personalized. Traditional male and female roles are being re-evaluated, becoming more balanced.

### Regressive (energy) sources

Energy and raw material prices are constantly rising, global climate change is also having an impact on everyday lives this is why the culture of demand for environmentally conscious, economical, self-financing and sustainable systems is becoming general.

# International strategic space and challenges



MEGATRENDS	CHALLENGES	NECESSARY STEPS
<b>Technological revolution</b>	Strengthening the higher educational and institutional focus.	Creating a competitive situation among trainings, higher performance, quality and motivating experiences of achievement, joining technical innovations.
<b>Globalization</b>	Collaborations within institutions and with external partners.	Transformation of the institutional system between the country and based on the spatial structure of the Hungarians of the Carpathian Basin, and making efforts for internationalization.
<b>Demographic processes</b>	Redefinition of the value-creating processes of the institutions, reduction of student headcounts.	Innovation of the trainings on offer and educational innovation based on demographic forecasts, support of qualitative strategies instead of quantitative growth strategies.
<b>Social needs</b>	Better mapping of the external needs on the internal structure of the institutions.	Profile cleaning and specialization, delimited types of institutions and areas of competence.
<b>Regressive (energy) sources</b>	More efficient use of resources and generation of additional resources.	Transformation of the institutional governance system, introduction of new business and operation models.

## International strategic space and challenges



### a) **The Hungarian public sector:**

- displacement into the direction of payroll management, which improves the quality of the public sector and throw the performance into prominence
- in addition to the reorganization of tasks, the reduction of the number of employees in the public sector and a competitive salary
- creating an efficient order of operation of the public sector, namely rethinking the tasks of the state
- a unified and simple e-government platform
- full digitization of the internal processes of the central administration by 2022
- digitalization of official procedures, 80 % of the the most commonly used types of procedures for a user-friendly, unified interface by 2020, 95% progress of the process by 2022
- a comparative quantitative performance measurement system based on international examples

### b) **Structural change of the Hungarian innovation and research system:**

- Strengthening the R&D activities of the higher education system, utilization of synergies with the Eötvös Loránd Research Network and the Hungarian Academy of Sciences
- Establishment of Science Parks, joint research and development activities with Hungarian companies
- Creating a university-centered innovation ecosystem
- Widespread use of Artificial Intelligence (AI), Formation of an AI coalition involving industry, universities, government and interest groups interconnection of data warehouses, related applied researches

### c) **Modernizing higher education:**

- international rankings
- development of national competitiveness factors
- the role of adult education and research and development
- strengthening international relations and mobilities
- involvement of market participants
- training structure relevant to the labor market
- utilization of training, research capacities and the knowledge base
- performance approach and market approach
- strengthening market fundraising capacity
- incentive for foreign language learning

## **The domestic social and economic environment**



- All actors in higher education, students, lecturer and institutions are motivated by the competitive situation, highly performing and successful.
- Hungarian higher education in the fields of education, research and the third mission offers European quality services to the society and to the economy.
- Enables the success of the mission and supports the modernized institutional system adapted to the regional structure of the Carpathian Basin, in which all actors know exactly their role. The education system is adapting to demographic trends, institutions are operating efficiently and effectively.
- Aligned with the key sectors of the country, in certain areas the strategy needs to be supplemented and fine-tuned annually.



**The vision of the Hungarian higher education space: 2030**

The Government of Hungary with the 1657/2018 (XII.6.) Government Decision “ On the support of tasks for Higher Education Training and Research Development Program for Good Governance and Modernization at the Ludovika-University of Public Service “ agreed that a significant improvement in the University’s training performance and international scientific competitiveness directly supports the Government’s strategic goals;governance efficiency and the effectiveness of administrative modernization.

**Directions for development:**

- a) achieving rankings measuring the international competitiveness of the University, significantly improving research performance,
- b) implementing new public service leadership training and leadership development programs,
- c) the training of the new members and leaders of Hungarian diplomacy,
- d) implementation of joint talent management programs with the Hungarian-speaking communities of the Carpathian Basin,
- e) developing joint regional knowledge centers and leadership training programs with Central European partner countries,
- f) the establishment of intellectual centers that also attract young people and transmitting the values of Hungarian culture,
- g) in order to implement the development program of the University, it is necessary to rationalize its organization and the number of its employees and also the introduction of a career model for educators, researchers and staff.



**Governmental university development on the Ludovika-University of Public Service**

## STRENGTHS

- clearly laid out goals in various strategic documents, built organically on each other
- consistent university value system and quality policy, integrated university subjects combining specificities of professional public service systems
- calculable and predictable stable operating background, economic balance,
- a strong university identity and professionalism that incorporates the historical traditions of the faculties ethos,
- student excellence, extensive and high quality professional college activities, and scientific student activity,
- significant participation of lecturers-researchers-experts in the tasks system of public service,
- a common civil service practice integrating public service professional systems in a comprehensive approach,
- high-quality ICT-based educational technology skills (e-learning, online training),
- a diverse and constantly expanding system of professional relations with public service and civil actors,
- an expanding and content-rich system of international relations in regional, European and global dimensions,
- dynamic development in European and international higher education relations,
- strong student career motivation, low student dropout,
- unified systematic teacher-researcher performance evaluation,
- utilization of inter-university research synergies, professional cooperation with Hungarian partner universities,
- Operation of Ludovika University Publishing House. attractive, modern, central university campus

## OPPORTUNITIES

- linking applied social science research to social innovation strengthening industrial company cooperation,
- strengthening the research potential and research network of public service development,
- maintaining and further developing its activities under the Operational Program for Economic Development and Innovation,
- developing new scholarship programs, increasing non-European university mobility,
- coordinated development of research, education and training,
- international accreditation of university courses, further foreign language courses and programs, development of a joint-degree program,
- the skills needed to increase the university's ability to attract applications
- development of the skills needed to increase the university's project source-inclusion capacity, making human potential, utilisation of appropriations and research potential more efficient,
- building the Ludovika Campus as a brand, that is based on social embeddedness and on scientific excellence,
- integration of effective ICT-based teaching technology and methods used in professional public service training into undergraduate training programs,
- further development of joint public service student practice, expansion of unified public service knowledge and experience



# SWOT

**Self-assessment of our university  
(SWOT analysis)**

## WEAKNESSES

- limited international recognition of the teaching / research staff, relatively low national and international reference averages,
- inadequate use of the opportunities offered by international mobility programs,
- moderate presence on the governing bodies of highly prestigious international scientific organizations and journals,
- international scientific position of scientific publications and university's scientific journals,
- international R&D activity, limited participation in various scientific tenders,
- the number of applications shows a decreasing / stagnant interest,
- administration supporting participation in international tenders,
- inequalities in the number of lecturers and students in doctoral schools and in the proportion of PhD graduates,
- human policy planning and career guidance are unpredictable, fragmented information and database system,
- over-regulation and over-centralization in several areas, bureaucracy,
- the communication and service culture of the office and business organization.

## RISKS

- decreasing attractiveness of public service professions and related trainings,
- choosing of foreign universities and the private sector,
- the impact of unfavorable demographic processes on Hungarian higher education, the strengthening of the competitive market in higher education,
- the unfavorable social situation of some potential students, the low level of knowledge of incoming students,
- decrease in the attractiveness of domestic teaching and research careers, the aging of teaching staff and research staff,
- low level of cooperation between different educational units and research institutes of the university,
- the lack of research results with an international impact in the absence of greater research capacity and resource concentration,
- lack of support for lecturers attitude change and competence development that understands the digital learning habits and abilities of new generations of students, long-term preservation of dated training traditions,
- security challenges of the university's network-based IT systems,
- no clear administrative career entry, fragmentation of civil service personnel, administrative staff hiring freezes.

# Self-assessment of our university (SWOT analysis)





## 4

„People need to be given the awareness and strong confidence that the state is strong and that the state is theirs.” (Zoltán Magyar)

## STRATEGIC DIRECTIONS

Strategic planning is undergoing a paradigm shift in the developed world. The strategic planning-based methods are operating with less and less efficiency, especially in the middle and long-term planning. The explanation for this is that the social, economic and technological environment of large organizations is changing at an accelerating pace, uncertainty and complexity is growing. Nevertheless, every organization has to do the planning however in addition to making plans, there is a growing emphasis on the ability of the organization to lead and manage to be able to make quick and smart decisions in response to the changes in the operating environment.

In addition to defining strategic directions, agile management and decision-making skills, and aspects of developing rapid and effective management are gaining prominence.

**EDUCATIONAL STRATEGY**

**RESEARCH AND  
DEVELOPMENT STRATEGY**

**ENHANCING COMMUNITY  
(ORGANIZATIONAL) PERFORMANCE**

**INDIVIDUAL PERFORMANCE  
PRINCIPLE**

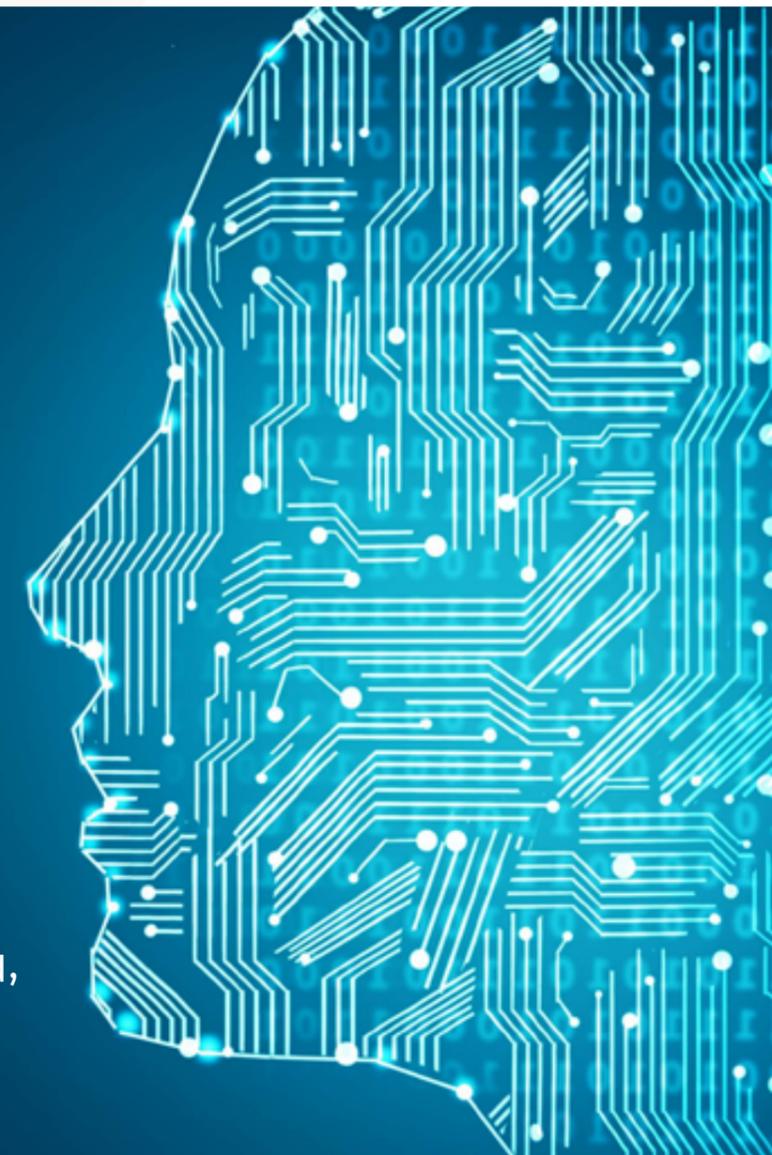
## **We train the leaders of the future**

The national governance and state-building of the present and the future are facing increasingly serious challenges. New forms of regional and global risks are emerging. Planning, change management, digitization, and increasing complexity require increasingly complex leadership skills and steadiness. Neither governance nor managerial work can be continued with the old approach, the old methods. Participants in our trainings also prepare for the governmental and administrative tasks of the future by learning from and for each other, with the help of the best-known experts.

# **CREATIVE LEARNING PROGRAM**

**Pedagogical turn, that  
considers the essence  
of education**

- effective development and assessment of the student's ability
- the mentoring of individual learning paths,
- cultivating personality-based, creative professional communities.



**Educational strategy**

## Objectives:

- “community learning - creation - individual development”
- the ideal type of lecturer leading joint learning and mentoring individual creative work
- small group training instead of mass education
- assessment of the student 's knowledge based on community and individual creative works throughout study period of the semester
- developing key competencies instead of booking



## Learning technology developments - independent learning

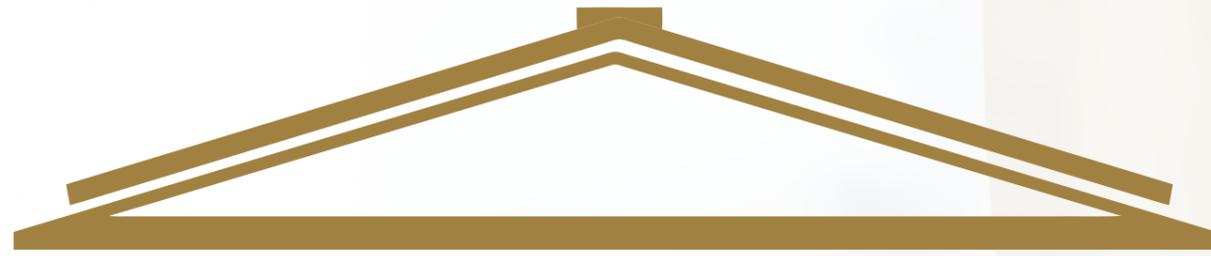


## Training portfolio

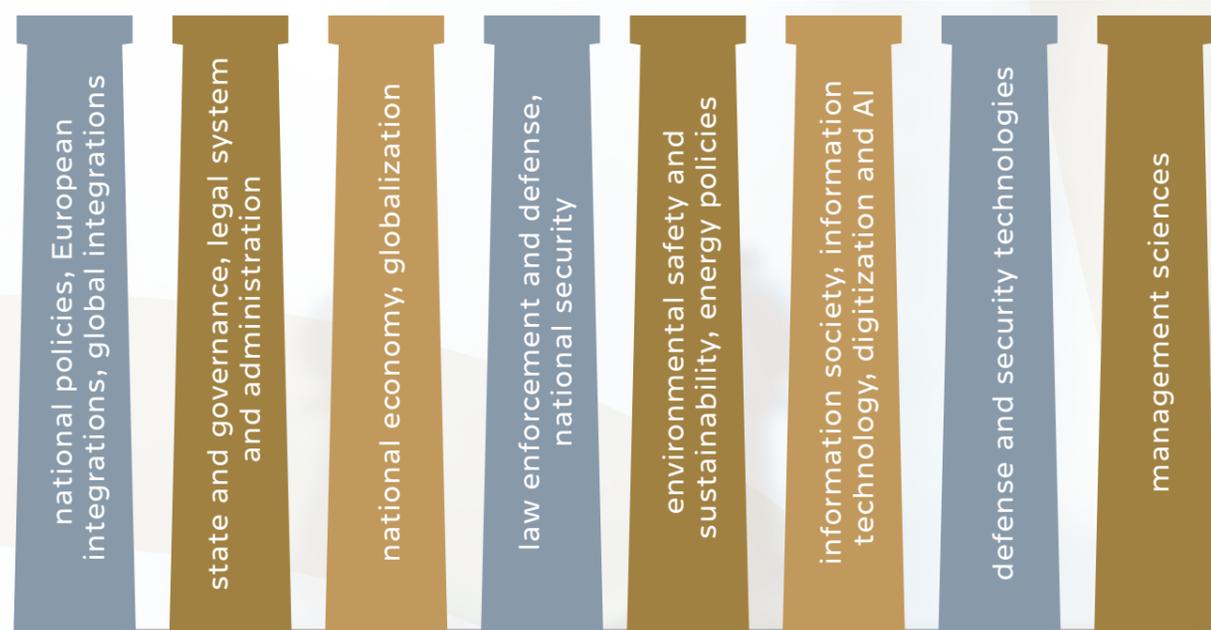
- politics
- public administration science (administrative higher education)
- law enforcement (law enforcement higher education)
- military science (military higher education)
- higher education in national security
- international and European public service higher education
- political science
- technical science
- water science
- economics

## Courses and Programs in Foreign Languages:

- BA in International Public Management (2021-)
- MA in International Water Governance and Water Diplomacy (2020-)
- MA in International Public Service Relations
- Doctoral School of Public Administration Sciences
- Doctoral School of Military Sciences
- Doctoral School of Military Engineering
- Doctoral School of Law Enforcement
- Public Management Academy
- Hungarian Academy of Diplomacy



The development challenges and critical conditions of a sustainable, secure and prosperous society in the countries of Europe, especially in the Central European region, are basic research, interdisciplinary research, applied research for innovative solutions technologies, and building an innovation ecosystem.



Doctoral School of Military Sciences • Doctoral School of Military Engineering  
 Doctoral School of Public Administration • Doctoral School of Law Enforcement

Competitiveness in education	Student talent management	Scientific capacity and supply
	<b>COMMUNITY PERFORMANCE</b>	
Research and innovation competitiveness	Scientific and cultural reputation	Efficient operation, economy and digitization



## Research and development strategy

## Strengthening community performance

## **Lecturer, researcher, master teacher, teacher competency test**

- educational performance
- talent management
- doctoral training
- individual research
- publishing activity
- organization of science
- university public activity
- tender activity

## **Functional positions supporting teaching and research work, research assistant and others (functional) jobs competency test**

- individual performance requirement
- time management
- goal orientation
- professionalism
- problem solving
- activity and response
- openness to change
- cooperation
- result orientation
- motivation
- stress tolerance
- loadability
- communication

## **Leaders competency test**

- resource management
- decision making ability
- responsibility
- requirements
- consistency
- predictability
- capacity of inspiration
- strategic thinking

# **Individual performance principle**





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„Who loves his homeland loves a destiny.” (Sándor Márai)

## OBJECTIVES AND ACTION PLAN

## QUALITY OF TRAINING



### AIM

increase student satisfaction with the quality and efficiency of education; better compliance with training and output requirements



### ACTION

- Creative Learning Program, experiential pedagogy
- Studium student opinion program
- practice-oriented review of training programs
- supporting independent learning - digital knowledge base
- revision of the education review system

## STUDENT - CENTERED EDUCATION



### AIM

reducing the number of students per full-timer, academically qualified lecturer; institutionalization of practices, mentoring, competence assessment



### ACTION

- individual mentoring
- small group exercises
- individual creative tasks
- substantive assessment of competencies

## THE ATTRACTIVENESS OF TRAINING IN HUNGARY



### AIM

increasing the number of BA / MA first place applicants (measured compared to those admitted)



### ACTION

- expanding the network of secondary school partners
- open university programs - "Ludovika is waiting for you" program
- multimedia content about the trainings
- Mobile University - ProBono e-learning platform

COMPETITIVENESS IN EDUCATION

## EFFECTIVENESS OF TRAININGS



### AIM

drop-out reduction: increase the proportion of BA / MA graduates (graduated / admitted) in the training period + 1 year



### ACTION

- individual learning paths
- ability-based assessment
- reduction of lesson and exam loads
- evaluation of motivation, new incentives
- encouraging of language learning

## ADEQUACY OF TRAINING IN THE LABOR MARKET



### AIM

increase the employment of graduates within 5 years



### ACTION

- career tracking system
- career support, career portal
- transformation of professional practice
- closer cooperation with the HR areas of the public services
- launching career programs

## ATTRACTIVENESS OF TRAININGS ABROAD



### AIM

increasing the number of foreign students



### ACTION

- expanding institutional mobility partnerships
- requirement of English as working language
- international promotion and communication
- service development for foreign students

COMPETITIVENESS IN EDUCATION

## INTERNATIONAL OPENNESS OF TRAININGS

➔ **AIM**  
increasing the number of subjects in foreign languages

➔ **ACTION**

- lecturer performance requirement
- new incentives
- involvement of foreign lecturers
- inter institutional training partnership
- quality control
- evaluation and feedback by foreign students

## INTERNATIONAL COMPETITIVENESS OF TRAININGS

➔ **AIM**  
increase the number of degree programs in foreign languages

➔ **ACTION**

- inter institutional training partnership
- lecturer performance requirement
- new BA and MA courses in English
- joint program application activity

## OPEN KNOWLEDGE BASES

➔ **AIM**  
increase the number of freely available curricula

➔ **ACTION**

- new curriculum publication policy
- Ludovika University Publishing House's open knowledge bases
- university knowledge archive

## QUALITY ADULT TRAINING

➔ **AIM**  
improving the satisfaction index of further trainings / course trainings

➔ **ACTION**

- search for internal and external training synergies
- Hungarian Diplomatic Academy
- Europe of Nations Career Program
- development of e-learning forms
- recognition of teaching performance

## ABILITY TO OBTAIN RESOURCES

➔ **AIM**  
Increase own revenue from education services

➔ **ACTION**

- further development of specialized trainings
- Marketing of trainings
- incentives in the management and benefit system



COMPETITIVENESS IN EDUCATION

COMPETITIVENESS IN EDUCATION

## SCIENTIFIC CAREER ORIENTATION



### AIM

study and research competitions, increasing the number of OTDK winners and Pro Scientia laureates



### ACTION

- new tools to encourage students and lecturers
- lecturers performance recognition
- strengthening internal communication
- expanding student publication opportunities

## TALENT COMMUNITIES, TALENT MANAGEMENT



### AIM

forming new talent communities, increase the number of specialized college students, development of new talent management systems and application of new methods



### ACTION

- Ludovika Collegium
- Visegrad College4
- systematic financial support
- integration with the university program library
- active internal promotion for talent communities

## TRAINING ABROAD



### AIM

increasing the number of credits earned by students in part-time study abroad under the framework of an inter institutional agreement



### ACTION

- mobility-friendly curricula and approach
- a new credit recognition system for mobility
- strengthening the promotion of Erasmus+ mobility programs
- scholarship supplement

## INTERNATIONAL PARTNERSHIP



### AIM

increasing international student mobility



### ACTION

- active and new institutional collaborations
- effective international promotion
- development of attractive services
- summer universities with a foreign university partner



STUDENT TALENT CARE

STUDENT TALENT CARE

## EFFECTIVE TRAINING AND MENTORING



### AIM

increasing the number of students admitted for PhD degree programs



### ACTION

- revision of complex exam methods
- internal evaluation system
- supervisor performance requirement
- new incentives for doctoral students and supervisors

## SCIENTIFIC CAREER MANAGEMENT



### AIM

increasing the number of new habilitated lecturers, new DSc-level employees



### ACTION

- systematic career management
- new performance incentives
- performance evaluation
- publication support system

## STRONG FACULTY



### AIM

increase the number of new university teachers



### ACTION

- lecturer career planning and career tracking
- performance evaluation
- publication support system

**SCIENTIFIC CAPACITY  
AND REINFORCEMENT**

## SCIENTIFIC QUALITY OF LECTURERS AND RESEARCHERS



### AIM

Increasing the proportion of PhD / DSc graduates in the teaching / research faculty



### ACTION

- conscious and planned faculty personnel policy
- supportive human services
- lecturers career planning and career tracking
- performance evaluation
- publication support system

## INTERNATIONAL OPENNESS



### AIM

increasing the international mobility of lecturers / researchers;  
Possibility to obtain a PhD degree in the Doctoral Schools  
of Ludovika-University of Public Service in foreign languages



### ACTION

- active and new institutional collaborations
- planned conference policy
- effective international promotion
- development of attractive services
- internationalization of DIs, English working language

**SCIENTIFIC CAPACITY  
AND REINFORCEMENT**

## RESEARCH SOURCING CAPACITY



### AIM

increasing the amount of R&D revenue: basic research, applied research



### ACTION

- professional project management
- special management of corporate relationship management
- creative management approach
- intellectual property management
- unified external networking and strong internal integration
- internal trainings, workshops
- management approach

## DOMESTIC RESEARCH AND INNOVATION INTEROPERABILITY



### AIM

increasing the amount of obtained R&D resources in domestic institutional (university, public institution, corporate) cooperations: basic research, applied research



### ACTION

- professional central relationship management
- development of legal and management services
- unified external networking and strong internal integration
- internal trainings, workshops

## INTERNATIONAL RESEARCH AND INNOVATION COOPERATIONAL CAPACITY



### AIM

increasing the amount of R&D resources obtained in international institutional (university, public institution) cooperations: basic research, applied research



### ACTION

- professional international relationship management
- development of legal and management services
- unified external networking and strong internal integration
- internal trainings, workshops

## RESEARCH AND INNOVATION COMPETITIVENESS

## INTELLECTUAL RESEARCH AND INNOVATION PROPERTY



### AIM

increase in the value of intellectual property



### ACTION

- intellectual property management
- intellectual property survey, valuation
- market approach

## DIGITAL KNOWLEDGE



### AIM

measuring the digital competence of university citizens: improving results



### ACTION

- introduction of digital competence measurement
- development of digital competencies, trainings
- user-friendly IT services



## RESEARCH AND INNOVATION COMPETITIVENESS

## GENERAL EFFECTIVENESS OF SCIENTIFIC WORK



### AIM

increasing the independently citation of lecturers / researchers



### ACTION

- performance requirement
- financial support for quality category publications
- internal trainings: publication methodology and self-management techniques

## PRODUCTIVITY OF SCIENTIFIC WORK



### AIM

increase the number of productivity of scientific work agent lecturer's / researcher's Q studies / impact factor / H-index / A category scientific publications; increase the number of lecturer's / researcher's monographs and professional books; increase the number of lecturer's / researcher's monographs and professional books in foreign languages



### ACTION

- performance requirement
- Ludovika University Publishing House's supporting publishing policy
- publication-oriented benefit and support system
- priority support for applied research

## EFFECTIVENESS OF UNIVERSITY JOURNALS



### AIM

increasing the citation of Ludovika-UPS's journals



### ACTION

- advanced search engines and international databases
- online availability
- new distribution policy
- web space and social media, active science communication

## SCIENTIFIC AND CULTURAL REPUTATION

## SCIENTIFIC PUBLIC ACTIVITY



### AIM

increase the number of high quality scientific conferences



### ACTION

- quality-oriented program planning
- more efficient organizational background
- involvement of foreign participants and partners

## QUANTITY OF SOCIAL AND CULTURAL ROLE



### AIM

increase the level of annual financial expenditure



### ACTION

- cultural mission at national, regional and capital level as a strategic task
- preservation of professional traditions
- library development

## DIVERSITY IN THE SOCIAL, CULTURAL ROLE



### AIM

increasing the number of domestic social and cultural programs



### ACTION

- application and patronage fund-raising
- cultural budget
- theater, music, dance and literary university self-activity
- expanding institutional partnerships

## SCIENTIFIC AND CULTURAL REPUTATION

## ACTIVE COMMUNITY LIFE ON CAMPUS

 **AIM**  
a diverse range of community programs for university citizens

 **ACTION**

- expanding the range of community-building cultural programs
- supporting community self-activity
- encouraging individual volunteering

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## UNIVERSITY OF SPORT, SPORTSY PUBLIC SERVICE CONCEPT

 **AIM**  
development of university sports life

 **ACTION**

- sports budget and sports scholarship
- cooperation with national sports federations and associations
- national sports center, priority sports
- a national sports mission ranging from elite sports to mass sports
- development of sports infrastructure
- equestrian education

---

## MISSION OF TRADITIONS

 **AIM**  
preserving Ludovican and professional traditions

 **ACTION**

- Ludovika History Exhibition
- Ludovika historical research
- Implementing the campus fine arts concept

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**SCIENTIFIC AND CULTURAL REPUTATION**

## NATIONAL POLICY MISSION

 **AIM**  
increasing the number of joint programs with trans-border Hungarians

 **ACTION**

- a new cross-border networking policy
- Carpathian Basin mobility programs (summer university, Makovecz program)
- More active cross-border communication of university programs

---

## INTERNATIONAL MISSION

 **AIM**  
increase the number of other international programs

 **ACTION**

- international promotion of social activity
- linking scientific relations with cultural programs
- ability to host international sports programs
- “student ambassador” program

---

## DIGITAL VISIBILITY

 **AIM**  
increase the number of digitally published documents of the university and attendance of digital contents

 **ACTION**

- expanding digital content development
- simpler content structures
- further development of search engines
- digital communication quality assurance
- planned promotion in new media and social media

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**SCIENTIFIC AND CULTURAL REPUTATION**

## QUALITY SERVICES

➔ **AIM**  
improving the service satisfaction index, easy-to-use digital services

- ➔ **ACTION**
- integration and digital communication of services
  - improving the culture of business communication
  - digital support for smart solutions
  - development of student services
  - career guidance
- 

## QUALITY AND MOTIVATED WORKFORCE

➔ **AIM**  
improving the skills of functional workers and the workplace well-being index

- ➔ **ACTION**
- more active participation of university citizens in decision-preparation, development of internal communication
  - confidence-building organizational culture
  - internal training and competency measurement
  - individual career planning system
  - performance-based reward system
  - expansion of welfare services (sports, recreation, medical care, etc.) and increasing their use by staff

## REDUCING BUREAUCRACY

➔ **AIM**  
increase the number of administrative capacity/ lecturers / researchers and students improving the service satisfaction index

- ➔ **ACTION**
- revision of over-centralized processes, decentralization
  - developing an adaptive organizational and management culture
  - administration quality assurance, measurement system
  - improving the quality of management services
  - control of the proportion of functional stock
  - smart solutions and digital simplifications, further development of ICT services
  - integration of databases, improvement of information flow / internal communication
- 

## EFFICIENT FINANCIAL MANAGEMENT

➔ **AIM**  
improvement of the ratio between the volume of operational expenditure and the volume of community performance values

- ➔ **ACTION**
- a new culture of budget planning, improving predictability
  - introduction of international standards for university financial management
  - expert analyzes, quality indicators

**EFFICIENT OPERATION,  
MANAGEMENT AND DIGITIZATION**

**EFFICIENT OPERATION,  
MANAGEMENT AND DIGITIZATION**

## ENERGY EFFICIENCY AND ECOLOGICAL DEVELOPMENTS



### AIM

increasing the value of energy efficiency and sustainability developments



### ACTION

- development of water management, water saving
- complete construction of separate waste collection, derivation of single use plastics
- development of green and organic waste management
- increase the use of renewable energy sources
- building a service base for alternative means of transport
- preservation of the fauna and flora of the university areas
- development of outdoor community spaces

## MODERN INFRASTRUCTURE



### AIM

high satisfaction index



### ACTION

- infrastructure quality assurance
- integrated infrastructure development and asset management
- development of security technology
- asset management planning
- construction of missing cooling systems
- Expansion of LED lighting
- comprehensive modernization of the campus in Baja

## DIGITAL SECURITY, ADMINISTRATION AND CAPACITY



### AIM

improving the rate of resolution of IT equipment and service; speeding up the resolution of service requests; expansion of digitized processes; an increase in the proportion of digital file traffic; improving the average age of IT assets; improving the ICT development of the IT network and equipment



### ACTION

- digitization and integration of business processes
- renewal of equipment within the obsolescence period
- acquisition of data protection and data security tools
- performing security audits
- strengthening cooperation with government cyber security organizations
- quality assurance of service desk processes



**EFFICIENT OPERATION,  
MANAGEMENT AND DIGITIZATION**

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# STRATEGY 2025

*The educational and scientific Institution of the XXI. century state government*

*Support of National strategic, and governmental programs*

*Research-intensive, innovative approach*

*New, student-centered pedagogical developments*

*New talent management programs*

*Validation of individual performance principle*

*Scientific metric efficiency*

*Measuring community performance*

*Promotion of science,  
socio-cultural involvement*

*Service organizational culture, reduction of bureaucracy*

*Responsible digitization*

*Sustainable infrastructure development*

