CEITEC

Central European Institute of Technology
BRNO | CZECH REPUBLIC

Strategic Plan of the Central European Institute of Technology at Masaryk University up to 2020

As adopted by CEITEC MU after consultation with the Director´s Boar (13. 12. 2016) and with the Scientific Board (19. 12. 2016).

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Mission

CEITEC MU, as a member of CEITEC consortium and a research institute within MU, **aims to improve quality of life and human health through scientific research.**

Vision (2020)

- **Internationally recognized research institute** in life sciences with links to material science

- **One scientific community bridging disciplinary boundaries**

- **Role model** for a university research institute in Czech and Central European context

- **Source of inspiration and innovation** to the university, a driver of internationalization of the university

- **An institute with open, international, fair and friendly environment**

Strategic Priorities

1. Strong institutional profile
2. Leadership in science
3. Excellent working environment
4. Sustainable and efficient institute with good governance
5. Strong community open to its environment

GOALS	KEY IMPLEMENTING MEASURES AND ACTIVITIES	RESOURCE IMPLICATIONS	PERFORMANCE INDICATORSS

1. STRONG INSTITUTIONAL PROFILE

GOALS	KEY IMPLEMENTING MEASURES AND ACTIVITIES	RESOURCE IMPLICATIONS	PERFORMANCE INDICATORSS
Address societal challenges in new generation biomedicine and sustainable agriculture through interdisciplinary research potential	Develop strategic projects in cooperation with other partners to address key topics in a large scale Adjust openings of new research groups with interdisciplinary potential Further develop collaboration with industry and other business partners	Smart Accelerator (Assistance–involvement in collaborative projects) OP VVV Excellent Research (TargetCell – new interdisciplinary groups) H2020-Teaming (new interdisciplinary groups) OP VVV Pre-application Research and Long-term Inter-sectoral Collaboration (collaboration with industry) CZ-AT Interreg for core facilities (promotion of CFs for regional industry)	**Number of projects with budget ≥10mil EUR** **Number of collaborative research:** — total number — companies — application sphere — research organizations — number of research groups from CEITEC MU **Number of:** — inventions — patents — license agreements — new companies — technologies
Strengthen the recognition of the institute at European and international level through outstanding researchers and state-of-the-art infrastructure.	Develop new strategic partnerships at institutional level in the (a) U.S./Canada, (b) Asia, (c) Central, Eastern, and South-Eastern Europe Actively participate in EU-LIFE, ESFRI and other already existing associations Enter into membership of other European-level alliances Increase participation in development aid initiatives	H2020 LIBRA, ORION, future SWAFS and other coordination and support actions (EU-LIFE involvement)	**Overview of strategic institutional partnerships** **Number of:** — total joint projects — with strategic institutional partners **Number of high-profile international scientific events hosted at CEITEC** **Number of CEITEC researchers invited to hold lectures at high-profile international scientific events** **Number of visiting professors from abroad at the institute** **Volume of development aid projects**
Achieve recognition across the university community as its constitutive part	Increase participation in development aid initiatives Support access of researchers from MU including non-traditional users to core facilities Enhance interaction and collaboration with social sciences, humanities and art	Involvement in OP VVV Development of Capacities for R&D at MU MEYS Large Research Infrastructures Scheme GAMU Interdisciplinary Projects	**Number of:** — programmes signed within MU — agreements of cooperation signed within MU **Number/percentage of research outputs with co-authors from other MU units operating in:** — natural sciences — social sciences — humanities and arts — other

Attract and help grow scientific leaders	Active recruitment policy for researchers (from junior researchers to group leaders)		**Number of research groups/CF (total/new)**
	System of attracting undergraduate students		**Number of research groups with joint agreement between CEITEC MU and other institution**
	Implement a career scheme for researchers	Postdoc applications to MSCA-IF/SoMoPro	**Number of applicants per group leader vacancy**
		ERC/ERC Support Scheme	**Number of applicants per research job vacancy (other than GLs)**
	Implement a postdoctoral training programme	Postdoctoral Training Programme may benefit from joint activities listed in SoMoPro/MSCA-IFs	**Number of CEITEC postdocs hired by other institutions (CZ/abroad)**
	Create internal awards for excellent results		**Number of:** — external awards — internal awards
Become a centre for postgraduate education and training matching with the research profile	Develop the concept and institutionalize CEITEC PhD School at MU (through agreements with faculties and university) in accordance with Principles for Innovative Doctoral Training	Smart Accelerator (Assistance – involvement in collaborative projects)	**Number of students in CEITEC PhD School at MU:** — current students — graduates — terminated studies
	Offer professionally-oriented training programmes at different levels	OP VVV Excellent Research (TargetCell – new interdisciplinary groups) H2020-Teaming (new interdisciplinary groups)	**Other training programmes:** — number of events — number of participants
	Organize a set of summer and winter schools and workshops both on scientific topics and in science management, namely core facility management	OP VVV Pre-application Research and Long-term Inter-sectoral Collaboration (collaboration with industry) CZ-AT Interreg for core facilities (promotion of CFs for regional industry)	**Number of summer/winter schools and workshops**
Overcome interdisciplinary barriers and barriers among fundamental, applied and translational research	Support joint research platforms and projects across research groups and programmes		**Number of research groups with interdisciplinary outcomes**
	Adopt and implement a strategy for knowledge and technology transfer	GAMU Interdisciplinary Projects, TAČR	**Volume of income from collaborative research:** — total income — lowest-highest figure, median — companies — application sphere — research organizations
	Develop internal networking through common events		**Number of projects of collaborative research**
Stimulate high-end research originating from the institute	Implement an internal assessment system for researchers and further develop the system of external evaluation		**Number/percentage of articles in Q1 journals**
	Implement budget rules combining basic support for research groups by level of seniority with performance-based elements		**Volume of grant funding acquired:** — national — international — private
		NPU -II	**Number of ERC grants**
	Develop a grants strategy based tailored approach to research groups		**Number of grants:** — EMBO Installation and Fellowship grants — Welcome Trust grants — Marie Skłodowska-Curie grants (except SoMoPro)
	Clarify the status and funding of research groups that are joint units with other organization (or MU faculty)		**Number of H2020 consortia grants**

3. EXCELLENT WORKING ENVIRONMENT

Enhance coherent, transparent, fair and supportive conditions of employment at any stage of career	Adopt and implement a set of internal regulations to encompass HR policy for all categories of employees	H2020-Teaming	**HR4R Excellence logo awarded**
		OP VVV Development of Capacities for R&D at MU	**Overview of events in personal development programmes for employees:**
	Implement internal assessment and personal development support		— postdoc
			— senior researchers
			— junior researchers
			— administration
Provide state-of-the-art research infrastructure and related services.	Adopt and implement institutional policy on concept, organization, development and funding of core facilities	MEYS Large Research Infrastructures Scheme	**Percentage of use against total operating time per CF**
		CZ-AT Interreg for core facilities	**Number of users per CF:**
	Define needs for, and principles of provision of, other research-related services (space allocation, IT support, health and safety service, data management, intellectual property management etc.)		— internal
			— MU
			— other institutions
			— international
			— academic
			— commercial
			Number of publications with acknowledgment to CF
			Overview of participations within CF networks:
			— European
			— international
			Number of events organized by CF:
			— European
			— international
Increase the inclusiveness of the institute	Support the primacy of English as language of communication including administration	OP VVV Development of Capacities for R&D at MU	**Percentage of administrative jobs filled by a person of international background or experiences**
	Increase mobility and internationalization of CEITEC MU staff through recruitment, where possible, and by improving English language competencies of administrative staff	H2020 LIBRA, ERA Chair	**Number of mobility of administrative staff**
		H2020-Teaming	**Overview of foreign researchers**
	Streamline the welcome and adaptation services		**Number of hired foreign employees**
	Provide support to scientists to facilitate combining work and family obligations (such as babysitting during key events etc.)		**Overview of services provided to:**
			— employees
			— students

4. SUSTAINABLE AND EFFICIENT INSTITUTE WITH GOOD GOVERNANCE

Develop an economy able to meet the obligations and needs of the institute	Implement budget rules providing clear procedures for preparing, approving, and evaluating/revising annual budget	OP VVV Development of Capacities for R&D at MU	**Volume of the total budget** **Volume/percentage of institutional funding within the total budget** **Volume/percentage of operation costs against the total budget** **Volume/percentage of investment costs against the total budget**
	Improve financial planning, reporting and analysis with the use of budget transparency tools (open budget)		
Ensure efficient and client-oriented administration and operations	Implement a single administrative model and culture across the institute	OP VVV Development of Capacities for R&D at MU	**Overview of internal regulations:** — new — updated **Quality survey as a feedback to improve operations and client-oriented administration.** **Overview of administrative procedures performed in electronic form:** — HR — economics — grants — PhD study — public tenders — record service
	Define administrative processes including clearly intended process roles through internal regulations or handbooks		
	Increase the digitalization of administration and related services		
	Develop a risk management system		
	Create/revise purchasing system namely (consumables, software etc.)		
	Define a long-term concept for maintenance and operation of existing infrastructure		
Strengthen one CEITEC identity across research centres	Increase involvement of group leaders and other key constituencies into governance of the institute	H2020-Teaming	**Number of research group leaders meetings** **Number of CEITEC participants on organized events** **Number of events for junior researchers** **Number of alumni**
	Hold regular research group leaders meetings		
	Develop internal networking through common events (including events available to family members)		
	Enable a platform for junior researchers representation		
	Develop and institutionalize alumni network		

5. STRONG COMMUNITY OPEN TO ITS ENVIRONMENT

Increase and intensify academic and community collaborations and interaction within the university and within the CEITEC consortium	Regularly organize events connecting scientific or science-related themes at the institute with the rest of the university/CEITEC consortium	H2020 LIBRA, ERA Chair	**Number of joint events:** — CEITEC consortium — MU **Overview of communication channels**
	Take active part, or initiate, debates on issues of scientific ethics		
	Develop communication channels with university parts, with researchers in the campus, at the institute		
Engage with local (regional, national) community and society-at-large	Regularly organize open days for general public	H2020-Twinnings; H2020-Teaming; H2020-ORION and other SWAFS actions Every MSCA-IF or SoMoPro has an outreach component	**Number of media articles/ reports on CEITEC:** — institution — person related to — theme **Number of group leaders trained in communication with media** **Number of participants of Open days** **Number of educational activities for school-age children** **Number of partnerships with schools** **Overview of events organized or co-organized for the public**
	Increase the presence of the institute and group leaders in social media		
	Develop partnership with key media players (Czech TV, newspaper etc.) to raise public awareness on scientific topics		
	Develop partnership with schools and educational activities for school-age children		
	From time to time organize national and international events on science policy and science management		