

MU Directive No. 10/2014
Strategic Planning at Masaryk University
(in the version effective from 1 September 2014)

In accordance with Section 10(1) of Act No. 111/1998 Coll., On Higher Education Institutions and on Modification and Amendment of Other Acts, I issue this Directive:

Section 1
Subject of Regulation

This Directive regulates the main requisites of the strategic planning process at Masaryk University (hereinafter referred to as "MU").

Section 2
General Provisions

Strategic planning and evaluation of activities of a public higher education institution are regulated by Section 9(1)(i), Section 12(1)(a), Section 15(2)(a), Section 21(1)(a), (b), (g), subsections (2), (3), (4), Section 27 (1)(d), (h) of Act No. 111/1998 Coll., on Higher Education Institutions, as amended, and by Section 33 of the Masaryk University Statutes.

Section 3
Main Strategic Documents of MU

- (1) The main strategic documents at the university-wide level are the MU Strategic Plan for the period corresponding to that of the Strategic Plan of the Ministry of Education, Youth and Sports; MU Strategic Plan Update for the year concerned; MU Institutional Plan for the year concerned; and MU Management Plan for the year concerned.
- (2) The MU Strategic Plan (hereinafter referred to as "MU SP") is prepared by MU management in cooperation with representatives of the academic community. The MU SP stipulates the mission and vision of the university, strategic priorities and objectives, tools for their implementation and indicators for evaluation of whether their implementation was successful.
- (3) The draft MU SP is discussed by the MU Board of Trustees and other university bodies determined by the Rector. The draft MU SP is discussed by the MU Scientific Board and discussed and approved by the MU Academic Senate.
- (4) The MU Strategic Plan Update (hereinafter referred to as "MU SP Update") and MU Institutional Plan are prepared by MU management who set annual priorities, which are based on strategic priorities defined in the MU SP, and which respond to current internal needs of the institution and to external incentives.

- (5) The draft MU SP Update is discussed by the MU Board of Trustees and other university bodies determined by the Rector. The draft MU SP Update is discussed and approved by the MU Academic Senate.
- (6) The draft of the MU Institutional Plan is discussed by the MU Board of Trustees and other university bodies determined by the Rector. The draft of the MU Institutional Plan is approved by the Rector.
- (7) The MU Management Plan (hereinafter referred to as "Management Plan") is annually prepared by members of MU management and its structure corresponds to the strategic priorities of the MU SP.
- (8) The Management Plan specifies the schedule and manner of meeting the annual priorities defined in the MU SP Update and MU Institutional Plan and other objectives determined by the Rector or MU management members. The Management Plan is approved by the Rector.
- (9) The operations of MU management and units directed by the respective MU management members are materially managed in accordance with the Management Plan. Members of MU management are responsible for the fulfilment of the Management Plan.

Section 4

Main Strategic Documents at the Level of Faculties and University Institutes

- (1) Faculties and university institutes (hereinafter referred to as "constituent parts") prepare long-term plans based on the MU SP, which for them is a binding initial document, taking into account the specifics and interests of their respective fields.
- (2) Long-term plans of the constituent parts are prepared for the period identical with the MU SP. The constituent parts shall discuss their long-term plans with MU management upon a call of the Rector.
- (3) The constituent parts prepare annual updates of their long-term plans in the form of plans of annual activities, which are based on the MU SP, specifics and interests of their respective fields and the MU SP Update and MU Institutional Plan for the year concerned. The constituent parts shall discuss updates of their long-term plans with MU management upon a call of the Rector.

Section 5

Main Requisites of MU Strategic Documents

- (1) The MU strategic documents, both at the university level and at the constituent parts' level, contain strategic priorities and objectives, tools for their implementation and indicators for evaluation of whether their implementation was successful.

- (2) The MU strategic documents, both at the university level and at the constituent parts' level, are accessible to the academic community members in electronic form. The Management Plan is accessible to the Rector's Council members.

Section 6

Coordination of Strategic Planning at MU

- (1) The MU SP is prepared in accordance with the schedule approved by the Rector. The valid schedule is sent for information to deans of faculties and directors of university institutes and is introduced to university bodies determined by the Rector.
- (2) The preparation of the MU SP is coordinated by members of MU management appointed by the Rector. The organization, methodology and administration of the MU SP is provided by the RMU Strategy Office.
- (3) Strategic documents for the given year are prepared in accordance with the schedule approved by the Rector. The valid schedule is sent for information to deans of the faculties and directors of university institutes and is introduced to university bodies determined by the Rector. The schedule outlines the preparation of strategic documents for the year concerned and attached to it is the specification of content and formal requisites of the strategic documents.
- (4) The preparation of annual strategic documents of university-wide nature (in particular the MU SP Update and MU Institutional Plan) is coordinated by a member of MU management authorized by the Rector. The organization, methodology and administration of these documents is provided by the RMU Strategy Office.
- (5) The deans of faculties and directors of university institutes shall appoint one representative of their constituent part, whose powers include negotiating with MU management members and persons authorized by the Rector in issues of strategic planning of the constituent part concerned.

Section 7

Monitoring of Fulfilment of Strategic Goals at the University Level

- (1) The fulfilment of the Management Plan is monitored and evaluated on a quarterly basis. Members of MU management in charge provide written comments on the achievement of the individual annual goals upon a call of the Rector. The resulting quarterly report on the fulfilment of the Management Plan is prepared by a person authorized by the Rector, is submitted to MU management for discussion, and the Rector expresses his/her opinion thereof.
- (2) The achieved objectives defined in the MU SP Update and MU Institutional Plan are presented and evaluated in the MU Annual Activity Report for the year concerned.
- (3) The MU SP for the past period is evaluated in the structure corresponding to its strategic priorities and with consideration of annual evaluations of the MU SP Updates

and MU Institutional Plans and outcomes of ongoing analytical and evaluation activities.

Section 8

Monitoring of Fulfilment of Strategic Goals of Faculties and University Institutes by MU Management

- (1) The constituent parts evaluate the fulfilment of goals defined in the updates of their long-term plans; they also evaluate their activities in the area of education, science and research and other related areas for the whole year in accordance with the Rector's guidelines.
- (2) An evaluation interview is held between MU management and management of the constituent part in the first quarter of each year. The participants discuss the evaluation of updates of long-term plans, comprehensive evaluation of the constituent part's activities in the past year and its goals for the current year.

Section 9

Final Provisions

- (1) I authorize the RMU Strategy Office to interpret the individual provisions hereof and to provide methodological support in the implementation hereof.
- (2) The compliance with this Directive shall be inspected by a member of MU management authorized by the Rector.
- (3) This Directive shall enter into effect on 1 September 2014.

In Brno on 1 September 2014

Mikuláš Bek
Rector