Strategic Plan of the Faculty of Education of Masaryk University for the years 2021–2028

Mission

The mission Faculty of Education of Masaryk University is to prepare high-quality future teachers and educators (including special education teachers and social pedagogues) for a rapidly changing society and to develop relevant research and creative activities in order to fulfil the social responsibility and develop the values to which the university has long subscribed.

Values

As an integral part of Masaryk University, the Faculty of Education shares the democratic values on which the institution was founded and developed. It advocates respect, mutual regard, solidarity, and partnership as well as freedom, which is a fundamental pillar of teaching and research, and a principle of university autonomy and independence. We welcome the responsibility to participate in and contribute to solving societal issues and problems (sustainable development, inequality in society, inclusive education, etc.).

As a unique institution educating future teachers, we base our activities on the following values and principles:

– **Equality, fairness, and openness**
The Faculty of Education is aware of the widening inequalities in education, which are reinforced by the impact of the global COVID-19 pandemic. It will contribute through its research, teaching, practice, and participatory activities to finding ways to eliminate them. Through open access to education, we aim to remove the social and cultural barriers that prevent certain groups from increasing their educational mobility even when they demonstrate good learning pre-requisites.

– **Diversity, partnership, and relevance**
Diversity is a natural part of any society and an integral part of education, contributing to the quality of research and educational activities and enriching both teachers and learners. We see education as a mutual partnership (between teachers and learners, theoretical and practical training, disciplinary and professional competences, etc.). We base the preparation of future teachers and educators on long-term partnerships with high-quality schools and other institutions where learners gain the necessary practical experience and with which we conduct relevant research based on the needs of practice. The Faculty of Education builds partnerships with educational institutions in developing countries and, in the framework of long-term cooperation, transfers its knowledge and helps build open and high-quality education.

– **Social responsibility and solidarity**
The Faculty of Education subscribes to the principles of sustainable development and wants to reduce the impact of negative environmental phenomena through good internal processes. The faculty wants to engage in projects with high social impact and contribute to the elimination of various forms of inequality. Through cooperation with local government, educational institutions, the non-profit sector, and other players in the field of education, it aims to create conditions for equal access to education for all students without distinction.

Vision

In 2028, the Faculty of Education of Masaryk University will be:

- a faculty respected by international partners and an excellent institution in the system of preparing future teachers, setting the trend in modern educational strategies, and participating in the development of educational policy.

- a faculty with a relevant research focus based on interdisciplinarity and cooperation with foreign institutions, interdependence with application partners, and a significant share of students in research teams.

- a faculty that combines teaching, scientific research, and social engagement of the academic sphere as a natural part of professional activity; it is a modern, high-quality and demanding faculty in terms of study requirements, where graduation is geared towards the formation of a successful personality equipped not only with a wide range of disciplinary knowledge, but also with professional and personal competencies that are universal and create a prerequisite for a promising career and an active approach to life.

- a faculty that is a creative and inspiring community, creating space for entrepreneurship and the engagement of students and academics, a faculty that fulfils the principles of social responsibility.

- a faculty where students and teachers are perceived as natural partners with clearly set and respected rules of cooperation.

- a faculty that fulfils the role of a high-quality and demanding employer, promoting the principles of transparency, equality, and non-discrimination, supporting the achievement of professional goals and the reconciliation of the working and personal lives of all its employees.

- a faculty with a strong, open, and democratic internal culture that seeks consensus on key decisions and respects ethical and professional standards.

1 Teaching and education

Graduates of the Faculty of Education of Masaryk University

Graduates of the faculty are individuals who communicate and work effectively with people from different countries and cultures, can show empathy for cultural differences, understand the interconnectedness of life at the local and global level, and are actively involved in solving problems and issues of sustainable development, at a level comparable to graduates from other EU universities and leading universities around the world.

Graduates of the faculty are reflective practitioners who never stop asking what, why, how, and who they are teaching. They accept responsibility for developing the potential of each student and are prepared to continue learning, to seek new pathways, to overcome obstacles, and to adapt to changing educational needs.

Strategic objectives

1.1 The Faculty of Education of Masaryk University will profile itself as an institution with excellent teaching quality, primarily preparing future teachers for primary and secondary schools, specialists for other teaching professions, and for professions in social services and healthcare. Education will be based on modern trends and will reflect current pedagogical and social realities.

1.2 The faculty will strengthen the quality of teaching, with emphasis on a self-experiential and skills-based learning platform, will develop pedagogical practices in Bachelor's, follow-up Master's, and Master's studies, and strengthen the effectiveness of the admissions procedure with a view to reducing the student dropout rate.

1.3 The faculty will enable the education of educators for professional growth and personal development throughout their lives by offering appropriate lifelong learning programmes.

1.4 Preparation for the teaching profession will be focused on linking together the theoretical and practical components of professional training, while, at the same time, being research-based, i.e. preparation will be based on the results of current research that the faculty conducts as part of its research plans.

1.5 The faculty perceives internationalization as an integral part of the study offer, the curriculum, content, and forms of teaching, and aims to develop the foreign-language, intercultural, and global competences of learners so that they can compete in a globally and culturally interconnected world. The faculty continues to improve its internationalization environment outside the lecture room, and creates opportunities

for mutual encounters and enrichment between foreign and domestic learners in order to motivate learners to participate in international mobility.

Key results and indicators

1.1.1 Taking into account the current trends and standards of the Ministry of Education, Youth and Sports in the conception and implementation of degree programmes.

1.1.2 Teaching is guaranteed by persons with high-quality expertise (either habilitated or with a professorship) with high pedagogical skills assisted by other experts, lecturers, and guest teachers.

1.1.3 The pedagogical work of individuals and teams is evaluated according to quality. The basic indicators are the EVAK application, the Student Survey in the MU Information System, and the recommendation of programme boards.

1.1.4 An equal workload of the faculty's academic staff members.

1.2.1 Alongside on-site education, there is a growing trend of programmes delivered in distance mode and greater use of online learning tools.

1 2.2 Revision and optimization of the entrance examination, recruitment of motivated candidates focused on the field of study.

1.2.3 The faculty analyses the causes of the student dropout rate at the level of courses and degree programmes, and continuously develops tools to reduce it.

1.3.1 Number of degree programmes of lifelong learning accredited within the system of Continuing Education of Teaching Staff of the Ministry of Education, Youth and Sports.

1.3.2 The number of participants and graduates in lifelong learning programmes aimed at obtaining teaching qualifications, qualifications for non-medical health workers, and qualifications for workers in the social services.

1.4.1 Master's theses reflecting student research and the professional focus of individual units, innovation of disciplinary standards for diploma theses.

1.5.1 Number of international mobilities of students as well as academic and non-academic staff of the faculty, including new types of mobility.

1.5.2 Proportion of specialized courses taught in foreign languages and containing elements of internationalization of the curriculum (increasing trend).

1.5.3 Proportion of foreign teaching practice and number of graduates; number of summer schools for foreign and domestic students and number of graduates; number of foreign language interdisciplinary modules and foreign language programmes, including international double degree programmes.

1.5.4 Adaptation counselling system for outward bound students and staff; "International & Intercultural Corner" centre and buddy support for foreign and domestic students and staff.

1.5.5 Number of workshops and trainings strengthening the intercultural competences of employees and their professional competences in the field of working with cultural and linguistic diversity in teaching.

Tools to meet the strategic objectives

I. Study offer, course of study, services and support for students and academic staff

Study offer

− Preparing and implementing educational programmes within the framework of **lifelong learning with regard to the needs of pedagogical practice and changes in legislation**.

− Clarifying the offer of degree programmes through **modularization, aimed at improving the professional preparation of future teachers**.

− Simplifying the course of study by making the **course catalogue clearer**.

− Strategically planning new degree programmes for interested graduates of **non-teaching degree programmes who need to obtain a teaching qualification**.

Shared university core, so-called 'deferred choice', personalization of studies, graduation

− Creation and use of the faculty's **Quality Standard for Professional Competences** of students in teacher education programmes to reflect on and individually support the professional competences of students, while monitoring their professional development and need for individual support.

− An **initial week-long teaching practice** in the first year of study is introduced into the professional preparation of teacher degree programmes in order to introduce students to the reality of practice at the very beginning of their studies.

− **Revising the content of the final state examinations**, especially the preparation and implementation of the so-called **integrated final state examination** in teacher education Master's programmes.

− Systematic **faculty involvement in the creation of the shared university core**.

Specific services and support for different target groups

− Developing **guidance and support for learners with disabilities, social disadvantages, different mother tongues,** and other special needs.

- Developing **tools to support and reconcile** students' **family lives and study obligations**, with an emphasis on the next generation of academics.

- Achieving **full, barrier-free accessibility in all faculty buildings**.

II. Applicants, admissions procedure, cooperation with schools and other institutions, student dropout rate

Applicants, admissions procedure

- Annual **analysis and evaluation of the admissions procedure** in order to respond to the demand for particular fields of study and to improve the quality of admitted applicants.

- **Modification of the admissions procedure according to the results of the annual analyses**, efforts to take into account the motivation of applicants and their interest in the field of study (recognition of certificates, placement in competitions, etc.).

- Adapting the MU Learning Potential Test in the form of **adaptive testing** to the needs of the faculty's degree programmes, especially by placing more weight on individual subtests.

- Strengthening **promotion in schools** not only in the region but also beyond its borders.

- **Using online platforms** tried and tested during the coronavirus pandemic (online open days, Open Days, online information sessions, etc.).

Cooperation with schools and other institutions, activities for pupils, students, and teachers

- Developing other forms of **cooperation with faculty schools** and facilities, not only in the area of teaching practice, but also in order to inform talented secondary school applicants about the current study offer.

- Creating conditions for the further development of cooperation in **providing teaching practice** with regard to the quality and prestige of faculty facilities and faculty schools, development of the Community of Practice.

- Creating conditions for the **participation of primary and secondary school teachers in faculty teaching, including reflection on practice**. Strengthening the **prestige of the accompanying teacher** and creating conditions for the position of accompanying teacher of faculty schools and facilities.

Preventing student dropout

- Maintaining the **functionality of the field-specific student boards** and creating a system for the natural turnover of members.

- In cooperation with the Faculty of Education of Masaryk University Academic Senate Student Chamber, long-term **monitoring of the causes of student dropout** and proposing up-to-date counter-measures.

- Long-term **monitoring of courses with high student dropout rates**, searching for causes and ways to prevent student dropout.

- Establishing **support services and a counselling system** in the faculty environment. Developing the activities of the faculty advisor in the area of student contact, collaboration with departments, and an ongoing analysis of the barriers to graduation.

- Supporting **the development of formative assessment for learning** and learning outcomes.

- Discussing an **incentive system** to motivate learners to complete their studies more successfully.

III. Teaching and learning, quality assurance, innovative elements

High-quality teaching, pedagogical competence, feedback

- Balanced **professional structure** to ensure the quality of teaching and pedagogical competence.

- Annual **modifications to student surveys on teaching**, faculty surveys for academics and learners on important strategic decisions.

- **Valuing the teaching work of** the faculty in formal and informal ways.

- Strengthening the importance of the teaching work of academic staff, including the **consideration of teaching careers** in the habilitation procedure and in the professor appointment procedure.

Forms of teaching and innovation

- Creating support for the introduction of **new forms of teaching, including interactive, project-based, simulation, and remote teaching**.

- Establishing the **principles of high-quality teaching** across the Faculty of Education, linking these to the student survey and raising awareness of the survey.

Developing talent, engaging learners in research, gaining practical experience, promoting entrepreneurship

- Creating conditions for **the involvement of undergraduate students in the research activities** of the faculty.

- Modifying the **faculty's scholarship programmes** with a view to enhancing student motivation.

– Developing **cooperation with talented students** within the academic units of the faculty and systematic recognition of their creative results.

IV. Internationalization of the curriculum, study offers, and related services

Internationalization of the curriculum and language competences

– Establishing **minimum requirements for introducing elements of internationalization into specialist courses** in all degree programmes at the faculty and developing the intercultural and global competences of students by strengthening the internationalization of the curriculum.

– Developing a range of **shared foreign language courses** for domestic and international learners, and creating opportunities for learners from different countries and cultures to meet each other.

– Increasing the motivation of academic staff members to **use the COIL courses and blended learning** shared by lecturers and students from foreign universities.

– A system for **developing the foreign language and intercultural competences** of academic and other staff involved in introducing internationalization elements into teaching.

Study offer in foreign languages

– **Creating foreign-language interdisciplinary modules**, developed by several departments working in cooperation and whose content and implementation will involve foreign experts and lecturers.

– Creating and implementing **an interdisciplinary degree programme in English** across the faculty, and preparing a double degree programme in collaboration with strategic foreign partners.

International mobility

– Creating a comprehensive offer of international mobility for students and academics, including **the introduction of new types of mobility**: short-term mobility; group mobility of students and academics for the purpose of implementing a specific teaching or research project with students and academics abroad; blended mobility; COIL courses and other options for the virtual mobility of students, staff, and employees.

– Introducing **a system of comprehensive foreign teaching practices** and support for interdepartmental cooperation in the implementation of practices.

– Introducing **a system of excursions in schools and NGOs** for foreign students.

–   **Expanding the range of joint summer schools** for foreign and domestic students, with an emphasis on their interdisciplinary character and interdepartmental cooperation.

–   Support for the **mobility of non-academic staff**: *job shadowing*, i.e. gaining knowledge and sharing experience in administrative and other staff activities in order to gain insight into the workings of the faculty (both domestic and foreign) at all levels, from the office for studies, through academic activities (teaching and research), to communication channels and the interaction of management units.

Support services and adaptation tools for students and staff

–   Offering **support and counselling to** the faculty **students and staff** before and during a trip abroad, focusing on preparation for the stay and culture shock, familiarization with the cultural specifics of the target country, development of intercultural competences, and online counselling during the stay.

–   Maximizing the use of new experiences and students' enthusiasm for internationalization after their return from abroad for working with foreign students at the faculty (e.g. **involvement in the buddy support system**) and for developing the faculty's internationalization environment.

–   Creating opportunities and conditions for **meeting direct actors in internationalization**, i.e. so that students and staff with experience of studying and working abroad and foreign students and lecturers at the faculty connect with students and academics interested in international mobility.

–   Offering **buddy support for incoming students and staff from abroad** and participation in international activities organized by foreign and domestic students.

Promotion and cooperation

–   Developing **cooperation with strategic partners in the international ETEN network** and with the universities of the faculty's strategic partners.

–   Supporting the targeted **matching of academics with potential partners from the top 300 international universities** according to the QS World University Rankings 2021.

2 Research and doctoral studies

Research is a natural part of the activities of the Faculty of Education of Masaryk University. This is because preparation for the teaching profession should be based on research evidence, which is a prerequisite for professional performance in practice. The implementation of research in the field of education (and culture, the arts, and health) should lead to findings and recommendations that are both relevant to practice within the national context and highly visible internationally. To these ends, research should be more closely linked to doctoral studies. Doctoral studies should be developed both in terms of the disciplines and topics covered, and in terms of their conceptual and implementation aspects. The overarching platform for the development and implementation of doctoral studies will be the emerging (Post)Doctoral School of the Faculty of Education of Masaryk University.

Strategic objectives

2.1 Basic and practice-oriented research conducted at the faculty will contribute to addressing global and local challenges, especially in the fields of education, culture, the arts, and health.

2.2 In selected major research topics the faculty will strive for international visibility (or excellence), in topics of national importance it will produce research results with social relevance and practical (or innovative) potential.

2.3 Higher standards in doctoral studies will be introduced – emphasis will be placed on the scientific and social relevance of the topics of doctoral theses, on the quality of the scientific results of doctoral students, and on their international experience and visibility.

2.4 Attention will also be paid to the socio-economic status of students in doctoral programmes and their inclusion in scientific communities, with overlaps into educational practice and other application areas.

Key results and indicators

2.1.1 Published research programme for the period under review (overview of research topics and objectives, and related methodologies).

2.1.2 Expanding the portfolio of research projects (in terms of disciplinary focus, research topics, types of research, methodologies used, and forms of presenting results).

2.2.1 Number of scientific publications indexed in the main world databases (WoS, Scopus) and monographs published by prestigious international publishing houses (increasing trend).

2.2.2 Number/intensity of interactions of researchers with application and innovation areas, and with other partners, including the public (increasing trend).

2.3.1 Introduced innovative standards for doctoral studies and increased quality of the implementation and outputs of doctoral studies.

2.3.2 Successful establishment of the (Post)Doctoral School of the Faculty of Education of Masaryk University and involvement of the faculty's doctoral students in the MUNI PhD Academia.

2.3.3 Internationalization of research and doctoral studies (increasing trend).

2.4.1 Created (modified) scholarship programmes for students in doctoral study programmes.

Tools to meet the strategic objectives

I. Directing research, promoting excellence and societal relevance, cooperation with the application sphere

− Thematic **profiling of basic and applied research** in response to current social and regionally related challenges, and to the needs of application and innovation areas and practice.

− Achieving **congruence between the thematic focus of research** at the Faculty of Education and the research orientation of doctoral theses.

− **Strengthening interdisciplinary research** and developing **interfaculty research collaboration**.

− Strengthening **research cooperation between the faculty's departments and research institutes**.

− Strengthening **intersectoral mobility**, e.g. in the form of the internships of researchers in public administration institutions, with application guarantors.

− **Support for getting published by reputable foreign journals** and publishing houses (translations, linguistic revisions, editorial fees, open access support).

− Intensifying the **presentation of research and its results to the public** (popularization of science as an important part of the faculty's editorial activities).

II. Internationalization

− Thematic **development of selected doctoral theses** on international (comparative) research.

− Strengthening the **international dimension of research-related activities** (establishing international research teams/networking, preparing joint presentations of research results at international forums).

− **Visiting international professorships/research fellowships** coming here to Brno and happening abroad.

III. Evaluating the creative activities of the university's constituent parts, units, and individuals

− Creating a **methodology** (procedures, criteria) for the **formative evaluation of research** at workplaces, by research groups or teams, etc.

− Adapting criteria and procedures for **awarding the outstanding results** of creative activity (including popularization).

IV. R&D funding system, grant acquisition, and internal grant schemes

− Identifying **research topics (and research teams) with the potential to achieve outstanding results** and their targeted support.

− Developing the **faculty's internal grant schemes to support the preparation of publications in international journals** (especially WoS and Scopus databases) and by renowned foreign publishing houses.

− Developing the **faculty's internal grant schemes to support the preparation of research projects** – especially major national and international ones.

− Revising (updating) the approach to **funding the faculty's research institutes**.

V. Doctoral studies

Admissions procedure to doctoral studies

− **Presenting research topics** as an opportunity to focus on the doctoral theses of applicants for doctoral studies.

− **Reaching out to talented students** during their Master's studies with information about the opportunities afforded by doctoral studies.

− Emphasizing **the importance of the doctoral thesis project** and having a professional discussion on the topic during the admissions procedure.

Preventing student dropout

– **Support for first-year students** of doctoral study programmes to help them better navigate their studies.

– Establishing **study milestones with critical implications** for the (non-)continuation of studies and creating support for students at critical stages of their studies.

– Preparation of measures to support **the reconciliation of family life and studies** in doctoral study programmes.

Concept of doctoral studies

– Coverage by doctoral studies of the faculty's other fields of study (e.g. **didactics of social sciences, didactics of mathematics and natural sciences, and their applications**).

– **Development of the** Faculty of Education of Masaryk University's **(Post)Doctoral School** with the aim of **improving the interconnection between individual doctoral study programmes** and supporting the establishment of a wider community of doctoral students and postdocs.

Socio-economic status of doctoral students

– Introduction of new or innovative **scholarship programmes** to support doctoral students.

– Strengthening opportunities for **establishing a research career** during doctoral studies (e.g. part-time positions in projects, internships with application guarantors).

Doctoral students' international mobility, internships, and careers

– Supporting the **dual supervision of doctoral students** (using supervisors or consultants from abroad) (growing trend).

– **Support for foreign stays of doctoral students**.

– Strengthening the **openness of doctoral studies for applicants from abroad**.

3 Internal culture and social activities

The Faculty of Education is aware of its social responsibility in global and local contexts, and subscribes to the values of sustainable development. Therefore, we want to create conditions for learners' education that fulfil the motto "think globally and act locally" and we are aware that the most effective strategies are those in which learners are the participants in social change together with academics. At the faculty we purposefully create an environment that is creative and inspiring for the next generation of teachers. We pay great attention to the principles of barrier free access, openness, and healthy lifestyles.

The faculty respects the principles of environmental sustainability and participates in addressing environmental issues at the faculty and university level, as well as in cooperation with other partners. The faculty promotes sustainable resource management (e.g. reducing the environmental footprint of its operations, as well as of activities of staff and students), and participates in improving the quality of the environment of the faculty and its surroundings.

The faculty promotes the principles of gender equality at the level of internal documents, organizational processes, and institutional culture. It strives to ensure equal opportunities for academic development, access to resources, and representation in academic bodies and leadership positions.

The faculty motivates students, staff, and employees to implement activities leading to the fulfilment of the faculty's social role and to raising awareness of the faculty's activities among the general public and professional circles. Members of the academic community actively participate in public discussion on topics related to the development of education (e.g. inclusive education, Career Development Rules).

The faculty has long been working to raise awareness and support disadvantaged and marginalized groups through its activities. Academic staff and students actively contribute to building an inclusive society through their pedagogical and artistic activities with target groups.

The Faculty of Education actively participates in the implementation of Masaryk University's Centre for Culture, Art and Events, with its projects and its extensive artistic and popularization activities.

Strategic objectives

3.1 Developing cooperation with key partners (e.g. Ministry of Education Youth and Sports, South Moravian Region, City of Brno, non-profit organizations, schools, educational institutions, cultural organizations, sports centres, and social services) and establishing its position as an important partner in the creation of strategies, and

the development and implementation of educational, cultural and sports activities for the general public.

3.2 Support for volunteer and association activities aimed at promoting education and other socially beneficial activities, participation in initiatives to help persons with health and social disadvantages, or otherwise disadvantaged persons.

3.3 Implementing short- and long-term activities at the faculty aimed at supporting people with disabilities and other disadvantages, and at engaging learners.

3.4 Developing relationships with its alumni by involving them in faculty activities, offering information sharing and continuing education.

3.5 Increasing applicants' knowledge of study opportunities and raising awareness about studying at the Faculty of Education and the teaching profession.

3.6 Building partnerships and mutually beneficial collaborations with artists and artistic/cultural institutions to meet their educational goals. All of this with a view to developing relationships with the general public and professionals.

3.7 Setting up internal processes and documents with regard to enforcing gender equality principles.

Key results and indicators

3.1.1 Number of cases of faculty involvement in the development of strategies and its activities as a strategic partner.

3.2.1 Number of student clubs that show clear signs of activity.

3.3.1 Number of awareness-raising, artistic, and educational activities dedicated to the issues of people with disabilities and other marginalized groups.

3.4.1 Offering educational courses/webinars for alumni, events/conferences attended by alumni.

3.4.2 Number of teachers awarded.

3.5.1 A set of promotional materials about the faculty in various formats. These materials are presented on social media and sent to selected strategic schools in the adjacent regions (secondary schools of education, secondary schools).

3.6.1 Establishment of a fund to support collecting activities and the possible purchase of artworks for the faculty's own collections.

3.7.1 Gender-balanced representation in academic bodies and leadership positions.

Tools to meet the strategic objectives

I. Concepts and systematic measures in fulfilling the social role

– **Implementing educational, popularizing, advisory, cultural and social or sporting events** for all generations of active citizens: the MjUNI (a popularization programme for kids and students 9–17 years old), school subject competitions (Olympiads), Researchers' Night, U3A, summer schools, exhibitions, concerts, author readings, thematic workshops/webinars, sports days, etc.

– **Cooperating with the relevant experts, professionals, and institutions in the organization of events**, especially within the City of Brno and South Moravian Region, but also in the wider area.

– Further developing **cooperation with universities in emerging and developing countries**. The Faculty of Education participates as an expert in the development of open and high-quality education (e.g. in Nepal, India, Georgia).

– Long-term **work with disadvantaged groups** (e.g. Open Art Studio, the assistantship system.

– Mediating **contemporary trends in education** to teachers in the form of lifelong learning courses.

– Supporting the **development of an inclusive society** through awareness-raising, as well as volunteer and artistic activities of the faculty (Centre for the Theatre of the Oppressed, participation in Inclusion Week, exhibitions).

– **Popularizing the scientific outputs** generated by research projects in the field of education, and training the general public, as well as professionals and academics.

– **Promoting faculty activities** via the faculty website, FB, Twitter, or other available media.

– Creating a system for the **presentation of academics** working at our faculty, with the aim of presenting their **professional and personal profile** in a representative way**, using social networks and electronic communication**.

– Supporting the activities of individual departments aimed at the **personal development of students, helping them realize and present artistic, musical, dramatic and multimedia works**.

II. The impact of the university's social role

– The general public and interested specialists will be informed about the **scientific achievements of the faculty's academic staff**. Current knowledge will be shared and popularized among teachers.

- **A digital archive and database of the artworks** in its possession will be made available.

- Public education and **destigmatization of otherness** through educational, research, and artistic activities.

- **Educational activities for professionals** that improve practice, foreground modern teaching approaches and strategies, and respond to current pedagogical challenges.

- Improving the **quality of life for families caring for persons with disabilities** through regular educational activities targeted at parents and professionals, and through educational materials produced by the faculty.

- Teachers and students contribute to the **development of civil society** by actively engaging in social issues, but also by initiating debate and raising the profile of topical issues.

- **Popularizing science** through public activities (MjUNI, Researchers' Night, etc.) and publication activities (the journal *Komenský*, popularizing editions, etc.).

III. Motivating students and employees to fulfil the social role of the university

- The Faculty of Education will create **a system of support for student projects and activities** that will have interdisciplinary overlaps, and will directly contribute to improving the educational, social, and environmental conditions of the population in our region, in cooperation with local governments and other key institutions.

- The Faculty of Education supports academic staff in individual departments in the **preparation and implementation of professional meetings** which bring together experts from different collaborating universities, teachers from practice, and the wider public. Attention is paid to **building a Community of Practice,** in which academic and teaching communities meet to share theoretical and practical issues in education and training.

- The Faculty of Education creates opportunities for the further **education of academic and non-academic staff** by offering a wide range of professional, language, sports and other courses.

IV. Strengthening the sense of belonging and building the university community

- The Faculty of Education will continue to **recognize the "Teacher of the Year",** developing a competition in which each year the best graduates of our faculty are recognized in several categories.

- A system will be created whereby we will purposefully connect graduates of our faculty with students to create **a vibrant community of active teachers** who will purposefully enhance the prestige of the teaching profession in society.

- Through **emeritus academic staff members** who no longer have permanent employment relationships at the faculty but still wish to be active and fully-fledged professionals, we will create **a community that will participate in the educational and cultural activities of the faculty**.

4 Personnel management and employee development

Strategic objectives

4.1 To be a prestigious employer with a shared internal culture and an open HR policy at the level of leading European universities, with appropriate personnel management processes and tools.

4.2 To create a motivating environment by rewarding exceptional quality and outstanding work performance, providing equal opportunities and conditions for the individual development and career growth of employees, and supporting the reconciliation of work and personal life.

Key results and indicators

4.1.1 Preparing the concept for the posts of associate professors and professors, taking into account foreign experience and legislative possibilities.

4.1.2 Introduction of fixed-term appointment with the possibility of one extension for senior academic and research staff.

4.1.3 Supporting growth in the number of foreign academics, researchers and non-academic staff members.

4.1.4 Support for increasing the proportion of researchers, academics, and non-academic staff with external work experience gained outside the Faculty of Education of Masaryk University, especially from abroad.

4.2.1 Obtaining the HR Award and implementing its key monitoring indicators.

4.2.2 An established system of internal staff evaluation with links to other types of evaluation at the university.

4.2.3 Improving the quality of the working environment and employee care (employee benefits, work-life balance, and education).

Tools to meet the strategic objectives

I. Personnel management

–   Determining the **maximum possible length** of fixed-term **appointments** with their renewal for the senior staff of academic and research units (e.g. heads of departments, institutes, constituent parts).

–   Setting rules, following a university-wide discussion, on the **incompatibility and accumulation of leadership positions** within the university.

–   Setting rules, following faculty and university-wide discussions, for the **parallel activities of academic staff and researchers at multiple institutions**.

–   Preparing a concept for **a system of posts of associate professors and professors** based on foreign models with internationally comparable conditions.

–   Implementing measures to **prevent academic inbreeding**, in particular by filling academic staff and researcher positions on the basis of open competitions advertised internationally, and applying the criterion of extra-university employment.

–   Implementation of support tools to ensure the **continuous generational renewal of middle management** and motivation to train their successors.

–   Creation and implementation of a concept setting out **procedures and criteria** for the employment of postdoctoral researchers (recruitment, conditions, care of postdocs, etc.).

–   **Revising the qualification requirements** and criteria for the habilitation procedure and the professor appointment procedure.

–   Implementing programmes to **support career growth for academic staff** (leading to habilitation or professor appointment within individual constituent parts of the university), researchers, and non-academic staff.

–   Strengthening **the perception of work ethics and conduct** of all employees as part of personal integrity, as well as information and methodological measures in this area, including a legal service.

II.   HR Award, attracting and retaining high performers and exceptional employees, employee care

–   Preparing and implementing related processes, completing evaluations, obtaining and maintaining the **HR Excellence in Research Award**.

–   Modernizing and implementing the **individual evaluation of researchers, academics, and non-academic staff**, including its alignment with other types of evaluation at the university.

- **Increasing professional support to senior staff** to improve the knowledge and process of staff evaluation.

- Effective **communication of working conditions and job support tools** to existing and new employees.

- Raising **gender awareness** and using tools to promote gender balance.

- **Mapping the needs of employees** at all functional levels and setting requirements to refine the criteria for their career growth and further development.

- Defining criteria and **creating a system for identifying talent** among university employees, with the aim of their further development and preparation for future leadership or professional positions.

- Setting up **an adaptation process for academic and non-academic staff** entering new positions (supervisors, unit heads, etc.), with the aim of speeding up their integration with the new job requirements and responsibilities.

- Increasing **support for foreign workers** in adapting to a new job.

- Introducing **prevention tools to prevent unwanted behaviour** (e.g. bullying, discrimination, sexual harassment) and tools to help when it occurs.

- Applying existing tools to support **parents caring for children or close persons become partially involved in and subsequently fully return to working life** and their workplaces – part-time work (and other forms of employment relationships), flexible working hours, home office work (including the use of IT tools for online participation in meetings, remote access to data, etc.), and job sharing.

- Support for **running a playgroup**, or support for establishing a shared nursery within the university.

- Implementing specialized programmes and activities aimed at **attracting exceptional employees**.

- **Developing HR marketing** to strengthen the brand of Masaryk University as a prestigious employer.

- Implementation of the **Career Development Rules**.

III. Systematic staff development and training

- Utilizing the **training offer of the MU Pedagogical Competence Development Centre** courses according to functioning and transferable foreign practice, and in relation to the needs of individual target groups.

- Creating a comprehensive **offer for the training and development of employees** in the field of personal competences, managerial competences, and competences for the effective use of IT technology, foreign languages, etc.

- Supporting specific target groups of employees in the further **development and acquisition of key competences** in order to increase the efficiency and quality of their work (e.g. novice academics and researchers, and researchers, academics and non-academic staff members in managerial positions, as well as staff in various non-academic positions).

- Actively supporting the **acquisition of foreign experience** by academic and non-academic staff in the form of internships and work stays, including new opportunities in the form of blended mobility, etc.

- Increased **professional support to members of selection committees** to improve the recruitment and selection process.

- Supporting academic staff members to **go on mobility abroad** and gain international experience within the framework of offers from the internationalization department and cooperation with foreign strategic partners in the international ETEN network.

- Cooperation with **interest organizations, schools, and educational institutions**.

- **Developing the ICT literacy of academic staff members** for the distance mode of synchronous and asynchronous teaching, including supporting them in their active use of available tools.

- Standardizing the **development of the relevant competences** of academics and doctoral students for high-quality teaching, e.g. in new forms of teaching, methods of student evaluation, the teaching of foreign students, and supervising diploma theses.

5 Information systems and IT support

Strategic objectives

5.1 To participate in implementing the computerization of processes and in strengthening a unified IT structure.

5.2 To enhance the efficiency and flexibility of the faculty in all areas of its activities through IT support, computerization of processes, and the service to users, and to become a paperless institution to the maximum possible extent.

Key results and indicators

5.1.1 Implemented unified IT architecture as a new way of managing and developing IT systems and services.

5.1.2 Areas of strategic management with full data-driven decision support.

5.1.3 Comprehensive provision of digital services through the MU Information System.

5.1.4 Overview of fully digitized areas of administration.

5.2.1 Implementation of security features in the processing of personal data and control over the processing of classified information, special categories of personal data, and other data with special protection.

5.2.2 Extent of digital content available to students, staff, alumni, and the public via IS MU (increasing trend).

5.2.3 An overview of electronic tools for communication with applicants, alumni, partners, internal communications, and for the online implementation of commercial activities.

5.2.4 Overview of electronic tools for synchronous and asynchronous teaching.

Tools to meet the strategic objectives

I.   Information systems, communication

–   **The faculty's cooperation** with the Faculty of Informatics MU and the Institute of Computer Science MU.

–   Uniform **register of access rights and licenses**.

- **Strengthening the network infrastructure** of the Poříčí 9 building, revision and subsequent **strengthening of the metal cabling** in the Poříčí 7 building.

- **Revision of the electronic security system**, taking into account the existing system at the university level.

- **Renewal and extension of the CCTV system**.

- Establishment of **shared printing** at selected sites with printer upgrades and the creation of central, local, shared printing locations. Establishment of a service contract.

- Systematic and continuous **replacement of obsolete stationary computer equipment at workplaces** with regard to the needs of online communication (mini PC with multiple monitors or All-in-One PC).

- **Standardization of mobile computing equipment** (number and type of equipment per person, remote administration).

- **Support for online learning**, purchase of appropriate software and hardware.

- **More efficient use of existing lecture room equipment with IT technology**, supplementing and replacing aging AV equipment in lecture rooms.

- **Analysing the use of computer labs** and reflecting on the results of the analysis.

- Standardization of technology in lecture halls and the subsequent optimization and **unification of control technology**.

- Cooperating on the generational **renewal of the** university's **economic and management information system**, reflecting current technological trends and user needs.

- **Modernizing the way of selling** products and services from the university's offer through user-friendly platforms, including mobile applications.

- Implementing the **new generation of the** university's **library system** and continuing the computerization of the libraries, digitization of the collections.

- Supporting the **availability of the most up-to-date information on scientific results** in the Czech Republic (e.g. electronic information resources CzechELib).

- Strengthening the **international character of the faculty environment** by continuing to transfer the dominant applications in the university's information systems into English (or other language versions).

- **Implementing a CRM system** (*Customer Relationship Management*) for effective communication with study applicants, alumni, and MU partners.

II. Computerization of processes and areas of administration

- Continuing the full **computerization of processes** in accordance with the requirements of the legal and internal regulations in all the relevant areas of

administration, including economic and personnel administration, the administration of receivables and payables, and legal proceedings, etc.

- IT support for **transforming the records management** into fully electronic form.

- **Developing tools for recording scientific outputs** and evaluating scientific performance.

- Developing **systems to check for plagiarism** and implementing new algorithms to search for similarities.

- Implementing the principles of a **Single Digital Gateway and the right to a digital service** into IT tools for communicating with applicants, students, employees, and the public.

- Preparing and implementing the necessary processes in relation to the *Erasmus Without Paper* initiative**.**

- Coordinated development of tools for the full **computerization of legal proceedings** and developing and implementing tools for electronic proceedings.

III. Information sources, decision support data, scientific data

- Optimizing the **portfolio of electronic information resources**, especially key scientific and professional resources with online access, and continued activities within the National Centre for **Electronic** Information Resources CzechELib.

- Strengthening the **role of the Faculty of Education of Masaryk University library in the field of information support for research and development,** with the aim of building closer contact with the academic community in recording publication results and information, and offering educational support for publishing activities.

- Ensuring support for the comprehensive and effective **use of electronic information resources** with remote access in research and teaching.

- Providing **access to data for different users** and decision-making levels in a user-friendly format with appropriate software support.

- Implementing the university strategy for the more widespread use of **Open Access and Open Data**, and preparing the faculty's Open Access strategy.

6 Institutional administration and infrastructure

Strategic objectives

6.1 To strengthen strategic management and ensure the economic stability of the faculty by responsible management, with an emphasis on funding clear priorities in education and research, on the creation of reserves, and through a performance-oriented budget with a link to the strategic goals of Faculty of Education of Masaryk University .

6.2 To sustainably and responsibly manage the renewal, development and construction of faculty infrastructure, and the acquisition of related technologies and equipment, in order to ensure adequate functional facilities for excellent research and high-quality teaching, as well as a pleasant environment for students and staff, to ensure the effective use of such infrastructure and facilities, and to strengthen the operation and management of the faculty's research units.

6.3 To manage energy, water, and waste resources in accordance with the principles of sustainable development and to strengthen the informed management of the faculty's operations to enable the efficient use of the built premises and property management.

Key results and indicators

6.1.1 Modified budget rules reflecting changes to the MU budget rules, an incentive system for funding research and development in relation to selected quality parameters.

6.1.2 Promoting an increase in the share of institutional funding for education and research through a growth in qualitative budget indicators.

6.1.3 Creating a financial reserve of the faculty, following the set rules for its creation, which will cover the requirements for co-financing strategic development activities (national investment programme, a strategic development project, etc.).

6.2.1 Use of certified practices in accordance with environmental responsibility in the implementation of new construction, renovation works, and repairs of buildings.

6.2.2 Responsible public purchasing strategy implemented.

6.3.1 Energy, water, and waste management strategies implemented.

6.3.2 Proportion of SMART buildings monitored and controlled by IT systems within the MU Rector's Office concept and system (increasing trend).

Tools to meet the strategic objectives

I. Budget and management of the university

- To reflect the **modification of the MU budgeting rules within the Faculty of Education of Masaryk University budgeting rules** in relation to the number of students, the economic demands of degree programmes, and quality indicators in education.

- To monitor and implement the **introduction of an incentive system for research and development funding at the Faculty of Education of Masaryk University** in accordance with the internal definition of high-quality science and the principles of responsible research evaluation according to internationally recognized principles, respecting the disciplinary focus of the departments, and reflecting the results of the national evaluation according to the 2017+ Methodology.

- **To raise awareness of budgeting methodology** in order to improve the information of the academic community and strengthen motivation to achieve better results in budget quality indicators.

- To cooperate with MU on the **development and implementation of an investment strategy** for the renewal and development of the infrastructure of the Faculty of Education of Masaryk University.

- **Optimizing the management of the faculty's funds** with regard to strategic and development needs while maintaining sufficient financial reserves.

- **To set up a way of selling products and services** from the faculty's and university's offer through user-friendly platforms, including mobile applications, in cooperation with the MU Institute of Computer Science.

- **To computerize processes and services** for users according to their current needs to the maximum extent possible, with the ambition to become a "paperless institution".

- Continuing the **full computerization of processes** in accordance with the legal and internal regulations in all areas of administration, including economic and personnel administration, the management of receivables and payables, legal proceedings, etc.

- **To create a financial reserve** for the faculty to cover co-financing requirements (national investment programmes, national and international projects, etc.).

- Responsible **public purchasing** within Public Procurement and Central Purchasing.

II. Operation of the faculty according to the principles of sustainable development

− Developing and implementing **a responsible public purchasing strategy** that takes into account broader economic, environmental, and social aspects, including the application of quality criteria.

− Creating and implementing **strategies for energy, water, and waste management**, with a priority to install emergency water shut-offs for the buildings Poříčí 9, Poříčí 31 and Poříčí 31a. For the building Poříčí 7, design documentation for the reconstruction of the water distribution systems will be prepared and subsequently implemented according to financing possibilities.

− Implementing systemic measures to **reduce the volume of non-recyclable waste produced**, to increase the share of renewable energy sources, for water conservation, rainwater use, and to increase the share of grey water use. In the first phase, an underground rainwater retention tank will be built as part of the project for adding a studio extension to the Department of Art.

− Developing clear **principles for efficient and responsible energy and water management** and motivating students and staff to follow them.

− **Reducing the energy consumption of buildings,** modernizing the related technological equipment, and setting up energy-saving measures for thermal energy consumption during periods of reduced operation.

− Cultivating the faculty's environment **by increasing the proportion of green areas and increasing the availability of so-called clean transport. Giving support to cyclists** (i.e. employees and students), consisting in the creation of additional storage and parking areas for bicycles in the courtyard at Poříčí 31 and in the courtyard at Poříčí 7 as part of the canteen project. Installing charging stations for electric bikes and electric cars.

III. Investments and non-investments in the development of the faculty and related facilities

− **Completing the necessary infrastructural facilities** for teaching and research at the Faculty of Education of Masaryk University.

− Supporting the modernization of the pedagogical and scientific environment at the Faculty of Education of Masaryk University, purchasing instrumentation and the **development of physical and digital infrastructure** based on the described principles of the Internal Evaluation Board in order to increase the quality and relevance of education and strengthen competitiveness in the national and international environment, and providing a wide range of services for the successful studies of a diverse student population. All is defined in the annual individual strategic plans of the respective year.

– **Completing investment projects in cooperation with the MU Rector's Office within the framework of the MEYS 133240 programme** – reconstructing the Poříčí 31 gym, reconstructing the Poříčí 31 toilets, reconstructing the Department of Psychology unit, extending and installing the studio of the Department of Art.

– Completing the **construction of external facilities for students in the courtyard at Poříčí 7** during implementation of the canteen project, retrofitting facilities for students in the canteen in the mezzanine for student leisure time while the canteen is not in operation.

– **Generational replacement of heating and cooling sources** in faculty buildings – in the first phase, the reconstruction of the Poříčí 7 building exchanger station.

– To ensure the **retrofitting** or **reconstruction of teaching spaces** in order to enhance frontal teaching with interactive, remote, project-based learning, simulation teaching, etc., where relevant.

– To support **building the infrastructure for interactive learning methods** and learner integration; in particular, to upgrade the design of learning spaces in line with teaching objectives and methods, and to create an environment for interdisciplinary opportunities and student collaboration.

– To support **building the infrastructure** for interactive learning methods and learner integration.

– Expanding the **facilities for students** in the existing premises of the Faculty of Education buildings, based on an analysis of the use of teaching spaces, in particular, the opening of the Poříčí 9 relaxation areas.

– Supporting **the development of student clubs and organizations** that strengthen the social integration of learners, connect the academic community, and contribute to improving the quality and relevance of learning. From the point of view of reducing the student dropout rate, supporting organizations and events that bring learners together from the very beginning of their studies, for example through familiarization courses, and that provide them with support in their first year.

– To support **building the infrastructure for the creation and delivery of online learning** and the verification of learning outcomes in these courses and programmes through the acquisition of instrumentation and software (e.g. recording studios and software for verifying learners' online identities), as well as building professional facilities and developing new tools and methods.

– Opening up space for a significantly greater **use of blended learning methods**, i.e. organizing teaching so that both on-site and remote teaching methods are used synergistically. Typically, this means replacing frontal lectures with video or other media that give learners the flexibility to watch content anytime, anywhere, repeatedly or intermittently, i.e. according to their needs. Consequently, it will be possible to increase the time devoted to discussion, teamwork, or practical learning during on-site teaching.

– Continuing to **make buildings and faculty grounds accessible to students and staff with disabilities**. Reconstructing the main wheelchair-accessible entrance to the Poříčí 9 building. Increasing the number of wheelchair-accessible toilets – Poříčí 7 and Poříčí 9. Updating Braille descriptions. In the case of upgrading lecture room entrances, preference for the absence of thresholds. Installing induction loops at receptions.

IV. Building information and control systems, facility management

– **Taking into account the MU Rector's Office's new BIM** *(Building Information Modelling***) Implementation Concept** for the new construction or renovation of buildings.

– **Using BIM data** to optimize building operations and technology.

– **Implementing and developing the BMS** (*Building Management System*) and related methodologies at MU within the framework of investment construction and reconstruction, and carrying out repairs in faculty buildings where MU financing potentially exists, and especially taking these into account in the requirements of investment projects for the MU Rector'ss Office, e.g. reconstruction of the boiler room at Poříčí 9 with measurement and regulation and newly with BMS, design of BMS, incl. measurement and regulation for the heat exchanger station at Poříčí 7.

– **Making the operation of university buildings more efficient** by integrating BIM data within the BMS system.

– **Expanding and optimizing the CAFM system** (*Computer Aided Facility Management*) in order to operate university buildings more efficiently, including 'Space Management'.

– Implementing **active energy management of the infrastructure** to enhance its efficient use, in collaboration with the MU Rector's Office's Technical Operations Office.

– **Reconstruction of the CCTV system**.

– Expanding **the electronic security system** (ESS) – at least for both receptions and for the cleaners' changing rooms in the faculty buildings.