

Strategic Plan of the Faculty of Pharmacy of Masaryk University for the Years 2021–2028

Faculty of Pharmacy MU

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Mission

The mission of the MU Faculty of Pharmacy is to provide university education, scientific, research and other creative activities and professional activities in the field of pharmacy.

An integral part of this is to fulfil the role of the university's social impact and to carry out activities that fulfil the mission of the MU Faculty of Pharmacy as an academic institution.

Vision

In 2028, the Faculty of Pharmacy will be

- Fully integrated into the structures of Masaryk University
- Faculty whose activities connect other MU faculties in the areas of teaching, research and fulfilling the third role
- Faculty with high quality Master's and Doctoral degree programmes
- Faculty fully involved in the internationalisation system
- Faculty supporting interdisciplinarity, the formation of interdisciplinary research teams and synergy between by their departments and other departments of the university
- Faculty oriented towards the transfer of the latest scientific research knowledge into education and into practice
- Faculty with excellent research facilities recognized nationally and internationally
- Faculty with altruistically oriented and motivated staff
- Faculty with a stabilized budget
- Faculty that manages and grows in accordance with the principles of sustainable development

Teaching and Education

Graduates of the Faculty of Pharmacy

A graduate of the Faculty of Pharmacy is professionally qualified to practice the medical profession of pharmacist in accordance with the Directive 2005/36/EC on the recognition of professional qualifications and Act No. 95/2004 Coll. on the conditions of acquisition and recognition of professional competence and specialized competence to practice the medical profession of physician, dentist and pharmacist, as amended.

Graduates of the Master's degree programme in Pharmacy use the theoretical and practical knowledge of pharmaceuticals in their entirety in the preparation of substances used in therapy, diagnostics and prophylaxis; they apply knowledge of technological procedures in the preparation and production of medicinal products based on knowledge of the properties of the substances used; they are able to propose, explain and use methods for the evaluation of the quality, safety and efficacy of medicinal products; apply knowledge of the indications, dosage, mechanisms of action and metabolic profile of medicinal products and the effect of their metabolites, as well as the effect of toxic substances, and the possibilities of interactions of co-administered medicinal products, including adverse effects; have knowledge of the environmental disposal of biologically active substances; have relevant legal and economic knowledge for pharmacy practice and handling of medicines; can apply pharmacological and basic pharmacotherapeutic knowledge in dispensary care and consultation and information activities in pharmacies and other healthcare facilities; apply knowledge of medicines and drug policy in communication with patients, physicians, colleagues and other citizens; can evaluate scientific data relating to medicinal substances and medicinal products; can collaborate with other experts in the biological and chemical sciences, with psychologists and experts in the necessary areas of medical science in pharmacy practice and in drug research and development.

Graduates of the Faculty of Pharmacy find employment primarily in the field of providing pharmaceutical and clinical pharmaceutical care (pharmacists, clinical pharmacists), but also in other sectors of pharmacy and health care (such as: bioanalyst in medical laboratories, professional worker in laboratories for research, development and control of medicines, professional worker in the production and wholesale distribution of medicines, academic and research worker in academia and other institutions involved in science, research and innovation, professional worker in health care management structures, professional worker in the chemical, cosmetic and food industry, consultant in the field of protection, promotion and development of health in the non-profit sector, etc.).

Strategic Objectives

The strategic objectives of the Faculty of Pharmacy are based on the objectives of the **Masaryk University Strategic Plan 2021–2028**. In the area of **Teaching and Education**, these are objectives 1.1, 1.2, 1.3, 1.4 and 1.5.

To reinforce the **importance of teaching as a prestigious academic mission** with a focus on **student success** in learning and in life and to become a faculty characterized by its **excellent teaching that is sought after by quality and talented applicants**.

Ensure **flexibility of study pathways** with the emphasis on **personalisation** of studies, **interdisciplinarity** of the curriculum and its **long-term applicability** and strengthen **students' motivation** for self-development and learning.

To develop progressive modern **teaching methods, remote and online forms of education** and to **strengthen participation of students and practitioners** in teaching and in the evaluation of its quality.

Enabling **learning** for professional growth and personal development throughout **life** by providing relevant learning opportunities and **reinforcing the importance of lifelong learning**.

Perceive and continue to strengthen **internationalisation as an integral part of the study offer**, curriculum, content and forms of teaching and services provided **at the Faculty of Pharmacy**.

Measures to Meet the Strategic Objectives

I. Study Offer, Study Passage, Student Services and Support

- Support for the development of pharmaceutically oriented study programmes with the aim of their establishment and integration within MU and **strengthening their prestige** in the eyes of applicants in the competition in the Czech Republic as well as abroad
- Identification of areas suitable for cooperation and support for the establishment of **joint study programmes** implemented in cooperation between the Faculty of Pharmacy and other MU faculties
- Identification of areas and **preparation of study offerings** in the form of short-cycle, non-degree, micro-credentialing, **lifelong learning**, combined or distance learning programmes,

which **allow for the completion of qualifications** of candidates during their professional life or which **respond directly to employer demand**

- Creation of **online courses in various pharmaceutical and related disciplines in Czech and English** for different target groups and use of our own and international platforms for sharing them
- Participation in the implementation of **specialisation and lifelong learning** for pharmacists and other healthcare professionals
- Creation and setting of internal rules allowing **transfers between study programmes, recognition of already completed part of studies** and support for personalisation of studies
- Expanding **career counselling** services and actively maintaining **contact with graduates of the Faculty of Pharmacy**, e.g. by offering them further development through professional lectures at the Faculty, online courses, involvement in educational activities, etc.

II. Applicants, Admissions, Cooperation with Schools, Academic Failure

- **Regulation of the number of students in individual study programmes** in relation to demand, success rate of studies and graduates' employment
- **Unification of minimum requirements for applicants** in relation to university-wide measures
- Strengthening of **alternative forms of admission procedures** in the sense of taking into account applicants' extra-curricular activities, e.g. participation in professional competitions, certified language exams, excellent results, in addition to tests of knowledge and aptitude for studies
- Participation in the creation of a university-wide **offer of educational, creative, extracurricular and other events for pupils and students** of primary and secondary schools
- Strengthening **active forms of presentation** of the Faculty of Pharmacy's **study offer at secondary schools**, e.g. by expanding the network of faculty ambassadors from among students, involving academic staff in visits to secondary schools, etc.
- Maximizing the potential of **Secondary Education Vocational Activities** to identify talented students and participating in the development of existing and creating new **programs to develop the talents of motivated secondary and primary school students**
- Provision of **expert advice to secondary school teachers** on the content and form of teaching key subjects and on the pitfalls of university studies from the student's perspective, and, where

appropriate, the establishment of **systematic cooperation in this area with secondary schools**

- Support in ensuring the **availability of data and relevant analyses for teachers and supervisors of study programmes and courses** in order to continuously evaluate the sources of academic failure and to obtain feedback on various aspects of teaching, courses and study programmes
- **Reviewing and continuously evaluating the requirements for students** at the beginning and during the course of their studies at the level of study programmes, spreading study requirements reasonably over the course of the semester and ensuring that **students are informed** of all requirements **in a timely manner** throughout the academic year
- **Early identification of students at risk of dropping out** through data in the MU Information System and other indicators reflecting previous study efforts and other contexts
- Providing **individualized support, consultation and various types of counselling** to students at risk of academic failure
- Providing **support to academic staff in the area of teaching methods and communication with students** in order to properly motivate the students and develop their potential as much as possible, with the aim of promoting student success
- **Supporting and developing mentoring from upper year students** towards lower year students
- Strengthening of methodological support aimed at students and teachers and implementation of other necessary measures to **strengthen academic ethics**

III. Teaching and Learning, Quality Assurance, Innovative Elements

- **Strengthening the importance and prestige of the pedagogical work of the academic staff** of the Faculty of Pharmacy, e.g. by supporting the development of study literature and materials, by projecting the teaching career into habilitation procedures and procedures for appointment as professor, by developing and evaluating the pedagogical competences of teachers, by discussing this issue in various forums, etc.
- **Identifying the best examples of quality teaching** and **rewarding** them appropriately in formal and informal ways
- Developing **ICT literacy** of academic staff of the Faculty of Pharmacy **for distance form of synchronous and asynchronous teaching**, including their support in active use of available tools
- Care for the quality of educational activities through the implementation of **regular evaluations**

of study programmes and thematic evaluations in various areas of teaching in connection with university-wide quality assurance processes

- Setting up and reviewing **quality monitoring mechanisms within study programmes, including reflection of the opinions of students and academic staff** of the Faculty of Pharmacy, especially through **programme councils** of study programmes and advisory bodies of the Dean of the Faculty
- **Implementation of applicant, student and graduate surveys and extension of work with the results of student surveys**, reflecting their conclusions in the considerations of innovations in teaching, the choice of educational methods, the structure of the curriculum, services to applicants, students, graduates, etc.
- Supporting the **innovation** of the pedagogical process and enriching frontal teaching **with interactive forms, remote learning, project-based learning, simulation teaching**, etc., where relevant
- **Modernization of the physical form of teaching facilities** in accordance with the goals and methods of teaching, creating an environment **for interdisciplinary opportunities**, student collaboration and the linking of educational and creative activities
- Creation of a **new concept of internal differentiation of Master of Pharmacy studies** with the emphasis on the possibility of starting graduate profiling and specialization already during undergraduate studies, interdisciplinary cooperation in health care and integration of teaching between different MU faculties.
- Creating opportunities and supporting the **involvement of undergraduate students in research activities** of the Faculty of Pharmacy, e.g. by scholarships, participation in projects, motivation to participate in student scientific conferences, etc.
- Support for **practical internships of students at home and abroad** in connection with the internal differentiation of studies and creating further opportunities for deepening cooperation with partner companies, institutions, organizations, etc., operating in the field of pharmacy and health care.
- Ensuring the teaching of **courses focused on innovations and trends in the field of pharmacy and related areas** with the participation of prominent and experienced practitioners in relation to the internal differentiation of studies.

IV. Internationalization of Curriculum, Study Offerings and Related Services

Internationalisation of the curriculum and language competences

- Establishment of **minimum requirements for the implementation of elements of internationalisation in the curriculum and study obligations in the Master's degree programme in Pharmacy**, implemented in the form of the obligation to take at least **one course** (compulsory or elective) **in a foreign language** or to complete a **part of the study abroad**
- Creation of a range of professional courses taught in foreign languages (especially in English) in the Czech Master's study programme in Pharmacy
- Developing **foreign language** teaching (Professional English, Professional German) **for professional and vocational purposes** with a focus on the Master's study programme in Pharmacy (especially in the fields of biology, chemistry, dosage forms and drug delivery, pharmacology, pharmacognosy and social pharmacy and pharmacy)
- Support and motivation to **develop the competences of academic and other staff involved in teaching** (including PhD students) in the field of internationalisation of the curriculum. Efforts of the Faculty of Pharmacy to increase the involvement of academic staff in foreign language teaching, mobility programmes and in teaching shared with foreign lecturers, etc.
- Adoption of measures to **monitor the quality of foreign language courses and programmes**
- Building **book collections** for the English Master's degree programme in Pharmacy, including electronic information resources, ensuring optimal availability of foreign language (English) electronic and classical professional information resources for educational and creative activities
- Providing **foreign language courses** for students, academic and non-academic staff in cooperation with the MU Centre for Language Education (CLE) and other internal or external staff of the Faculty of Pharmacy
- Support and **motivation for the preparation of diploma, dissertation and rigorous theses in English** and in Czech study programmes
- Introduction of full-time or online **teaching shared with lecturers from foreign universities** at least once a semester
- Development of common course offerings for domestic and foreign students within the Master's study programme in Pharmacy to strengthen the integration of foreign students into the environment of the Faculty of Pharmacy and to increase the language and professional competences of students in the Czech Master's degree programme in Pharmacy
- Supporting and expanding the **range of courses with visiting foreign workers** and making it

available to students of all faculties in order to strengthen **interdisciplinary connections**

- Organization of **summer schools in foreign languages** (mainly in cooperation with the Institute of Lifelong Learning of the Faculty of Pharmacy)
- Creating conditions for maximum automatic **recognition of results from studies abroad** (based on a list of agreements with selected universities, e.g. within the Erasmus programme, partnership cooperation, etc.)

Study offer in foreign languages

- Creation and implementation of **Master's degree courses and courses in English in cooperation with other MU faculties**
- Monitoring and **evaluating the demand of foreign students** for professional courses and responding by offering courses in teaching (by organizing joint meetings at least once a year with faculty representatives and students of the English study programme – *Students' Feedback Day*)
- **Identifying opportunities** in the area of creating **double degrees accreditations**, etc., in particular in doctoral study programmes

Foreign mobility

- Creation of a **comprehensive offer of international mobility** for students and staff of the Faculty of Pharmacy, including support and promotion of new types of mobility such as **Freemovers, Partner Universities, ISEP**, etc.
- Use of consortia of collaborating universities, **EDUC, CGU, Hague Network, etc.**, to exploit **non-traditional types of mobility** and other forms of internationalisation
- Introduction of **support tools to motivate** those groups of students who generally go out less, in the form of regular meetings with students, online webinars and promotional videos
- Reviewing and **reducing all existing Erasmus+ contracts and identifying the most promising partnerships with regard to QS ranking** and ability to be a solid partner

Support services and adaptation tools for students and staff

- Creation and provision of **information materials** (electronic and printed) to **foreign prospective students** about the study programmes on offer, services for students, the process of recognition of previous education obtained abroad, the process of obtaining a visa, etc.
- Offering **adaptation tools and opportunities for incoming students from abroad** (e.g. through

cooperation at *Orientation Week* organized by the MU Centre for International Cooperation, strengthening the *Buddy* system for faculty students, etc.)

Promotion and cooperation

- Strengthening the **promotion of study opportunities in English** by active marketing abroad, online forms and campaigns on social networks, using designated portals, through student ambassadors, etc., especially in the form of industry-focused webinars, online fairs, using the *Study in Brno* portal, etc.)
- Setting up a **system of cooperation with foreign students and graduates** (e.g. by *Alumni Project*)
- Involvement in **strategic international cooperation**, partnership building and participation in international organizations and consortia at the faculty level (especially the *European Association of Faculties of Pharmacy*)

Research and Doctoral Studies

Strategic Objectives

The strategic objectives of the Faculty of Pharmacy are based on the objectives of the **Masaryk University Strategic Plan 2021–2028**. In the area of [Research and Doctoral Studies](#), these are objectives 2.1, 2.2, 2.3, 2.4 and 2.5.

To strive for [excellence in the international research area](#) by developing research potential in [pharmaceutical disciplines](#), [establishing interdisciplinary collaborations](#), [obtaining national and international grants](#) and [applying scientific research results](#)

Motivate and support [outstanding scientists and young researchers](#), create an [attractive research environment](#) also for [attracting excellent scientists from abroad](#)

Introduce [higher standards in doctoral studies](#) with the emphasis on the [quality of scientific results](#) of doctoral students, [gaining international experience](#) during doctoral studies, and adherence to the timetable of studies in order to strengthen their [motivation for successful completion of studies](#) and subsequent career

Measures to Meet the Strategic Objectives

I. Pharmaceutical Research

[Research evaluation, promotion of excellence and grant strategy](#)

- Targeted **development of strategic research priorities** based on the health, social, technical and economic challenges of society, especially in the areas of **pharmacy, biomedicine, safety, health and quality of life**
- **Identification of promising fields of pharmacy** according to established criteria (e.g. according to internal formative research evaluation, bibliometric analyses of publication performance and international disciplinary comparison) and **support for their development through internal grant schemes**
- **Regular monitoring of scientific outputs** in order to identify new dynamic topics and personalities with an exceptionally rapid onset of scientific response and **topics or personalities with traditionally excellent long-term scientific response** and use the results of monitoring in the system of **individualized support** and in faculty strategies
- **Identifying staff and research teams with potential for scientific excellence** and providing

them with maximum individualised support in obtaining grants and follow-up facilities

- **Introduction of internal formative evaluation of research** and quality of work and performance of academic and scientific staff, obtaining **independent critical peer review in the evaluation of the quality of scientific work** as part of the internal evaluation system
- **Implementation of rules and motivational tools to support the publication of results in the most important international journals** according to the ranking of Journal Citation Reports
- **Strengthening the link between quality scientific activity and science funding** in the budget strategy of the Faculty of Pharmacy
- **Creation of a grant strategy** (internal grant schemes) at the faculty level **to obtain grants from international schemes** (especially Horizon Europe), to **strengthen involvement in international consortia** (e.g. Horizon Europe and follow-up initiatives) and to **support interdisciplinary and multidisciplinary topics, including young scientists**
- **Identification of opportunities for practical application of scientific knowledge** and introduction of **supporting tools to motivate scientists** to choose topics not only in basic but also in applied research, cooperation with partners from the application sphere (i.e. industry)

Building a prestigious research environment

- **Motivation and practical support for the creation of interdisciplinary and multidisciplinary teams and projects** from natural sciences, computer science, social sciences and humanities
- **Linking research and teaching** by involving all research departments at the Faculty of Pharmacy in educational activities in an adequate form in order to **strengthen the transfer of the latest scientific knowledge** towards undergraduate and postgraduate students
- Strengthening **active communication and popularization of science and research** as an important part of academic and scientific work
- **Ensuring transparent access to faculty research infrastructures** for internal and external users and strengthening the shared laboratory scheme
- Applying **core facility** principles.

II. Doctoral Studies

Admission to doctoral studies and prevention of academic failure

- **Active communication with doctoral candidates** to present possible career paths (professional vs. academic) and the requirements for creative activity and teaching that will be placed on them during their studies
- **Setting up an admission procedure that verifies the motivation of applicants** on a given topic in order to strengthen the **selection of talented and motivated** applicants with the prerequisites to complete their studies (e.g. setting the obligation to prepare an essay on a given topic, preparing a project on a research objective, etc.)
- **Implementation of international selection procedures for doctoral studies** and corresponding advertising recruitment activities with the aim of attracting prospective foreign students to study
- **Establishment of rules for the announcement of the topic** of the dissertation project and **for the appointment of the supervisor**, regulation of the number of PhD students per supervisor, **evaluation of supervisors**
- **Monitoring the success rate of PhD students at various stages of their studies**, analysing the causes of premature termination of studies and subsequent work with the results within the disciplinary councils
- **Systematic work with disciplinary councils** to strengthen their active role in harmonising the management of doctoral studies, in **providing feedback to students, in working with supervisors** and in other aspects
- **Introducing mentoring** as another way of support (providing feedback to doctoral students and supervisors)
- **Introduction of a system of regular verification of the fulfilment of the objectives of individual study plans** of PhD students
- **Introduction of motivational tools** for doctoral students and supervisors to enhance the success rate of completing the standard period of study (defined study milestones)
- **Standardisation of requirements for supervisors** defining the scope of responsibilities in supervising PhD students and **providing methodological support to supervisors** e.g. in the form of seminars and workshops (sharing of good practice)
- **Evaluation of the quality** of research results and **employment of PhD students** after graduation

Concept of doctoral studies

- **Implementation of uniform standards for doctoral studies** across study programmes (requirements for dissertations, publication results, etc.)
- **Focus of doctoral students on activities related to research on the topic of the dissertation**
- Supporting and guiding PhD students to **publish their research results in prestigious sources** (journals, publishers) in accordance with the qualitative requirements corresponding to the given fields of science
- **Revision of the credit system** in doctoral studies
- **Participation in the concept of a doctoral school** in the form of the MUNI PhD Academia, which aims to provide common elements of study (e.g. training in transferable skills, seminars for knowledge sharing, courses with foreign scientists, etc.)
- **Strengthening international links in the preparation of doctoral students** and the use of the principles of dual supervision of doctoral theses in international cooperation
- Support for the implementation of national and international **collaborative doctorates**
- **Strengthening the interdisciplinarity** of doctoral studies by offering courses from other disciplines, involving students in interdisciplinary projects, etc.
- **Development of information literacy** of PhD students in order to increase the quality of their scientific results
- **Involving PhD students in the popularisation of science and research** and providing appropriate support for this in the context of their studies by strengthening their communication and other skills (e.g. pedagogical competences)
- **Fostering the internationalization** of doctoral studies (dissertation in English, presentations at international conferences, etc.)

International mobility, internships and doctoral careers

- Motivation of PhD students to stay abroad over one month
- **Support for internships** of doctoral students **in the application sphere** (industry, public administration, etc.) **and in other research institutions**
- Provision of **career guidance** for the best possible application of graduating PhD students in academia and professional positions outside academia

- Motivating PhD graduates to **pursue careers in postdoctoral positions abroad** as much as possible
- **Mapping the careers of successful PhD graduates** and maintaining active contact with them

Social Role

Strategic Objectives

The strategic objectives of the Faculty of Pharmacy are based on the objectives of the **MU Strategic Plan 2021–2028**. In terms of internal culture and social action, these are objectives 3.1, 3.2, 3.3, 3.4 and 3.5.

To develop a **faculty policy for the area of fulfilling the social role**, its inclusion in the quality assessment and **motivation of employees and students of the Faculty of Pharmacy for fulfilling the social role** of the faculty

To act as a **trusted and strategic partner** to other academic and non-academic institutions and the public

To promote **altruistic initiatives of the faculty staff and students towards the public** and to develop the social activities of the students and staff of the Faculty of Pharmacy

Create **platforms and opportunities** for students, staff and the public **to meet each other** and disseminate knowledge

Strengthen the **community of students, alumni and staff to the faculty** and building a **faculty community sharing common values** as a prerequisite for fulfilling all faculty roles

Measures to Meet the Strategic Objectives

I. Concepts and Systematic Measures in Fulfilling the Social Role

- Creation of a **concept** for fulfilling the social role of the Faculty of Pharmacy and **gradual implementation of social role assessment**
- Setting **thematic priorities**, in relation to societal need, with the aim of **strengthening the impact of implemented projects on society**
- Incorporating **feedback on social role fulfilment** into relevant student, alumni and staff surveys
- Creation of a **fund** to manage funds **for socially beneficial activities** and establishing rules for supporting specific projects initiated by students and staff
- Supporting **volunteering** and its development within the associations operating at the Faculty of Pharmacy

II. The Impact of the Social Role of the Faculty

- Cooperation with industry and companies, educational institutions, health and social service providers, non-profit and non-governmental organizations, professional associations and associations, public administration, state administration, etc. on specific projects, **establishing new partnerships**
- Raising **awareness**, both within the Faculty of Pharmacy and to the public, **of the spectrum of the activities carried out for the company and their effects**
- Creation and implementation of **media training** for PhD students, aspiring academics and researchers, those in leadership positions, etc., with the aim of developing their competences and strengthening their motivation for media appearances

- **Evaluating the media image** of the Faculty of Pharmacy in relation to institutions of similar type
- Support the implementation of **activities and initiatives that enhance knowledge and skills** that contribute to **personal development of the individual and society**
- Implementation of **initiatives and activities with the aim of informal dissemination of knowledge** in the form of open educational courses shared online, public debates, popularization activities on scientific results, exhibitions, etc.
- Implementation of a wide range of **educational, awareness-raising, counselling and beneficial activities** to a variety of **target groups in need of such assistance** (the disadvantaged, the physically and mentally handicapped, the socially excluded, the sick, the elderly, etc.)
- Building the **professional identity** of pharmacists by participating in the activities of professional and interest chambers and organizations strengthening the dissemination of good practice in pharmacy and the **transfer of knowledge into social life**
- Development of the Faculty's **editorial activities** for various target groups through the publication of professional and popular titles
- Creating **disciplinary collections in libraries** to preserve the historical development of scientific knowledge
- **Sharing the cultural heritage** managed by the Faculty of Pharmacy, especially library collections, archival materials, collections, etc., **both digitally** and through exhibitions
- Organising a portfolio of events for the public and the academic community with the aim of **developing social, cultural and sporting life**

III. Engaging and Motivating Students and Staff to Fulfil the Social Role of the Faculty

- **Valuing** (in various ways) **socially beneficial activities of students, graduates and employees** as part of their professional curriculum
- Supporting **student projects of a socially beneficial nature** and motivating them to carry out these activities, e.g. by symbolic amounts of credits in designated courses
- Motivating **employees to fulfil their social role** through various measures (e.g. organisation of charity days, etc.)
- Supporting the activities and providing **facilities for associations** and interest initiatives of students and employees of the Faculty of Pharmacy

IV. Strengthening Solidarity and Building Faculty Community

- **Valuing** (in various ways) **the quality work of students, alumni and staff** to foster a culture of mutual appreciation

- **Developing intercultural communication and integration of foreign workers and students into Life of the Faculty of Pharmacy**
- **Building** an alumni network and nurturing relationships with alumni **by informing them about events at the Faculty of Pharmacy, offering them interesting services and creating opportunities** for their involvement in the activities and life of the Faculty (e.g. by involving them in **internal quality assessment, thematic working groups to address various conceptual issues, etc.**)
- **Bringing the faculty working environment closer to the families of employees**, especially children, through specially prepared events
- Introduction of open days of the Faculty of Pharmacy and its departments and other similar events for the **internal public**
- Implementation of **cultural, social, sports and leisure programs** for students and employees and creation of other opportunities for **informal gatherings** of employees and students
- Provision of **information, advice** and other services **for students, graduates and staff**
- Strengthening **communication within the internal environment** of the faculty

Personnel Management and Staff Development

Strategic Objectives

The strategic objectives of the Faculty of Pharmacy are based on the objectives of the **Strategic Plan of Masaryk University 2021–2028**. In the area of [Personnel Management and Staff Development](#), these are objectives 4.1 and 4.2.

To be a [prestigious employer](#) with a shared internal culture and an open HR policy with appropriate HR management processes and tools

To create a [motivating environment](#) by rewarding exceptional quality and outstanding work performance, providing equal opportunities and conditions for individual development and career growth of employees, as well as supporting the reconciliation of work and personal life

Measures to Meet the Strategic Objectives

I. Personnel Management

- **Introduction of a system of internal staff evaluation** – systematic repeated evaluation, establishment of evaluation indicators, introduction of a system of evaluation of academic and non-academic staff of the faculty
- Creation of rules and implementation of **a career growth system – support** for career growth for academic staff, systematic support for staff working towards habilitation, targeted support for staff working towards the appointment of professorship, introduction of rules for career growth for researchers
- Setting **qualification requirements and criteria** for habilitation and professorship appointment procedures, preparation of documents for accreditation, obtaining accreditation and implementation of the procedure according to approved criteria and requirements
- Implementation of **support tools to ensure continuous generational turnover** of staff at all levels (top management, middle management, senior/junior academics) including **motivation** to groom successors
- Implementation of measures to prevent **academic inbreeding**, in particular by filling academic and scientific staff positions on the basis of open competitions advertised internationally and applying the criterion of non-university employment
- Applying existing **tools to support partial engagement**, followed by full return of **parents caring**

for children or family into working life within the individual units of the Faculty of Pharmacy and its departments – part-time work (and other forms of employment relationship), flexible working hours, home office work (including the use of IT tools for online participation in meetings, remote access to data, etc.), shared workplace

- Defining criteria and creating a **system to identify talent** for further development and preparation for future leadership or professional positions
- Setting rules for **parallel work** of academic and scientific staff at several institutions
- Implementation of specialized programs and **headhunting** activities aimed at attracting exceptional employees
- Strengthening the **perception of work ethics and conduct of all employees as part of personal integrity**, information and methodological measures in this area, including legal services
- Introduction of **prevention tools to prevent unwanted behaviour** (e.g. bullying, discrimination, sexual harassment, etc.) and tools to help when it occurs

II. Systematic Staff Development and Training

- Creation of **training and development offers for employees** in the area of personal competences, managerial competences, competences for effective use of IT technologies, foreign languages, etc.
- Motivation and **support** of academic and non-academic **staff to gain foreign experience** in the form of internships, work stays, mixed mobility (online lectures at foreign universities, webinars, workshops), etc.
- Setting up an **adaptation process for academic and non-academic staff** joining the new positions (trainer, head of unit, etc.) in order to accelerate their integration into the new job content and responsibilities
- Creation and implementation of **a concept** setting out procedures and criteria for the employment of **postdoctoral** colleagues, **including** the continuous care of such staff
- Supporting the gain of experience of **specific target groups of employees** (early career academic, scientific and non-academic staff in senior positions, staff in various non-academic positions)
- Introduce opportunities for **knowledge enhancement and support the acquisition of theoretical and practical skills** for non-academic staff

III. HR Award

- Preparation of documents for the HR Excellence in Research Award – **mapping the needs of employees** at all functional levels and setting **requirements** for more precise criteria for **their career growth** and further development
- **Winning and maintaining the HR Excellence in Research Award**
- **Development of HR marketing** to strengthen the brand of the Faculty of Pharmacy as part of Masaryk University as a prestigious employer

Faculty Administration and Infrastructure

Strategic Objectives

The strategic objectives of the Faculty of Pharmacy are based on the objectives of the **MU Strategic Plan 2021–2028**. In case of the **Faculty administration and infrastructure**, there are in particular objectives 6.1, 6.2, 6.3.

To strengthen **strategic management** and ensure the **economic stability** of the Faculty of Pharmacy through responsible management with an emphasis on **funding clear priorities** in education and research as well as the creation of reserves, through a **performance-based budget** linked to the strategic objectives of the Faculty

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 **efficient use of built facilities** and property management

To **sustainably and responsibly manage the renewal, development and construction of the faculty infrastructure** and the acquisition of related technologies and equipment in order to ensure adequate functional facilities for excellent research and quality teaching as well as a pleasant environment for students and staff

Measures to Meet the Strategic Objectives

I. Budget and Management of the Faculty

- **Analysing the performance and quality of the Faculty of Pharmacy** in all activities in order to support strategic management
- Raising **awareness of budgeting methodology** to improve the awareness of the academic community and strengthen motivation to achieve better results in budget quality indicators
- Introducing a **motivational and performance-based system of science and research funding** with support internal grant schemes
- Creation and implementation of an **investment strategy for infrastructure renewal and development**
- Integration of the **Faculty of Pharmacy into the economic structure of the University** and its economic self-sufficiency

II. Operation of the Faculty According to the Principles of Sustainable Development

- Developing and implementing **energy, water and waste management strategies**
- Introducing systemic measures to reduce the volume of **non-recyclable waste** produced
- Developing clear **principles for efficient and responsible energy and water management** and motivating students and staff to follow them

III. Faculty Premises and Buildings

- Developing and implementing a **policy for the efficient use of faculty space** with an emphasis on sharing
- **Moving the Faculty of Pharmacy** to new and existing premises in the University campus