

# **Strategic plan of Masaryk University for 2021–2028**

**Text before final language proofreading and graphic design**

# Foreword

Ladies and gentlemen,

You have in your hands the Strategic Plan of Masaryk University for 2021–2028, a fundamental conceptual development document determining the direction of our university in education, research, its social role and infrastructural development for the coming years, which is the result of intensive university-wide debate.

I consider this strategy to be an important milestone in my work as rector and I am glad that we have managed its preparation through thorough university-wide discussion, despite everything taking place in this period of crisis. When I took over the rector's office in September 2019, little did I think that we, as a university and society, would face such a serious epidemic. The coronavirus crisis is testing our balance sheet, resilience, coherence, foresight and will. But I believe that we will manage everything and that we can face the coming years in the hope that we will emerge all the stronger from this unprecedented crisis. And I also believe that the Strategic Plan of Masaryk University for 2021–2028 creates the basic ideological and conceptual preconditions for further growth and development and shows a clear direction for our university.

I would like to take this opportunity to thank all the deans, all the directors of parts of the university, all colleagues from our university staff and students who have been involved in thinking about the future of our university and put in work preparing this strategic document. I really appreciate that, as a university, we can look for a common vision and speak with one voice. And I am also pleased that our new, tenth faculty - the Faculty of Pharmacy - also took part in the preparation of the strategy. Its establishment in 2020 was an important strategic and developmental step for our university.

In my inaugural address in the autumn of 2019, I mentioned two fundamental factors I consider important for the functioning of the university: movement and time. I think that every wise institution must move forward, must be able to anticipate subsequent events, and should allow for previously unsuspected interconnections of its individual components. To be dynamic, agile and creative as a whole. And time is a fundamental variable; which in practice means that it is impossible to have endless discussions and postpone decisions; to wait for the most opportune time, which may never come.

I believe that Masaryk University has shown that it can be a dynamic, versatile and creative institution. And at the same time an institution that can make timely decisions and choose the right solutions.

I think that for a community such as our university, it remains imperative not only to have a common vision as an academic community, but also to be coherent and united in today's "fluid" world. To work together for academic freedom, to ensure academic integrity, to be a critical institution in society and to be a prudent voice of reason in a world where it is often lacking. Above all to simply be what the university is supposed to be in the deepest sense - a community of ideas, values and spirit.

T.G. Masaryk said: "A person must find their way. If they truly seek it, they'll quickly find it. But then they have to hold on or they'll lose it."

I think we, as Masaryk University, have been seeking - and we are seeking together. And that we have found something together - and continue to do so. Let the Strategic Plan of Masaryk University for 2021–2028 be proof of this.

Martin Bareš  
Rector

# Mission

The mission of Masaryk University is to contribute through its scientific activities, student education and social activities to the quality and healthy life of all generations and to a free, cohesive and secure society.

# Our Values

Since its founding, Masaryk University has always respected and professed the democratic values of a Free Republic. To this day these values have formed the basis of its internal culture and are widely shared by the university's academic community.

These values are:

- **Respect**, as the basis of internal culture, solidarity and partnership in all negotiations. Respect for the principles establishing equal opportunities and transparency. As well as respect for the principles of academic ethics.
- **Freedom**, respected and defended as a social imperative. Freedom, respected and defended as a principle of internal organisation of the university in the form of academic freedom of teaching and research or freedom of choice of students' own curriculum profile, but also as a principle of institutional autonomy of the university with regard to the state.
- **Responsibility**, emphasising the role of the university as a co-creator of public opinion, a solver of local and societal issues and a provider of a public service open to all. Also, the individual responsibility of students and staff reflected in respect for university rules and belonging to the university.

# Our Vision

## In 2028, Masaryk University will be:

- An internationally-recognised research university and an excellent Czech higher education institution, setting trends in fulfilling all the roles of a university
- A university where education and science transcend the boundaries of individual disciplines, as it supports interdisciplinarity and the personalisation of studies, the creation of interdisciplinary research teams and synergies between workplaces
- A university where teaching, research and social activities are an integral part of the professional portfolios of academic staff
- A university demanding in its study requirements, whose graduates are successful personalities, with promising careers and an active approach to life, if they diligently use all the possibilities of development offered
- A university that is an inspiring community which, in its principles and daily activities, fully respects and fulfils the principles of social responsibility and contributes to meeting the Sustainable Development Goals, in accordance with which it leads its students and employees.
- A university where students are perceived as respected colleagues, with established processes and habits for cooperation with staff in solving important issues of the direction and functioning of individual agendas and the institution as a whole
- A university that is an example of a responsible and demanding employer acting according to the principles of transparency, equality and non-discrimination, supporting the achievement of professional goals and at the same time reconciling the working and personal lives of all its employees
- A university that is a model in its internal culture, in its ability to reach consensus, in the harmonisation of its components for the benefit of the university as a whole and in the integrity of the work and study environment, which is characterised by high ethical and professional standards

# 1 Teaching and Education

## Profile of a Masaryk University Graduate

During their studies, the Masaryk University graduate will acquire **professional knowledge and related skills**, which by their nature **reflect the specifics of the chosen study programme**, as well as the relevant scientific disciplines and at higher levels of study **also the individual focus of each student**.

To ensure the long-term employability of its graduates, the university strives to form, in addition to the above, **transferable competencies** in its students, which will enable them to apply the acquired knowledge and skills in their professional and personal lives on a long-term basis, with an appropriate degree of independence and personal responsibility and an understanding of the wider social context.

**A graduate of Masaryk University is a figure who is in demand and employable in the labour market in accordance with the needs of society, because:**

- they are educated beyond their main discipline in the areas they have chosen from the wide portfolio of study and creative opportunities offered by the university,
- they have mastered at a high-level a world language corresponding to their field of study and professional orientation, and at communication level a second world language, have completed an internship abroad or part of a study in a foreign language and are able to succeed in a globalised world,
- they can think analytically and critically, work with others, have digital competencies, practical experience and are ready to learn and develop throughout life,
- they perceive trends and problems in society, can think about them and formulate their own attitudes, are not indifferent to surrounding events, understand issues of social responsibility and sustainable development, and are interested in being an active citizen striving for positive development in society.

## Strategic Goals

- 1.1 To strengthen the importance of teaching as a prestigious academic mission focusing on the success of students in study and in life and to become an institution characterised by its excellent teaching, which is sought after by quality and talented candidates
- 1.2 Ensure the flexibility of study paths with an emphasis on the personalisation of studies, interdisciplinarity of the curriculum and its long-term applicability and strengthen students' motivation for their own development and learning
- 1.3 To develop progressive modern teaching methods, distance and online forms of education and to strengthen the participation of students and practitioners in teaching and in the evaluation of its quality
- 1.4 To enable education for professional growth and personal development throughout life by providing an appropriate study offer and strengthening the importance of lifelong learning
- 1.5 Perceive and further strengthen internationalisation as an integral part of the study offer, curriculum, content and forms of teaching and services provided at all faculties of the university

## Key Results and Indicators

- 1.1.1 Teaching competencies and experience are fully integrated into the criteria of the habilitation procedure and the procedure for appointment as a professor and are taken into account and specified in the scope of work.
- 1.1.2 The system of rewarding excellent pedagogical work rewards individuals and academic teams and supports the creation and dissemination of educational innovations with specific tools
- 1.1.3 The number of students per teacher (maintaining a favourable ratio reflecting the quality of education and at the same time taking into account the growth of the population of applicants)
- 1.1.4 The proportion of unsuccessful students in study programmes in various phases of study (declining trend)
  
- 1.2.1 Students of bachelor's degree programmes (not subject to regulation) have a practical opportunity to choose a study plan up to the second semester
- 1.2.2 The implemented rules allow flexible transfers of students between study programmes
- 1.2.3 The number of students who have successfully completed joint university courses (growing trend)
- 1.2.4 The number of students choosing interdisciplinary studies by combining the main (minor) and secondary (minor) study plan (growing trend)
- 1.2.5 Established tools to compensate for the disadvantages of students in the early stages of study
  
- 1.3.1 The number of study programmes implemented in a purely distance form (growing trend)
- 1.3.2 Online education also forms an integral part of teaching and learning in all forms of study at all faculties
- 1.3.3 The number of students and practitioners involved in the evaluation of teaching quality (in the processes of evaluation of study programmes, within boards for studies, etc.; growing trend)
  
- 1.4.1 Systematised new offer of all possibilities of lifelong learning available on the university website structured according to the typical needs of potential applicants (combined and distance forms of study programme for studying while employed, short professional programmes for changes in qualifications, online courses for acquiring specific skills, etc.)
- 1.4.2 The university offers its students the opportunity to identify their skills portfolio before entering professional life
  
- 1.5.1 The obligation to complete at least one professional subject in a foreign language within the Czech study programme has been introduced at all faculties of the university
- 1.5.2 The number of professional subjects taught in foreign languages in non-philological study programmes carried out in Czech (growing trend)
- 1.5.3 The number of foreign language courses in the blended learning mode included in the standard study offer at individual faculties (growing trend)
- 1.5.4 The number of study programmes in English in all types of taught studies (growing trend)
- 1.5.5 The share of foreign students in study programmes (growing trend)
- 1.5.6 The proportion of students completing a placement abroad during their studies (lasting one month, one semester, etc.; growing trend)
- 1.5.7 University-wide Welcome Centre with a wide range of services for international students and staff

# Measures to Meet Strategic Goals

## I. Study Offer and Course of Studies

### Study offer, lifelong learning

- **Identification of elite programmes** in the study offer and support of their development in order to strengthen their prestige in the eyes of applicants within competition in the Czech Republic and abroad
- Creating **professional study programmes** with integrated compulsory internships during studies, with the participation of companies or other potential employers directly in teaching, etc.
- **Rationalisation of the structure of study programmes by** taking into account the demand for study programmes, reducing duplication, etc.
- Support for the further development of **joint study programmes** created and implemented by several faculties
- The creation of the **concept of combined and distance studies** in connection with the national debate and the concepts considered in it
- Preparation of a **study offer** in the form of short-cycle programmes, non-degree, micro-credentialing, in the mode of **lifelong learning**, combined or distance forms, which **will enable supplementing or changes in qualifications** for applicants during professional life
- The creation of **online courses from various disciplines in Czech and English** for various target groups and the use of its own and international platforms for their sharing
- **Sharing recorded lectures by university experts** in order to (among other things) address motivated applicants (including current students) looking for professional information
- The preparation and implementation of educational programmes within the framework of **specialised education** (certification of doctors, approval of teachers, further education of pedagogical staff at schools, etc.)
- The creation and implementation of rules corresponding to the specifics of study programmes for the **recognition of the results** of previous **non-formal education** and informal learning
- The expansion of **careers counselling services**, e.g. towards **changing or increasing the qualifications of already employed graduates**, towards the public in the form of offering lifelong learning courses, etc.
- Maintaining contact with its own **graduates by offering their further development** through professional lectures at the university, **online courses**, etc.
- Strengthening the **coordination of lifelong learning** provided by the various parts of the university with an emphasis on its promotion, development and quality assurance
- The establishment of an **educational institution** with a specific educational offer focused on satisfying the demand for study and society-wide needs

### A common university foundation, so-called deferred selection, personalisation of studies, graduation

- **Completion of a common university foundation** consisting of subjects from various disciplines, interdisciplinary subjects, including subjects in English, following the example of professional courses at world universities
- The preparation of related processes and **implementation of teaching of a common university foundation** across faculties
- The completion of internal rules and processes related to the **implementation of so-called deferred selection** within study programmes and encouragement of the necessary external legislative changes for its practical implementation

- Setting up internal rules enabling **transfers between study programmes** without the need to complete studies and at the same time with the maximum extent of recognition of already completed parts of the studies
- Introduction of practical **tools supporting the personalisation of studies**, e.g. combinability of modules within MU, recognition of previous education, completion of a distance learning course online in English, etc.
- **Revision of the content of state final examinations** and requirements for writing the **final theses** so as to reflect the diversification of study programmes in connection with the graduate profile and learning outcomes of given study programmes (e.g. replacement of factual examinations by a professional discussion in connection with the topic of the final thesis, replacement of the final thesis by a project solved in cooperation with a potential employer, etc.)

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

### Applicants and admissions procedures

- **Regulation of the number of students in individual study programmes** in connection with demand, success of studies and employment of graduates
- **Unification of minimum requirements for applicants** across study programmes and faculties
- Completion, pilot verification and introduction of new MU Tests of Study Prerequisites in the form of **adaptive testing**
- Strengthening **alternative forms of admission procedure** in terms of taking into account the extracurricular activities of applicants, participation in professional competitions, certified language exams, excellent results in specific subjects at secondary schools, artistic talent, sports talent, etc., in addition to tests of knowledge and study prerequisites
- Developing various forms of support for **opening up training opportunities** to candidates with health, social and other **disadvantages**
- Support for **increasing social mobility** through projects that ensure a **level playing field** for university studies
- Informing and **motivating to study potential Roma applicants**, other **national, cultural or other minorities**, people with disabilities or **special needs**, people at risk of social exclusion or people with other disadvantages
- Differentiation of **admissions procedures** for full-time and part-time **forms of study** with regard to different **motivations of applicants**

### Cooperation with schools, activities for pupils, students and teachers

- The creation of a comprehensive **offer of educational, creative, leisure and sports events for pupils and students** by age categories and field and its promotion to primary and secondary schools and parents
- Strengthening **active forms of university presentation at secondary schools**, e.g. by expanding the network of university ambassadors from among students, by involving academic staff in visits to secondary schools, etc.
- Maximising the use of the potential of **secondary school professional activities** to identify talented students
- Development of existing and creation of new comprehensive programmes for **talent development of motivated secondary school students and primary school pupils**, e.g. Bioskop, Children's University, Junior Academy, Mini-Erasmus, etc., in order to strengthen their enthusiasm for further education and the right choices for further study
- Enabling **access for secondary school students to the teaching of selected subjects** with the assumption of subsequent recognition of the obtained credits within regular studies at the university



- Creating an offer of **specialised courses** (in the fields of the social sciences, humanities, natural sciences and informatics) intended for **completion by secondary school students** (thanks to which they can gain, for example, a bonus within the admissions procedure at MU)
- Providing **professional advice to teachers at secondary schools** on issues of content and form of the teaching of key subjects as well as on the pitfalls of university studies from the student's point of view, or establishing systematic cooperation in this area with secondary schools (e.g. the organisation of seminars for secondary school teachers, principals, counsellors, the teaching of secondary school subjects by academic staff, supervision of secondary school teachers on university grounds)

#### Prevention of study failure

- Ensuring the **availability of data and relevant analyses for teachers and guarantors of study programmes** with the aim of continuous evaluation of sources of study failure and obtaining feedback on various aspects of teaching, subjects and study programmes
- **Revision of requirements for students** at the beginning of and during the course of study at the level of study programmes, distribution of study requirements to a reasonable extent throughout the semester and ensuring **timely information for students about all requirements** during the academic year
- **Early identification of students at risk of dropping out of studies** through data in the MU Information System and other indicators reflecting current study efforts and other contexts
- Providing **individualised support and various types of counselling** to students at risk of academic failure
- **Training of employees of study departments** (or others) in the field of communication with students and the appropriate approach in solving student difficulties, etc.
- Providing **support to academics in the field of teaching methods and communication with students** in order to properly motivate students and develop their potential to support academic success
- Development of **mentoring** by senior students towards lower grade students and its institutional grasp at the faculty level
- Strengthening methodological support aimed at students and tutors, implementation of other necessary measures to **strengthen academic ethics**

### III. Teaching and Learning, Quality Assurance, Innovative Elements

#### Development of pedagogical competencies, teaching quality, obtaining feedback

- **Strengthening the importance and prestige of the pedagogical work of academic staff**, e.g. by projecting pedagogical careers into habilitation procedures and procedures for appointment as a professor, evaluation of pedagogical competencies of teachers, discussions on various issues at faculty and university level, within the MU Board of Internal Evaluation, etc.
- **Identification of the best examples of quality teaching** (e.g. through student evaluation) and their proper appreciation in formal and informal ways (e.g. by recommending observations in the classes of excellently evaluated lecturers)
- Standardisation of the **development of the relevant competencies of academic staff and doctoral students for quality teaching**, e.g. in the field of new forms of teaching, methods of student evaluation, teaching of foreign students, supervision of final theses, etc.
- Development of the **ICT literacy** of academic staff for **distance forms of synchronous and asynchronous teaching**, including their support in the active use of available tools
- Setting rules for cooperation with the **guarantors of study programmes**, obtaining their feedback and **supervision of their activities** by the MU Board of Internal Evaluation, etc.

- Care for the quality of educational activities through the implementation of **regular evaluations of study programmes and thematic evaluations** in various areas of teaching and educational forms (teaching methods, learning outcomes, testing and verification of knowledge and competencies, etc.)
- Setting up **quality monitoring mechanisms within study programmes**, including reflection on students' views, for example through boards in bachelor's, master's and follow-up master's study programmes
- **Revision of the current student evaluation of teaching**, discussion of possible models and new elements of student evaluation during the semester or according to specific needs
- Strengthening the **use of knowledge from student evaluation of teaching** at the level of individual subjects, within the evaluation of study programmes, within the evaluation of academic staff, at the level of faculty management, etc. and informing students about the usefulness of this feedback and the measures taken
- Implementation of **candidate, student and graduate surveys and extension of work with the results** of student surveys, projection of their conclusions into considerations about innovations in teaching, the choice of educational methods, the structure of the curriculum, services to applicants, students, graduates, etc.

#### Forms of teaching and innovation

- Creating conditions for **reflecting on the learning styles** of current students, e.g. **teaching designed with the participation of students** (with their participation in the content of the curriculum and the teaching itself), by involving digital technologies in teaching, applications of other relevant forms of teaching
- Enrichment of frontal teaching in the **form of interactive, distance, project teaching, simulation teaching**, etc. where relevant
- **Modernisation of the physical form of teaching spaces** in accordance with the goals and **methods of teaching**, creating an environment for interdisciplinary opportunities and student cooperation
- Introduction of tools for systematic support, sharing, validation and **evaluation of educational innovations**

#### Talent development, involving students in research, gaining practical experience and supporting entrepreneurship

- Systematic **identification of gifted students** and their addressing with an appropriate offer of educational and creative activities at the level of study programmes, faculties and universities (e.g. team projects and participation in international competitions, specific subjects, etc.)
- Creating opportunities for the **involvement of undergraduate students in research activities**, including the offer of scholarship evaluation or participation directly in the grant, or the introduction of research-oriented courses in the curricula of study programmes
- Offer a **variety of scholarship programmes** to strengthen students' motivation, reward their talent and exceptional results or to overcome various disadvantages in their studies
- Building a **functioning system of support for internships during studies** and not only for professionally-oriented studies
- Support for **practical internships of students at home and abroad** within the framework of academic and professional study programmes and the creation of other opportunities to deepen cooperation with partner companies, institutions, organisations, etc.
- **Entrepreneurship support for students** of all disciplines by offering appropriate courses provided in cooperation with partners (e.g. South Moravian Innovation Centre)
- Providing teaching of **subjects focused on innovations and trends in the field** with the participation of experts from practice
- Creating an offer of **technology-oriented courses** and their teaching across faculties

## IV. Internationalisation of Curricula and Study Offers, Related Services

### Internationalisation of curricula and language competence

- Determination of **minimum requirements** for the implementation of elements of **internationalisation into the curriculum and study obligations** at the bachelor's, master's and follow-up master's degree at all faculties (obligation to complete at least one subject in a foreign language in a given type of study or part of studies abroad)
- Requirement of **foreign language competencies**, in accordance with the field differentiation, for entry to bachelor's, master's and follow-up master's studies and subsequent targeted **development of professional language competencies of students in various forms** as an integral part of study for its successful completion (e.g. teaching subjects in a foreign language, foreign language summer schools, language courses, online forms of education)
- Developing **students' global and intercultural competences** by strengthening the internationalisation of the curriculum in study programmes
- Increasing the share of **professional subjects taught in foreign languages** in the Czech study programmes at all faculties
- Strengthening **foreign language** teaching (especially English) **for specific and professional purposes**, according to the focus of study programmes
- Systematic development of **competencies of academic and other staff involved in teaching** (incl. doctoral students) in the area of internationalisation of the curriculum, teaching in a foreign language, teaching shared with foreign lecturers, etc.
- Adopt measures to **monitor the quality of foreign language subjects and programmes**
- Building **book collections** in libraries, including electronic information sources, **to support internationalisation of the curriculum**
- Providing a **sufficient and diverse range of foreign language courses** for students, academics and non-academics
- Support and **motivation to write final theses in foreign languages** and in Czech study programmes
- Increasing the motivation of academic staff for **teaching shared with lecturers from foreign universities**
- Development of the offer of **common subjects for domestic and foreign students** with the aim of streamlining teaching and strengthening opportunities for mutual meeting of students from several countries
- Support and expansion of the **offer of courses with visiting foreign staff** and their access to students of all faculties in order to strengthen **interdisciplinary ties**
- Organisation of **summer schools in foreign languages**
- Adoption of measures for the maximum rate of automatic **recognition of results from the period of study abroad**

### Study offer in foreign languages

- Creation of an interdisciplinary and interfaculty study programme of the **Liberal Arts type in English for bachelor's type studies**
- Preparation of the prestigious **PPE interdisciplinary study programme** (Politics, Philosophy and Economics) in English
- Realisation of a **joint international master's course** of the **Erasmus Mundus** type

- Implementation of **interdisciplinary study programmes in English** or other foreign languages **in cooperation between several departments** within one faculty or **cooperation of several faculties** for bachelor's and subsequent master's studies (e.g. also with a technological focus)
- Monitoring and **evaluating the demand from foreign students** for foreign language programmes and the response corresponding to the offer of studies in foreign languages
- **Streamlining processes** in the field of **double degree accreditation**, etc.

#### Foreign mobility

- Creating a **comprehensive offer** of international mobility for students and staff, including the introduction of new types of mobility, such as **blended mobility**, **virtual seminars**, **COIL courses**, etc.
- Use of **consortia of cooperating universities**, EDUC, CGU, Hague Network, etc., for **non-traditional types of mobility** and other forms of internationalisation
- Introduction of **support tools to motivate the departure of** those groups of students who generally travel less and for students with special needs
- Creating **scholarship programmes** to support mutual student mobility
- Implementation of the necessary processes in connection with the **Erasmus Without Paper** initiative

#### Support services and adaptation tools for students and staff

- Offer of possibilities of **intensive preparation of students and employees for a placement abroad** (e.g. a two-week intensive language course, online consultations with partner universities, targeted language preparation for the departure of non-academic staff, etc.)
- Providing **comprehensive information services to foreign students interested in studying** the offer of study programmes, services for students, the process of recognition of previous education obtained abroad, the process of obtaining a visa, etc.
- Development of **counselling services for foreign students and staff** through the Centre for International Cooperation, International Support Office, the Language Centre, foreign departments at faculties or study departments and the interconnection of these workplaces in the service provided
- Offer of **adaptation tools and opportunities for incoming students from abroad** (e.g. orientation week in the Czech environment, Czech language courses, etc.)
- Strengthening the offer of **psychological counselling in English** for foreign students

#### Promotion and cooperation

- Strengthening the **promotion of study opportunities in foreign languages through** active marketing abroad, online forms and campaigns on social networks, the use of dedicated portals, through student ambassadors, etc.
- Setting up a **system of cooperation with foreign students and graduates** and developing its own scholarship and graduate programme
- Involving the university in **strategic international cooperation**, building partnerships and participation in international organisations and consortia associating universities from different countries

# 2 Research and Doctoral Studies

## Strategic Goals

- 2.1 Contribute to **addressing global and local challenges** through **basic and applied research and the application of its results in society** in the areas of health and quality of life, education, historical and cultural heritage, sustainable development, technological progress, security, rights and equality in society
- 2.2 To strive for **excellence in the international research area** by developing **interdisciplinary** strategic topics, emphasising **promising research areas**, effective use and **sharing of excellence** and the ability to employ and motivate **exceptional scientists and young researchers**
- 2.3 To strengthen **high-quality scientific performance with an international response in all parts of the university**, with appropriate tools that take into account disciplinary differences and different starting levels of research
- 2.4 Introduce **higher standards in doctoral studies across disciplines** with an emphasis on the **quality of scientific results** of doctoral students, **gaining international experience** during doctoral studies and **adherence to the study schedule**
- 2.5 Pay due **attention to the socio-economic status of doctoral students** and their full **integration into the scientific community** as promising colleagues in order to strengthen their motivation for the **successful completion of studies** and subsequent careers

## Key Results and Indicators

- 2.1.1 Successful implementation of a **strategic development project** in the field of innovation **for a healthy and safe society**
- 2.1.2 Established high-quality university facilities connecting basic and clinical research in the field of human health and **full use of the research potential of the MU Faculty of Pharmacy**
- 2.1.3 Number of proposals and obtained projects in grant schemes of **international providers, where MU is in the role of researcher or co-researcher** (especially in Horizon Europe)
- 2.1.4 Number of projects in **cooperation with industry / state administration / local government** (TA CR, MIT, etc.; growing trend)
- 2.2.1 **Highly-cited publications** according to the Web of Science
- 2.2.2 Number of proposals submitted and **individual international prestigious research grants** received (e.g. ERC; growing trend)
- 2.2.3 All **key infrastructures of the university** in science, informatics, social sciences and humanities **operate in the mode of shared laboratories (so-called core facilities)**
- 2.2.4 New successfully established **teams** of **MUNI Award in Science and Humanities** holders
- 2.2.5 **Periodic evaluation of research quality** introduced as a standard part of management at all faculties and higher education institutions (functional **peer review panels**, etc.)
- 2.3.1 Proportion of scientific results that are **indexed by the world's major multidisciplinary citation databases** (Web of Science, Scopus and others that are relevant) of the total number of results of authors from MU (growing trend)
- 2.3.2 Proportion of scientific **publications** of authors from MU published **in the first and second quartile of rankings** according to the citation response (e.g. IF and AIS) of relevant journals on the **Web of Science** (growing trend)
- 2.3.3 Number of scientific **publications in 1%, 5% and 10% of the world's most cited publications according to the Web of Science with the key role of authors** from MU (first/corresponding author; growing trend)

- 2.4.1 Established [standards of doctoral studies](#) at faculties and as [part of the internal evaluation](#) of doctoral study programmes
- 2.4.2 Implemented [standardised requirements](#) for the quality of [work of supervisor of doctoral students](#)
- 2.4.3 Proportion of scientific [results of doctoral students](#), which are [indexed by the world's major multidisciplinary citation databases](#) (Web of Science, Scopus and other relevant) of the total number of results of doctoral students from MU (growing trend)
- 2.4.4 The share of scientific [publications of doctoral students in prestigious sources](#) (journals, publishers) with regard to the quality criteria of the [given scientific discipline](#) (growing trend)
- 2.4.5 [Proportion of students completing a foreign internship](#) during doctoral studies (of minimum length one month, one semester, etc.; growing trend)
- 2.4.6 Proportion of successful doctoral [graduates within the standard period of study](#) (growing trend)
- 2.5.1 Average amount of [financial remuneration per doctoral student](#) at individual faculties (growing trend)
- 2.5.2 Number of supported doctoral students from [scholarship programmes for the rewarding of excellent results](#) in doctoral studies (growing trend)
- 2.5.3 Portfolio of [motivational tools](#) for doctoral students and supervisors within [MUNI PhD Academia](#)
- 2.5.4 Established system for [monitoring the employment and career paths of doctoral graduates](#)

## Measures to Meet Strategic Goals

### I. Direction of Research, Support of Excellence and Social Relevance, Cooperation with the Applied Sphere

- Targeted **development of strategic research priorities** based on health, social, technical and economic challenges of society, especially in the fields of **biomedicine, pharmacy, safety, health and quality of life, environment and sustainable development**, with the support of **artificial intelligence** and **synergies** across the university
- Identification of **promising fields according to set criteria** (e.g. according to internal formative evaluation of research, bibliometric analyses of publication performance and international field comparison) and **support of their development** through new principles of standard budgets of individual components and internal grant schemes
- Regular monitoring of scientific outputs in order to **identify new dynamic topics** and personalities with extremely rapid onset of scientific response, topics or personalities with a **traditionally long-term excellent scientific response** and the use of monitoring results in the system of individualised support and university strategies
- Motivation and practical support for the creation of **interdisciplinary and multidisciplinary teams** from the natural sciences, informatics, social sciences and humanities
- Strengthening the **technological direction of** the university's creative **activity** and identifying opportunities for the practical application of scientific knowledge
- Institutional anchoring of cooperation with important partners, such as the University Hospital Brno, FNUSA including the ICRC, the Academy of Sciences of the Czech Republic, institutions in the CEITEC consortium, etc.
- Introduction of supporting tools **to motivate researchers to choose topics** not only for **basic but also applied research**
- Increasing the **application of research results by** developing a related service for cooperation with partners from the applied sphere (i.e. industry, state administration, local government, etc.) and support technology and knowledge transfer, **Proof of Concept** projects and the establishment of **spin-off companies**

- Creating tools for motivation to **increase the relevance of research** and the development of cooperation with the applied sphere, inter alia, in connection with the priorities of the **Innovation Strategy of the Czech Republic 2019–2030 and the Regional Innovation Strategy of the South Moravian Region 2021–2027**
- Developing **long-term cross-sector cooperation** and strengthening close research cooperation with industry, state administration and local government
- The creation of opportunities (discussions, workshops and seminars) for the transfer of practical experience of academic staff and students from cooperation with the application sphere within the university, **popularisation of applied research**, concepts for **start-ups** and **spin-offs** and **appreciation of exceptional cooperation with practice**
- Linking research and teaching by **involving all research institutes** at the university in **educational activities** in an adequate form with the aim of strengthening the transfer of the latest scientific knowledge to undergraduate and postgraduate students
- Strengthening active **communication and popularisation of science and research** as an important part of academic and scientific work across the academic community in the form of appropriate tools and measures within the workplace

### I. Internationalisation

- Use of the **institute of extraordinary professors** for the recruitment and employment of top senior academic and researchers from abroad
- Strengthening the **use of the institute of the creative sabbatical** and supporting the horizontal mobility of academics and researchers between several institutions
- Expansion of targeted support for **attracting excellent scientists from abroad** and the development of a system for their subsequent integration in the environment of the Czech Republic, Brno and the university
- Maximising the use of the **potential of foreign academics and researchers** by their involvement in **teaching, university events**, etc.
- Implementation of rules and **motivational tools to support the publication of results in the most influential international journals** according to the Journal Citation Reports and their equivalents in fields under-represented in the international commercial databases Web of Science and Scopus
- Creating **grant strategies at the level of faculties and other workplaces** in order to obtain grants from international schemes and strengthen involvement in international consortia (e.g. in Horizon Europe and follow-up initiatives)

### III. Evaluation of Creative Activities of Parts of the University, Workplaces and Individuals

- Introduction of internal **formative evaluation of research** at the level of faculties, university institutes and individual research teams
- Strengthening the **importance of internal research evaluation** in order to define **binding strategic decisions**
- Acquisition of **an independent critical peer review** in the evaluation of the quality of scientific work as a part of the internal evaluation system
- Cooperation with the **Masaryk University International Scientific Advisory Board** and other panels of experts in the evaluation of research and reflection of the obtained recommendations
- Development of tools for **evaluating the quality of work and performance of** academic and scientific staff and continuing the **regular evaluation of employees** according to applicable internal procedures

- Creation of **bibliometric analyses** and consideration of acquired knowledge in evaluations of faculties and university institutes, in searching for **opportunities for cooperation**, in evaluating the performance of individual workplaces, etc.
- Ensuring the interconnection of requirements for applicants in habilitation proceedings and in proceedings for the appointment of a professor with a multi-criteria **bibliometric analysis of their publication activities**
- Support for the registration of scientific results in local bibliographic databases in order to provide data for **relevant analysis of the scientific performance of the university** across all disciplines, **taking into account field-specific types of results** and multilingualism

#### IV. R&D Financing System, Obtaining Grants and Internal Grant Schemes

- Introduction of a **motivational system of funding science and research** at the university in accordance with the internal definition quality science and with the principles of responsible research evaluation according to internationally-recognised principles respecting the field focus of workplaces and reflecting the results of national evaluation according to Methodology 2017+
- Internal discussion on the topic of the **economic context of creative activity** and practical financial implications for university-wide and faculty budgets
- Strengthening the **link between quality scientific activity and funding of science** in the budget strategies of individual components and workplaces of the university
- Strengthening grant success of workplaces and components with below-average scientific performance by a clear **grant strategy and a specific form of follow-up support**
- Identification of **staff and research teams with the potential for scientific excellence** and ensuring their maximum **individualised support** in obtaining grants and the facilities that come with them
- **Revision of internal grant schemes** (e.g. Grant Agency of Masaryk University) with an emphasis on obtaining international grants (ERC and others), to support **interdisciplinary and multidisciplinary** topics and **young researchers**
- Creation of **financial instruments to compensate for fluctuations in research teams** following the termination of highly prestigious grants (e.g. **ERC**)
- Creating tools that will enable the **transfer of knowledge and experience from successful applicants** for prestigious grants to other academic and research staff and doctoral students

#### V. Research Centres and Infrastructures

- The creation and implementation of an **investment strategy** for the renewal and development of research infrastructure
- Care for the established **research centres** and **core facilities and support for their synergies** with other components and workplaces of the university
- **Increasing the number of core facilities and ensuring transparent access** to such research infrastructures for internal and external users
- Maintaining the privileged position of the university on the **Roadmap of the Czech Republic of large infrastructures for research, experimental development and innovation**
- Support for **large research infrastructure projects** in their integration into the **European Research Infrastructure Roadmap**

#### VI. Doctoral Studies

[Admissions procedure for doctoral studies](#)



- Active **communication with applicants for doctoral studies** in order to **present possible career paths** (professional v. academic) and the requirements for creative activity and teaching that will be placed on them during the study
- Setting up an **admissions procedure verifying the motivation of applicants** for a given topic in order to strengthen the selection of talented and motivated applicants with the prerequisites to complete the study (e.g. setting the obligation to prepare an essay on a given topic, project elaboration for a research goal, etc.)
- Implementation of **international selection procedures for doctoral studies** and the corresponding advertisement of recruitment activities with the aim of attracting promising foreign students to study Admission of applicants for doctoral studies in favour of a **narrower selection of quality and promising students** (optimisation of the number of admissions according to the specifics of individual fields) and regulation of the number of doctoral students per supervisor

#### Prevention of study failure

- Monitoring the success of doctoral students in various phases of study, **analysing the causes of dropping out** and subsequent work with the results within the field councils and faculty management
- **Systematic work with doctoral boards** at individual faculties 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
- Revision of procedures **for planning the passage of doctoral studies** and introduction of a system of regular verification of the fulfilment of the objectives of individual study plans of doctoral students where this is not the standard
- The introduction of **motivational tools for doctoral students and supervisors** to strengthen completion to graduation rates in the standard period of study
- Revision of teaching duties of doctoral students with the aim of focusing students' **activities on research-related activities on the topic of the dissertation**
- **Standardisation of requirements for supervisors** defining the scope of responsibilities in leading doctoral students and providing methodological support to supervisors, e.g. in the form of seminars and workshops
- **Evaluation of the quality of supervisors' work by** monitoring the completion rates for doctoral students' studies, the average length of study, the quality of research results, the application of doctoral students after graduation and the projection of selected parameters into qualification procedures
- The introduction of **mentoring** as another way of providing **feedback to doctoral students** in relevant fields

#### Doctoral studies conception

- Implementation of **doctoral studies standards** across study programmes concerning field specifics
- Revision of **field-specific requirements for dissertations** and publication results and definition of recommendations and principles for publication activities of doctoral students
- Support and guidance of doctoral students to **publish research results in prestigious sources** (journals and publishers) in accordance with the quality requirements corresponding to the disciplines
- Revision of the **credit system** in doctoral studies
- Development of the concept of a doctoral school in **MUNI PhD Academia in the** form of university-wide and faculty activities with the aim of providing common elements of study (e.g. education in transferable skills, seminars for knowledge sharing, courses with foreign researchers, etc.)
- Strengthening **international ties in the preparation of doctoral students** and the use of the **principles of cotutelles** 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 scientific disciplines, involving students in interdisciplinary projects, etc.
- Development of **information literacy of doctoral students** to increase the quality of their scientific results
- Involving **doctoral students in the popularisation of science and research** and providing appropriate support by strengthening their communication and other skills

#### Socioeconomic status of doctoral students

- Determination of the **motivational amount of financial remuneration** with clear **qualitative criteria of** ongoing success in study and related publishing and teaching activities
- Creating scholarship programmes for **rewarding excellent results** in doctoral studies
- Extension of **support for scientific projects of doctoral students** in the form of internal grant competitions and **involvement in research grants of** external providers
- Ensuring adequate **facilities for doctoral students** as beginning researchers **within workplaces**

#### International mobility, internships and careers of doctoral students

- Making **requirements for international mobility** of doctoral students more concrete
- Motivation of doctoral students for **placements abroad**, even those of more than one month
- Support for **internships** for doctoral students **in the applied field** (industry, state administration, etc.) **and in research institutions**
- Providing support for **reconciling doctoral studies and beginning careers with family life**
- Providing **careers counselling** for the best possible employment of graduate doctoral students in the academic sphere and in professional positions outside it
- Motivation of doctoral graduates to continue their careers in **postdoctoral positions abroad** as much as possible
- **Career mapping of successful** doctoral graduates and maintaining active contact with them

# 3 Internal Culture and Social Activities

## Strategic Goals

- 3.1 Create a coordinated **university policy for the fulfilment of its social role** and to incorporate it into the **evaluation of quality** at the level of universities, faculties and workplaces as a desirable mission together with education and research
- 3.2 Act as a **credible and strategic partner** who, with its broad portfolio of expertise, independent expertise and ability to clearly reach the whole of society, actively **contributes to solving local and global challenges, tables new topics and cultivates public discussion**
- 3.3 Support **altruistic initiatives aimed at the public initiated by students and staff** through an open environment to help those in need, by developing association activities and by volunteering
- 3.4 To act as a **centre of social, cultural and sports life** for students, employees and the public and to create platforms and opportunities for mutual meetings and **dissemination of knowledge**
- 3.5 Strengthen the **belonging of students, staff and graduates to the university** and create a **university community sharing common values** as a basic prerequisite for fulfilling all university roles

## Key Results and Indicators

- 3.1.1 Implemented **evaluation of the social role of the university** as part of quality assurance
- 3.1.2 An established **process of selection of priority topics arising from social need** and their solution in cooperation with parts of the university
- 3.1.3 A working tool for **mapping the fulfilment of the social role of the university** by individual students, employees and workplaces
- 3.2.1 **An overview of implemented activities** within the **fulfilment of social roles**, social responsibility (CSR) and Sustainable Development Goals (SDGs) published on **www.muni.cz**
- 3.2.2 Number of **statements of university experts** on issues addressed in society **in the relevant media** and **in public debates** (growing trend)
- 3.3.1 Creation of a **fund to support the implementation of projects of students and employees with a socially-beneficial impact** and the volume of allocated and drawn funds
- 3.3.2 **Institutionalised volunteering** in the structure of the university and an overview of its activities
- 3.4.1 Establishment of a **cultural and social centre** for the university
- 3.4.2 **Overview and attendance of social, cultural and sports events organised for the university and the general public**
- 3.5.1 Established **internal evaluation of employees taking into account the fulfilment of the social role of the university** within the work portfolio
- 3.5.2 **Awards and other rewards for socially responsible initiatives of students and staff**
- 3.5.3 Indicators of **satisfaction and belonging of students, graduates and staff resulting from university surveys**

# Measures to Meet Strategic Goals

## I. Concepts and Systematic Measures in Fulfilling the Social Role

- Creation of a **concept** for and gradual introduction of **evaluation of the fulfilment of the social role** at the level of the university and its components
- Setting **thematic priorities**, in relation to social need, with the aim of **strengthening the impact of implemented projects on society** (e.g. thematic year / thematic semester for the involvement of several faculties in coordinated activities, etc.)
- Creating a **strategy for the university's contribution to the fulfilment of the Sustainable Development Goals (SDGs)**, including the method of monitoring its implementation across university activities, in connection with the Strategic Framework of the Czech Republic 2030
- Strengthening the **coordination of activities aimed at various target groups across the university** with the aim of streamlining communication and the overall impact of implemented activities (e.g. by creating thematic working groups, monitoring planned activities for a given year and their greater synchronisation across components)
- Incorporating **feedback on the fulfilment of the social role** into relevant student, graduate and employee surveys
- Creating a **fund managing money for socially beneficial activities** and setting rules to support specific projects initiated by students and staff
- Support for **volunteering** and its development within university associations or initiatives at individual faculties and other workplaces and its institutionalisation
- Strengthening the **cooperation of university workplaces** (Munipress Publishing House, Mendel Museum, MU Archive, Telč University Centre, Scala University Cinema and others) **in fulfilling the cultural role of the university** and in cultivating the internal and external environment
- Building a **cultural and social centre of Masaryk University**, including the provision of suitable premises, and strengthening meetings between students, staff, graduates and the general public on various occasions
- Creating a platform for the **presentation of a comprehensive range of cultural and educational activities for the general public**
- **Institutionalisation of cooperation with key actors of the region in priority topics** (South Moravian Region, statutory city of Brno, South Moravian Innovation Centre, key employers, major non-profit organisations, providers of health and social services, schools, sports and cultural organisations, etc.)

## II. The Impact of the Social Role of the University

- Active **participation in the creation of policies, strategies and legislation** at the regional, national and international level, especially in key areas reflecting the expertise of MU
- Participation in **solving strategic issues** of the statutory city of **Brno** and the **South Moravian Region** (social, environmental, economic, etc.)
- Cooperation with industry and companies, educational institutions, providers of health and social services, non-profit and non-governmental organisations, professional associations, public administration, state administration, etc. on specific projects, **entering into new partnerships**
- Strengthening **awareness**, within the university and towards the public, **of the range of activities for society and their effects** (e.g. by creating a separate section within the university website, publishing an annual summary summarising the fulfilment of the social role of the university, etc.)

- Acting in a regional, national and international environment as a **standard setter in inclusive policy** (in the field of education of people with disabilities or special needs, people at risk of social exclusion or people with other disadvantages, etc.)
- **Cultivation of public discussion by** developing media activities through social networks, the university's own portal em.muni.cz, appearances by MU experts in the media, etc.
- Creation and implementation of **media training** for doctoral students, new academics and researchers, workers in leadership positions, etc. in order to develop their competencies and strengthen motivation to appear in the media
- **Evaluation of the media image of** Masaryk University in relation to institutions of a similar type
- Support for the implementation of **activities and initiatives expanding the knowledge and skills** that contribute to the **personal development of the individual and society** (e.g. IT skills, financial and legal literacy, personal health care and prevention, etc.)
- Carrying out a wide range of **educational, awareness-raising, counselling and beneficial activities** to various **target groups needing such help** (those disadvantaged in any way, physically and mentally handicapped, socially excluded, sick, elderly, etc.)
- Building a **professional identity** according to the focus of a given part of the university by participating in the activities of professional and interest chambers and organisations strengthening the dissemination of good practice in a given field of science and the **transfer of knowledge to social life**
- Implementation of **initiatives and activities with the aim of informal dissemination of knowledge in the** form of open teaching courses shared online, public debates, popularisation activities for scientific results, exhibitions, etc.
- Development **of the university's publishing activities** to various target groups through the publication of professional titles and scientific-popularisation titles
- Creating **subject collections in libraries** with the aim of preserving the historical development of scientific knowledge
- **Sharing of cultural heritage in the administration of the university**, especially the library fund, archives, collections, etc., in **digital form** to strengthen the cultural role of the university and the dissemination of knowledge in relation to the public
- Organising a portfolio of events for the public and academia to **develop social, cultural and sporting life in the city and in the region**

### III. Motivation of Students and Employees to Fulfil the Social Role of the University

- Raising **awareness of the fulfilment of social roles**, university social responsibility (CSR) and Sustainable Development Goals (SDGs), about implemented and potential activities in these areas, global and national trends, across the university (e.g. separate section on the web, seminars, internal conferences)
- Inclusion of **issues of social responsibility** and sustainable development **in the university curriculum in the** form of variously focused courses, even within a common university foundation
- Rewarding **socially beneficial activities of** academic, scientific and non-academic staff as **part of their professional portfolio**
- Support for **student projects of a socially beneficial nature** and motivation to implement these activities, such as a symbolic amount of credits within the specified subjects
- Motivation of **employees to fulfil their social role** through various measures (e.g. organisation of charity days, etc.)
- Support of activities and provision of **facilities to university associations** and various interest initiatives

#### IV. Strengthening Belonging to and Building a University Community

- **Recognition** (in various ways) of **quality work by students, graduates and staff** in order to strengthen a culture based on mutual recognition
- Strengthening **communication within the internal environment of the university** with the use of current communication options in the online environment and through print media to various internal target groups
- Development of **intercultural communication** and **integration of foreign workers and students** into university life
- Building an **alumni network and caring for relationships with graduates** by informing them about what is happening at the university, offering interesting services and creating opportunities for their involvement in the activities and life of the university (e.g. involvement in internal quality assessment, thematic working groups in solving various conceptual issues, etc.)
- **Bringing the university work environment closer to the families of employees**, especially children, in the form of specially prepared events (e.g. excursions to workplaces, Children's Day, etc.)
- Introduction of open days of individual parts of the university and their workplaces and other similar events intended for the **internal public**
- Implementation of cultural, social, sports and leisure programmes for students and employees and creating other opportunities for **informal meetings of employees and students**
- Provision of **information and counselling** and other services **for students, graduates and employees** (careers counselling, specialised services and counselling for people with special needs or disadvantages, services for parents of students and employees, etc.)

# 4 HR Management and Staff Development

## Strategic Goals

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| <p><b>4.1</b> To be a <b>prestigious employer</b> with a shared internal culture and an open HR policy <b>at the level of leading European universities</b> with appropriate processes and HR tools</p> <p><b>4.2</b> Create a <b>motivating environment by rewarding</b> high-quality and exceptional work results, <b>providing equal opportunities and conditions</b> for individual development and career growth of employees, as well as supporting the <b>reconciliation of work and personal life</b></p> |
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## Key Results and Indicators

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| <p><b>4.1.1</b> An established <b>system of positions of associate professors and professors</b> according to selected foreign practice</p> <p><b>4.1.2</b> A <b>specified maximum possible length of term of office</b> for managers of academic and research institutes</p> <p><b>4.1.3</b> <b>Number of foreign academic, scientific and non-academic staff</b> at MU (growing trend)</p> <p><b>4.1.4</b> <b>Proportion of academic, scientific and non-academic staff with work experience outside MU</b>, especially acquired abroad (growing trend)</p> <p><b>4.2.1</b> Acquired <b>HR Award</b> for all faculties and higher education institutions of the university</p> <p><b>4.2.2</b> A fully <b>implemented system of internal evaluation of employees</b> in connection with other types of evaluation at the university</p> <p><b>4.2.3</b> <b>Rate of use of tools to support the reconciliation of work and personal life</b> in individual parts of the university (growing trend)</p> |
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## Measures to Meet Strategic Goals

### I. Human Resources Management

- Determination of the **maximum possible length of term of office** for managers of academic and research institutes (e.g. heads of departments, institutes, institutes) and the corresponding amendment to the MU Regulations on Competitive Selection Procedures
- Setting rules, following a university-wide discussion, on the **incompatibility and accumulation of leading positions** within the university
- Setting rules, in connection with university-wide discussion, for the **parallel work** of academics and researchers **at several institutions**
- Building a system of **positions of associate professors and professors** according to foreign models with internationally-comparable conditions
- Implementation of **measures to prevent academic inbreeding** in particular in the form of filling the positions of academic and researchers on the basis of open competition advertised internationally and the application of the criterion of non-university work engagement
- Implementation of **support tools to ensure continuous generational turnover** of employees at the level of middle management and motivation to educate their successors

- Creation and implementation of a **concept** setting out procedures and criteria in the employment of staff working in **postdoctoral positions** (recruitment, conditions, care for these staff, etc.)
- Revision of **qualification requirements and criteria** for the habilitation procedure and the procedure for appointment as a professor
- Implementation of **programmes to support career growth** for academic staff (aimed at habilitation or appointment as a professor within the various parts of the university), scientific and non-academic staff
- Strengthening the **perception of ethics in work and the conduct of all employees as part of personal integrity**, information and methodological measures in this area, including legal services

## II. HR Award, Acquiring and Retaining Executives and Exceptional Employees, Employee Care

- Preparation and implementation of related processes, passing the evaluation, **obtaining and maintaining the HR Excellence in Research Award** by individual components of the university
- Modernisation and implementation of individual **evaluations of academic, scientific and non-academic staff**, including its harmonisation with other types of evaluation at the university
- **Mapping the needs of employees** at all functional levels and setting **requirements** specifying 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 further development and preparation for future leadership or professional positions
- Setting up an **adaptation process for academic and non-academic staff** entering new positions (supervisor, head of department, etc.) with the aim of accelerating their incorporation in connection with the new content of work and responsibilities
- Introduction of **preventive tools to prevent unwanted behaviour** (e.g. bullying, discrimination, sexual harassment, etc.) as well as tools to help if possible
- Application of existing **tools supporting the part-time involvement**, and subsequently full return, of **parents** for children or loved ones **to working life** within individual components and their workplaces - part-time work (and other forms of employment), flexible working hours, work with home office (incl. use of IT tools for online participation in meetings, remote access to data, etc.), job sharing
- Support for the operation of **children's groups** or nursery schools within individual (or more) parts of the university
- Implementation of specialised programmes and **headhunting** activities aimed at **acquiring exceptional employees**
- **Development of HR marketing** with the aim of strengthening the brand of Masaryk University as a prestigious employer

## III. Systematic Development and Training of Employees

- Expansion of the offer of education of the **Pedagogical Competence Development Centre of MU** in the form and content of provided courses according to functioning and transferable foreign practice and in connection with the needs of individual target groups
- Creating a **comprehensive offer of training and development of employees** in the field of personal competencies, managerial competencies, competencies for the effective use of IT technologies, foreign languages, etc.
- Support for **specific target groups of employees** in the area of further development and **acquisition of key competencies** in order to increase the efficiency and quality of their work (e.g. new academic and research staff, academic, scientific and non-academic staff in management positions, staff in various non-academic positions, etc.)



- Motivation and **support of academic and non-academic staff to gain foreign experience** in the form of internships, work placements, blended mobility, etc.

# Information Systems and IT Support

## Strategic Goals

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| <p><b>5.1</b> Fulfil the role of an <b>academic leader</b> in the <b>digitisation of processes</b> at public universities, <b>in the development of their own information systems</b> and in the level of <b>IT infrastructure</b></p> <p><b>5.2</b> Strengthen the competencies and position of the university as a <b>strategic partner</b> in the field of <b>cybersecurity</b> and actively participate in the <b>development of an information society</b></p> <p><b>5.3</b> Strengthen the <b>efficiency and flexibility of the university's operation</b> in all areas of activity <b>through IT support, electronic processes</b> and services to users according to their current needs and become, as far as possible, a <b>paperless institution</b></p> |
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## Key Results and Indicators

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| <p><b>5.1.1</b> Implemented <b>unified enterprise architecture</b> as a new means of management and development of information systems and <b>MU IT services</b></p> <p><b>5.1.2</b> Areas of <b>strategic management</b> of the university with full <b>data-based decision support</b></p> <p><b>5.1.3</b> Comprehensive <b>provision of digital services</b> through the <b>MU Information System</b></p> <p><b>5.2.1</b> The level of security and the ability of IT MU to process <b>classified information, special categories of personal data and other data with special protection</b></p> <p><b>5.2.2</b> Extent of <b>digital content available to students, employees, graduates and the public</b> through IT MU (growing trend)</p> <p><b>5.3.1</b> Overview of <b>fully digitised agendas within the university</b></p> <p><b>5.3.2</b> Overview of electronic <b>tools for communication</b> with applicants, graduates, partners, for internal communication and <b>for online implementation of commercial activities</b></p> <p><b>5.3.3</b> Overview of electronic <b>tools for synchronous and asynchronous teaching</b></p> |
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## Measures to Meet Strategic Goals

### I. Information Systems, Communication

- Building a **unified enterprise architecture of IT MU** (incl. effective assignment, evaluation and coordination of requirements for creation and modification of information systems according to user needs, interoperability of individual components of IT MU, unified management of access rights, unified registration of licenses, etc.)
- Further development of the MU Information System (MU IS), **information systems for the administration and operation of MU IT, learning management systems** and tools to support **synchronous and asynchronous teaching** and study administration in all forms of study
- Implementation of **advanced technologies, including technologies based on using artificial intelligence (AI), to extract data** from university information systems for the needs of decision-making processes at all levels of management
- Generational change in the **economic and management information system** of the university reflecting current technological trends and user needs

- **Modernisation of the approach to selling products and services from the university range** through user-friendly platforms, including mobile applications
- Implementation of a new generation **of the university library system** and continuation of electronic libraries, digitisation of collections and implementation of tools for further use of digitised cultural heritage managed by MU in the sense of Directive (EU) 2019/1024
- Implementation of a **CRM system** (Customer Relationship Management) for effective communication with study applicants, graduates and MU partners
- Strengthening the international character of the university environment continuing to **translate** the main **applications in the university's information systems into English** (or other language mutations)
- Revision of existing **internal communication platforms** and determination of further **strategies for their development** across the university
- Coordinated development of IT functionalities for MU for the **needs of crisis operation and management**

## ii. Digitisation of Processes and Agendas

- Continuation of full **electronic processes** in accordance with the requirements of legal and internal regulations in all relevant agendas, incl. economic and HR administration, administration of receivables and payables, legal proceedings, etc.
- IT support for the transformation of the **file service into a fully electronic form**
- Development of tools for **recording scientific outputs** and **evaluating scientific performance**
- Development of systems for **checking originality** and implementation of new algorithms for **finding similarities**
- Implementation of **Single Digital Gateway** principles according to Regulation No. (EU) 2018/1724 and the right to digital service in the sense of Act No. 12/2020 Coll. into IT tools for communication with applicants, students, staff and the public
- Preparation and implementation of the necessary processes in connection with the **Erasmus Without Paper** initiative
- Coordinated development of tools for **fully electronic legal proceedings**, development and implementation of tools for electronic proceedings

## III. Information Sources, Data for Decision Support, Scientific Data

- Optimisation of the portfolio of electronic information resources, especially **key scientific and professional resources with online access**, and continued operation within the National Centre for Electronic Information Resources
- Strengthening the **role of MU libraries in the field of information support of science and research** with the aim of building their closer contact with the academic community in the field of registration of publication results and information-educational support of publication activities
- Providing support for the **comprehensive and effective use of electronic information resources** with remote access in research and teaching
- Ensuring **access to data** for various users and individual levels of decision-making in an accessible form **with appropriate software support**
- Creation and implementation of a **university strategy** for wider use of **Open Access** and **Open Data**

## IV. Cybersecurity, IT Infrastructure, Data Protection

- Completion of **CYBER CAMPUS CZ** of Masaryk University

- Strengthening the competencies of **the CSIRT-MU team** and developing its national and international contacts
- Development of organisational and technical measures to **ensure the security of IT MU**
- Strengthening **cooperation** with the National Office for Cyber and Information Security, the National Agency for Communication and Information Technologies and other national and international bodies and organisations in the field of **cybersecurity and cyber defence**
- Ensuring a competitive **data and computing infrastructure** (including setting up a mechanism for its coordinated demand) **for demanding scientific applications** (e.g. research in biotechnology, medicine, advanced materials, etc.)
- Development of tools for **long-term storage of digital data** (so-called LTP)
- Active participation in the development of the **national e-infrastructure (e-INFRA CZ)** for science, research and education and active involvement in building the **EOSC** (European Open Science Cloud) and European **Open Science / Open Data** platforms
- Building **data and computing infrastructure** for the development, simulation and testing of autonomous systems based on **artificial intelligence (AI)**
- Providing infrastructure capacity and support services to strengthen **online learning and the use of other online tools** for negotiation, information sharing and cross-agenda cooperation
- Further development of system measures and rules for **personal data protection**
- Development of tools and procedures for **working with sensitive data and special categories of personal data** (especially medical records)
- Building and operating infrastructure for **processing classified information** for the purpose of implementing security projects and cooperating with security forces

# 6 Institution Management and Infrastructure

## Strategic Goals

- 6.1 Strengthen **strategic management** and ensure the **economic stability of the university** through responsible management, with an emphasis on **funding clear priorities** in education and research as well as the creation of reserves, through a **performance-oriented budget** linked to the strategic goals of the university
- 6.2 **Sustainably and responsibly manage the renewal, development and construction of the university infrastructure** as well as 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
- 6.3 **In accordance with the principles of sustainable development, manage energy resources, water and waste** and strengthen **informed traffic management** enabling the **efficient use of the built premises** as well as the management of property

## Key Results and Indicators

- 6.1.1 Adjusted **budget rules** in connection with selected **qualitative parameters**, reflection of current numbers of students at faculties and the motivational system of research funding
- 6.1.2 Higher **success of the university in the competition for institutional funding of education and research** due to growth in qualitative budget indicators of the Ministry of Education, Youth and Sports
- 6.1.3 Creating **financial reserves** of the university, in connection with the set rules of their creation, covering the **requirements for co-financing of strategic development activities**
- 6.2.1 Use of **certified procedures in accordance with environmental responsibility** in the implementation of new constructions, reconstructions and repairs of buildings
- 6.2.2 Implementing the strategy of **responsible public procurement**
- 6.2.3 **Share of green areas** on university campuses (growing trend)
- 6.3.1 Implemented **strategies for energy, water and waste management** and their measurability effects
- 6.3.2 Share of so-called **SMART buildings**, monitored and **managed by IT systems**, within the university (growing trend)
- 6.3.3 Establishing a training system for employees and students in the issue of **efficient and environmentally responsible operation of the university**

## Measures to Meet Strategic Goals

### I. University Budget and Management

- **Analysing the performance and quality of university activities** in various areas, international benchmarking, prediction of the development of key indicators, evaluation of the impact of national policies and trends in society in order to support strategic management

- Raising **awareness of budgeting methodology** in order to improve the awareness of the academic community and strengthen the motivation to achieve better results in budgetary quality indicators
- Adjustment of the **internal distribution of the contribution to educational activities** reflecting the number of students, the economic intensity of study programmes and **quality indicators in education and research**
- Modification of the internal division of institutional support for the long-term conceptual development of a research organisation by introducing a **motivational and performance system of funding science and research** with the support of internal grant schemes
- Creation and implementation of an **investment strategy for the renewal and development of infrastructure**
- Integration of the **MU Faculty of Pharmacy into the economic structure of the university** and support for its economic self-sufficiency
- **Optimisation of the management of university funds** for strategic and development needs while maintaining sufficient financial reserves

## II. Operation of the University According to the Principles of Sustainable Development

- Creation and implementation **of a responsible public procurement strategy** taking into account broader economic, environmental and social aspects, including the application of qualitative criteria
- Creation and implementation of **strategies for energy, water and waste management**
- Implementation of systemic measures to reduce the volume of **non-recyclable waste** produced, to increase the share of the use of **renewable energy sources**, for **saving water**, the use of **rainwater** and increasing the share of the use of **so-called grey water**
- Elaboration of understandable **principles of efficient and responsible management of energy and water** and motivation of students and employees to comply with them
- Reducing the **energy intensity of buildings** and modernisation of related technological equipment
- Cultivation of the university environment by **increasing the share of green areas** and increasing the availability of **so-called clean transport**
- Monitoring the university's **carbon and overall environmental footprint** and taking measures to reduce these

## III. Investments in the Development of Faculties and Related Facilities

- Reconstruction and **completion of the Botanická complex** for the **Faculty of Informatics, MU**
- **Location of the Institute of Computer Science** in the university building itself
- Completion of the necessary infrastructure **background facilities for teaching and research at the Faculty of Education, MU**
- Revitalisation and reconstruction of attic spaces in a **building on Comenius Square** for educational purposes
- Reconstruction of attic spaces connected with construction **in the premises of the Faculty of Science, MU on Kotlářská Street**
- Reconstruction of a **building on Tvrdého Street** for educational and cultural activities
- Revitalisation of the premises of the **Faculty of Sports Studies MU on Veslařská Street**
- **Optimisation of the scope and quality of services** provided by the MU Accommodation and Catering Services leading to the achievement of the expected standard
- Implementation of the **investment strategy of the MU Accommodation and Catering Services**

- Completion of the necessary **barrier-free access to university buildings**, including appropriate internal modifications
- **Reconstruction of existing MU buildings** in accordance with current needs and possibilities of financing while preserving their historical and cultural value
- **Searching for and acquisition of suitable real estate** in accordance with the long-term development needs of the university and funding opportunities

#### IV. Development of University Campus Bohunice

- **Location of the MU Faculty of Pharmacy** in the new buildings of the University Campus Bohunice (UCB) and in the existing premises
- Implementation of **construction investment** within a strategic development project focused **on innovation for a healthy and safe society**
- Completion of a **multi-purpose open athletics centre and a hall for indoor sports** at the Faculty of Sports Studies MU
- Installation **of a movement laboratory and diagnostic centre** at the Faculty of Sports Studies, MU
- Ensuring the **relocation and construction of a building for the archives and arts disciplines** in the UCB complex
- Construction of a **student and catering centre** in UCB
- Completion of **research and educational capacities** in UCB by extension and completion of existing pavilions, especially in the northern part of the complex
- Construction of a **science park for applied research**
- Construction of a **congress centre** in the existing premises of UCB
- Replacement of **heating and cooling** technology in UCB buildings
- **Development of the external environment of the university campus** and integration of green areas for active use in the existing campus

#### V. Information and Control Systems of Buildings, Facility Management

- Streamlining the construction of new university buildings **using the concept of implementing the BIM method** (Building Information Modelling) **in the Czech Republic**
- Using data from BIM to **optimise the operation of buildings and technologies**
- **Implementation and development of the MU BMS** (Building Management System) and related methodologies within capital construction and repairs in university buildings
- Streamlining the operation of university buildings by **integrating data from BIM with the BMS**
- Expansion and optimisation **of CAFM** (Computer Aided Facility Management) for the needs of the **efficient operation of** university buildings, including **occupancy management** (*Space Management*)
- Implementation of active **energy management of infrastructure** in order to strengthen its efficient use