

**MASARYK UNIVERSITY
STRATEGIC PLAN
IMPLEMENTATION SCHEME
FOR 2020**

Strategic priority:

1 Degree Programme Diversification and Accessibility

Objective 1.1 Improve the graduation rate by implementing a coherent admission procedure, communicating with applicants and providing active counselling services throughout the course of studies

Key activities scheduled for implementation in 2020:

- 1.1.1 Developing activities aiming at sharing best practices in addressing premature study termination at the level of departments and institutes
- 1.1.2 Extending the content of online information platforms addressing premature study termination (i.e. MU Student Advisory Centre and staff section of the MUNI portal)
- 1.1.3 Proposing internal and external communication conception concerning premature study termination based on steps already taken
- 1.1.4 Fostering wider communication with applicants throughout the year
- 1.1.5 Continuing in the preparation of an adaptive version of MU Learning Potential Test

Objective 1.2 Introduce new tools facilitating access to studies and their successful completion by all motivated candidates with the necessary learning potential, regardless of disabilities or impairments

Key activities scheduled for implementation in 2020:

- 1.2.1 Fostering methodological support for faculties in the independent assessment of foreign secondary and higher education
- 1.2.2 Developing a motivation scheme for applicants from Roma and other ethnic minorities in order to motivate their preparation for university studies

Objective 1.3 Simplify and streamline degree programme structuring and access to information

Key activities scheduled for implementation in 2020:

- 1.3.1 Finalizing the transformation of fields of study to degree programmes as part of institutional accreditation
- 1.3.2 Finalizing the descriptions of all types of degree programmes at www.muni.cz, considering the needs of applicants and the prevention of premature study termination
- 1.3.3 Improving the MU Information System in areas of approval and implementation of degree programmes

Objective 1.4 Enrich the existing degree programme offer by including primarily double-subject and interdisciplinary programmes, technology-oriented programmes, innovative teacher training programmes and other relevant programmes reflecting job market trends

Key activities scheduled for implementation in 2020:

- 1.4.1 Proposing the recommendation for the so-called postponed specialization in new Bachelor's degree programmes

Objective 1.5 Reflect the needs of lifelong learning by adjusting programmes and educational activities

Key activities scheduled for implementation in 2020:

- 1.5.1 Designing the conception of additional teacher education in view of legislative changes
- 1.5.2 Preparing and implementing the events related to the 30th anniversary of University of the Third Age

Strategic priority:

2 Quality in Education

Objective 2.1 Complete the internal quality assurance system and obtain institutional accreditation for internal programme approval

Key activities scheduled for implementation in 2020:

- 2.1.1 Designing and pilot testing the methodology for the “large” internal evaluation of degree programmes
- 2.1.2 Identifying the existing university instruments supporting academic integrity and preparing their review
- 2.1.3 Designing the conception for integrating new elements of research evaluation (in accordance with Methodology 2017+) into the internal quality assurance system

Objective 2.2 Strengthen the active role of students in quality assurance

Key activities scheduled for implementation in 2020:

- 2.2.1 Obtaining and evaluating feedback from student representatives in programme boards

Objective 2.3 Revise Bachelor’s degree programme curricula and expand the core curriculum

Key activities scheduled for implementation in 2020:

- 2.3.1 Preparation of core curriculum pilot courses at the level of Bachelor’s degree programmes

Objective 2.4 Modernize and popularize education by implementing technological innovations and new teaching methods

Key activities scheduled for implementation in 2020:

- 2.4.1 Opening six new degree programmes using simulation technologies

Strategic priority:

3 Internationalization in Education

Objective 3.1 Introduce foreign languages as an inseparable component of studies in all study types and stages

Key activities scheduled for implementation in 2020:

- 3.1.1 Monitoring obstacles to introducing courses taught in foreign languages in accredited degree programmes at the faculty level

Objective 3.2 Expand the number of foreign languages on offer while also increasing the number of courses taught in foreign languages by both local and international academic employees

Key activities scheduled for implementation in 2020:

3.2.1 Creating conditions for the introduction of joint courses with partner universities (*Collaborative Online International Learning*)

Objective 3.3 Develop a range of degree programmes taught in foreign languages while increasing the number of students enrolled in such programmes

Key activities scheduled for implementation in 2020:

3.3.1 Revising the methodology for preparation of degree programmes in cooperation with a foreign higher education institution

Objective 3.4 Improve the quality of activities associated with international student mobility

Key activities scheduled for implementation in 2020:

3.4.1 Preparing digitization and starting the gradual transition to *Erasmus Without Paper*

3.4.2 Creating conditions for the design of a network supporting mobility of students with special needs in cooperation with partner universities (in particular in connection with *European Digital UniverCity*)

Strategic priority:

4 Individualized Doctoral Programmes

Objective 4.1 Emphasize individual work with doctoral candidates and focus on their socio-economic status

Key activities scheduled for implementation in 2020:

4.1.1 Organizing the conference *Supervision in Doctoral Education*

Objective 4.2 Establish a doctoral school and apply common standards and quality assurance processes in all doctoral programmes

Key activities scheduled for implementation in 2020:

4.2.1 Defining doctoral studies standards considering the specifics of individual disciplines

4.2.2 Providing soft skills training to doctoral students

4.2.3 Organizing a university summer school in doctoral studies in English

Objective 4.3 Actively support doctoral programme graduates in launching their academic as well as non-academic careers

Key activities scheduled for implementation in 2020:

4.3.1 Developing action for the support of postdoctoral stays abroad for MU graduates

Objective 4.4 Improve and promote the international reputation of doctoral programmes at Masaryk University

Key activities scheduled for implementation in 2020:

4.4.1 Preparation of methodology for internal evaluation of doctoral degree programmes

Strategic priority:

5 Research Excellence and Relevance

Objective 5.1 Identify research priorities and strategic interdisciplinary topics at Masaryk University

Key activities scheduled for implementation in 2020:

5.1.1 Proposing the continuation of the grant scheme *MUNI Award in Science and Humanities*

Objective 5.2 Reinforce the position and visibility of university research on an international scale and increase participation in international research projects and consortia

Key activities scheduled for implementation in 2020:

5.2.1 Organizing special events for the new programme *Horizon Europe*

Objective 5.3 Increase the social and economic impact of university research results

Key activities scheduled for implementation in 2020:

5.3.1 Revising priority research topics for PR and media

5.3.2 Updating principles and functioning of the existing patent and commercialization fund

5.3.3 Raising awareness of the programme *Proof of Concept* (i.e. verification or finalizing promising research outputs) within the university

Strategic priority:

6 Research Efficiency and a Stimulating Research Environment

Objective 6.1 Introduce a planning, acquisition and sharing system for expensive research instruments and technologies

Key activities scheduled for implementation in 2020:

6.1.1 Proposal of the sustainable research infrastructure system

Objective 6.2 Implement a universal research evaluation strategy using tools designed to foster research output and measure research quality

Key activities scheduled for implementation in 2020:

6.2.1 Finalizing the proposal for internal formative evaluation of research

6.2.2 Preparing a self-evaluation report and training for the faculties concerning five-year evaluation under Methodology 2017+

6.2.3 Implementing evaluation in modules 3, 4 and 5 under Methodology 2017+

Objective 6.3 Ensure professional research support services and develop an organizational and material base in order to maximize the contribution of key scientists and their teams

Key activities scheduled for implementation in 2020:

- 6.3.1 Fostering methodology support for investigators of research projects in the area of contractual relations involved in the project
- 6.3.2 Providing adequate support for the successful implementation of university-wide research projects funded by the Operational Program Research, Development and Education (OP RDE)

Strategic priority:

7 Organizational Culture Based on Shared Values

Objective 7.1 Develop an inspiring university environment in order to promote shared values between students and employees while reinforcing their sense of belonging to the university

Key activities scheduled for implementation in 2020:

- 7.1.1 Designing the conception of reinforcing the students', graduates' and employees' sense of belonging to the university and building the *MUNIVERSE* community
- 7.1.2 Organizing events reinforcing the students', graduates' and employees' sense of belonging to the university

Objective 7.2 Strengthen mutual awareness and foster internal communication throughout the university

Key activities scheduled for implementation in 2020:

- 7.2.1 Evaluating the effectiveness, impact and assets of new internal communication instruments (i.e. Yammer, staff newsletter, staff portal) and proposal of their further development

Objective 7.3 Expand the range, accessibility and quality of services provided to students and employees

Key activities scheduled for implementation in 2020:

- 7.3.1 Designing and preparing the conception of the *Magazín M* almanac to be regularly published in English
- 7.3.2 Launching the portal with opportunities for internships and traineeships to support practical experience of students during their studies
- 7.3.3 Developing online career services for students
- 7.3.4 Preparing a new communication platform for alumni
- 7.3.5 Adopting a general standard for making public events organized by the university accessible to people with special needs

Strategic priority:

8 Inspiration and Social Responsibility

Objective 8.1 Strengthen the role of the university as an important authority in shaping strategies and policies at the national and regional level

Key activities scheduled for implementation in 2020:

8.1.1 Active participation in the preparation of strategic documents of the Ministry of Education, Youth and Sports and other ministries for the following years

Objective 8.2 Become a desired strategic partner capable of responding to community needs and social challenges

Key activities scheduled for implementation in 2020:

8.2.1 Starting cooperation with regional and national partners in the issues of health and ageing of society and preparing related activities

Objective 8.3 Promote a cultured and cognizant society by actively sharing and disseminating knowledge

Key activities scheduled for implementation in 2020:

8.3.1 Supporting works published in English and mediating their distribution

8.3.2 Continuing the series *Zlatý fond Masarykovy univerzity*

8.3.3 Communicating science to the public through the projects *MjUNI*, *Science Festival*, *Night of Scientists*, and *Science slam*

Strategic priority:

9 Personnel Management and Employee Development

Objective 9.1 Revise personnel management processes, including in particular criteria and tools associated with recruitment, qualification growth and filling leading positions

Key activities scheduled for implementation in 2020:

9.1.1 Revising university-wide internal standards against the *HR Award*

Objective 9.2 Establish an open personnel policy targeting academics and researchers from outside the university

Key activities scheduled for implementation in 2020:

9.2.1 Preparing analyses and action plans, organizing workshops and other events aiming at winning the *HR Award* by further constituent parts of the university

9.2.2 Implementing activities in accordance with the approved action plan for the *HR Award* at the Faculty of Science and CEITEC

Objective 9.3 Develop a comprehensive Masaryk University employee education system

Key activities scheduled for implementation in 2020:

9.3.1 Designing a new conception of support for academics communicating science to the public and appearing in the media

- 9.3.2 Expanding the services offered by *MU Pedagogical Competence Development Centre* with narrowly specialized courses for academic staff
- 9.3.3 Expanding the services offered by *MU Pedagogical Competence Development Centre* with courses in English

Objective 9.4 Create a concept promoting university career – family life balance while expanding the range of available employee benefits

Key activities scheduled for implementation in 2020:

- 9.4.1 Updating the offer of employee benefits from selected partners of the university
- 9.4.2 Introducing part-time jobs for parents returning from maternal and parental leave as a standard practice

Strategic priority:

10 Infrastructure and Institutional Management

Objective 10.1 Complete the construction of necessary teaching and research infrastructure

Key activities scheduled for implementation in 2020:

- 10.1.1 Implementing construction and other investment activities as part of the project *Masaryk University Strategic Investments in Education SIMU+*, in particular the construction of the Medical Simulation Centre at the Faculty of Medicine, rebuilding teaching premises and construction of training and simulation facilities at other faculties
- 10.1.2 Implementing construction and other investment activities for the teaching and research infrastructure, in particular for the new degree programme Pharmacy at the Faculty of Medicine, building the didactic and diagnostic centre at the Faculty of Sports Studies and the Language Teaching Support Centre at the Faculty of Economics and Administration
- 10.1.3 Implementing investment and related land operations as part of project and programme funding in accordance with the university's needs
- 10.1.4 Preparing an investment plan for the future period of structural funds, in particular for funding from the Operational Programme Jan Amos Komenský

Objective 10.2 Increase building management efficiency and safety

Key activities scheduled for implementation in 2020:

- 10.2.1 Reviewing the condition of certain historical university buildings in terms of safety of operation, structural stability of bearing structures, historical façades, roofs and attics
- 10.2.2 Securing the statics and building adaptations of the Faculty of Law MU

Objective 10.3 Optimize the division of competences between constituent parts of the university and streamline its inner workings

Key activities scheduled for implementation in 2020:

- 10.3.1 Streamlining contractual document circulation throughout the university by introduction of a single storage place with easy access and search, creation of new contract templates, digitization of document circulation etc.
- 10.3.2 Streamlining the records and recovery of claims at MU
- 10.3.3 Finalizing the digitization of HR management

Objective 10.4 Ensure economic stability and performance budgeting with elements of solidarity

Key activities scheduled for implementation in 2020:

- 10.4.1 Preparing and implementing changes in internal budgeting rules of the university in accordance with the evaluation of higher education institutions under Methodology 2017+ and in line with new aspects ensuing from institutional accreditation and other terms of the provider
- 10.4.2 Preparing and implementing changes in internal rules for the creation and use of investment and non-investment reserve funds within the university

Strategic priority:

11 Information Systems and IT Support

Objective 11.1 Cultivate the integration of existing information systems while continuing their development, increasing user-friendliness and developing a mobile version

Key activities scheduled for implementation in 2020:

- 11.1.1 Selecting a new system for economic, HR, and organizational issues

Objective 11.2 Implement a user-friendly platform facilitating flexible collaboration and communication in student and employee working groups

Key activities scheduled for implementation in 2020:

- 11.2.1 Continuing deployment of and support for O365 tools

Objective 11.3 Develop efficient data processing tools, promote internal process computerization and information digitization

Key activities scheduled for implementation in 2020:

- 11.3.1 Digitizing selected study and administrative tasks in IS MU
- 11.3.2 Strengthening the social responsibility of the university through paperless processes in IS MU
- 11.3.3 Compliance with international and local statutory obligations in the field of information systems, including university regulations
- 11.3.4 Preparing *FAIR* data policies including their relation to *Open Access*
- 11.3.5 Analysing large sets of technological data for decision-making support

Objective 11.4 Optimize university e-infrastructure and ensure a safe cyber environment

Key activities scheduled for implementation in 2020:

- 11.4.1 Fostering ICT support for *Life Sciences* (ELIXIR, RECETOX, CZECRIN, 1+Million Genomes), in particular with regard to formal requirements of handling non-anonymous data
- 11.4.2 Continuing unification and development of the cloud environment and the relevant e-infrastructure for the operation of university services, including security-related issues
- 11.4.3 Providing the Wi-Fi network for MU alumni and guests in certain common parts of the university