



# **MASARYK UNIVERSITY STRATEGIC PLAN IMPLEMENTATION SCHEME FOR 2018**

## **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 2018:**

- 1.1.1 Creating and launching a network of faculty advisers and field of study consultants
- 1.1.2 Creating an online portal for the MU Student Advisory Centre featuring the full range of counselling services offered by the university
- 1.1.3 Launching a communication campaign as a one of a set of tools designed to prevent premature study termination.
- 1.1.4 Analysing successful study completion in view of previously completed secondary school education
- 1.1.5 Analysing currently valid admission procedure implementation and evaluation requirements
- 1.1.6 Discussing a draft of conceptual and content-related admission procedure changes
- 1.1.7 Creating a university-wide methodology for assessing previously acquired international Bachelor's and Master's degrees during the admission procedure
- 1.1.8 Creating a new concept of collaboration with secondary schools

**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 2018:**

- 1.2.1 Drafting a university-wide inclusive education services and counselling concept
- 1.2.2 Launching an inclusive higher education access programme targeting ethnic minorities
- 1.2.3 Drafting an internal university standard designed to resolve issues associated with alleviating differences in students' initial knowledge in accordance with the needs of individual degree programmes

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

### **Key activities scheduled for implementation in 2018:**

- 1.3.1 Transforming fields of study accredited until 2019 into degree programmes in accordance with the requirements of the current Higher Education Act update and internal MU regulations
- 1.3.2 Implementing changes made in the Higher Education Act update in the structure of studies in the MU Information System and on the university website
- 1.3.3 Launching a communication campaign promoting new study modes available at MU among the general public

**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 2018:**

- 1.4.1 Preparing new degree programmes reflecting job market needs and social trends within the MUNI 4.0 strategic project framework
- 1.4.2 Preparing a higher education management and administration degree programme
- 1.4.3 Mapping potential for expanding study offer in the area of medical programmes

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

#### **Key activities scheduled for implementation in 2018:**

- 1.5.1 Discussing the possibilities of extending the existing lifelong learning offer to so-called minor fields as designated in the new degree programme scheme
- 1.5.2 Organizing activities implemented by constituent parts of MU in the area of lifelong learning programmes in the form of online courses

### **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 2018:**

- 2.1.1 Establishing conditions governing the activities of newly established degree programme boards
- 2.1.2 Developing internal standards for degree programme implementation
- 2.1.3 Implementing a pilot evaluation of selected activities carried out by the MU Internal Evaluation Board
- 2.1.4 Designing a framework for the establishment of internal quality assessment mechanisms for lifelong learning programmes and internationally recognized courses

### **Objective 2.2 Strengthen the active role of students in quality assurance**

#### **Key activities scheduled for implementation in 2018:**

- 2.2.1 Establishing conditions governing the student assessment of activities carried out by the MU Internal Evaluation Board

### **Objective 2.3 Revise Bachelor's degree programme curricula and expand the core curriculum**

#### **Key activities scheduled for implementation in 2018:**

- 2.3.1 Creating a methodology for the implementation of courses comprising the university core curriculum

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

#### **Key activities scheduled for implementation in 2018:**

- 2.4.1 Modernizing the study environment of selected fields of study and launching simulation technologies as part of the MUNI 4.0 project
- 2.4.2 Launching the implementation of a university e-learning strategy

### **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 2018:**

- 3.1.1 Finalizing teaching internationalization standards within the quality standards framework applicable to new degree programmes

### **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 2018:**

- 3.2.1 Developing a concept of teaching foreign languages to hearing impaired persons
- 3.2.2 Expanding the offer of special courses and seminars focusing on students' specific language skills under the guidance of international experts

### **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 2018:**

- 3.3.1 Developing a marketing strategy aimed at international applicants, incoming exchange students and foreign graduates
- 3.3.2 Developing the MU International Ambassador network

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

#### **Key activities scheduled for implementation in 2018:**

- 3.4.1 Drafting analytical materials for the implementation of so-called mobility windows in newly conceived degree programmes
- 3.4.2 Implementing surveys focusing on students with international study experience in order to obtain feedback on completed study placements
- 3.4.3 Drafting a handbook on the management of security risks associated with the stay and studies of international students at MU
- 3.4.4 Producing a manual on the conclusion and implementation of bilateral partnership agreements arranged by faculties

**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 2018:**

- 4.1.1 Implementing a seminar for doctoral candidate supervisors specifically focusing on the personalized treatment of talented doctoral candidates

**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 2018:**

- 4.2.1 Developing a summer school concept focusing on newly admitted as well as advanced doctoral candidates
- 4.2.2 Organizing workshops with doctoral board chairs on the implementation of doctoral degree programme standards

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

**Key activities scheduled for implementation in 2018:**

- 4.3.1 Implementing a motivational seminar for doctoral studies graduates on the development of a postdoctoral career

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

**Key activities scheduled for implementation in 2018:**

- 4.4.1 Developing a joint doctoral thesis supervision system within the international cooperation framework
- 4.4.2 Developing the MU Seminar Series selective lecture cycle

**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 2018:**

- 5.1.1 Preparing and approving an internal MU research evaluation methodology in accordance with international standards and national methodologies

**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 2018:**

5.2.1 Implementing the Open Access approach at MU

5.2.2 Developing targeted support for international project participation with special emphasis on research teams with significant potential

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

**Key activities scheduled for implementation in 2018:**

5.3.1 Implementing procedures associated with the utilization of financial instruments provided by the National Innovation Fund at Masaryk University

5.3.2 Establishing collaborations with the industry in selected social sciences fields

**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 2018:**

6.1.1 Introducing new incentives promoting device and technology sharing

**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 2018:**

6.2.1 Implementing new pilot grant schemes within the MU Grant Agency framework

**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 2018:**

6.3.1 Developing support for incoming postdoctoral employees

**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 2018:**

7.1.1 Implementing a new MU visual identity into the university's online presentation, news portal and other communication tools

7.1.2 Preparing a celebration marking the 100<sup>th</sup> anniversary of the university's founding

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

**Key activities scheduled for implementation in 2018:**

- 7.2.1 Completing the implementation of an employee portal in connection with information systems and IT support integration
- 7.2.2 Analysing international student and employee information source awareness, drafting a communication strategy

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

**Key activities scheduled for implementation in 2018:**

- 7.3.1 Developing a concept for the use of English as a second administrative language throughout the university
- 7.3.2 Expanding career services for students to include online job market competence-focused courses and round table discussions with employers
- 7.3.3 Preparing a project plan designed to provide university facilities to student associations
- 7.3.4 Creating a university-wide computer room and student facility development concept
- 7.3.5 Designing a Munipoints network facilitating the distribution of publications issued by Masaryk University Press and MU promotional items
- 7.3.6 Providing wireless internet access at all MU halls of residence

**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 2018:**

- 8.1.1 Monitoring the development of national and European legislation and assessing their impact on university agendas

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

**Key activities scheduled for implementation in 2018:**

- 8.2.1 Expanding the availability of lifelong learning activities to citizens of the South Moravian region who normally lack access
- 8.2.2 Developing a code of ethics designed to regulate collaborations with employers implemented by the MU Career Centre

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

**Key activities scheduled for implementation in 2018:**

- 8.3.1 Developing a popular science series promoting the natural sciences among the general public
- 8.3.2 Creating a new collaboration framework for Brno institutions capable of promoting MU science and studies
- 8.3.3 Preparing and producing publications celebrating the 100<sup>th</sup> anniversary of the university's founding, digitizing the oldest university publications

**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 2018:**

- 9.1.1 Implementing Internal Wage Regulations
- 9.1.2 Implementing Regulations on Competitive Selection Procedures

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

**Key activities scheduled for implementation in 2018:**

- 9.2.1 Expanding services offered by the MU Welcome Office to international employees
- 9.2.2 Drafting an action plan of the CEITEC MU human resources development strategy and implementing initial steps in this area at the Faculty of Science of MU in order to win the HR Award for both constituent parts of the university

**Objective 9.3 Develop a comprehensive Masaryk University employee education system**

**Key activities scheduled for implementation in 2018:**

- 9.3.1 Implementing educational courses organized by the Pedagogical Competence Development Centre
- 9.3.2 Developing an employee media outreach training programme
- 9.3.3 Developing specialized language training for academic employees
- 9.3.4 Developing specialized language training for non-academic employees
- 9.3.5 Implementing a pilot version of managed adaptation processes for employees in new positions
- 9.3.6 Designing and implementing a pilot version of a non-academic employee evaluation and feedback system

**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 2018:**

- 9.4.1 Implementing new measures addressing employee benefit issues



**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 2018:**

- 10.1.1 Increasing the performance of the MU Information System to ensure the smooth operation of new and existing functions in view of increasing load levels.
- 10.1.2 Implementing renovations, construction work and associated property-related operations in accordance with Attachment No. 1

**Objective 10.2 Increase building management efficiency and safety**

**Key activities scheduled for implementation in 2018:**

- 10.2.1 Designing an energy savings plan for the Bohunice University Campus on the basis of completed studies
- 10.2.2 Utilizing MU Building Management System data to design building fire safety regulations
- 10.2.3 Integrating technologies used by the Integrated Laboratories for Biomedical Technologies in the MU Building Management System

**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 2018:**

- 10.3.1 Implementing newly integrated operational services in the area of energy, security and fire safety
- 10.3.2 Identifying university agendas suitable for a university-wide switch to fully electronic administration

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

**Key activities scheduled for implementation in 2018:**

- 10.4.1 Establishing MU budgetary rules with respect to expected changes in the institutional funding of public higher education institutions
- 10.4.2 Discussing and adopting a standard for the creation of investment property reproduction reserves

**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 2018:**

- 11.1.1 Developing economic system functionality associated with obligations arising from legislation and MU operational needs
- 11.1.2 Proposing solutions for the future utilization of the university economic system

- 11.1.3 Localizing selected applications and information system functionalities into English
- 11.1.4 Preparing a functional integration of all constituent parts of the university into the MUNIshop service
- 11.1.5 Analysing options for integrating the Compass application into the BMS MU and Archibus systems, including the designing of a technical integration solution

**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 2018:**

- 11.2.1 Deploying Office 365 products to facilitate collaborative projects within the university

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

**Key activities scheduled for implementation in 2018:**

- 11.3.1 Finalizing an application for the accreditation of the MU Information System digital archive service
- 11.3.2 Integrating the MU Information System Bureau application with public administration systems

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

**Key activities scheduled for implementation in 2018:**

- 11.4.1 Revising backbone data network capacity and optical fibre operation, establishing additional strategies associated with further operation and development
- 11.4.2 Implementing the provisions of the European General Data Protection Regulation in university information systems

## **Attachment No. 1: Selected MU investment activities scheduled for implementation in 2018**

- Completion of the construction contractor selection procedure and construction launch for the university simulation centre at University Campus Bohunice, implemented within the framework of the Research, Development and Education Operational Programme
- Creation of material conditions for the development of degree programmes in the area of cyber security
- Project preparation completion, technical supervisor selection and construction contractor selection for the completion of the ICT centre in the Botanická Street complex of the Faculty of Informatics and the MU Institute of Computer Science
- Construction contractor selection and construction launch for the extension of the Research Centre for Toxic Compounds in the Environment (RECETOX) building at the University Campus Bohunice, implemented within the framework of the Research, Development and Education Operational Programme
- Completion of the second stage of the renovation and construction of the historical Faculty of Arts complex, implemented within the framework of Programme 13321J
- Preparation of movement laboratory construction plans for the development of fields of study at the Faculty of Sports Studies
- Reconstruction project preparation for the A2 block of the Vinařská halls of residence, implemented within the programme funding framework of the Ministry of Education, Youth and Sports of the Czech Republic
- Preparation of documentation for the new MEYS subsidy programme No. 133220: Development and Renewal of Public University Material and Technical Base
- Implementation of centralized partial investment projects implemented outside of programme and project funding frameworks, financed from internal MU resources