MUNI

MASARYK UNIVERSITY STRATEGIC PLAN IMPLEMENTATION SCHEME FOR 2019

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 2019:

1.1.1   Continuing in the preparation of an adaptive version of MU Learning Potential Test
1.1.2   Reviewing and guaranteeing the content of university events for newly enrolled students with attention paid to previous premature study termination rate
1.1.3   Continuing in the campaign aimed at the prevention of premature study termination, support for MU Student Advisory Centre and services provided through www.muni.cz/studenti
1.1.4   Implementing a new form of communication with applicants, designed as a year-round campaign focussing not only on fresh secondary school graduates
1.1.5   Evaluating the work of faculty guarantors and advisers responsible for addressing the premature study termination rate
1.1.6   Expanding the network of advisers on the degree programmes, who provide information and consultancy to students and applicants
1.1.7   Extending the content of MU Student Advisory Centre online portal

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 2019:

1.2.1   Proposing recommendations for admission requirements in line with specific features of individual fields of education or degree programmes
1.2.2   Designing a motivation scheme for applicants from Roma and other ethnic minorities in order to motivate potential applicants for university study

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

Key activities scheduled for implementation in 2019:

1.3.1   Transforming the remaining fields of study to degree programmes in accordance with the requirements of the amended Higher Education Act and MU internal regulations and transferring students into the new degree programmes, where applicable
1.3.2   Reviewing MU Study and Examination Regulations, in particular in the context of new studies since September 2019

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 2019:

1.4.1   Preparing fourteen new or innovated degree programmes reflecting job market needs and social trends, to be introduced at seven MU faculties within the MUNI 4.0 strategic project framework

1.4.2   Preparing the major and minor study plans for the major/minor full-time study in the field of education Law

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

Key activities scheduled for implementation in 2019:

1.5.1   Strengthening international cooperation with Danube University Krems in the area of lifelong learning aiming to organize educational events at the University Centre in Telč

1.5.2   Fostering international cooperation with Austrian partners in order to design and implement educational programmes for senior citizens

1.5.3   Strengthening cooperation with the Regional Authority of the South Moravian Region aiming at the increase in the offer of educational programmes for seniors also outside Brno

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 2019:

2.1.1   Commencing the work of newly established degree programme boards

2.1.2   Designing and pilot testing of an internal evaluation methodology for degree programmes

2.1.3   Designing the plan for the completion of the internal quality assurance system through interconnecting the evaluation of educational, creative and related activities

2.1.4   Partially reviewing internal regulations based on the hitherto experience with the new quality assurance system of the university

2.1.5   Defining the Masaryk University graduate's profile on the university level

Objective 2.2 Strengthen the active role of students in quality assurance

Key activities scheduled for implementation in 2019:

2.2.1   Setting the conditions for effective involvement of students in the evaluation of actions implemented by programme boards

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

Key activities scheduled for implementation in 2019:

2.3.1   Designing a pilot conception of teaching courses comprising the university core curriculum

2.3.2   Preparing recommendations based on the hitherto experience with the transformation of Bachelor's degree programmes for the purpose of their future utilization for instance in the transformation of related fields of study into specializations within the framework of new degree programmes

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

Key activities scheduled for implementation in 2019:

2.4.1   Starting to utilize simulation technologies in teaching within the MUNI 4.0 strategic project framework; modernization of study of selected programmes

2.4.2   Creating a new design of e-learning applications and materials supporting mobile devices

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 2019:

3.1.1   Finalizing the standards for internationalization in education as part of quality standards for 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 2019:

3.2.1   Continuing in the systematic support for the design of courses in foreign languages while preferring required and selective courses

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 2019:

3.3.1   Identifying and utilizing new possibilities of promotion in priority countries for 2019, in particular in the United Kingdom, USA and Canada

3.3.2   Performing an overall review of outsourced advertising services and a corresponding redesign of marketing services

3.3.3   Innovating the section of the MU news portal aimed at prospective new students from other countries than the Czech Republic and the Slovak Republic

3.3.4   Preparing and distributing a newsletter for international students

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

Key activities scheduled for implementation in 2019:

3.4.1   Designing a conception for the so-called *Mobility Windows* in newly conceived degree programmes

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 2019:

4.1.1   Organizing the annual internal conference for doctoral studies, entitled *Supervision in Doctoral Education* in order to share best practices among the MU doctoral boards

4.1.2   Formulation of recommendations for mentoring in doctoral studies at the university through research of mentoring programmes successfully working at other institutions

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 2019:

4.2.1   Organizing a doctoral summer school with a new, broader focus and an innovated *PREFEKT* programme for doctoral students

4.2.2   Mapping processes related to the management of doctoral degree programmes at the university and drawing up methodology guidelines for the implementation of best practice 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 2019:

4.3.1   Organizing a motivation seminar for doctoral students focussed on their careers outside the academic sector

4.3.2   Proposing a conception and commencement of training scheme for students finishing their doctoral studies, focussed on shadowing certain posts at innovative companies

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

Key activities scheduled for implementation in 2019:

4.4.1   Transforming the doctoral fields of study to degree programmes in accordance with the requirements of the amended Higher Education Act and MU internal regulations

4.4.2   Further development of *MUNI Seminar Series* as a selective lecture cycle for doctoral students

4.4.3   Support for recruitment activities aimed at future doctoral students through international advertising of doctoral posts at the university

5 Research Excellence and Relevance

Objective 5.1 Identify research priorities and strategic interdisciplinary topics at Masaryk University
Key activities scheduled for implementation in 2019:
5.1.1   Preparing a proposal for the criteria of evaluating research organizations in modules 3–5 in accordance with the methodology for evaluation of research organizations (M17+)

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 2019:
5.2.1   Targeted support for *Open Access* of publications entering module 1 in accordance with the methodology for evaluation of research organizations (M17+)
5.2.2   Fostering international cooperation in research and development through involvement in international networks within the European Research Area
5.2.3   Organizing internal information events related to the preparation of the new Framework Programme for Research and Innovation entitled *Horizon Europe*

Objective 5.3 Increase the social and economic impact of university research results
Key activities scheduled for implementation in 2019:
5.3.1   Proposing incentives for the creation of transparent and motivating environment enabling establishment and growth of the university spin-offs
5.3.2   Organizing *Business Research Forum MU 2019*

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 2019:
6.1.1   Organizing a workshop focussed on sharing research instruments with the participation of professional boards and commissions for research infrastructures

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 2019:

6.2.1   Evaluating the work of MU Grant Agency after six years of its existence and proposing development strategies for the next period

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 2019:

6.3.1   Designing and implementing a support programme within the *Postdoc@MUNI* project for international postdoctoral staff in order to facilitate their settling in the local academic environment

6.3.2   Fostering methodology support for investigators of research projects in the area of research ethics and personal data protection through the design of manuals, sample documents and contracts, training and consultation

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 2019:

7.1.1   Organizing celebrations of the 100th anniversary of Masaryk University aiming at enhancing the identification of employees and students with their own university and building a positive image of the university with the general public

7.1.2   Preparing a conception of activities enhancing the student community and their sense of belonging to the university

7.1.3   Continuing in the implementation of the new MU visual identity in the university's online presentation, news portal and other communication tools

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

Key activities scheduled for implementation in 2019:

7.2.1   Improving the ways of providing information to the university international staff through the design and utilization of new communication tools and innovation of the existing ones

7.2.2   Implementing the concept for the use of English as a second working language throughout the university

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

Key activities scheduled for implementation in 2019:

7.3.1   Developing and pilot-testing the portal with opportunities for internships and traineeships responding to needs of practical instruction in accredited degree programmes

7.3.2   Developing student application *Study Planner* serving to schedule the studies in line with current requirements of degree programmes

7.3.3   Designing and offering the course *Start of Career* aiming at enhancing the students' competencies in planning their careers and at supporting career advising

7.3.4   Implementing tools assisting students with visual and hearing impairment through the development of the interpretation system, improvement of the existing hybrid book interface, enabling access to the relevant visual documents etc.

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 2019:

8.1.1   Active participation of the university representatives in setting the system of science and research evaluation for the segment of higher education institutions in the Czech Republic

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

Key activities scheduled for implementation in 2019:

8.2.1   Organizing a new Job Fair for MU students and public administration bodies

8.2.2   Strengthening employers' awareness of MU Career Centre as a recruitment agency of Masaryk University

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

Key activities scheduled for implementation in 2019:

8.3.1   Organizing the promotional campaign *100 Stories* in order to disseminate knowledge generated at MU during 100 years of its existence among academic community and general public

8.3.2   Organizing a launching ceremony for publications celebrating the 100th anniversary of founding the university

8.3.3   Organizing the 20th annual conference *Quality Assurance in Higher Education* with wider range of international topics and speakers as part of the 100th anniversary celebrations

8.3.4   Organizing an international conference of the Association of European University Presses *Sharing Academic Knowledge 2019. Current perspectives on means of academic publishing*

8.3.5   Developing the concept of *Science Slam* in order to promote science through a tour of secondary schools all over the Czech Republic and involvement of other Brno universities in the project

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 2019:

9.1.1   Continuing in the implementation of Internal Wage Regulations of Masaryk University through drawing up implementing regulations at individual university units and through sharing best practices

9.1.2   Continuing in the implementation of Regulations on Competitive Selection Procedures of Masaryk University in particular through the evaluation of initial experience and methodological support depending on concrete needs

9.1.3   Preparing applications for the accreditation of fields of habilitation procedure and professor appointment procedure in accordance with the Government Regulation No. 274/2016 Coll. on Standards for Accreditation in Higher Education

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

Key activities scheduled for implementation in 2019:

9.2.1   Expanding the services offered by *MU International Support Office* to staff coming from abroad to other units of Masaryk University

Objective 9.3 Develop a comprehensive Masaryk University employee education system

Key activities scheduled for implementation in 2019:

9.3.1   Expanding the services offered by *MU Pedagogical Competence Development Centre* with brief, closely specialized courses for academic staff

9.3.2   Expanding the offer of managerial and personal development courses for non-academic staff

9.3.3   Expanding the offer of language courses for non-academic staff

9.3.4   Continuing in the implementation of managed adaptation processes for employees on new posts, supplementing the processes with feedback from the employee concerned, making the process accessible to international staff etc.

9.3.5   Continuing in the implementation of the non-academic employee evaluation and feedback system and introducing electronic support from such process

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 2019:

9.4.1   Designing the information material entitled *Career at Masaryk University* in order to inform the staff of duties, rights and advantages of persons with the status of an MU employee

9.4.2   Introducing new measures addressing employee benefit issues

10 Infrastructure and Institutional Management

Objective 10.1 Complete the construction of necessary teaching and research infrastructure

Key activities scheduled for implementation in 2019:

10.1.1 Restoration and construction work and related land operations in accordance with the university priorities

Objective 10.2 Increase building management efficiency and safety

Key activities scheduled for implementation in 2019:

10.2.1 Reviewing the condition of certain historical university buildings in terms of safety of operation, structural stability of bearing structures, historical facades, roofs and attics

10.2.2 Completing the survey and remedying the unsatisfactory condition of the Faculty of Law MU building

10.2.3 Increasing the efficiency of lecture rooms utilization at the Faculty of Medicine MU, located in the University Campus at Bohunice, through the electronic access control system supplemented with the camera system (on the 1st above-ground floor)

10.2.4 Unifying the camera system in the University Campus at Bohunice through the transformation of the older analogue camera system into the IP camera 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 2019:

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 university administration of selected personnel and financial agendas and their transformation into full electronic mode throughout the university

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

Key activities scheduled for implementation in 2019:

10.4.1 Establishing MU budgetary rules with respect to new conditions for the institutional funding of public higher education institutions by providers

10.4.2 Adopting new measures to create and use investment and non-investment reserve funds within the university

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 2019:

11.1.1 Ensuring a coordinated collection and assessment of requirements for the development of the university information systems

11.1.2 Continuing in the adaptation of information system design in order to increase user-friendliness and developing a mobile version in view of the relevant national and European standards

11.1.3 Adjusting the INET system interface aiming at a gradual replacement of direct access to the Magion system

11.1.4 Identifying a final solution of the future implementation and utilization of the financial and personnel system of the university

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 2019:

11.2.1 Expanding the university portal with new and innovated applications based on the users' requirements following the pilot testing

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

Key activities scheduled for implementation in 2019:

11.3.1 Continuing in the computerization of study issues and related matters including the administration of fees and electronic signing of study documents in various stages of studies, including issuing e-diplomas

11.3.2 Ensuring the application support for the transition to the new structure of degree programmes and processes in the context of accreditation and work of MU Internal Evaluation Board

11.3.3 Reviewing the digital archive in accordance with the terms of the National Digital Archives

11.3.4 Integrating the electronic signature into the university information systems aiming at the minimization of printed documents

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

Key activities scheduled for implementation in 2019:

11.4.1 Mapping possibilities for the introduction of a new transaction system for the future generation of MU Information System

11.4.2 Developing and unifying data storage places and designing the methodology for the treatment of sensitive data, including the interconnection with internal and external cloud solutions

11.4.3 Encouraging digital signing in the university information systems, in particular in the context of the compliance with Act on Trust Services for Electronic Transactions

11.4.4 Synchronizing MU Information System with the European regulation concerning the respect for private life and the protection of personal data in electronic communications and with the amended Act on Personal Data Protection

11.4.5 Providing wireless internet access for MU graduates and guests in the main premises of the university