

**Masaryk University Strategic Plan
Implementation Scheme
for 2022**

1 Teaching and Education

Strategic goals for 2021–2028 and measures planned for 2022

Goal 1.1 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

Key measures for 2022:

- **1.1.1** Comprehensive **evaluation of the MU internal quality assurance system** focusing on its ability to control and support teaching innovation, involvement of external evaluators
- **1.1.2** Setting the **system of student dropout prediction** by identifying risk students thanks to the MU Information System
- **1.1.3** Pilot testing of an **adaptive version of the Learning Potential Test** within the framework of admissions procedure and preparation of its overall deployment
- **1.1.4** Strengthening **active forms of MU presentation at secondary schools** through new ways of information transmission and promoting student ambassadors
- **1.1.5** Building a **new network of secondary schools** (based on the numbers of incoming students and their study results etc.) and designing a system of **periodical events** for headmasters and other staff
- **1.1.6** Creating a web platform that will integrate information and programmes for the **development of primary school and secondary school students' talents**
- **1.1.7** Strengthening **proactive search for talented secondary school students** maximally utilizing the potential of Students' Professional Activities (SOČ)
- **1.1.8** Creating an **online signpost** for better orientation of students and **effective targeting of specific care** (i.e., mediating psychological and career counselling, scholarship options, help in a difficult life situation etc.)
- **1.1.9** Extension of the university's activities supporting **student entrepreneurship** by preparing **new courses** focused on innovations and new trends with the participation of **professionals** and implementation of a pilot year of a **student competition** organized by the TTO MU

Goal 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

Key measures for 2022:

- **1.2.1** Continuation of pilot testing of **shared university core courses** and further extension of their range
- **1.2.2** Setting common **rules of study plan selection and transfers between degree programmes** (with regard to the Higher Education Act amendment)
- **1.2.3** Starting the **preparation of new MU Study and Examination Regulations** that will reflect the changed form and content of degree programmes

Goal 1.3 Develop progressive modern teaching methods, distance and online forms of education and strengthen the participation of students and practitioners in teaching and the evaluation of its quality

Key measures for 2022:

- **1.3.1** Preparation and commencement of a centralized programme for the **promotion of online and remote education**
- **1.3.2** Preparation and commencement of a centralized programme for the **promotion of teaching innovation and knowledge verification at the level of courses**
- **1.3.3** Preparation and commencement of a centralized programme for the **promotion of interactive and simulation teaching**
- **1.3.4** Amendment of an internal regulation on quality assurance aiming at strengthening and improving **student participation in programme boards**
- **1.3.5** Developing the **system of teaching practice** with a comprehensive offer and harmonized procedures for its implementation **across the university**

Goal 1.4 Enable education for professional growth and personal development throughout life by providing an appropriate degree programmes and strengthening the importance of lifelong learning

Key measures for 2022:

- **1.4.1** Creating a **web platform** with a comprehensive offer of **lifelong learning courses** provided by university constituent parts
- **1.4.2** Expanding educational opportunities by the introduction of **new interdisciplinary, interfaculty and career-oriented courses**
- **1.4.3** Strengthening the cooperation with employers' and other institutions' platforms (e.g., Regional Chamber of Commerce of South Moravia, South Moravian Innovation Centre) aiming at enhancing the importance of lifelong learning for the labour market and the society through **high specialization of the programmes/courses based on the current demand from companies**
- **1.4.4** Development of tools (i.e., online courses, provision of technology, personal assistance) for supporting **full participation of older people with a health disadvantage in education**
- **1.4.5** Proposal for and introduction of a **client service**, including consultancy, for **those interested in lifelong learning**
- **1.4.6** Enhancement of **qualification and organizational and methodological competences** of staff who prepare and implement lifelong learning programmes

Goal 1.5 Perceive and further strengthen internationalisation as an integral part of the degree programmes, curriculum, content and forms of teaching and services provided at all faculties of the university

Key measures for 2022:

- **1.5.1** Preparation of the **interdisciplinary and interfaculty Liberal Arts degree programme** and supplementing it with a Sciences section; designing a **comprehensive Liberal Arts & Sciences programme in English** for Bachelor's studies
- **1.5.2** Preparation of a **technology-oriented Master's degree programme in electron microscopy, taught in English**
- **1.5.3** Optimization of international mobility opportunities for students and staff and increasing the number of outgoing participants through **creating a manual for the administration of new types of mobility and introducing support tools** to motivate mobility

- **1.5.4** Implementation of traditional and non-traditional types of mobility (e.g., virtual seminars, blended learning, COIL courses, etc.) within the **EDUC alliance**
- **1.5.5** Setting the processes enabling a better use of the potential of academic and research staff from abroad for **strengthening the “Internationalisation at Home”**
- **1.5.6** Enhancing the **promotion of study** in foreign languages by **online and offline marketing**, wider use of the **student ambassador** network and introduction of **scholarships for third-country students**
- **1.5.7** Continue to fully implement the processes necessary for **Erasmus Without Paper**, the new mobility administration model
- **1.5.8** Inclusion of the target group of **international students and graduates** in relevant **university-wide surveys**

2 Research and Doctoral Studies

Strategic goals for 2021–2028 and measures planned for 2022

Goal 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

Key measures for 2022:

- **2.1.1** Supporting applicants in the preparation of **grant proposals for international funding bodies**; proposals will be based on the research plan of a strategic development project
- **2.1.2** Evaluation of the **effectiveness of support for Proof of Concept projects** at Masaryk University including a university-wide conference with presentation of specific outputs
- **2.1.3** Organization of the **Day of National Research Infrastructures 2022** together with the Ministry of Education, Youth and Sports
- **2.1.4** Organization of the **International Conference on Research Infrastructures 2022** together with the European Commission and the Ministry of Education, Youth and Sports
- **2.1.5** Enhancing the **self-presentation of individual researchers on the university website** by promoting persistent identifiers and academic social networks
- **2.1.6** Finalizing the integration of the **Faculty of Pharmacy** into the university system of research support

Goal 2.2 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

Key measures for 2022:

- **2.2.1** Implementation of the **internal evaluation of research quality** at the level of units with the participation of international evaluators; communication of research evaluation principles at the national and institutional levels
- **2.2.2** Linking internal actions related to the preparation of European Research Council (ERC) grant applications with the work of the Czech **National Expert Group for the ERC**
- **2.2.3** Preparation and pilot testing of a tool involving **ERC investigators and panel members in the consultancy** of new ERC project proposals
- **2.2.4** Support for hiring excellent scholars from abroad through **MUNI Award in Science and Humanities (MASH)** and **MASH JUNIOR** schemes
- **2.2.5** Involvement of **MUNI Award in Science and Humanities holders** in the innovated evaluation process of the **Grant Agency of MU**
- **2.2.6** Motivating and supporting the formation of interdisciplinary and multidisciplinary teams in natural sciences, informatics, social sciences and humanities through the **GAMU INTERDISCIPLINARY** internal grant scheme
- **2.2.7** Designing a pilot scheme for **funding research infrastructures** at Masaryk University based on the implemented strategy

Goal 2.3 Strengthen internationally-recognised quality scientific performance in all parts of the university, with appropriate tools taking into account disciplinary differences and the range of existing levels of research

Key measures for 2022:

- **2.3.1** Analysing the publication output and citation rate of individual disciplines and constituent parts of the university with the aim of obtaining high-quality information to **formulate effective publication strategies**
- **2.3.2** Setting sustainable and motivating **methodology of distribution of research funding** from the state budget **on the basis of a set of qualitative indicators**
- **2.3.3** Supporting the **implementation of adopted strategies** by faculties and university institutes in order to participate in **Horizon Europe** (e.g., through information campaigns and workshops)

Goal 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

Key measures for 2022:

- **2.4.1 Internal evaluation of doctoral degree programmes** as part of research evaluation at MU
- **2.4.2** Discussion about the supervisor standard and **preparation of supervisor evaluation**
- **2.4.3** Support for excellent study results by the **Vice-Rector's Award for Excellence in Doctoral Studies**
- **2.4.4** Launching a discussion over the new **MU Study and Examination Regulations** in parts concerning doctoral studies and over amendment of binding internal regulations of MU that would reflect approved internal recommendations and principles of doctoral studies
- **2.4.5** Strengthening **international elements in doctoral studies by supporting international mobility** of doctoral students or arrivals of foreign experts, including alternative solutions in the case of emergency situations

Goal 2.5 Pay due attention to the socio-economic status of doctoral students and their full integration into the scientific community as promising colleagues so as to strengthen their motivation for the successful completion of studies and subsequent careers

Key measures for 2022:

- **2.5.1** Preparation of the **concept of funding doctoral studies** based on the expected amendment to national legislation
- **2.5.2** Expanding and improving the portfolio of educational and development activities for **doctoral students and supervisors** as part of **MUNI PhD Academia**
- **2.5.3** Inclusion of issues related to the **popularization of research results** into the doctoral curriculum through workshops and seminars focused on presentation and communication skills

3 Internal Culture and Social Contribution Activities

Strategic goals for 2021–2028 and measures planned for 2022

Goal 3.1 Create a coordinated university policy for fulfilment of its social role and to incorporate it into the evaluation of quality at the level of the university, faculties and units as a desirable mission together with education and research

Key measures for 2022:

- **3.1.1** Effective interaction with all constituent parts of the university in order to **identify topics** that should be **communicated to the general public**
- **3.1.2** Creation of a **media plan** for digital and printed media and development of media partnerships in order to **inform** the general public about how Masaryk University **fulfils its social role**
- **3.1.3** Design, compilation and publication of a **yearbook summarizing socially relevant projects and altruistic initiatives** of Masaryk University staff and students
- **3.1.4** Preparation of the university **strategy** (including marketing and communication) for the **fulfilment of Sustainable Development Goals** (SDGs) by the university, their constituent parts and associations
- **3.1.5** Work on the university **website** dealing with the university's social responsibility and **fulfilment of Sustainable Development Goals**

Goal 3.2 Act as a credible and strategic partner which, with its broad portfolio of professional, independent expertise and ability to clearly reach the whole of society, actively contributes to solving local and global challenges, raises new issues and cultivates public discussion

Key measures for 2022:

- **3.2.1** **Revision and completion of a university database** that provides contact details of **university experts** in various disciplines who are willing to speak in public debates and mass media and their **education in media communication**
- **3.2.2** Enhancing **education of the public** related to **current social issues** by offering new lifelong learning courses
- **3.2.3** Support and development of the **video series project “Badatelna”** as a learning platform with topics in natural sciences and humanities
- **3.2.4** Creation of a portal for the general public with information about a **comprehensive portfolio of popularization and educational activities** of the university for the target groups of pupils/students, parents, school teachers and general public
- **3.2.5** Design of a **partnership programme for cooperating organizations and institutions** aiming at mutual promotion and organizing events for strategic partners
- **3.2.6** Formulating a **new communication strategy** of the university directed toward individual target groups

Goal 3.3 Support altruistic initiatives of students and staff aimed at the public through an open environment to help those in need, by developing association activities and by volunteering

Key measures for 2022:

- **3.3.1** Development of a community volunteer network within the university and continuation of the **MUNI HELPS volunteer centre**
- **3.3.2** Finalizing the **concept of a fund** managing money for **socially beneficial activities** initiated by students and staff
- **3.3.3** Integration of the concepts of the **Sustainable Development Goals and the university's social role into university-wide surveys** in order to obtain students' and graduates' feedback and ideas for other possible activities of the university in this area

Goal 3.4 Act as a centre of social, cultural and sports life for students, staff and the public and to create platforms and opportunities for meetings and knowledge dissemination

Key measures for 2022:

- **3.4.1** Promotion of **intergenerational activities** through special lifelong learning courses
- **3.4.2** Creation of a concept of functional, legal and financial **support for student associations**
- **3.4.3** Organization of professional and promotional **events in connection with the anniversary of G. J. Mendel's birth** (international scientific conference, new exhibition at Mendel Museum, Mendel Days)
- **3.4.4** Enhanced use of the **University Centre Telč** in response to the faculties' requirements through **exhibitions of MU art collections**, hosting **educational courses** focused on cultural heritage in cities etc.
- **3.4.5** Development of cooperation with Masaryk University spin-off companies and of the **MU Spin-Off Platform** functionality

Goal 3.5 Strengthen the esprit de corps of the university's students, staff and graduates and create a university community sharing common values as a basic prerequisite for fulfilling all university roles

Key measures for 2022:

- **3.5.1** Designing an **alumni programme** and promoting communication with alumni through new or developed electronic and online tools
- **3.5.2** Preparation of a concept of a **university endowment** aiming at the involvement of successful graduates in the university life
- **3.5.3** Ensuring the consistency of graphic outputs and the **unified visual style** throughout the university by means of a database of templates optimized to provide user comfort

4 HR Management and Staff Development

Strategic goals for 2021–2028 and measures planned for 2022

Goal 4.1 To be a prestigious employer with a shared internal culture and an open HR policy at the level of leading European universities with appropriate processes and HR tools

Key measures for 2022:

- **4.1.1** Finalizing the **Masaryk University Code of Ethics** and its implementation through training and seminars
- **4.1.2** University-wide discussion and a proposal for a **new conception of employing associate professors and full professors**, taking into account the identified international practice
- **4.1.3** Finalizing the amendment of the **MU Regulations on Competitive Selection Procedures** and their implementation
- **4.1.4** Negotiating and concluding a new **collective agreement** and subsequent **amendment of the MU Internal Wage Regulations**
- **4.1.5** Obtaining the **HR Award** certification by the **Faculty of Pharmacy** and start of implementation of the corresponding action plan
- **4.1.6** Implementation of certain **measures** stated in the university **Gender Equality Plan**

Goal 4.2 Create a motivating environment by rewarding high-quality and exceptional work results, providing equal opportunities and conditions for individual development and career growth of employees, as well as supporting a work-life balance

Key measures for 2022:

- **4.2.1** Start of the university-wide discussion about the design of the **MU Career System** based on the practice in the Czech Republic and abroad
- **4.2.2** Innovation of **internal evaluation of employees** including new criteria under Methodology 2017+ and other indicators
- **4.2.3** Creation of a **common platform** for the support and coordination of **training and development of all MU employees** (i.e., academic and non-academic staff)
- **4.2.4** Start of the university-wide discussion about the **talent policy** based on the practice in the Czech Republic and abroad
- **4.2.5** Creation of a **concept** of various models of **career counselling for employees**

5 Information Systems and IT Support

Strategic goals for 2021–2028 and measures planned for 2022

Goal 5.1 Fulfil the role of academic leader in the computerisation of processes at public universities, in the development of their own information systems and in the level of IT infrastructure

Key measures for 2022:

- **5.1.1** Continuing discussion regarding the MU **unified architecture and prioritization of requirements for MU IT**
- **5.1.2** Starting the implementation of Single Digital Gateway and changes related to further computerization of public authority procedures (DEPO); greater **support for digital services rendered to students** based on the applicable legislation
- **5.1.3** Continuing the **comprehensive digitization of MU documentation processes** with emphasis on legal acts
- **5.1.4** Continuing the **digitization of MU Archives' documentary collections**, including student files and large-format documents
- **5.1.5** Development of the **data processing infrastructure in biomedical research** and promoting the role of MU in ELIXIR-CZ and e-INFRA

Goal 5.2 Strengthen the competencies and position of the university as a strategic partner in cybersecurity and actively participate in the development of an information society

Key measures for 2022:

- **5.2.1** Development of **CyberSecurity Hub's** operation as a certification authority and a European digital innovation hub in the field of cybersecurity
- **5.2.2** Active participation of MU in **national cybersecurity solutions for universities and health care facilities** and regional cybersecurity solutions for major systems and networks
- **5.2.3** Involvement of MU in building the **national quantum communication infrastructure**
- **5.2.4** Continuation of new capacity building within **CYBER CAMPUS CZ of Masaryk University**
- **5.2.5** Launching the **implementation** of the university **strategy for Open Access and Open Data**

Goal 5.3 Strengthen the efficiency and flexibility of the university's operation in all areas through IT support, electronic processes and services to users according to their current needs and become, as far as possible, a paperless institution

Key measures for 2022:

- **5.3.1** Finalizing the tender for a **supplier of a next-generation Enterprise Resource Planning system**
- **5.3.2** Preparation of a **data warehouse** and continuation of a **pilot project of advanced data analysis** addressing student dropout and project funding
- **5.3.3** Extension of functions and scope of decentralized resources for the **MU employee portal** and promoting its use by university constituent parts
- **5.3.4** Enhanced **IT support for synchronous and asynchronous remote teaching** based on the experience from teaching in the state of emergency
- **5.3.5** Continuation of the implementation of **Erasmus Without Paper** and its electronic support

6 Institution Management and Infrastructure

Strategic goals for 2021–2028 and measures planned for 2022

Goal 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 university's strategic goals

Key measures for 2022:

- **6.1.1** Setting the **parameters** of the new **contractual funding of faculties for 2022–2026** and their implementation into the MU budgeting rules for 2022
- **6.1.2** Increasing the weight of the **variable part of budgeting indicator A**, which reflects numbers of students and financial demands of degree programmes, **from 20% to 25%**
- **6.1.3** Raising **awareness of the budgeting methodology** at the university through workshops, educational courses for academic and non-academic staff, and discussions on various platforms

Goal 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 to ensure adequate functional facilities for excellent research and quality teaching as well as a pleasant environment for students and staff

Key measures for 2022:

- **6.2.1 Preparation of construction investments** within a **strategic development project** focused on innovation for a healthy and secure society
- **6.2.2** Implementation of investments in infrastructure in accordance with the **MU Plan of Investment Activities for 2022**
- **6.2.3 Reducing the energy intensity of buildings** and modernization of related technological equipment (building adaptations and energy management)
- **6.2.4** Continuing preparation for the **start of implementation of the Concept of Introducing the BIM Method** (Building Information Modelling) in the Czech Republic for the needs of MU infrastructure construction

Goal 6.3 In accordance with the principles of sustainable development, manage energy resources, water and waste and strengthen informed management enabling the efficient use of the built premises as well as property management

Key measures for 2022:

- **6.3.1** Implementation of a **responsible public procurement strategy** taking into account broader economic, environmental and social criteria at individual constituent parts of the university
- **6.3.2** Finalizing and launching the implementation of **strategies for energy, water and waste management**, including the creation of clear principles for effective and responsible management and motivating students and staff to comply with them
- **6.3.3** Continuing preparation for **monitoring the carbon and overall environmental footprint** of the university
- **6.3.4** Implementation of **CAFM** (Computer Aided Facility Management) for the efficient operation of university buildings, including **space management**