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HR EXCELLENCE IN RESEARCH

MASARYK UNIVERSITY
FACULTY OF SCIENCE

LONG-TERM DEVELOPMENT STRATEGY
OF THE FACULTY OF SCIENCE

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FACULTY VISION

Masaryk University's (MU) Faculty of Science (hereon in 'the Faculty') aims to become the faculty of first choice in the Central European region for those who wish to obtain a specialised and interdisciplinary science education, participate in innovative research that pushes the boundaries of knowledge and the quality of life of current generations, and find meaningful applications in emerging fields and the international labour market.

THE MISSION OF THE FACULTY

The Faculty provides undergraduate university education at all levels in the biological, chemical, environmental, physical, mathematical, geological and geographical sciences, including interdisciplinary disciplines and teacher training. Through its own scientific research and other creative activities, we will cultivate, deepen and expand knowledge acquired and, through interdisciplinary cooperation across the university and other research and educational institutions at home and abroad, develop research in breakthrough areas defined by the needs of 21st century society.

SOCIETAL NEEDS

Long-term growth in the world's economy has enabled dynamic technological development, the growth of industrial and agricultural production, an increase in the population and improvements in the well-being of society and the individual. On the other hand, it has brought problems and challenges that today's society is confronted with on a daily basis. These include the changing state of the planet; reduced availability of natural resources, energy and water; climate change; soil degradation and problems with food production; contamination of all environmental components and its effect on living organisms; loss of biodiversity and the spread of invasive species, along with their impacts on public health, quality of life and safety. The scale of this problem became fully apparent last year, when the global coronavirus pandemic completely disrupted the seemingly stable values and certainty of society.

Challenges requiring immediate attention have been described in the United Nation's (UN) Sustainable Development Goals defining global priorities for 2030. The Global Sustainable Development Goals have subsequently formed the basis for defining European, national and regional priorities, which are reflected in the European Green Agreement, the Innovation Strategy of the Czech Republic and the new Regional Innovation Strategy for the South Moravian Region. These Sustainable Development Goals are also of high relevance for the creation of the Development Strategy of the Faculty of Science - MU as they set out the social demands for interdisciplinarily educated experts, research capacities and innovations for the next decade. The goals of sustainable development reflect a need to respond to the **changing natural environment** (climate change, aquatic and land-based life), **the individual needs of humans** (nutrition, health, education) and **ensure the sustainable development of human communities** (energy, water, sustainable consumption, growth and cities, industrial innovation). The horizontal objectives emphasise the need for strong **institutional cooperation and partnership**, which has also been clearly demonstrated during the current crisis.

THEMATIC DIRECTION OF THE FACULTY

The research and educational capacities of the Faculty of Science have long supported innovative research in all the above-mentioned priority areas, creating a strong interdisciplinary platform for the development of holistic approaches for solving the problems of today's world. At the same time, the Faculty retains sufficient flexibility to allow it to respond flexibly and creatively to current issues and societal needs, which it has demonstrated over the past year.

Thematically, the Faculty's Long-Term Development Strategy focusses on three priority areas that correspond with the global goals and the Regional Innovation Strategy, i.e. **The changing natural environment, Health and quality of life, and Technology for a sustainable society**. The planned developments will contribute to the greater international competitiveness of students, graduates and employees, as well as the Faculty as a whole. It will also increase its success in international grant competitions, and especially in calls for the new European Horizon Europe Program and calls to support the implementation of the Green Agreement for Europe.

The Faculty aims to be the most successful MU workplace in European grant competitions and will build on previous successes in calls for spreading excellence in the European Research Area. The TEAMING, ERA Chair and TWINNING projects obtained in these calls over recent years will serve as pilot projects for testing new approaches and ways of fulfilling our ambitious vision. The very success of these pilot projects in European competitions confirms the suitability of the chosen strategy.

Successful fulfilment of the goals of the Faculty's Long-Term Development Strategy will significantly contribute to the implementation of the Strategic Plans of Masaryk University and the Regional Innovation Strategy of the South Moravian Region for the years 2021–2025. The three thematic areas of the Faculty Strategy reflect the priority areas of the Regional Innovation Strategy (climate change, healthy society and digital technologies) and the specific needs of the region, including the need for training of independent professionals, provision of excellent research and innovation and long-term cross-sectoral cooperation. Its fulfilment will ensure there are enough experts for the knowledge economy and plentiful young talent positively influencing the regional innovation system.

THE BRNO LIVING LABORATORY, BUILT BY THE FACULTY AND ITS PARTNERS UNDER THE TEAMING PROJECT, WILL BECOME THE HEART OF THE "BRNO LABORATORY OF THE FUTURE".

Building new research infrastructures, centres of excellent science and interdisciplinary educational programs at the Faculty is in line with all strategic goals of the Ministry of Education (i.e. to develop competencies directly relevant to life and practice in the 21st century, increase efficiency and quality of Doctoral studies and strengthen effective use of research capacities and development at universities), while the strategy as a whole supports the successful implementation of the National Innovation Strategy of the Czech Republic, presented in 2019.

The Faculty will also participate in increasing the education of society in fields of the natural sciences, which are of fundamental importance in solving the above-mentioned challenges. The Faculty will also use its scientific and human potential in the education of secondary school teachers.



AREAS OF STRATEGIC DEVELOPMENT AND SPECIFIC OBJECTIVES

1. TEACHING AND EDUCATION

Strategic goal 1: To use the results of science and research to develop quality education, contributing to the education of confident, independent and internationally cooperating professionals able to contribute to solving the fundamental social and scientific challenges of the 21st century.

Specific objectives:

1.1. To be the Faculty of first choice for talented and motivated Bachelor's, Master's and Doctoral students.

Measures:

- The Faculty will strengthen the range of popularisation and educational activities for pupils and teachers of secondary schools (SOČ, Olympics, lectures, exhibitions, excursions), thereby introducing the Faculty to potential future applicants for studies.
- The admission procedure will be set up in such a way as to reward students who have already shown an interest in science and mathematics during their secondary school studies.
- Based on the interest of individual Departments and programmes, the Faculty will introduce a scholarship program for gifted first-year Bachelor's students.
- The Faculty will strive to introduce five-year teacher training programmes and support the strengthening of professional skills in the education of future secondary school teachers.

1.2. To provide excellent science education at all levels of study, enabling the relevant employment of graduates in all spheres (private sector, public sector, research sector).

Measures:

- The Faculty will continue to link education and research by involving students in research and ongoing projects at individual workplaces.
- The Faculty will continue to develop contacts with potential employers of its graduates and will enable students to have the closest possible contact with future employers through internships. The Faculty will focus on the development of other competencies (preparation of individual projects, protocols, presentations and reports, language literacy) in order to prepare its graduates for the actual requirements of scientific practice.

1.3. To support interdisciplinary study across the Faculty and University and joint programs with partner universities, both nationally and internationally.

Measures:

- The Faculty will continue to search for new opportunities in interdisciplinary study. A wide scientific scope allows the Faculty to react quickly to current labour market developments and create new programs and specialisations at the interface of disciplines.
- The Faculty will seek to simplify internal accreditation processes that would allow and motivate such flexible responses.
- The Faculty will also support cooperation with other MU faculties and other universities and research institutes in the Czech Republic and abroad.

1.4. To strengthen the internationalisation of study, student mobility and teaching cooperation, and, at the same time, support and require knowledge of foreign languages by students and graduates of study fields.

Measures:

- The Faculty will support the international mobility of students in the form of scholarships and will simplify the mechanisms and conditions for recognition of studies and individual subjects completed abroad, e.g. by introducing a „Mobility Window“ into the study plan, and especially in follow-up studies, or by requiring examinations for students returning from a stay abroad in compulsory subjects, even in semesters when the subject is not taught.
- The Faculty will continue to support short lectures by foreign visiting Professors (e.g. INNOLEC's Innovative Lectures).
- The Faculty will increase the range of subjects and the number of Bachelor's and Master's programs taught in English and, at the same time, strive to attract quality foreign students (through advertising and partner networks).
- The Faculty, in cooperation with its foreign partners, will strive to expand the possibilities for „joint degrees“ or „double degrees“, the acquisition of which would significantly increase a graduate's chances of employment in the international labour market.
- The Faculty will participate in the Turing Program for mobility to the UK.
- In cooperation with foreign partner universities, The Faculty will strive for better coordination of the subjects taught, thereby enabling easier mutual recognition.

1.5. To enable distance learning in cases where it is relevant (when there is no reduction in the quality of study) and to support the development of lifelong and vocational education for professionals and companies.

Measures:

- The Faculty will make maximum use of the experience and equipment gained during the forced transition to online teaching for application in situations where it will be useful and will bring students the desired profit (e.g. online participation in seminars for students abroad, the opportunity to record and store lectures in the MU Information System (IS) and will not reduce the quality of teaching in any way. The Faculty considers contact teaching led by the best experts to be the basis of its educational activities.
- The Faculty will examine the interest of regional companies in providing vocational education and then prepare a prospectus for commercial education.
- Through all forms of lifelong learning (education of secondary and primary school teachers, special courses for companies, the University of the Third Age), the Faculty will acquaint the general public with the results of its research activities.



2. SCIENCE AND RESEARCH

Strategic goal 2: To support basic, applied and interdisciplinary research and the search for innovative solutions relevant to the needs of society, industry and policy-making.

Specific objectives:

2.1. Develop basic research, innovation and technological progress in defined priority areas (i.e. the changing natural environment, health and quality of life and technology for a sustainable society), and through this, contribute to addressing societal challenges.

Measures:

- Following the conclusions of the pilot evaluation of Masaryk University according to the M17+ methodology, and in cooperation with individual Departments, the Faculty will strengthen motivational mechanisms aimed at improving critical research parameters (social relevance, competitive grants, support for young researchers, women's involvement).
- The Faculty will set organisational and economic parameters so as to support teams with the greatest potential and stimulate the flexible development of new interdisciplinary directions responding to current societal needs.
- The Faculty will continuously respond to global, European, national and regional challenges and strategic documents (e.g. the 2030 UN Agenda for Sustainable Development, the Green Deal for Europe, National and Regional Innovation Strategies) and, at the same time, it will seek out new opportunities and financial mechanisms to realise strategic goals and strengthen research capacities (e.g. European Structural Funds Operational Programs, National Recovery Plan, Horizon Europe, European Partnerships).

- The Faculty will motivate academics to participate in panels influencing the direction of science, research and innovation at the national and international level (e.g. strategic working groups of European agencies, UN agencies and programs, strategic and evaluation panels of Horizon Europe, ESFRI, RWVI, RVI, GAČR, TAČR, NAU) and use this experience in developing internal strategies.

2.2. Promote international excellence in research, development of strategic research partnerships and involvement in international research projects.

Measures:

- In line with the M17+ methodology, the Faculty will consider excellent research results, publication performance and success in prestigious grant competitions when creating budgets.
- International quality indicators (e.g. international experience, grant success, Q1 publications, industry-specific citations, application outputs) will be the main evaluation criterion of scientific qualification in habilitation and appointment procedures.
- Following implementation of the “HR-Award”, mechanisms will be set up to attract talented scientists and ensure conditions for their effective functioning.
- The Faculty, in cooperation with the various Departments, will strengthen project (pre-award, post-award), administrative and economic support for the involvement of promising teams in international grant competitions, taking into consideration the experience of the most successful workplaces.
- Following the university strategy of ‘Open Science’, the Faculty will start implementing processes leading to open sharing of data and research results.
- The Faculty will strive to obtain individual prestigious international research grants (e.g. ERC, MSCA, etc.)

2.3. Further increase the quality of Doctoral studies and create suitable conditions for post-graduate students and their involvement in attractive research directions.

Measures:

- In accordance with the recommendations of ISAB and MEP, the Faculty will introduce systemic measures to improve the quality, efficiency and success (graduation rate) of Doctoral studies and strengthen its international reputation.
- The budgeting system related to Ph.D. funding will be adjusted to consider the possible cancellation of payments based on number of Ph. D. students by the Ministry of Education, Youth and Sports and recognised quality parameters (e.g. graduation rate, timely completion dates, publication output of graduates, etc.) instead.
- The Faculty will emphasise the involvement of Ph.D. students in the preparation and implementation of national and international projects and increase the international and intersectoral mobility of said Ph.D. students.
- The Faculty, together with other faculties and workplaces operating on the Bohunice University Campus, will be involved in building a joint Ph.D. platform supporting interdisciplinary education of Doctoral students and the development of their professional competencies (e.g. preparation and management of projects, leadership of students and research teams, communication of science).

2.4. Create a long-term programme for the development of research capacities with an emphasis on the development of human capacities, the acquisition of new talent and the support of interdisciplinary cooperation.

Measures:

- In connection with the implementation of the HR Award, the Faculty will consider creating an international advisory panel for implementation of an internal quality assessment system, acquiring talent and ensuring conditions for long-term development of academic staff, and including talented researchers at an early stage in their career.

- In cooperation with the various Departments, and using their experience, the Faculty management will focus on developing a system for long-term development of young researchers and building their key competencies, including the ability to prepare and lead competitive projects, international networking, student and research team management, science presentation and communication.
- The organisational rules of the Departments and the internal processes of the Faculty will be revised in order to strengthen the autonomy and responsibility of the heads of research groups within individual Departments, including the completion of electronic tools for the effective management of these groups.
- The academic community will be motivated to take an active interest in the running of the Faculty and the University. An analysis of the current system will be performed reflecting the current state of the Faculty and a discussion will be opened on strategic directions in this area.
- When filling positions for Directors of Departments, Professors, associate Professors and other academic staff, the Faculty will strive to obtain the best possible candidates using open competitions, including international advertising.

2.5. To develop applied research, to cooperate with partners at the level of the city of Brno and the South Moravian Region, and to look for application partners for the practical application of R&D results.

Measures:

- The results of the pilot evaluation of the Faculty according to the M17+ methodology (module 3) and the MEP recommendations will be taken into consideration when building a system of support for applied research at the Faculty.
- Within this system, new opportunities for the support of applied research will be monitored and communicated, the success of the Faculty and individual Departments in relevant calls will be evaluated and recommendations and administrative support will be provided.
- The Faculty, in cooperation with Technology Transfer Office (TTO), will prepare an analysis of existing

long-term strategic partnerships with entities from the commercial and non-commercial application sector and prepare a strategy for their further development.

- Based on this analysis, a plan will be prepared (in cooperation with CTT) for further development of the commercialisation of R&D results, e.g. by obtaining an investment partner for further development of results so that they become directly applicable in the commercial sphere (see the CasInvent spin off)
- The Faculty will have developed strategic partnerships established with cooperating organisations within operational programs and other project schemes (e.g. OPVVV, Interreg, TAČR, etc.) and prepare new partnerships for the upcoming programming periods (JAK, TAK).
- Among other things, the possibility of providing commercial education or developing joint educational programs (e.g. collaborative Ph.D.) will be examined.
- Special attention will be paid to cooperation with regional administration (SMB and JMK) and the South Moravian Innovation Centre, and more intensive involvement in solving regional priorities defined by the new regional strategy of JMK, especially as regards the building of the Brno Innovation Laboratory.
- The Faculty will develop a system for communication of scientific outputs and their possible application toward potential users and the professional and lay public.



3. RESEARCH INFRASTRUCTURE

Strategic goal 3: To develop the international visibility and attractiveness of the Faculty of Science for students, researchers and foreign partners by strategically building a top research infrastructure (especially the 'Large Research Infrastructure – VVI') and related services to the scientific community.

Specific objectives:

3.1. To define the Faculty strategy for building research infrastructures with regard to the needs of research teams and available forms of funding (e.g. large international (ESFRI) and national (Roadmap) research infrastructures, shared university and teaching infrastructures), including the appropriate form of support.

Measures:

- The Faculty will prepare a catalogue of Faculty infrastructures with open access and their services with an emphasis on workplaces involved in projects associated with Czech Roadmap VVI / ESFRI projects.
- Within the discussion on implementation of the Faculty research and educational strategy, the infrastructure needed for its implementation will be identified, its availability will be assessed and the Faculty strategy for further building specific infrastructure capacities, including its financing, will be formulated.

3.2. To strengthen awareness of the strategic role of large research infrastructures for the future competitiveness of MU and the Czech Republic in science and to support the involvement of relevant workplaces in strategic national and international infrastructures, including strengthening the international use of existing capacities in open access.

Measures:

- The Faculty will initiate / participate in a university-wide discussion on the strategy of building research infrastructures at MU, their types, possible funding, interconnection, visibility and involvement in national and international structures.
- Promote the establishment of an expert panel to support the implementation of this strategy and ensure the development and long-term sustainability of key infrastructures, including increasing their quality, visibility and open use by the scientific community and application sector, and their commercial exploitation.
- The Faculty will support the involvement of Faculty experts in national and international strategic working groups to improve communication and information transfer.
- The Faculty will set up mechanisms to support the international involvement of existing research infrastructures (i.e. improve their visibility and attractiveness, update services offered and improve responsiveness to external clients) and will support coordination roles in infrastructure projects at the national (Roadmap) and international (ESFRI, INFRAIA, INFRADEV and their alternatives at Horizon 2020) level.

3.3. Build adequate material, human and organisational capacities for the operation of research infrastructures at the Faculty of Science using the experience of established workplaces.

Measures:

- The Faculty is reviewing the current statute of existing research infrastructures and their organisational and spatial integration and setting up processes (including financial mechanisms) to ensure compliance with national legislation and national and international grant providers.
- When implementing the HR Award, the Faculty will also consider the specific personnel needs of large research infrastructures (specialised scientific and technical positions, open-access management, international communications, management and international scientific councils, etc.) and focus on acquiring and training these specialists.
- The Faculty will involve existing state-of-the-art infrastructure workplaces in the education and training of young professionals and in the preparation of international and cross-sectoral mobility projects.



4. SOCIAL IMPACT AND THE THIRD ROLE

Strategic goal 4: Through oriented basic and applied research to contribute at the regional, national and international level to address societal challenges and develop a collaborative community of research and education institutions, innovative companies, regional authorities, civic movements and individuals sharing common values and goals.

Specific objectives:

4.1. Strengthen the social role of the Faculty as a necessary part of its functioning, involve employees and students in relevant activities

Measures:

- The Faculty will strive for wider involvement in national (TAČR) and international (Mission and Partnership Horizon Europe) projects aimed at addressing current societal challenges (availability of natural resources, energy and water, new technologies, climate change, soil degradation and endangered food production, environmental contamination and biodiversity loss, related economic and social crises and their impact on public health and quality of life).
- At the same time, it will actively create a communication interface that will facilitate the transfer of the results of these projects into application practice. This includes communication with the private, state and non-governmental sectors (industry, healthcare, state administration, regional self-government, non-governmental organizations).
- At the regional level, the Faculty will establish cooperation with the JIC on the implementation of the Brno „laboratory of the future“ defined in the Regional Innovation Strategy for the South Moravian Region for the years 2021-2025. In it, the city and the region play the role of a zero customer for companies responding to global challenges, able to formulate innovation demand and be a partner for the development and testing of new solutions.

- The Faculty will support the activities of its teams at the national and international level, involvement in expert groups and advisory bodies, the creation of joint workplaces and spin-off companies supporting the necessary transformational changes.

4.2. Build capacities for professional cooperation with the private and public sectors, transfer of know-how to the application sphere, provision of consultancy and public services as well as operational solutions to current problems

Measures

- Based on the results of the M17+ evaluation and the MEP evaluation in 2020, the management of the Faculty will evaluate the current state of cooperation between individual Departments and partners from the private and public application spheres. In cooperation with the CTT and individual departments, the Faculty will then evaluate the effectiveness of the support provided and the expected needs and possibilities (e.g. active search for applicable research results) and will propose further strategies.
- In cooperation with MU and CTT, the Faculty will participate in the organisation of promotional events aimed at presenting the application potential of the Faculty and accelerating the transfer of its know-how to the application sphere.
- Promotion of applicable scientific outputs towards their potential users will form part of the new communication strategy of the Faculty. For this purpose, both existing (website) and new Faculty communication channels will be used (e.g. in the form of interviews and short reports on the successes achieved).
- A platform will be designed for systematic cooperation with successful graduates of the Faculty (their presentation as professional role models, development of contacts for attracting students, employment of graduates or preparation of joint projects).

4.3. To improve the communication of science and the visibility of the Faculty of Science, to involve the general public in the life of the Faculty and to support the interest of the public, and especially children and teenagers, in scientific and technical fields through events.

Measures:

- The Faculty will establish the position of ‘media consultant’, with the aim of using various media to raise awareness of the Faculty as an internationally excellent research institution, deviating from the average of Czech universities and addressing important issues of a societal nature.
- A communication strategy will be developed defining the target groups (potential students and collaborators, users of the end results, the public, but also existing students and staff), communication channels and key messages.
- A portfolio of Faculty popularisation and promotional events will be created for a wide range of target groups, including children and teenagers, with an emphasis on students applying to study at the Faculty.
- A panel of media experts will be set up that are able to actively promote the research activities of the Faculty and also competently comment on current societal problems related to the fields cultivated at the Faculty.
- Both the Departments and individual scientific and teaching staff of the Faculty will be involved in these activities.
- External communication through bilingual websites will be strengthened, including the continuous updating of the “research” and “career” tabs, bringing to the public important projects, achievements, events and interesting personalities.
- As part of its efforts to meet the goals of sustainable development, the Faculty will reduce its environmental footprint and audit the possibilities of achieving this goal (water management in University Campus Bohunice (UCB), thermal and waterproofing properties of buildings, waste management, considering operational and energy requirements in new construction and reconstruction).

4.4. To build a cohesive community based on the same values with a strong voice in public debate, ready to actively participate in local and wider events and positively influence them.

Measures:

- The new communication strategy of the Faculty will include as one of the target groups its own employees and students with the aim of strengthening their affiliation with MU, the Faculty and its workplaces. Organised events and communication channels will be described.
- An important aspect will be the motivation of young scientists and students to participate in events, lecture series and popularisation of science.



5 . SUPPORT FUNCTIONS

Strategic goal 5: To build adequate facilities for the work and professional growth of researchers, teachers, students and Faculty staff and to strengthen strategic management at all levels, including R&D management.

Specific objectives:

5.1. In accordance with the HR Award, implement a robust HR strategy in order to build a motivating and healthy competitive environment supporting individual development and career growth of satisfied employees.

Measures:

- The management of the Faculty will evaluate the state of implementation of the HR Award and update the HR strategy in terms of supporting the long-term development plan of the Faculty, especially as regards improving the quality of science and teaching.
- Being aware that implementation of the long-term plan depends crucially on the quality of human resources, the Faculty management will ensure that all measures are aimed not only at acquiring quality experts but also creating the best conditions for their work and development, including streamlining administrative activities through increased conversion to electronic forms.
- The management of the Faculty, together with the HR Award team, will prepare a plan for the implementation of the next stage of the HR Award project, based on a clear definition of positions, career development opportunities and conditions and transparent filling of all positions based on tenders. Selection procedures for the positions of academic staff and Directors of Departments will be filled on the basis of international selection procedures, while the rules for filling the position of Departmental Director will be discussed.

- The updated HR strategy will take into consideration the results of the November 2020 MEP evaluation and will focus on equal opportunities and gender policy. The Faculty will prepare a set of measures that will facilitate a parent's scientific or pedagogical activities both during and after parental leave, including the possibility of part-time work and work from home. In its preparation, the management of the Faculty will cooperate with individual Departments, the Academic Senate, the MU Equal Opportunities Panel and the HR Award working groups.

- Within the HR Award, the Faculty will consider establishment of the position of Ombudsman for Labour Law Issues.

5.2. To become a sought-after and well-regarded employer, attractive not only a regional but also an international context.

Measures:

- The Faculty, in cooperation with the various Departments, will propose a transparent and motivating system for the distribution of institutional funds supporting the fulfilment of the goals of the long-term development strategy and reflecting the results of the evaluation based on the M17+ methodology.
- The management of the Faculty will pay attention to the creation of opportunities (including financial) for new talents (MASH) and innovative research and will strengthen the support of new (especially foreign) employees.
- Part of the Faculty HR strategy will be promoting the Faculty as an internationally attractive employer.

5.3. Systematically build capacities for strategic management of science and research at the Faculty level, and in close cooperation with other components at the MU level

Measures:

- In the preparation and implementation of its long-term strategy, the management of the Faculty will make use of the experience and capacities of the Scientific Council, and will further consider the establishment of an International Scientific Advisory Board (ISAB).

- The HR development plan will take into consideration the need for capacity building for the strategic management of science, the preparation and implementation of international projects, including large research infrastructures, and other strategic projects.
- The Faculty, in cooperation with the R&D Department of the RMU, will strengthen the system of support for international projects, including monitoring of calls, support for the involvement of researchers and project preparation, in order to increase the share of funds obtained from foreign sources.

5.4. Implement support tools for the management of the Faculty and its effective functioning in order to reduce the administrative burden, digitise agendas and ensure their security.

Measures:

- The Faculty will continue to digitise individual agendas in order to increase management efficiency and eliminate redundant processes. Electronic processes will not only contribute to more flexible administration but also increase environmental responsibility and reduce our “environmental footprint” by eliminating paper.
- The function of secretary will be gradually introduced in all Departments in order to provide support for the fulfilment of the academic functions of the institute and to enable the Directors of Departments to concentrate on the development of research and education.
- The management of the Faculty will also focus on building community affiliation through improved internal communication, information and services provided by Faculty employees on employee portals.
- The Faculty, in cooperation with other university partners, will implement tools ensuring the cyber security of scientific and work data.

V BRNĚ, DNE 11.5.2021

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