Strategic priority	Goals	Key implementing measures and activities	Resource implications	Specific Activities for 2017	Specific Activities beyond 2017	Time Schedule	Governance	Managerial responsibility	Administrative responsibility	Relevant performance indicators
1. Strong institutional profile	1.1 Address societal challenges in new generation biomedicine and sustainable agriculture through interdisciplinary research potential	1.1.1 Develop strategic projects in cooperation with other partners to address key topics in a large scale		Teaming OP VVV	Teaming, OP VVV and others	2018-2020	Deputy Director for Science	Secretary for Science, Director's Office (Head of Strategic Partnerships)	Director's Office (Head of Strategic Partnerships)	1.1.a
		<b>1.1.2</b> Adjust openings of new research groups with interdisciplinary potential		Define recruitment and selection process. Hire new RGs (internal, external).	Hire new RGs (only external)	2018-2020	Deputy Director for Science	Secretary for Science	HR Department	1.3.b
		1.1.3 Further develop collaboration with industry and other business partners	LIBRA (Events for PhD students / junior researchers with companies)	Industry Board - conception, agreement with BUT Scouting - TT scout hired and incorporated into TT model Users database developed (and system of regular maintenance established) Development of partnership with JIC "Success stories" promotion in order to increase collaboration with companies - identification of success stories and their promotion Analysis of research groups with potential for collaboration with industry (including current status) Prezentation of companies for PhD students - events organized	Industry Board - establishment Scouting - TT scout "in operation" Users database - further developed Budget Programme to promote collaboration with industry (vouchers, seed fund)	2018, 2019, 2020	Deputy Director for Science	(Head of	Director's Office (Head of Strategic Partnerships), Department for Strategy and Science	1.1.b, 1.1.c
	1.2. Strengthen the recognition of the institute at European and international level through outstanding researchers and state-of-theart infrastructure.	level in the (a) U.S./Canada, (b) Asia, (c) Central, Eastern, and		Initialise Central, Eastern, and South-Eastern Europe EU-Life like platform Strategic partnership with VIB, Vienna and EMBL (international level) and UOCHB (national level)	Further develop Central, Eastern, and South-Eastern Europe EU-Life like platform Selection of relevant partners (RO) in India, Korea, Singapour, Tchaj-wan, USA/Canada National level - Olomouc, UMG	2018	Director	Director's Office (Head of Strategic Partnerships)	Director's Office (Head of Strategic Partnerships)	1.2.a, 1.2.b,
		1.2.2 Actively participate in EU- LIFE, ESFRI and other already existing associations		Organize system of debriefings and dissemination activities from EU-Life and other associations meetings	Organize common EU-Life meeting	2018	Director	for Science	Director's Office (Head of Strategic Partnerships), Secretary for Science	1.2.c, 1.2.d, 1.2.e
		1.2.3 Enter into membership of other European-level alliances		Draw up a list of important existing alliances relevant to CEITEC MU	Initialise the entrance into membership of selected European-level alliances	2018, 2019, 2020	Director	Secretary for Science, Director's Office (Head of Strategic Partnerships)	Department for Strategy and	1.2.b
		1.2.4 Increase participation in development aid initiatives		(Activity starts in 2018.)	Map the current situation within national/international development aid initiatives, identify situation on other institutions (CRG) Propose/Apply for development aid programs (MZ ČR) - Plants		Director	Director	Director's Office (Head of Strategic Partnerships)	1.2.f
	1.3 Achieve recognition across the university community as its constitutive part	1.3.1 Develop formal programmes/agreements of cooperation with MU faculties		Agreements with faculties on common topics (education, EIS, common events, seminars, etc.)	Agreements with faculties on common topics (education, EIS, common events, seminars, etc.) Collaboration with RECETOX (tbs)	2017 and beyond	Director		Director's Office (Head of Director's Office)	1.3.a
		1.3.2 Support access of researchers from MU including non-traditional users to core facilities		Strategy of CFs	Implementation of the Strategy of CFs as approved in 2017		Deputy Director for Science		Department for Strategy and Science	3.2.b
		1.3.3 Enhance interaction and collaboration with social sciences, humanities and art		Interdisciplinary project award established Workshops on common topics FSPS collaboration established (e.g. neurosciences)	Research collaboration with FSPS, FSS, PdF, FI, PrF - potential to be explored	2018	Director	Director	Director's Office (PR manager)	1.3.b
<b>2.</b> Leadership in science	2.1 Attract and help grow scientific leaders	2.1.1 Active recruitment policy for researchers (from junior researchers to group leaders)		Submit a recruitment policy, which enables attract and retain staff of the highest caliber and assure professional approach to recruitment  2 new openings for junior research group leader position	1 new junior group leader position opening in 2018/2019	2017-2020	Deputy Director for Science	Secretary for Science	HR Department	2.1.a, 2.1.b
		2.1.2 System of attracting undergraduate students		Organize Info and Lab days for undergraduate students Advertise postgraduate studies - formulation of conception Conception of work with undergraduate students (Bc., Mgr.) - how to attract them, how to communicate CEITEC (internally and externally)	Organize pregraduate education	2019	Deputy Director for Science		Department for Strategy and Science	
		2.1.3 Implement a career scheme for researchers		Career system adopted	Fully apply career scheme for researchers at all career levels	2018	Deputy Director for Science	Secretary for Science	HR Department	2.1.c, 2.1.d
		<b>2.1.4</b> Implement a postdoctoral training programme		Accept a postdoctoral training programme Establish/formalize the postdoc committee	Define and help organize activities supporting postdoctoral staff	2018	Deputy Director for Science	1	Department for Strategy and Science	2.1.e
		<b>2.1.5</b> Create internal awards for excellent results		Create rules/criteria for choosing excellent results and interdisciplinary research	Implementation of rules as approved in 2017		Director		Department for Strategy and Science	2.1.f

	2.2 Become a centre for	2.2.1 Develop the concept and	Transform current concept of PhD School in order to increase the number of	Establish "Dean of Students"	Deputy	Secretary for	Department for	2.2.a
	postgraduate education and	institutionalize CEITEC PhD	accepted candidates		Director for	Science	Strategy and	
	training matching with the	School at MU (through	PhD programmes accredited at CEITEC MU		Science		Science	
	research profile	agreements with faculties and	Organize Orientation week for students (first week of semester)					
		university) in accordance with						
		Principles for Innovative						
		Doctoral Training						
		2.2.2 Offer professionally-	(Activity starts in 2018.)	Develop the concept of professionally-oriented training programmes at different 2019	Deputy	Secretary for	Department for	2.2.b
		oriented training programmes		levels	Director for	Science	Strategy and	
		at different levels		Set up the steering committee from CF heads	Science		Science	
		2.2.3 Organize a set of summer	Design a survey on proper workshop topics	List of workshops to be organized (each CF should organize one summer/winter	Deputy	Secretary for	Department for	2.2.c
		and winter schools and		school annually)	Director for	Science	Strategy and	
		workshops both on scientific			Science		Science	
		topics and in science						
		management, namely core						
		facility management						
	2.3 Overcome	2.3.1 Support joint research	Create a concept of activities leading to the support of interdisciplinarity	Implementation of the concept approved in 2017	Deputy	Secretary for	Department for	2.3.a, 2.3.c
	interdisciplinary barriers and	platforms and projects across		1' ' '	Director for	Science	Strategy and	
	barriers among fundamental,	research groups and			Science		Science	
	applied and translational	programmes						
	research							
		2.3.2 Adopt and implement a	Create a concept of activities leading to the support of intersectorality	Implementation of the concept approved in 2017	Deputy	Head of Strategi	Department for	2.3.b
		strategy for knowledge and	,		Director for	Partnerships	Strategy and	
		technology transfer			Science	(Director's	Science	
		, , , , , , , , , , , , , , , , , , , ,				Office)		
		2.3.3 Develop internal	List of common events (within the institute, consortial) with specification of	Implementation of assessment system of the common events' effectivity and	Deputy	Head of	Director's Office	
		networking through common	target group, topics, content, etc.	outcomes	Director for	Director's Office	(PR manager)	
		events			Science		1	
	2.4 Stimulate high-end	2.4.1 Implement an internal	Internal evaluation of junior group leaders	2018 - ISAB evaluation	Deputy	Secretary for	Department for	2.4.a, 2.4.b, 2.4.c, 2.4.d
	research originating from the	assessment system for	Internal assessment interviews		Director for	Science	Strategy and	
	institute	researchers and further	Bonus system update		Science		Science	
		develop the system of external						
		evaluation						
		2.4.2 Implement budget rules	Implementation of the Director's Measure no. 6/2016	Preparation of scenario of the insitute's financing after 2020	Director	Deputy Director	Secretary of the	2.4.a, 2.4.b, 2.4.c, 2.4.d
		combining basic support for				for	Institute	
		research groups by level of				Administrative		
		seniority with performance-				Matters		
		based elements						
		2.4.3 Develop a grants strategy	Create a grant strategy based on individual research grants	2 ERC grants	Deputy	Secretary for	Grant Office	2.4.b, 2.4.c, 2.4.d
		based tailored approach to			Director for	Science		
		research groups			Science			
		2.4.4 Clarify the status and	Agreement on status and funding of joint research groups	Agreement on status and funding of joint research groups (if relevant)	Director	Director	Secretary of the	2.1.b
		funding of research groups that					Institute	
		are joint units with other						
		organization (or MU faculty)						
		, , , , , , , , , , , , , , , , , , , ,						
2 Freelland and the	2 1 Enhance coherent	2.1.1 Adopt and implement	Caroor system adopted	Logo of HP Excellence	Donutu	Director	Cocretantifa	3.1.a
	3.1 Enhance coherent,	3.1.1 Adopt and implement a	Career system adopted	Logo of HR Excellence	Deputy Dispeter for	Director	1 '	3.1.a
environment	transparent, fair and	set of internal regulations to	Gap analysis - Logo of HR Excellence		Director for		Science, HR	
	supportive conditions of	encompass HR policy for all			Science and		Department	
	employment at any stage of	categories of employees						
	career	3.1.2 Implement internal	Rules for evaluation of heads of workplaces (administrative section, research	Formulate system of complex development support for group leaders	Donutu	Secretary for	HR Department	2 1 h
		·		(managerial seminars)	Deputy Disastes for	1	Ink Department	5.1.0
		assessment and personal	centres)	(Illianagenai Sellilliais)	Director for	Science;		
		development support			Science;	Secretary of the		
					Deputy	Institute		
					Director for			
					Administrativ	e		
	2.2 Describe state of the	2.2.4 Adeat and involvers		Deviles without of greathering and account of the least of the state o	Matters	Carrate : Car	Danastria	22-22-22-22-22
	3.2 Provide state-of-the-art	3.2.1 Adopt and implement	CF - comparison of size and mission (different perspectives - FTE, budget,	Regular system of monitoring and assessment implemented annually	Deputy	Secretary for	1 '	3.2.a, 3.2.b, 3.2.c, 3.2.d, 3.2.e
	research infrastructure and	institutional policy on concept,	devices, type of users and services)		Director for	Science	Strategy and	
	related services	organization, development and			Science		Science	
		funding of core facilities						

						1 1-		la	I	
		3.2.2 Define needs for, and principles of provision of, other research-related services (space allocation, IT support, health and safety service, data management, intellectual		Rules for using of laboratory equipment Agreement with ICS (UVT) IT conception (standard of IT support)	Implementation of processes formulated in 2017	D A	Deputy Director for Administrative Matters	Secretary of the Institute	Operations Department	
	3.3 Increase the inclusiveness	property management etc.)  3.3.1 Support the primary of		Documents are prepared in English - list of documents prepared directly in	Documents are prepared in English - list of documents prepared directly in		Director	Head of	all heads of	3.3.a
	of the institute	English as language of communication including administration		English to be implemented since 2017 (esp. documents for Scientific Board and Director's Board)  Assessment of each department - availability of documents for employees in CZ/EN	English will be widened each year (documents for Management meetings)		an ector	Director's Office		33.0
		3.3.2 Increase mobility and internationalization of CEITEC MU staff through recruitment, where possible, and by improving English language competencies of administrative staff		Identification of positions that could be performed by foreign employee in administration section/director's board	System of internships for foreigners	D A	Deputy Director for Administrative Matters	Deputy Director for Administrative Matters	HR Department	3.3.b
		3.3.3 Streamline the welcome and adaptation services		Welcome services system established at CEITEC MU (HR Dept.)	Guidelines for incoming staff from abroad	D A	Deputy Director for Administrative Matters	Deputy Director for Administrative Matters	HR Department	3.3.c, 3.3.d
		3.3.4 Provide support to scientists to facilitate combining work and family obligations (such as babysitting during key events etc.)		Events for employees and their family members (Children's Day, Mikuláš) Conception specifiing particular activities that will be implemented (incl. specification of resource implications, personnel capacity, etc.)	Implementation of the conception as approved in 2017	D A	Deputy Director for Administrative Matters	Deputy Director for Administrative Matters	HR Department	3.3.e
4. Sustainable and	4.1 Develop an economy able	4.1.1 Implement budget rules		Implementation of Director's Measure no. 6/2016	tbs		Director	Deputy Director	Secretary of the	4.1.a, 4.1.b, 4.1.c, 4.1.d
efficient institute with	to meet the obligations and	providing clear procedures for		Create new rules for bonus evaluation				for	Institute	, , ,
good governance	needs of the institute	preparing, approving, and evaluating/revising annual budget	,	Assessment of budgetary programmes performed regularly at the end of the year Standard procedure of budget preparation (Finance Committee, Director's Board, Scientific Board)				Administrative Matters		
		4.1.2 Improve financial planning, reporting and analysis with the use of budget transparency tools (open budget)		Formulation of budget discipline principles	System of publication of information on budget and it's spending Seminars for employees on budgeting, finances Preparation of scenario of 2020+ from finance point of view	D A	Deputy Director for Administrative Matters	Secretary of the Institute	Grant Administration Department; Grant Office	4.1.a, 4.1.b, 4.1.c, 4.1.d
	<b>4.2</b> Ensure efficient and client oriented administration and operations	<b>4.2.1</b> Implement a single administrative model and culture across the institute		Complex reporting/monitoring system defined and implemented Revision of employees' duties Prohibition of other templates than CEITEC MU.	tbs	A N O	∕latters; Head	Deputy Director for Administrative Matters; Head of Director's Office	departments	4.2.a
		4.2.2 Define administrative processes including clearly intended process roles through internal regulations or handbooks		Operation rules (Provozní řád), Archiving, etc. Define list of processes to be formalized	tbs	E A N	Deputy Director for Administrative Matters; Head	Deputy Director for Administrative Matters; Head of Director's Office	departments	4.2.b
		<b>4.2.3</b> Increase the digitalization of administration and related services		List of procedures done electronically/in paper, identification of procedures to be done only in electronic way Revise a system of aliases	List of procedures done electronically/in paper, identification of procedures to be done only in electronic way - widened list	A N O		Deputy Director for Administrative Matters; Head of Director's Office	departments	4.2.c
		4.2.4 Develop a risk management system		Each dept. identifies 1-2 MAIN risks (real ones) Regular reporting to the Management Using of INET system for Risk Management	Each dept. identifies 1-2 MAIN risks (real ones) - revision Regular reporting to the Management Using of INET system for Risk Management	C C A	eputy Director for	Deputy Director for Administrative Matters	all heads of departments	
		<b>4.2.5</b> Create/revise purchasing system namely (consumables, software etc.)		System of coordinated purchases Regular meetings with lab managers Analyses of the most important contractors	Sponsorship conception (negotiation with main suppliers)	D D A	Deputy Director for Administrative Matters	Secretary of the Institute	Operations Department	
		4.2.6 Define a long-term concept for maintenance and operation of existing infrastructure		IT conception Rules of operation (Provozní řád) Rules for using of laboratory equipment.	Re-investment strategy 2018-2019	C C A	Deputy Director for Administrative Matters	Secretary of the Institute	Operations Department	

	4.3 Strengthen one CEITEC	4.3.1 Increase involvement of	3 RGL meetings in 2017	3 RGL meetings per year	2017-2020	Director	Director	Director's Office	
	identity across research	group leaders and other key	Regular meetings with heads of centres (with Director)	3 NOL Meetings per year	2017-2020	Director	Director	(Head of	
	centres	constituencies into governance	Complex list of group leaders' duties					Director's Office)	
	centres	of the institute	Complex list of group leaders duties					Director's Office)	
	+	4.3.2 Hold regular research	Regular group leaders meetings as a part of institute's operation (3 RGL	Regular group leaders meetings as a part of institute's operation (3 RGL		Director	Director	Director's Office	4 3 a
		group leaders meetings	meetings in 2017)	meetings annually)		Director	Director.	(PR manager)	1.5.0
		group leaders meetings	Meetings of research centres to be organized (Head of Centre with RGLs)	Meetings of research centres to be organized (Head of Centre with RGLs)				(i it illallagel)	
		4.3.3 Develop internal	Events for employees - Ski trip, Christmass Event, Noc vědců, Cyklo výlet	Annually - list of events prepared and approved		Director	Head of	Director's Office	43h
		networking (non-scientifical)	Agreement on central events with CMS	Annually - list of events prepared and approved		Director	Director's Office	1	4.3.0
		through common events	Agreement on central events with twis				Director's Office	(FK Illallagel)	
		(including events available to							
		family members)							
	+		Concention of junior recognitions representation to be discussed	Implementation of the concention defined in 2017	+	Donuty	Corretory for	Department for	4.2.0
		<b>4.3.4</b> Enable a platform for	Conception of junior researchers representation to be discussed	Implementation of the conception defined in 2017		Deputy	Secretary for	1 '	4.3.0
		junior researchers				Director for	Science	Strategy and	
		representation				Science		Science	
		4.3.5 Develop and	Formulation of conception (system of work with alumni)	Implementation of the conception defined in 2017	2017, 2018-	Director	Director	Director's Office	4.3.d
		institutionalize alumni network		Regular events organized for alumni members	2020			(PR manager)	
5. Strong community	5.1 Increase and intensify	5.1.1 Regularly organize events	Event "What is research infrastructure" (with UVT MU) open to the university	tbs		Director	Director	Director's Office	51a
open to its	academic and community	connecting scientific or science-	Lvent what is research initiastructure (with ovi Mo) open to the university			Director	Director	(PR manager)	5.1.0
environment	collaborations and	related themes at the institute						(i it illallager)	
environment	interaction within the	with the rest of the							
	university and within the	university/CEITEC consortium							
	CEITEC consortium	54.2 Tal	(Aut 1) and to 2040 )	u.				Discrete de Office	
		<b>5.1.2</b> Take active part, or	(Activity starts in 2018.)	tbs		Deputy	Secretary for	Director's Office	
		initiate, debates on issues of				Director for	Science	(PR manager)	
		scientific ethics				Science		D:	5.4.1
		5.1.3 Develop communication	Articles in online.muni	Articles in online.muni		Director	Head of	Director's Office	5.1.0
		channels with university parts,					Director's Office	(PR manager)	
		with researchers in the							
		campus, at the institute							
	5.2 Engage with local	<b>5.2.1</b> Regularly organize open	List of open days in 2017 (in accordance with projects implemented at CEITEC	Relationship/Communication with city parts established		Director	Head of	Director's Office	5.2.c, 5.2.f
	(regional, national)	days for general public	MU)				Director's Office	(PR manager)	
	community and society-at-								
	large								
		<b>5.2.2</b> Increase the presence of	Include "media appearence" into report of RG (not necesarily evaluated, but	tbs		Director	Head of	Director's Office	5.2.a, 5.2.b
		the institute and group leaders	reported)				Director's Office	(PK manager)	
		in social media							
		5.2.3 Develop partnership with	Regular PR monitoring for the Management established	tbs		Director	Director	Director's Office	5.2.b
		key media players (Czech TV,						(PR manager)	
		newspaper etc.) to raise public							
		awareness on scientific topics							
		5.2.4 Develop partnership with	List of events to be organized in 2017	Relationship/Communication with city parts established		Director	Head of	Director's Office	52d 52a
			List of events to be organized in 2017	neiationship/confiniumcation with city parts established		Director			3.2.u, 3.2.e
		schools and educational					Director's Office	(PK manager)	
		activities for school-age							
		children	List of control to the control of the 2007	Part of a section and a second feet as a sec		D:	Birrita	D:	
		5.2.5 From time to time	List of events to be organized in 2017	List of events is regularly prepared for given year		Director	Director	Director's Office	
		organize national and						(PR manager)	
		international events on science							
		policy and science							
		management							