

## Meeting of the Scientific Board of the Central European Institute of Technology, Masaryk University

Date, venue	29 <sup>th</sup> April 2021, online meeting
Participants	J. Nantl (chair), V. Bryja, T. Kašparovský, M. Mráz, P. Plevka, K. Říha, R. Štefl, J. Cacek, Š. Vaňáčková, Š. Pospíšilová, O. Fojt, J. Friml, S. Pastoreková, P. Tomančák, E. Zažímalová, M. Kiess, M. O'Connell
Guests	E. Handlířová, A. Valterová, Z. Novotná, E. Jarour, M. Pokorná, M. Marcolla, M. Hamanová, N. Kostlánová,
Excused	M. Králíčková, M. Repko, J. Doležel, L. Kunz
Minutes prepared by	E. Handlířová
Approved by	J. Nantl
Comments by	-

### Agenda

- 1) Strategic Plan CEITEC MU 2021-2028 proposal
- 2) Operational priorities 2021
- 3) Result of per rollam vote on budget plan 2021
- 4) Proposal of an honorary doctorate to prof. Křivánek

### Minutes

#### Introduction

*The Scientific Board reached the quorum: 17 members were present out of 21 members of the board.*

J. Nantl congratulated Pavel Tomančák, who became director of the CEITEC consortium on 1<sup>st</sup> February 2021.

#### 1) Strategic Plan CEITEC MU 2021-2028 proposal

*See Annex 1*

J. Nantl provided an overview of the fulfilment of the Strategic Plan up to 2020. We have succeeded to deliver on our vision that was set up in 2016. CEITEC has become a point of reference and source of inspiration in the national context and EU13 context. We have grown economically very much. Our total budget in last year was almost 1 billion CZK – that is double as much as five years ago while having running costs almost at the same level. From the perspective of key performance indicators, we were able to reach most of them (see the presentation, slide 5 for an overview of KPI).

J. Nantl presented a proposal of a new Strategic Plan of CEITEC MU for 2021-2028 that builds upon Masaryk University Long-Term Strategic Plan for the same period. In 2028, we want to be a leading European research institute in life science known for its discoveries. We want to focus on our domestic research production, performed by researchers being present here at CEITEC MU. We aim to become a centre for using and developing cutting edge technologies as drivers for inter-disciplinary research. We also want to strengthen our focus on building a strong scientific community with open and interactive internal culture and governance that gives recognition to all its people. Last but not least, we want to be heard as an active voice in public awareness and debate on societal consequences of life science discoveries and related trends, and to be an active player in sharing knowledge between East and West of Europe.

J. Nantl: For the first time in CEITEC MU existence, we have come up with a set of profile topics (see slide 9 of the presentation for the full overview). Profile topics are research activities that combine the efforts of several research groups and provide CEITEC MU with high national and international visibility, competence in frontier technologies or lead to a tangible socio-economic impact and innovative applications. Formulation of such topics is vital for shaping the profile and visibility of the institute, showing its impact on society, guiding future infrastructural developments and strategic partnerships, and providing a frame and topics for future large-scale institutional projects.

J. Nantl: We defined a new set of key performance indicators. On the top of the list is the share of top-quality publications (T10), followed by number of newly awarded prestigious individual research grants and a number of large scale institutional projects. We expect to open 3-4 new research groups by 2028 while keeping the size of the institute on the level of app. 30 research groups.

J. Nantl: CEITEC received the highest possible grade (A) in the evaluation of research centres supported by the National sustainability programme. We have also been very highly praised as a part of the university in the national evaluation procedure organised by the government.

M. Kiess: It is not clear in the proposal if the institute focuses on curiosity-driven *basic* research.

J. Nantl: We want to do curiosity-driven research with the ability of the institute to sell it further, to translate it into other types of societal relevance. The key principle always was and will be research freedom.

K. Říha: Curiosity-driven research driven by excellent research teams is the main focus of the institute. The reason for definition of the profile topics, we tried to identify topics, where we might be able to reach for institutional type of projects focused more on societal impact. Every topic brings a task for the management to prepare large scale institutional project such as Teaming. But it does not mean that the priority is applications.

S. Pastoreková appreciated the focus of CEITEC MU on its own discoveries and not doing technical improvements or minor improvements of already existing research. This is one of the most important aspects of the proposed strategy.

O. Fojt stated that there is a lot of work behind the strategy proposal and proposed including inclusiveness and green agenda into the document. These two topics will be more and more important globally. CEITEC could lead the way both on the level of university and on the national level.

V. Bryja asked about intentions regarding the role of departments. Does it make sense to organise departments around profile topics? With an option that research group belongs to more topics.

J. Nantl: We do not want to strengthen the administrative role of departments. We want to better use departments for structuring scientific debates. An idea of organising departments around profile topics will be considered. The current structure of departments was developed as a part of the operational programme project. In future, it is logical to see some development, but that needs to be further discussed and assessed. The strategy says that the department is not a tool for budgeting and management of groups.

V. Bryja asked about a strategy how to keep the size of the institute on the level of app. 30 groups.

J. Nantl: So far, we have not been practising a policy that is already present at faculties, that reaching retirement age means recall from the managerial position (head of the centre, group leader). That might be one option – not providing institutional funding for research groups of group leaders in retirement age. But we need to create a legal system. The other option is the use of evaluation. At the stage of our development, an option of time limit for group leaders would not make us attractive for candidates on group leader's position. We can also agree with faculties on an outplacement policy.

Conclusion(s):

Based on suggestions by the Scientific Board members, the proposal of the Strategic Plan of CEITEC MU 2021-2028 will be amended and sent for the per rollam vote by the Scientific Board.

**2) Operational priorities 2021**

J. Nantl presented the operational priorities of the institute for 2021 (see slide 12 of the presentation). We are already preparing for the upcoming National Plan of Renewal. We are preparing the Cellular and Molecular Imaging Initiative (*profile topic of "Correlative approaches to connect dynamics and structure of living systems"*). We will continue in the implementation of the HR Excellence in Research action plan. We want to upgrade institutional governance so that the role of Group Leaders' meetings increases. When the pandemic is over, we would like to organise group leaders meetings more frequently, maybe even every one to two weeks, being less formal. We will also focus on IT Policy implementation and strengthening collaboration with the Institute of Computational Sciences at MUNI based on price list and service contract. Last but not least, we want to strengthen our position in the EU-LIFE and serve as a bridge between West and East in transferring experience and good practice to Alliance4Life that we are coordinating.

P. Tomančák commented on the Cellular and Molecular Imaging Initiative, in which he is participating. It is a tremendous opportunity to leverage something absolutely real in Brno. 35 % of electron microscopes are produced in Brno by three major companies. The initiative nicely fits into the CEITEC consortium, both on the life science and technology side. There is a robust technology development at CEITEC BUT. Companies producing electron microscopes in Brno are very local patriotic, and they want to bring R&D to Brno, and they need experts. That is something we can provide. We can design specific study programs. We can make Brno a global centre of correlative electron and light microscopy. That is the vision, and that is the basic research at its best.

Conclusion(s):

The Scientific Board takes operational priorities of the institute for 2021 into account.

**3) Result of per rollam vote on budget plan 2021**

J. Nantl presented the result of the per rollam vote on the budget plan 2021. The per rollam vote was launched on 18<sup>th</sup> March 2021 and closed on 26<sup>th</sup> March 2021. 85 % of members of the Scientific Board participated. 15 members voted "yes", 2 members voted "yes, with reservations". The reservations were commented on and explained.

Conclusion(s):

The budget plan 2021 was supported by the Scientific Board.

**4) Proposal of an honorary doctorate to prof. Křivánek**

See Annex 3

J. Nantl proposed an honorary doctorate for prof. Křivánek (see Annex 3 for detailed information). We aim to appreciate the contribution of prof. Křivánek to the global development of electron microscopy field.

Decision(s):

Scientific Board supports the proposal of the honorary doctorate to prof. Křivánek.

**Annexes**

[https://is.muni.cz/do/ceitec/vedecka\\_rada/2020/2021-04-29/](https://is.muni.cz/do/ceitec/vedecka_rada/2020/2021-04-29/)

[https://is.muni.cz/do/ceitec/vedecka\\_rada/2021/2021-03-18\\_per\\_rollam\\_rozpocet\\_2021/](https://is.muni.cz/do/ceitec/vedecka_rada/2021/2021-03-18_per_rollam_rozpocet_2021/)