



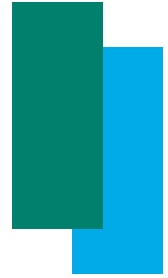
MASARYK
UNIVERSITY

Czech Republic

A decorative graphic consisting of several vertical bars of various colors (purple, teal, dark red, yellow, red, orange, dark green, light blue, green) arranged in a staggered, ascending pattern from left to right across the page.

Masaryk University
Strategic Plan
2016–2020

Our Mission



Masaryk University strives to create and disseminate knowledge, thus enhancing the quality of life and fostering cultural growth in the community. This mission stems from the university's founding values.



Foreword



The Masaryk University Strategic Plan 2016–2020 is a long-term strategic document which will still be in place when the university comes together in celebration of its centennial in January 2019. Although genre conventions call for a preface which befits the administrative and managerial purposes of such a document, the upcoming anniversary perhaps facilitates a rather more academic reflection than is the norm. The founding *raison d'être* of our university is a good example of the increasingly overlooked practical context of higher education offered by traditional universities, many of which are now criticized for their autotelic cultivation of theoretical and impractical reason.

The struggle for a second Czech university in Brno in the latter half of the 19th century was motivated by very practical issues associated with the emancipation of Czech society. It was centred on the development of a space where social mobility could transcend the language barrier posed by the official German language, making it possible for a nation of farmers, millers and craftsmen (not to mention maids and coachmen) to become a self-confident nation of lawyers, grammar school professors, scientists, doctors and ministers.

This emancipatory spirit directly influenced the democratic character of the newly established Masaryk University during the period of the First Republic, albeit subsequently repressed by the Nazis and Communists. Its original orientation greatly influenced the university's current values, as manifested in its focus on democratic values and humanity, an emphasis clearly identifiable in specific activities such as efforts aimed at the inclusive nature of education, the strengthening of the institution's international openness and its support of student-run voluntary civic initiatives.

However, this fundamental democracy is but one of the two pillars supporting Masaryk University's internal culture. The second is an ongoing effort to improve the quality of teaching and research, inscribed in the founding document of 1919 along with the wish that the university should "live, grow strong and flourish in noble competition with its older sister in Prague", a wish subsequently reiterated by President Masaryk during his visit to the university in 1924.

This competitive approach and a certain sportive ferocity comprise a second key aspect, valid not only from a historical perspective but also with respect to the present: the university is an institution which is unafraid to take risks and assume responsibility for the incredibly dynamic development of its educational and research infrastructure, from the construction of a complete university campus to the latest series of investments carried out with the help of European funding.

It is thus logical that the university ranks the improvement of its standing in respected international rankings as a first priority. This is not due to an obsession with rankings, whose suitability as indicators of quality (on the basis of a linear arrangement of a motley assortment of higher education institutions) is rightly seen as dubious by a significant part of the academic community. Nevertheless, no matter how questionable the final ranking order may be, individual parameters – such as the prestige of our academic colleagues, scientific performance and the degree of internationalization – in fact do provide considerable insight into an arena where the quality of university education and science are at stake and where prestige, quality, attractiveness to prospective students, financial resources and employee living conditions are all routinely compared and contrasted.

Just as science is a sharp confrontation of ideas, global university life is a similarly sharp confrontation of individual universities. Thus, on the occasion of the university's centenary, instead of wishing Masaryk University success in "noble competition with its older sister in Prague", the future president could well have wished the university success on a world stage, as the arena has indeed expanded considerably over the course of the past hundred years.

Mikuláš Bek
Rector

Our values

Since its founding following the establishment of the Czechoslovak Republic, Masaryk University has always respected and professed values reflecting the republican and democratic ethos of that initial period. To this day, such values form the basis of its internal culture and are widely embraced by the academic community. These values are:

- **Freedom**, respected and defended as the governing principle of the inner workings of the university in terms of the academic freedom of teaching and research, freedoms such as a students' right to design their own curricula, freedom as the principle of institutional autonomy exercised by the university towards the state, and – last but not least – freedom as a social imperative.
- **Respect for rules** ensuring equal opportunities and transparency regarding the functioning of the institution, as manifested e.g. by internal administrative and economic settings, study-related regulations and the war on plagiarism.
- **Responsibility**, comprising the university's public role, as exemplified by its function with respect to the creation of public opinion and active participation in public debate as well as its significance as a mediator of knowledge and technology transfer, and public service provider, and its position as a university which welcomes both disadvantaged students and members of various minorities. In terms of an inwardly-oriented approach, individual responsibility for the choice and structuring of one's own curriculum forms the basis for the functioning of an open and autonomous study environment.

Our vision

By 2020, Masaryk University will be:

- **a university with a better position among world universities**, measured using quality and performance indicators in world university rankings,
- **a respected research university** boasting internationally renowned research teams, **clearly defined priorities and interdisciplinary research topics**,
- **a university offering a valuable higher education based on a stable and universal** foundation comprised of both social and natural sciences,
- **a university whose comprehensive offer of education reflects technological developments and changes**, a university which is thus perceived as a leader in Czech higher education,
- **a university which functions as a role model in both national and international contexts** with respect to facilitating access to educational opportunities for all applicants exhibiting the required learning potential regardless of disabilities and social or other impairments,
- **an employer providing all employees with a motivating work environment** which inherently stimulates a **responsible, efficient, creative and ethical** approach,
- **a strategic partner** for representatives of institutions at all levels of the educational system, research institutions, commercial and public subjects and medical and special-interest organizations, as well as an **active participant** in the development of cultural, artistic and sports activities in the region,
- **an inspiring community with a strong voice** in the development of national policies and strategies as well as society-wide and regional issues,
- **a strong and open-minded academic community with a comprehensive common internal culture** based on clearly defined values and a consensual approach.

Strategic priorities

- 1** DEGREE PROGRAMME DIVERSIFICATION AND ACCESSIBILITY
- 2** QUALITY IN EDUCATION
- 3** INTERNATIONALIZATION IN EDUCATION
- 4** INDIVIDUALIZED DOCTORAL PROGRAMMES
- 5** RESEARCH EXCELLENCE AND RELEVANCE
- 6** RESEARCH EFFICIENCY AND A STIMULATING RESEARCH ENVIRONMENT
- 7** ORGANIZATIONAL CULTURE BASED ON SHARED VALUES
- 8** INSPIRATION AND SOCIAL RESPONSIBILITY
- 9** PERSONNEL MANAGEMENT AND EMPLOYEE DEVELOPMENT
- 10** INFRASTRUCTURE AND INSTITUTIONAL MANAGEMENT
- 11** INFORMATION SYSTEMS AND IT SUPPORT





1 DEGREE PROGRAMME
DIVERSIFICATION AND
ACCESSIBILITY

2 QUALITY
IN EDUCATION

3 INTERNATIONALIZATION
IN EDUCATION

Introduction to strategic priorities and objectives in education

Masaryk University has long been the second largest higher education institution in the Czech Republic in terms of student numbers. However, following massive growth in the 2000–2010 period, the rising trend in the number of students has been deliberately and successfully turned around in the past four years. Stemming the increase in order to eventually achieve lower student numbers has been motivated above all by a desire to provide improved education quality, a parameter which is undeniably best measured by the number of students per academic employee. In the upcoming 2016–2020 period, the university will thus focus on stabilizing the number of admitted students, along with efforts designed to increase the proportion of students in advanced study phases coming from other universities and efforts focusing on increasing the proportion of students enrolled in Master's and doctoral studies in comparison with Bachelor's studies.

For many years Masaryk University has played a pioneering role, leading the way in many areas of higher education. Thanks especially to the introduction of a quality assurance system and the implementation of analytical activities and institutional surveys focusing on the student population, the university has become a strategic partner for a range of reform topics at the national level. Adopting a proactive approach has prepared the university for the upcoming period, one which calls for the tackling of challenges posed by the demographic decline in potential applicants, systemic changes instituted in response to amended legislation and the need for an inclusive approach in the provision of education.

The introduction of a transparent and well-structured Bachelor's degree programme offer is an essential first step. In its current shape, the existing offer has not been presented in a sufficiently clear manner to secondary school students, as evidenced by the outcomes of student surveys. After years spent implementing

the Bologna process and spontaneously developing curricula, a comprehensive review is now earnestly called for. Many of the very narrowly focused fields of study would be better offered as elective specializations, to be selected by individual students during the course of their studies. Furthermore, action should be taken to limit the duplication of some degree programmes, while the launching of others should be carried out at longer intervals in view of both declining study demand and efforts aimed at maintaining a highly selective student body. The profiling of degree programmes as either professional or academic – as well as the associated curriculum shift – is also an issue which requires immediate attention, particularly with respect to the implementation of legislative changes. However, the development of cutting-edge elective interdisciplinary courses designed to enrich the common knowledge base may constitute a significant tool for enhancing the value of education provided especially in academic Bachelor's degree programmes.

In addition to providing a transparent offer of degree programmes, the university must also strive for greater competitiveness through the development of new and attractive study options. This may include the implementation of a new approach to double-subject studies in accordance with internationally tested best practices, as well as the launch of interdisciplinary fields and programmes focusing on technology. Furthermore, the university will also focus on short-term specialized professional programmes allowing participants to enhance their qualifications throughout their professional careers, an area also associated with the recognition of non-formal and informal learning.

Not even Masaryk University has been immune to the rising trend in premature study termination. This phenomenon, whose causes have been analysed and investigated in recent

years, comprises a key issue which must be tackled in the upcoming period. It will undoubtedly affect the admission procedure, which – though continuing to examine learning potential – will also focus on field-specific knowledge and motivation. Likewise, efforts designed to reduce the premature study termination rate must affect the counselling system at degree programme level and influence communication with potential applicants regarding the content and the intensity of studies.

As an institution striving to be the very model of an open and inclusive educational institution, Masaryk University employs a varied range of tools designed to overcome barriers posed by disabilities and social or other impairments, both during the admission procedure and throughout the course of studies, though never at the expense of reducing admission requirements. Nevertheless, it is necessary to account for different levels of admission procedure knowledge in the case of that part of the student population where objective external reasons apply, for instance by offering special courses designed to balance out individual differences in the knowledge of basic disciplines at the outset of studies or by providing targeted counselling to persons deemed to be at risk of study failure.

A key challenge which will require considerable effort on the part of the management and academic and administrative employees is the completion of an internal quality assurance system, specifically in the hope of achieving external accreditation for internal programme approval. In view of legislative changes, existing internal processes and practices will require the introduction of entirely new components associated with the development of an internal programme approval process, a comprehensive personnel solution and full technical support as well as the implementation of internal degree programme quality standards.

In comparison with other Czech universities, Masaryk University boasts an outstanding degree of internationalization, made possible especially thanks to a successful approach to European programme enabled student mobility, the development of university networks and the conclusion of various bilateral agreements. Nevertheless, some weaknesses – noticeable in particular in comparison with foreign institutions – remain to be tackled. These include an insufficient number of programmes in foreign languages, a low number of students enrolled in such programmes and a comparatively low number of internationals among academics.

The natural integration of foreign language use in Czech degree programmes is another aspect of internationalization which deserves to be developed further, both in the form of self-study and contact teaching and in the form of more stringent requirements placed on foreign language use in final papers and theses. Besides, in view of the dynamic and open nature of the current job market, it is highly desirable that future graduates improve their knowledge of more than one foreign language, especially at Master's degree level.

Finally, it is necessary to point out that the implementation of the above mentioned procedural and substantive changes should go hand in hand with a consideration of current trends capable of influencing a modern teaching and learning process. It is therefore necessary to keep developing selected e-learning tools and systems, focus on the application of simulation equipment, technologies and methods in the teaching of selected degree programmes, including simulations compensating for sensory or other disabilities, and to contribute to the further development of practical, interactive and other forms and methods of teaching aimed at the active engagement of all students.

Strategic priority

1 DEGREE PROGRAMME DIVERSIFICATION AND ACCESSIBILITY

Strategic objectives:

- 1.1** Improve the graduation rate by implementing a coherent admission procedure, communicating with applicants and providing active counselling services throughout the course of studies
- 1.2** Introduce new tools facilitating access to studies and their successful completion by all motivated candidates with the necessary learning potential, regardless of disabilities or impairments
- 1.3** Simplify and streamline degree programme structuring and access to information
- 1.4** Enrich the existing degree programme offer by including primarily double-subject and interdisciplinary programmes, technology-oriented programmes, innovative teacher training programmes and other relevant programmes reflecting job market trends
- 1.5** Reflect the needs of lifelong learning by adjusting programmes and educational activities

Key indicators:

- Number of entrance applications submitted
- Proportion of admitted and enrolled students
- Proportion of admitted students who are graduates of other universities
- Proportion of enrolled students in various study phases
- Number of students with special needs, disabilities and social or other impairments
- Overview of new degree programmes on offer
- Overview of innovated degree programmes on offer
- Percentage of unemployed graduates
- Number of lifelong learning participants

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- **Analysing trends associated with the student population** and interest in studies, revising and developing new admission procedure forms
- **Informing and motivating** prospective students belonging to various **ethnic minorities** including Roma, persons with disabilities or special needs, incarcerated persons, persons at risk of social exclusion or persons with other impairments
- **Supporting upward social mobility** with the help of projects designed to ensure equality in admission procedure prerequisites
- Supporting **equal access to education and the subsequent course of studies** regardless of an applicant's potential impairments
- Revising and **refining available degree programme information** (including MU Information System data) and ensuring its transmission to applicants in a suitable manner
- Revising degree programmes and **reducing the number of instances of duplicate programmes**
- Supporting the transition to **single-tier curricula** and **profiling degree programmes** as either academic or professional in accordance with amended legislation
- Defining **procedures for the recognition of previous** non-formal and informal learning

DECENTRALIZED MEASURES AND ACTIVITIES:

- **Focusing on active communication with applicants, providing advice** regarding degree programme prerequisites, content and requirements placed on MU students
- Promoting follow-up Master's degree programmes among **graduates of Bachelor's studies from other universities** and developing conditions for their admission
- **Evaluating student interest in individual** degree programmes and monitoring drop-out rate in order to shape future admission procedure strategies
- **Revising the admission procedure** and introducing new formats and processes with respect to degree programme and field of study requirements and applicant motivation
- Developing **systematic cooperation with secondary schools** in educating and informing future university students through summer schools, student Olympiads, scientific competitions, etc.
- Creating educational opportunities, e.g. in the form of special courses designed to **compensate for differences in knowledge** among a diverse student population
- **Supporting the social and linguistic adaptation and integration of applicants** with disabilities, social or other impairments by ensuring the appropriate range of services
- Providing **targeted advice at degree programme level** for students at risk of dropping out

- **Simplifying and streamlining degree programmes**, especially in Bachelor's studies, in order to facilitate clear-cut programme profiling and diversity
- Utilizing the option to accredit **four-year Bachelor's degree programmes and one-year follow-up Master's programmes**
- Redefining the nature and extent of **double-subject and interdisciplinary programmes**
- Preparing **curricula for technology-focused degree programmes**
- Revising and innovating **teacher training degree programmes** and developing cooperation with schools, government bodies and other institutions in order to improve the quality of teacher training at all educational levels
- Preparing **specialized short-cycle professional programmes** designed to supplement or raise participants' qualifications throughout their careers
- Developing joint degree programmes **implemented in collaboration with other institutions**
- Revising **combined studies** degree programmes, discussing the option of a transition to purely **distance learning**
- Developing degree programme-specific rules for the **recognition of prior non-formal and informal learning**
- Mapping potential applicant interest in lifelong learning, including applicants with special needs, and developing a suitable course offer
- Revising professional and special-interest **lifelong learning** programmes

Strategic priority

2 QUALITY IN EDUCATION

Strategic objectives:

- 2.1** Complete the internal quality assurance system and obtain institutional accreditation for internal programme approval
- 2.2** Strengthen the active role of students in quality assurance
- 2.3** Revise Bachelor's degree programme curricula and expand the core curriculum
- 2.4** Modernize and popularize education by implementing technological innovations and new teaching methods

Key indicators:

- Number of students per teacher
- Established internal quality assurance system
- Institutional accreditation for internal programme approval granted by the relevant accreditation authority
- Number of students involved in the quality assurance system
- Offer of new interdisciplinary elective courses comprising an interdisciplinary core curriculum for academic Bachelor's degree programmes
- Number of degree programmes utilizing newly introduced modern, practical, interactive and other methods and forms of education

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- **Reflecting requirements stipulated by the amended Higher Education Act** and other relevant legislation in quality assurance processes
- Creating organizational conditions and internal legislative preconditions for achieving **institutional accreditation**
- Introducing **an internal quality assurance system**, including processes for degree programme approval which integrate international experts and industry representatives
- Preparing **internal degree programme standards and guidelines**
- Expanding **student feedback** gathering and its systematic utilization in order to improve the quality of educational and associated activities
- Introducing **Bachelor's and Master's programme boards** with active student participation
- Preparing **cutting-edge interdisciplinary courses** to be included as elective course modules in academic Bachelor's degree programmes
- Revising currently employed **e-learning systems and tools** in order to define the supported environment and develop communication tools and other advanced features to ensure increasingly **interactive teaching** while incorporating the principles of Universal Design for Learning

DECENTRALIZED MEASURES AND ACTIVITIES:

- Implementing **internal standards for degree programmes and quality assurance processes**, including the relevant organizational measures
- Fostering **active cooperation with students involved in quality assurance** in order to gather feedback and subsequently disseminate information to the student community
- Revising **curriculum structure in Bachelor's degree programmes** while focusing specifically on the first year of studies
- Expanding the academic Bachelor's degree programme curriculum to include a broader overview of individual fields of study by introducing elective modules instead of early field of study specialization
- Creating an offer of educational and creative opportunities fostering the individual development of **talented and highly motivated students** (including their inclusion in research projects)
- Introducing **technological innovation and interactive elements in teaching activities** (e.g. video recordings, online education)
- Promoting the use of IT tools in order to automate repetitive activities (drills, testing, etc.)
- Introducing **new forms and methods of education** with respect to diverse target groups and corresponding principles of Universal Design for Learning

- Implementing **simulation equipment**, technologies and methods in the teaching of selected degree programmes, including simulations compensating for sensory or other impairments
- Developing **practical forms of teaching** by promoting student internships with potential employers, inviting guest lecturers from various industries, introducing project-oriented education, etc.
- Systematically **recording and mediating internship offers** to students while expanding services offered by the MU Career Centre
- Promoting **entrepreneurship among students** by employing diverse educational forms and offering a range of creative activities

Strategic priority

3 INTERNATIONALIZATION IN EDUCATION

Strategic objectives:

- 3.1** Introduce foreign languages as an inseparable component of studies in all study types and stages
- 3.2** Expand the number of foreign languages on offer while also increasing the number of courses taught in foreign languages by both local and international academic employees
- 3.3** Develop a range of degree programmes taught in foreign languages while increasing the number of students enrolled in such programmes
- 3.4** Improve the quality of activities associated with international student mobility

Key indicators:

- Proportion of final theses written in foreign languages by students of non-philological degree programmes
- Proportion of courses taught in foreign languages in non-philological Czech degree programmes
- Number of degree programmes accredited in a foreign language
- Number of degree programmes implemented in collaboration with international institutions
- Proportion of international students in degree programmes
- Number of international students participating in short-term study periods at MU
- Proportion of students participating in international mobility programmes
- Proportion of students participating in international mobility programmes who managed to complete their studies within the standard period of time

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- Systematically **incorporating international academics** in institutional processes providing content and degree programme quality assurance guarantees
- Supporting projects designed to attract **international academic employees** interested in foreign language teaching
- Utilizing efficient marketing strategies to **promote degree programmes in foreign languages** among international students
- Expanding the range of **two-way international mobility programmes** available to students and employees

DECENTRALIZED MEASURES AND ACTIVITIES:

- Emphasizing the role of **foreign language competence testing** as part of the admission procedure
- Increasing **requirements for foreign language use** in teaching and self-study
- Ensuring continuous access to foreign language resources and international information sources for students and academic employees
- Gradually introducing a **mandatory second foreign language** in follow-up Master's programmes
- Expanding the range of **foreign language courses** open to students and university employees
- Offering degree programmes focusing on **strategically significant foreign languages**, i.e. Chinese, Japanese, Vietnamese, Arabic, Balkan languages, etc.
- Incorporating **specialized courses in foreign languages** as a compulsory part of non-philological degree programmes taught in Czech
- Motivating students to **submit final theses written in a foreign language**
- Expanding the offer of **academic writing and presentation skills courses in English** and other foreign languages
- Actively involving visiting international academics in teaching

- Organizing **summer schools** in foreign languages and integration activities targeting international students
- Preparing **degree programmes taught fully in foreign languages**
- Preparing **joint degree programmes implemented in collaboration with international institutions**
- Introducing tools encouraging students to enrol in foreign language degree programmes (e.g. scholarships for talented students)
- Ensuring adequate **international mobility options** with respect to the focus of individual degree programmes while facilitating the recognition of studies completed abroad
- Teaching **Czech for foreigners** in order to motivate international students (including Slovak students) to study Czech





4 INDIVIDUALIZED
DOCTORAL
PROGRAMMES

5 RESEARCH
EXCELLENCE
AND RELEVANCE

6 RESEARCH EFFICIENCY AND
A STIMULATING RESEARCH
ENVIRONMENT

Introduction to strategic priorities and objectives in research

Masaryk University is profiling itself as a research university with growing significance in the Central European space. The successful implementation of large-scale infrastructure projects in the past several years, made possible in large part thanks to European funding, have provided the necessary potential for a substantial boost in international visibility and research quality. The logical objective for the upcoming period is thus the development of the university's internal environment, integrating internationally respected research teams, attractive research programmes, clear-cut priorities and output corresponding to the existing facilities. However, the successful achievement of this objective calls for improvement, dynamics and above all synergy between a number of interlinked areas.

Educating young scientists and providing them with an open international environment are both essential. Doctoral candidates constitute key research potential and their skills, motivation and interaction with international research are crucial for achieving the necessary research dynamics. Objectives established by the strategic plan thus target not only qualitative study-related changes but also focus on improving doctoral candidates' socio-economic status and supporting their subsequent career choices.

In today's competitive global research environment, it is neither feasible nor economically viable for a single institution to evenly cover the entire spectrum of scientific disciplines and it is therefore necessary to systematically identify and support research priorities and locate interdisciplinary topics with exceptional added value. Research priorities must be derived primarily from the importance of a scientific discipline in an international context and the quality of its research history, while simultaneously taking into account the expected future development of a given field. These

priorities must also integrate interdisciplinary strategic topics in the context of long-term societal challenges. Furthermore, it is necessary to focus on the promotion of high-quality research in fields which do not necessarily have a significant international dimension, but which are significant with respect to the needs of Czech society.

The development of research performance and progress towards excellence require a stimulating environment for all those seriously engaged in research at the university. In many fields, Masaryk University already boasts outstanding scientists and teams whose results are comparable to leading European and international institutions. Nevertheless, the university environment may be further cultivated by improving support processes, introducing motivational tools and regularly assessing research quality at the faculty, university institute, department, team and individual level. The university is also well aware of the importance of promoting respect for internationally valid best practices and ethical principles. While this approach forms an inherent part of the university research culture, the presence of risks associated with mounting pressure on research performance and increasingly challenging targeted funding competitions cannot be underestimated. Efficient prevention is thus of considerable importance.

Cutting-edge instrumentation reflecting current technological advances is a prerequisite for success in many fields. Thanks to vast investments from European Structural Funds, a majority of disciplines at the university currently have excellent access to essential infrastructure. This very fact, however, calls for the efficient usage and sharing of research instruments and technologies as well as the rational planning of their recovery and assessing the need for future investments.

The success or failure of an institution, particularly with respect to grant competitions, is significantly influenced by the quality of professional research support. Experience from the preceding European Structural Funds programming period clearly speaks in favour of the continued professionalization of the entire support system. The university will therefore strive to develop a research support system which provides both highly specialized services serving research teams and individuals and university-wide services covering areas where they are deemed effective and desirable.

Research activity forms an essential component of any developed society. Although it is crucial to accommodate areas whose importance we are currently unable to estimate, research must generally serve our common social interests. The strategic objectives included in this document are therefore dedicated to promoting research efforts whose social impact is clearly defined and which are fast and in all probability significant (targeted research) as well as to research contributing to general knowledge from a long-term perspective (primary research). However, in both cases the resulting benefit to society, as well as the best possible use of invested funding and efforts exerted by academic and research employees, are a priority.

Strategic priority

4 INDIVIDUALIZED DOCTORAL PROGRAMMES

Strategic objectives:

- 4.1** Emphasize individual work with doctoral candidates and focus on their socio-economic status
- 4.2** Establish a doctoral school and apply common standards and quality assurance processes in all doctoral programmes
- 4.3** Actively support doctoral programme graduates in launching their academic as well as non-academic careers
- 4.4** Improve and promote the international reputation of doctoral programmes at Masaryk University

Key indicators:

- Number of doctoral candidates per supervisor
- Average scholarship amount allocated to doctoral candidates
- Proportion of unsuccessful doctoral candidates in various study phases
- Common doctoral programme standards applied to all new and reaccredited degree programmes
- Proportion of students participating in international mobility during the course of their doctoral programme
- Number of doctoral candidates who completed their Master's studies outside of MU
- Number of doctoral programme graduates employed by top domestic and international institutions
- Proportion of doctoral candidates among all students

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- Introducing tools designed to elicit **feedback** from students regarding the quality of doctoral programmes
 - Emphasizing the importance of **supervisors' expertise and work performance**
 - Establishing **partnerships** and cooperation with representatives of the **application sector** with respect to scholarship support for doctoral candidates
 - **Creating a doctoral school** designed to implement common doctoral programme components (e.g. transferable skills teaching, international marketing, supervisor training and conference organization) and promote the application of common standards
 - Revising doctoral programmes and doctoral board activities
 - Defining **common doctoral programmes standards**
 - Revising the credit system as currently applied to doctoral programmes
 - Defining, preparing and initiating the joint teaching of **transferable skills and the scientific method** across doctoral programmes
 - Preparing and implementing strategies for **promoting doctoral programmes and recruiting** applicants from the Czech Republic and abroad
- Developing various forms of **cooperation** with the Academy of Sciences of the Czech Republic and with both domestic and international **universities and research institutions**

DECENTRALIZED MEASURES AND ACTIVITIES:

- Revising doctoral programmes planning procedures as well as the **evaluation of doctoral candidates**
- Expanding the range of **feedback services provided to doctoral candidates** throughout their studies (e.g. active participation of doctoral boards, introduction of mentoring)
- Reinforcing **international ties associated with doctoral candidate preparation** while implementing joint doctoral thesis supervision
- Developing doctoral programmes including joint doctoral **programmes implemented in collaboration with other institutions**
- Integrating doctoral candidates in actual research activities and investigating projects by dedicated research teams
- Establishing performance-based **scholarships** and stipulating conditions for their awarding
- Locating suitable **scholarship fund** development mechanisms and securing additional sources of funding for doctoral candidates
- Implementing an **internal evaluation system for doctoral programmes**, especially in the context of common standards and graduate career placement
- Revising minimum **field-specific doctoral thesis requirements**
- Providing **career counselling and services** designed to help doctoral programmes graduates succeed both at home and abroad
- Supporting doctoral candidate **internships in the application sector and at research institutions**
- Supporting the implementation of domestic and international **industrial doctoral programmes**

Strategic priority

5 RESEARCH EXCELLENCE AND RELEVANCE

Strategic objectives:

- 5.1** Identify research priorities and strategic interdisciplinary topics at Masaryk University
- 5.2** Reinforce the position and visibility of university research on an international scale and increase participation in international research projects and consortia
- 5.3** Increase the social and economic impact of university research results

Key indicators:

- Designated research priorities and strategic interdisciplinary topics at Masaryk University
- Number of prestigious international research grants (ERC, EMBO, Wellcome Trust, etc.) awarded to individual researchers
- Proportion of scientific publications by MU authors in the 1st, 5th, 10th, 25th and 50th percentiles of the world's most highly cited publications
- Number of publications by MU authors published in the first to fourth quartiles of relevant field-specific journals
- Number of successful international grant projects listing MU as principal investigator or co-principal investigator (especially in Horizon 2020)
- Number of successful projects jointly implemented with application sector partners
- Volume of revenue arising from contracts and interactions with the industry sector
- Number of utilized international patents

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- Coordinating a university-wide debate designed to identify and regularly review **research priorities and strategic interdisciplinary research topics** (taking into account both national and regional strategic priorities as well as the societal relevance of implemented research)
- Developing **internal grant schemes** supporting teams focusing on research priorities and interdisciplinary topics
- Establishing an **international scientific board** as an advisory research body
- Actively helping **shape a national scientific and creative activity evaluation system**, participating in science policy boards and bodies in the Czech Republic and abroad
- Developing and implementing a **strategy of open access** at university level in accordance with international standards
- Introducing **motivational tools** in support of excellent and internationally visible research
- Preparing and adopting a concept of the further development and operation of scientific institutions designed to maximize their potential
- Developing **project support and associated services** in order to acquire grant funding from the **Horizon 2020** programme and other international schemes
- Introducing support tools for **improving research potential utilization**, developing project support and associated services necessary for collaborations with industry partners
- Completing an effective and sustainable **results and knowledge commercialization system**, including a more streamlined approach to intellectual property issues

DECENTRALIZED MEASURES AND ACTIVITIES:

- Developing **inter-faculty and interdisciplinary** research team collaboration
- Establishing **research and education priorities for academics and teams** at individual units
- Optimizing unit staff in accordance with established research and education priorities
- Implementing **integration tools for excellent incoming researchers** (including e.g. a seed fund)
- Identifying new opportunities for increased **cooperation with industry**
- Creating **research centres** with strong application and innovative potential in **cooperation with industrial partners** and leading **research institutions** (e.g. teaming centres, competence centres)

Strategic priority

6 RESEARCH EFFICIENCY AND A STIMULATING RESEARCH ENVIRONMENT

Strategic objectives:

- 6.1** Introduce a planning, acquisition and sharing system for expensive research instruments and technologies
- 6.2** Implement a universal research evaluation strategy using tools designed to foster research output and measure research quality
- 6.3** Ensure professional research support services and develop an organizational and material base in order to maximize the contribution of key scientists and their teams

Key indicators:

- Established infrastructure planning, acquisition and sharing system
- Existence of central research service units, i.e. core facilities, along with established usage guidelines
- Periodic evaluation of research performance and academic activities as part of a standardized approach
- Number of research outputs listed in the Web of Science and Scopus databases
- Average citation rate of research outputs listed in the Web of Science and Scopus databases
- Number of research outputs listed in the Web of Science and Scopus databases per academic employee and researcher
- Proportion of research outputs listed in the Web of Science and Scopus databases of the total number of results generated by MU authors
- Volume of acquired targeted funding for science and research

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- Establishing binding procedures and **rules for the procurement of expensive research equipment, instruments and technologies**
- Creating a **central register of expensive equipment, instruments and technologies, including** a reservation system
- Utilizing **analytical tools monitoring research quality and performance** in institutional, faculty and unit management
- Supporting the recruitment of **top researchers** (from the Czech Republic and abroad) by existing research teams in order to boost scientific performance and improve research outputs
- Ensuring a professional **approach to research-related ethical issues**, including the provision of legal services
- **Optimizing the collection of electronic information sources**, especially with respect to key scientific and technical resources accessible online
- Securing **information services and project support** for the acquisition and implementation of research grants
- Introducing specific measures designed to support **top researchers and research teams** (including e.g. Distinguished Chair, International Chair)

DECENTRALIZED MEASURES AND ACTIVITIES:

- Implementing procedures essential for the **planning and procurement of expensive instruments, equipment and technologies**
- Introducing open access to **core facilities** along with transparent rules of operation
- **Evaluating research performance and academic activities** at unit, team and individual level, utilizing evaluation outcomes in personnel management
- Implementing **tools designed to stimulate and boost the research performance** of individuals and teams insufficiently capitalizing on their potential, in view of field-specific differences
- **Publishing research results in English** and other foreign languages relevant to particular fields in journals monitored by leading international databases
- Promoting **knowledge sharing** and mutual awareness by organizing **interdisciplinary lectures and courses** for doctoral candidates, academics and researchers





7 ORGANIZATIONAL
CULTURE BASED
ON SHARED VALUES

8 INSPIRATION
AND SOCIAL
RESPONSIBILITY

Introduction to strategic priorities and objectives in the area of social responsibility

In recent years, Masaryk University has managed to strengthen its position as a respected institution. In many areas it has become a leader by taking the initiative, streamlining study agendas using its own information system, promoting transparency in thesis and research results publication and providing accessible study-related services for students with special needs, in turn inspiring many educational and research institutions throughout the Czech Republic. In addition to playing the role of strategic partner and regional development project initiator, the university is also an institution devoted to providing the general and professional public with guidance in many areas while helping shape a wide range of national policies.

In order to foster communication with the general public, academic community, experts and other target groups, the university utilizes an array of modern communication tools including external channels as well as a dedicated internal news portal. MU is also the only Czech university to operate cultural facilities such as the Mendel Museum and University Cinema Scala. However, in communicating with the general public, the university has yet to fully harness the potential of its over 5,000 employees and nearly 35,000 students, even though these two groups constitute the very driving force necessary for disseminating its values, knowledge and understanding, both among individuals and on a broader scale, where they are capable of significantly affecting the quality of life and the culture of their surroundings. While Masaryk University is aware that the responsible behaviour of an institution is based on the responsible behaviour of each and every employee and student, the wide spectrum of scientific disciplines cultivated at MU as well as its relatively complex internal structure, with many autonomous units and disparate interests, often leads to the emergence of natural barriers which complicate internal communication and

information sharing as well as the maintenance of integrity and fulfilment of common objectives.

Masaryk University's place in society thus depends first and foremost on the cultivation of an internal culture and the preservation of integrity between individual and institution. The university culture must be one which is based on shared values, mutual inspiration, respect for work carried out by employees and achievements reached by students and graduates, a culture based on an acute awareness of individual responsibility for the quality of work performed and – last but not least – a culture dedicated to developing a creative, motivating environment and offer of activities beyond work and study. The above contributes to the achievement of a key goal, namely the development of a strong bond between the university and its students and employees and the growth of a sense of pride in work and studies carried out at Masaryk University. In order to facilitate the achievement of this goal, it is essential to enhance mutual awareness of acquired knowledge and experience while promoting a shared university experience. The university must therefore focus on building an internal communication system which utilizes modern communication tools and subsequently ensuring its implementation and practical use.

Current social developments indicate that Masaryk University will likely be playing an increasingly significant role in public life in the future, critically contributing to public debate, aggressively raising new issues, providing a platform for discussion and above all helping to responsibly address current challenges thanks to the broad range of expertise at its disposal. In order to do so, openness and readiness to listen to the needs of society and the art of leading a two-way dialogue are essential. The university will thus

continue to actively promote student and employee activities, including a range of volunteering initiatives.

Knowledge dissemination and sharing and partnership development constitute a key component of the university's mission. Events organized by MU will thus include educational, cultural, sporting and social events for a range of target audiences from children to seniors and from professionals to the general public. The university will also continue to develop an institutionalized relationship with alumni while identifying specific topics and projects designed to boost their involvement in university activities. Furthermore, MU will establish and cultivate relationships with employers, representatives of national, regional and municipal authorities and partner associations while also participating in discussions on specific issues such as the implementation of joint projects, an area crucial for the successful functioning of the university and the relevance of its educational and research activities.

Strategic priority

7 ORGANIZATIONAL CULTURE BASED ON SHARED VALUES

Strategic objectives:

- 7.1** Develop an inspiring university environment in order to promote shared values between students and employees while reinforcing their sense of belonging to the university
- 7.2** Strengthen mutual awareness and foster internal communication throughout the university
- 7.3** Expand the range, accessibility and quality of services provided to students and employees

Key indicators:

- Satisfaction and identification with the university indicated by institutional research
- Number of newly registered MU Alumni Network members
- Awards presented to students, graduates and employees
- Implemented concept of internal communication
- Overview of student and employee services

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- Capitalizing on the **university's centennial celebrations** in order to boost employee and student identification with the university while striving to promote the institution among the general public
 - Developing tools facilitating the **appreciation of high-quality work performed by students, graduates and employees** in order to promote a culture based on mutual respect between individuals, scientific disciplines and academic and non-academic activities
 - Raising **awareness of individual responsibility for the quality** of education, research and other activities among university employees
 - Developing a positive motivational system in support of **volunteering activities**
 - **Supporting the extracurricular activities of student and employee associations**, providing them with adequate facilities for their operation and development
 - Developing and **implementing an internal communication concept** utilizing modern communication tools (intranet, news portal, radio, television, social networks, etc.)
 - Promoting usage of the **university's visual identity** among individual units, preparing a corporate branding innovation scheme
- Implementing **cultural, social, sports and leisure-time programmes** for students and employees
 - Planning and launching the provision of **services targeting elderly university employees**

DECENTRALIZED MEASURES AND ACTIVITIES:

- Supporting activities designed to **stimulate the student community** and its identification with the university, faculty and degree programme
- Supporting employee and student involvement in **social issues**
- Promoting the involvement of **international students and employees** in university life
- Using **opinion leaders** from among active academic and research staff and students to communicate key themes inside the university and harnessing the power of new media and especially social networks
- **Sharing knowledge across the academic community** by means of internally organized conferences and seminars
- Developing and providing **information and counselling services** for students, graduates and employees (career counselling, counselling for persons with special needs or disabilities, services for students with children, etc.)

Strategic priority

8 INSPIRATION AND SOCIAL RESPONSIBILITY

Strategic objectives:

- 8.1** Strengthen the role of the university as an important authority in shaping strategies and policies at the national and regional level
- 8.2** Become a desired strategic partner capable of responding to community needs and social challenges
- 8.3** Promote a cultured and cognizant society by actively sharing and disseminating knowledge

Key indicators:

- Number of media appearances and mentions by university experts
- Overview of institutions providing expert, consulting and mediating services
- Overview of events organized for the public

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- **Helping shape policies, strategies and legislation** at the regional and national level, especially in key areas reflecting university expertise
- Acting as an **inclusion policy standard setter** in regional, national and international environments with respect to the education of persons with disabilities or special needs, incarcerated persons, persons at risk of social exclusion or persons with other impairments
- Cooperating with civic associations, initiatives and institutions to resolve issues associated with the **education of the Roma and other ethnic minorities**
- Establishing a **university endowment fund**
- Cultivating a **relationship with university alumni** by involving them in specific activities and projects
- **Developing partnerships** with universities and secondary, primary and nursery schools, cultural institutions, sports associations and non-profit health organizations and expanding cooperation with industries and public administration authorities when investigating national, regional and local topics as well as various **joint projects**
- Identifying key social topics with general public **educational programme** potential
- **Popularizing scientific knowledge** and organizing **educational activities for the general public** (Mendel Museum, Children's University, University of the Third Age, Support Centre for Students with Special Needs, etc.)
- Developing **media activities** designed to **cultivate public opinion**
- Developing the online.muni.cz portal and other **Munimedia** brand communication channels, creating an electronic newsletter for the Czech academic community
- Innovating the university **website** and utilizing additional **digital marketing** tools in order to effectively inform the public about university activities

DECENTRALIZED MEASURES AND ACTIVITIES:

- Actively promoting the **university at national and international** scientific and professional events
 - **Presenting the opinions of academics** and university management representatives to the general public in the form of e.g. public lectures, traditional media appearances and social network posts
 - Organizing **discussion panels with employers**, public institution representatives and other key partners
 - Providing **counselling** and other active help **as a public service** carried out by students and employees **for the benefit of specific target groups**
 - Developing facilities for **popular educational and cultural events** including University Cinema Scala, Mendel Museum, MU Botanical Garden, Medicinal Herbs Centre, etc.
 - Organizing **conferences, workshops, round table discussions, exhibitions and lectures** addressing significant scientific and social issues
 - Increasing the quality and availability of **university publishing services**, namely by expanding the electronic distribution of books and publications in foreign languages
 - Expanding in-house **publishing activities**, publishing online versions of existing scholarly journals and exploiting the potential of **e-publishing** for the faster dissemination of knowledge
- Revising the scope and offer of existing **library services** in order to meet expected international standards





9 PERSONNEL MANAGEMENT
AND EMPLOYEE
DEVELOPMENT

10 INFRASTRUCTURE
AND INSTITUTIONAL
MANAGEMENT

11 INFORMATION
SYSTEMS
AND IT SUPPORT

Introduction to strategic priorities and objectives in supporting areas

Masaryk University employs over 5,000 workers whom it strives to provide with a collegial working environment and motivating conditions. Its personnel policy for the upcoming period thus comprises goals which reflect established priorities, especially in the area of education and research. Key issues include the review of personnel management processes, selection criteria for academic and administrative positions, qualification growth requirements and conditions and principles governing appointments to leading positions. A fundamental objective which must be tackled in the coming years is the adoption of an increasingly open personnel policy designed to attract a higher proportion of persons with expertise acquired outside Masaryk University as well as a higher proportion of international employees. In order to strengthen its position among global education and science competitors, the university needs employees with external experience and knowledge who will enhance existing know-how, introduce new professional practices and promote diversity in organizational culture.

Providing university employees with an adequate social background and working conditions is an equally important task, one which ensures the university's status as an attractive employer. In addition to implementing a transparent employee evaluation and performance rewarding system, the university will focus on helping reconcile careers and family life and provide professional services for incoming international employees and their families. Finally, the university will also strive to launch an efficient internal training system for all employees while providing a diverse range of employee benefits.

In the past two decades Masaryk University's teaching and research infrastructure has experienced an unprecedented degree of development. The upcoming period will be

dedicated to completing the construction of most essential facilities, including those designed to serve sports and leisure activities. This calls for the efficient utilization of classroom and laboratory spaces, in particular using tools specifically designed for administration and coordinated usage. Revising the current state of accommodation capacities in order to ensure an adequate standard when accommodating students and visiting professors, conducting a safety review of all university buildings and developing a range of associated support tools comprise another equally important infrastructure-related issue.

The upcoming five-year period outlined by this strategic plan will be characterized by considerably lower subsidies. In addition to dealing with a decrease in European resources, the university budgetary policy will also have to face an unpredictable state budget and the omnipresent threat of significant cuts to higher education funding. The university will thus strive to diversify its funding sources, especially through success in international grant schemes, while also introducing internal budgeting processes such as performance incentives encouraging efficient workplace behaviour.

Information systems and information technology have long been considered flagship areas at MU, especially thanks to the university's long-term commitment. Issues assessed in the upcoming period will include additional investments in backbone data network and optical fibre operation. The MU Information System will also undergo a major revision with respect to degree programme data, while the complete computerization of the internal educational activity quality assurance system will be discussed. Additional key issues include the future direction of the development and provision of e-learning support and education, scientific data access and long-term document storage and preservation.

External technological developments, as well as the requirements of a modern organization like Masaryk University, naturally call for increased work efficiency achieved with the help of an appropriate system designed to foster collaboration, sharing and communication throughout the institution, including a user-friendly intranet platform. The expanding range and volume of educational, research-related and internal administration agendas and the associated liabilities and risks naturally pose requirements with respect to the processing of data from a variety of areas, i.e. operational and strategic management support.

Strategic priority

9 PERSONNEL MANAGEMENT AND EMPLOYEE DEVELOPMENT

Strategic objectives:

- 9.1** Revise personnel management processes, including in particular criteria and tools associated with recruitment, qualification growth and filling leading positions
- 9.2** Establish an open personnel policy targeting academics and researchers from outside the university
- 9.3** Develop a comprehensive Masaryk University employee education system
- 9.4** Create a concept promoting university career – family life balance while expanding the range of available employee benefits

Key indicators:

- Revised personnel regulations and career growth policies
- Qualification structure of academic and scientific employees
- Number of international academics and scientists
- Proportion of academics and scientists with previous experience outside MU
- Number of postdoctoral employees
- Functional employee training unit
- Offer of tools designed to balance a university career and family life
- Overview and extent of existing employee benefits

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- Revision of employee selection procedure guidelines
- Revision of internal wage regulations
- Creating and implementing a **personnel strategy governing appointments to leading positions** (e.g. limiting simultaneous appointments to more than one senior position and enforcing term-limited academic functions)
- Developing instruments for assessing the **work performance and quality** of both academic and non-academic employees
- Revising the **allocation of research and professional employee jobs** in order to increase the proportion of academic employees
- Revising the **status of research employees** in view of the rights afforded to academic employees
- Establishing **criteria** for the selection of academics and researchers **taking into account expertise acquired outside of MU**
- Inviting international academic employees to MU during their **sabbaticals** and actively working with foreign institutions in order to organize such visits
- Developing and **implementing an internal employee education programme**
- Establishing and developing a **university-wide unit** dedicated to supporting the development of educational and other competences among academic employees and doctoral candidates and tasked with the further education and training of non-academic employees
- Providing adequate **counselling and additional services for teachers** when introducing technological teaching innovations
- Educating **employees** about educational activity quality assurance and associated **higher education issues**
- Introducing tools designed to promote university career-family life balance and supporting their implementation in practice (flexible working hours and home working in suitable cases, preschool care allowance, ensuring the support of preschool care providers, etc.)
- Providing systematic support and **assistance to foreign employees and their families** in order to help them integrate into Czech society and the local community
- Creating a **comprehensive offer of employee and student benefits** while effectively mediating special offers proposed by university partners

DECENTRALIZED MEASURES AND ACTIVITIES:

- **Systematizing jobs** held by key academic employees
- Motivating employees to improve their **qualifications** in order to increase the proportion of highly skilled academics and especially the overall number of associate professors
- Implementing the **criterion of extra-university work** or study placement in selection procedures
- Implementing **international selection procedures** in order to fill academic and scientific employee positions while also promoting jobs among international target groups
- Ensuring sufficient **financial resources for the development of postdoctoral positions**
- Promoting the importance of **international work experience** and improving the **language skills** of both academic and non-academic employees
- Adapting the work environment to the needs of **employees with reduced working capacity**

Strategic priority

10 INFRASTRUCTURE AND INSTITUTIONAL MANAGEMENT

Strategic objectives:

- 10.1** Complete the construction of necessary teaching and research infrastructure
- 10.2** Increase building management efficiency and safety
- 10.3** Optimize the division of competences between constituent parts of the university and streamline its inner workings
- 10.4** Ensure economic stability and performance budgeting with elements of solidarity

Key indicators:

- Constructed and renovated spaces (m²)
- Number of renovated and thus energy efficient facilities
- Utilization of own spaces (%)
- Proportion of spaces shared with other university units (%)
- Efficiency analysis of services provided by the university or its constituent parts
- Total operating expenses per square metre
- Total non-investment revenue per employee

INSTITUTIONAL MEASURES AND ACTIVITIES:

- Developing and equipping a **simulation centre** at University Campus Bohunice, including the completion of construction work and acquisition of technology for simulation and practical training at individual faculties
- Completing and equipping university **ICT centres** (Botanická Street complex) in order to facilitate activities performed by the Faculty of Informatics, Institute of Computer Science and CERIT Science Park
- Expanding the **Research Centre for Toxic Compounds in the Environment** (RECETOX) to include greater laboratory capacity and a central sample bank
- Renovating the **Faculty of Science** complex in order to optimize research capacity, including the installation of instrumentation and equipment necessary for primary and applied research
- **Increasing the energy efficiency of MU buildings and technological facilities**
- Resolving property rights issues associated with the University Campus Bohunice and other MU properties, completing all relevant real estate transactions
- Revitalizing the **MU rowing facility** at Veslařská Street for sporting and community use
- Constructing an **indoor swimming pool and multi-purpose complex** at the University Campus Bohunice in collaboration with partners for use by the Faculty of Sports Studies
- Completing **university sports facilities** serving students and employees
- Developing the **internal and external environment of University Campus Bohunice** (landscaping, expanding leisure facilities, providing new services)
- Reconstructing and expanding the **Faculty of Arts** complex using higher education infrastructure development investment funding, repurposing the **Veveří Street** facilities for faculty and department needs
- Implementing structural modifications including **wheelchair access to university facilities**
- Revising **student and visiting employee accommodation**, especially in terms of spatial capacity and expected service standards
- Optimizing the scope and quality of **services provided by the MU Accommodation and Catering Services, preparing investment strategies** and subsequently reconstructing or selling off selected facilities (e.g. Vinařská dormitory blocks A2 and A3)
- Establishing a strategy for the further utilization of the **Cikháj training centre** and its eventual renovation
- Establishing and implementing strategies for the future utilization of **University Centre Telč** and **University Centre Šlapanice**
- Revising the spatial and technological capacity of the **MU Archives** while providing the necessary dislocated facilities

- Developing **University Cinema Scala** services and facilities with respect to their envisioned multi-purpose usage
- Renovating existing buildings in accordance with current needs and funding options (e.g. Tvrdého Street facilities)
- Updating **Building Information Model (BIM)** data and passport information for buildings owned and leased by the university, implementing methodologies for BIM building and technology passport processing
- Operating and developing the **MU Building Management System (BMS)**, providing adequate technology, infrastructure, system support and networks, implementing the BMS concept and utilizing BMS methodologies and adjustments in service of university building construction and repairs
- Coordinating university-wide course scheduling with the **online educational facility database** in order to streamline their utilization
- Developing tools and incentives for the shared and **efficient usage of new research facilities**
- Revising **university building** safety measures and internal regulations including the development of safety enhancement tools
- **Analysing** services provided by the university and its constituent parts in order to identify areas in need of **integration, outsourcing, insourcing** or **efficient redistribution**
- Participating in discussions regarding **higher education funding**
- Providing adequate project-related, economic, legal and intellectual property services designed to **diversify funding sources**
- Revising internal **budget development and distribution mechanisms** in order to boost the **performance** of the university's constituent parts while preserving the principles of **solidarity**
- **Optimizing the utilization of grant resources** acquired during the third European Structural and Investment Funds programming period as well as other grant funding in order to best benefit the university's **strategic development**
- Creating conditions for the development of **fundraising** and encouraging partners to engage in **sponsorship** activities
- Analysing and developing a concept designed to provide new educational offers in the form of degree programmes implemented by a non-profit institute

10 Tools for achieving strategic objectives

DECENTRALIZED MEASURES AND ACTIVITIES:

- Carrying out small-scale renovation activities in order to ensure the efficient usage of university premises and reduce energy consumption
- **Modernizing technologies, instruments and equipment** (instruments in the workplace as well as building management equipment) in response to needs, audit outcomes, applicable standards and efficiency requirements
- Expanding **employee and student parking capacity** in the vicinity of university buildings
- **Ensuring bicycle access to existing and new university buildings**
- Adapting **university facilities and environment** to better suit student activities even outside of course time
- Introducing a **unified standard for equipment and classroom technology control**
- Acting in accordance with **ecological principles** in order to reduce the university's ecological footprint, lower energy consumption and promote recycling
- **Diversifying funding sources** by focusing on private sources as well as Czech and foreign grant programmes
- Securing funding for the development and long-term **sustainability of existing research infrastructures**

Strategic priority

11 INFORMATION SYSTEMS AND IT SUPPORT

Strategic objectives:

- 11.1** Cultivate the integration of existing information systems while continuing their development, increasing user-friendliness and developing a mobile version
- 11.2** Implement a user-friendly platform facilitating flexible collaboration and communication in student and employee working groups
- 11.3** Develop efficient data processing tools, promote internal process computerization and information digitization
- 11.4** Optimize university e-infrastructure and ensure a safe cyber environment

Key indicators:

- Overview of new information system functions and applications
- Extent of information system agendas available in foreign languages
- Communication platform used for collaboration and internal communication
- Implementation of new data management tools
- Overview of agendas with full electronic support
- Extent of scientific data available thanks to the Open Research Data portal
- Functional MU digital archive
- Computing, storage and data transmission capacities tailored to MU needs

Tools for achieving strategic objectives

INSTITUTIONAL MEASURES AND ACTIVITIES:

- **Centralizing the collection and evaluation of requirements for the development of existing information systems**, assembling a team tasked with the coordination of an integrated approach to information systems development
- Developing and innovating the **MU Information System** and in particular all study-related agendas, taking into account amendments to the Higher Education Act and institutional needs
- Developing the functionality of **economic and administrative information systems** in response to legislative changes and user needs
- Identifying requirements, developing concepts and selecting and implementing processes leading to the creation of a **shared work and communication platform**
- **Creating** a functional **intranet** for the efficient sharing of internal information, procedures, binding rules, events and other relevant content
- Revising existing **data** and innovating information systems to best suit **administrative purposes** in terms of structure, form and user friendliness
- Continuing the **digitization of administrative processes**, streamlining internal document flow and striving for completely **paperless institutional operation**
- **Digitizing the internal quality assurance and evaluation system** as well as other internal administration agendas
- Developing tools for the efficient storage, processing and retrieval of scientific data (i.e. **open research data**) as well as relevant university policies
- Analysing, developing and pilot testing of a **long-term document and data storage and preservation** concept
- Preparing and acquiring accreditation for the **MU Digital Archive**
- Optimizing **university e-infrastructure** (high-speed network, computing environment, significant storage capacity, etc.)
- Revising **backbone data network** capacity and **optical fibre** operation, establishing additional strategies associated with further operation and development
- Developing a suitable **sensitive data processing environment** and identifying critical IT infrastructure components

DECENTRALIZED MEASURES AND ACTIVITIES:

- Ensuring the **technological adaptation** of utilized information systems
- Strengthening the international nature of the university environment by introducing **foreign language versions of university information systems** and English versions of key internal rules, regulations and useful information
- **Digitizing information** and developing digital libraries in order to best organize scientific and additional information
- Providing **comprehensive IT equipment services**, i.e. from purchase to efficient operation to disposal
- Developing a **cyber security research centre** and ensuring its collaboration with national law enforcement



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