MUNI

Masaryk University Strategic Plan Implementation Scheme for 2023

1 Teaching and Education

Strategic goals for 2021–2028 and measures planned for 2023

Goal 1.1 Strengthen the importance of teaching as a prestigious academic mission focusing on the success of students in study and in life, and to become an institution characterised by its excellent teaching, which is sought after by quality and talented candidates

Key measures for 2023:

- **1.1.1** Pilot run of the computerized **Learning Potential Test** (LPT 2.0) and preparation for the introduction of the **adaptive Learning Potential Test**

- **1.1.2** Preparation of a **competency framework for university teachers** and related implementation methodologies

- **1.1.3** Completion of comprehensive **evaluation of the MU internal quality assurance system** focusing on its ability to support teaching innovation and to implement recommendations resulting from this evaluation

- **1.1.4** Strengthening active forms of **MU presentation at secondary schools** through student ambassadors and educational workshops led by academics

- **1.1.5** Updating the **network of secondary schools**, organizing periodical events for their principals and workshops for **student counsellors**

- **1.1.6** Completion of the integration of programmes to **develop the talents of motivated (secondary) school students** into the muni.cz platform; organization of activities to encourage gifted students to study at MU

- **1.1.7** Support for the implementation of the IS MU application **Study Risk Prevention**, which aims to detect impeding dropout; ongoing evaluation of the application through feedback from faculties and its further development based on user requirements

- **1.1.8** Developing the functionalities of the **online signpost for student support** (psychological counselling, career counselling, scholarship opportunities, help in difficult life situations, etc.), efficient targeting

- **1.1.9** Expanding the activities supporting **student entrepreneurship within the university-wide concept of Start-Your-Business**; modifying the existing and introducing new courses focused on promotion of entrepreneurship; involving companies and practitioners through co-funding

Goal 1.2 Ensure the flexibility of study paths with an emphasis on the personalization of studies, interdisciplinarity of the curriculum and its long-term applicability, and strengthen students' motivation for their own development and learning

Key measures for 2023:

- **1.2.1** Preparation of the new **Study and Examination Regulations** that will reflect the changed form and content of degree programmes and nation-wide changes in doctoral studies

- **1.2.2** Discussion on and the subsequent modification of the **organization and administration of admissions procedures**

- **1.2.3** Continued **pilot testing of shared university core courses**, expanding their range with an emphasis on courses in English, evaluating the courses taught and setting up **communication of the concept to students**

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

Key measures for 2023:

- **1.3.1** Finalizing the implementation of the **management extension to the university-wide course opinion poll** in order to enhance the convenience of working with its results
- **1.3.2** Design and **pilot implementation of a survey** among a selected group of students to provide student inputs for a thematic evaluation
- **1.3.3** Creation of an **information website** for improvement of student participation in **programme boards**
- **1.3.4** Amending relevant internal regulations in the context of **quality assurance of distance forms of education**
- **1.3.5** Implementation of centralized programmes for the promotion of **online and distance forms of education, teaching innovation and knowledge verification at the level of courses, interactive and simulation classes**
- **1.3.6** Promotion of **teaching practice and alternative routes to teaching qualifications**, including further education, a comprehensive university-wide offer with regard to the reform of undergraduate teacher training and to Act on Teaching Staff

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

Key measures for 2023:

- **1.4.1** Expanding the **MjUNI** content with **summer schools** and interconnection with the MUNI HELPS volunteer centre
- **1.4.2** Development of tools for **hybrid education of older people** and promotion of senior education in the regions
- **1.4.3** Evaluation of the pilot version of the **web platform** mediating the complete range of **lifelong learning courses** provided by the university's constituent parts and completion of its full-fledged form, including the link to the register of LLL courses in the IS MU
- **1.4.4** Evaluation of the **client service for lifelong learning applicants** and setting up its standard centralized functioning on a web platform
- **1.4.5** Expanding LLL educational opportunities by the introduction of **new interdisciplinary, inter-faculty and career-oriented courses**
- **1.4.6** Preparation for the implementation of the **microcredential system at MU**, review of related internal standards and methodological support to faculties for successful implementation
- **1.4.7** Review of MU and faculty internal regulations governing lifelong learning with the aim of **setting up accreditation, system control and quality guarantee of LLL** at MU

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

Key measures for 2023:

- **1.5.1** Optimization of processes to better use the **cooperation within the EDUC consortium** of universities on the occasion of transition from one project period to another; expansion of activities, engagement of various constituent parts of MU
- **1.5.2** Continued preparation of a **university-wide Liberal Arts & Sciences programme** in English for Bachelor's studies, evaluation of the aim of the programme and obtaining feedback from partner universities in the Netherlands

- **1.5.3** Continued preparation of a **technology and career-oriented** Master's degree programme in **electron microscopy**, taught in English

- **1.5.4** Mapping of **internationalization elements in MU degree programmes** to optimize the financial and methodological support by the university

- **1.5.5** Optimization of the range of **short-term international programmes at MU** to increase the number of international students by creating modules, introducing new types of courses and implementing support tools to motivate the faculties

- **1.5.6** Analysis and **redesigning of processes and services for incoming international students and staff** to provide a comprehensive information service and improve their integration into the university environment

- **1.5.7** Analysis and **redesigning processes and services for outgoing international students and staff** to streamline information, motivation and administrative processes related to post-covid mobility

- **1.5.8** Strengthening **the brand of Masaryk University abroad** by means of new programmes – Ambassadors in Motion, International Alumni, Compatriots programme, etc.

2 Research and Doctoral Studies

Strategic goals for 2021–2028 and measures planned for 2023

> **Goal 2.1** Contribute to addressing global and local challenges through basic and applied research and the application of its results in society in the areas of health and quality of life, education, historical and cultural heritage, sustainable development, technological progress, security, rights and equality in society

Key measures for 2023:

- **2.1.1** Advertising, support for participation and **inclusion of the university in Horizon Europe clusters** and international strategic platforms; identification of research team potential for specific calls

- **2.1.2** Targeted support for those interested in the new **applied research scheme SIGMA TA CR**

- **2.1.3** Implementation of activities related to **open science and communication of science** in order to communicate the **contribution of MU's scientific and research work to specific societal challenges** to the wider scientific community, competent target groups in public administration and to the general public

- **2.1.4** Application of the amended **policy of supporting Proof of Concept projects** at MU including their funding

- **2.1.5** Establishment of a subsidiary company, **MUNI Ventures, to manage MU's ownership interests**

- **2.1.6** Preparation of an **investment strategy of MU** in the area of further development of R&D results, **commercialization** and cooperation with the applied sector

- **2.1.7** Preparation of an **MU strategy for treatment of university trade marks**

> **Goal 2.2** Strive for excellence in the international research area by developing interdisciplinary strategic topics, emphasizing promising research areas, effective use and sharing of excellence and the ability to employ and motivate exceptional scientists and young researchers

Key measures for 2023:

- **2.2.1** Assessment of the results of **internal evaluation of the quality of research and doctoral studies** with the management of individual constituent parts and communication of the research evaluation at the national and institutional levels

- **2.2.2** Initiation and **greater promotion of new forms of interdisciplinary cooperation** across MU within the Grant Agency of Masaryk University

- **2.2.3** Focus on identifying and motivating suitable candidates for **MSCA Postdoctoral Fellowships** and strengthening overall support for the preparation of these grant projects

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

Key measures for 2023:

- **2.3.1** **Analysing the publication output and citation rate** of individual disciplines and constituent parts of the university with the aim of obtaining high-quality information to formulate effective publication strategies of units and individuals

- **2.3.2** Strive for inclusion into **international initiatives for responsible evaluation of research** (including Open Science promotion) in order to become a national leader in these areas

- **2.3.3** Provision of consultations and **co-designing grant strategies of individual researchers and research teams**

– **2.3.4** Implementation of a **pilot programme for project support staff** aimed at increasing competencies in the preparation of international and national research projects

Goal 2.4 Introduce higher standards in doctoral studies across disciplines with an emphasis on the quality of scientific results of doctoral students, gaining international experience during doctoral studies and adherence to the study schedule

Key measures for 2023:

– **2.4.1** Work on design of the **supervisor standard and supervisor evaluation** based on requirements of the national reform of doctoral studies in cooperation with the MU Internal Evaluation Board, doctoral boards, working groups, students etc.

– **2.4.2** Support for excellent results in doctoral studies and graduation within the standard duration of study by the **Vice-rector's Award for Excellence in Doctoral Studies**

– **2.4.3** Strengthening **international elements in doctoral studies** by supporting international mobility of doctoral students or arrivals of foreign experts, including alternative solutions in the case of emergency situations

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

Key measures for 2023:

– **2.5.1** Expanding the **doctoral curriculum** with workshops and seminars concerning the **communication of science and research**

– **2.5.2** Preparation of a new **conception of funding doctoral studies** based on the currently discussed amendment to national legislation

– **2.5.2** Expanding and improving the portfolio of **educational and development activities** for doctoral students and supervisors as part of **MUNI PhD Academia**

3 Internal Culture and Social Contribution Activities

Strategic goals for 2021–2028 and measures planned for 2023

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

Key measures for 2023:

- **3.1.3** Design and publication of a **yearbook summarizing socially relevant projects and altruistic initiatives** of MU staff and students

- **3.1.2** Creation of a **media plan** for digital and printed media and development of media partnerships in order to **inform** the general public **about how MU fulfils its social role**

- **3.1.3** Preparation of the university strategy (including marketing and communication) for the **fulfilment of Sustainable Development Goals** (SDGs) by the university, its constituent parts and associations

- **3.1.4** Implementation of **partial university strategies for the fulfilment of Sustainable Development Goals** (SDGs) within and outside the university and further development of the website on social responsibility (especially in the field of science and education)

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

Key measures for 2023:

- **3.2.1** Formulating a **marketing and communication strategy of the university**

- **3.2.2 Updating a database** of **university experts** in various disciplines who are willing to speak in public debates and mass media; their **targeted education in media communication**

- **3.2.3** Implementation of a **partnership programme for cooperating organizations and institutions** aiming at mutual promotion, organizing events and other cooperation

- **3.2.4** Transformation of the original **"Badatelna" project into a doctoral teaching platform** for the general public with the content in natural sciences and humanities

- **3.2.5 Educating the public on sustainable development issues** by offering new lifelong learning courses

- **3.2.6** Preparation and implementation of **marketing activities to make lifelong learning programmes more attractive** to different target groups of the general public

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

Key measures for 2023:

- **3.3.1** Launch of **socially beneficial projects** funded by the newly established **ComMUNIty Fund** for socially responsible initiatives of **employees and students**

- **3.3.2** Development of a community volunteer network and its activities and building brand awareness of the **MUNI HELPS volunteer centre**

– **3.3.3** Systematic support for socially beneficial **activities of clubs and associations**, support for volunteering, close links to MUNI HELPS

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

– **3.4.1** Inclusion of university companies and partners in the MU Spin-off Platform and its linking to the student competition **Start-Your-Business**.
– **3.4.2** Support for **outstanding cultural and social activities** with the aim of **joining generations** through lifelong learning (organizing concerts, workshops, excursions, seminars and summer schools under the auspices of the MU University of the Third Age)
– **3.4.3** Organizing the first **MUNI Day** – a new sports and cultural event of the university
– **3.4.4** Organizing **events and meetings commemorating outstanding personalities of the university who transcended their own discipline**, with the aim to build awareness of the university as a cultural organism where emphasis is put on the enhancement of expertise as well as holistic personal development, sponsorship and community service

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

– **3.5.1** Reform of the rights protection system at MU: modification and supplementation of the internal rights protection processes with the **university ombudsman** and the launch of its work
– **3.5.2** Formulation of a project intent for the implementation of a **CRM system for effective communication and development of relations** with target groups of applicants, students and graduates
– **3.5.3** Continued preparation of the concept of a **university endowment** aiming at the involvement of successful graduates in the university life
– **3.5.4** Continued **implementation of a unified visual style to further templates**, expanding their database and systematic support for the building of MUNI brand awareness within and outside the university
– **3.5.5** Strengthening the implementation of a unified **visual style** throughout the university with the help of a **training scheme for authorized persons** from individual economic units and setting up a systematic centralized support by the Communication and External Relations Office
– **3.5.6** Promoting the **engagement of older people** in special events related to current social issues (involvement of the U3A in volunteering)

4 HR Management and Staff Development

Strategic goals for 2021–2028 and measures planned for 2023

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

Key measures for 2023:

- **4.1.1** Preparation and implementation of internal evaluation processes for the maintenance and renewal of the **HR Excellence in Research Award** by individual constituent parts in accordance with the requirements of the European Commission
- **4.1.2** Implementation of the **MU Selection Procedure Regulations**, in particular by filling positions of academics and researchers on the basis of **open competition** advertised internationally
- **4.1.3** Continuation of the university-wide discussion about the creation of a **conception of employing associate professors and full professors at MU**
- **4.1.4** Gradual implementation of a **conception of filling postdoctoral positions**
- **4.1.5** Implementation of the **Masaryk University Code of Ethics**
- **4.1.6** Implementation of certain **measures** stated in the university **Gender Equality Plan**
- **4.1.7** **Development of HR marketing** with the aim of strengthening Masaryk University's brand as a prestigious employer

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

Key measures for 2023:

- **4.2.1** Defining criteria and creating a **system for identifying talent among university employees** with the aim of their further development and preparation for future leadership roles or specialist positions
- **4.2.2** Setting up an **adaptation process for academic and non-academic staff** employed at MU and commencing a new job at MU (supervisor, head of department etc.)
- **4.2.3** Support for the evaluation of academic, research and non-academic staff and **updating the internal evaluation of employees** e.g. by including new criteria under Methodology 2017+ or qualitative indicators of pedagogical competencies
- **4.2.4** Creation of a basic **wellbeing framework for MU employees**, including the possibility of using psychological and career counselling
- **4.2.5** Application of **tools supporting partial engagement** and subsequent full return of **employees caring** for children or close persons **to working life**
- **4.2.6** Implementation of **multi-day educational programmes of the MU Competence Development Centre** (e.g. Pedagogical Competence Development Workshop, Starter Manager, Advanced Manager, Talent Academy) plus education for other target groups including programmes in English
- **4.2.7** Implementation of the **innovated concept of pedagogical competence workshops** where basic topics will be expanded with tailor-made workshops based on the requirements of MU units
- **4.2.8** Organizing workshops and other **development activities focused on personal and managerial competencies** from the existing range as well as in response to staff evaluation results or to requirements of constituent parts' management
- **4.2.9** Expanding the offer of staff education with the **e-learning form of time tested courses and training sessions**

5 Information Systems and IT Support

Strategic goals for 2021–2028 and measures planned for 2023

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

Key measures for 2023:

— **5.1.1** Continued implementation of the system of **prioritization of requirements within the unified IT architecture** of MU

— **5.1.2** Continued implementation of **Single Digital Gateway** and **DEPO** principles

— **5.1.3** Preparation of a new platform for the creation of **MU digital libraries** linked to activities of the National Library of Technology (CARDS – Czech Academic and Research Discovery Services – and next generation platform for library systems)

— **5.1.4** Continuing the **comprehensive digitization of MU documentation processes** with emphasis on legal acts

— **5.1.5** Continued **digitization of MU Archives' documentary collections**, including student files

— **5.1.6** Building the facilities for EOSC implementation in the Czech Republic **(European Open Science Cloud)**, coordination of the EOSC CZ working group and active involvement in the preparation of the National Repository Platform project as part of the National Data Infrastructure

— **5.1.7** Development of **IT infrastructure for online video calls** and development of applications for the use of online video calls in classes, management and administration of the university

— **5.1.8** Analysis of and proposal for the **renewal** of technology for **employee and student cards**

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

Key measures for 2023:

— **5.2.1** Promotion of **CyberSecurity Hub, z. ú.**, as an expert partner to private and public sectors; its launch as a European innovation digital hub funded from Horizon Europe

— **5.2.2** Active **participation of MU in the national cybersecurity solution for HEIs** and implementation of requirements of the upcoming amendment to the Cybersecurity Act

— **5.2.3** Continuation of **new capacity building within CYBER CAMPUS CZ of Masaryk University**: opening of CERIT SCIENCE PARK II and continued renovation of FI MU premises

— **5.2.4** Active participation of MU in the development of Czech information society by implementation and promotion of **e-identity** tools and utilization of these tools to render **digital services to the public**

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

Key measures for 2023:

— **5.3.1** Starting cooperation with the winner of the tender for a new supplier of the **next generation ERP system**, pre-implementation analysis, launch of **INET 2.0** implementation

— **5.3.2** Development of a **data warehouse** and implementation of other **pilot data analysis projects** with advanced tools in various areas of management of the university and its constituent parts

— **5.3.3** Development of the **MU employee portal** and promoting its use by university constituent parts

- **5.3.4** Development of IT tools of MU for the purposes of access to basic registers; comprehensive **electronic delivery** of documents
- **5.3.5** Preparation of the tender for **acquisition of a CRM system** for the management of relations with applicants, students and graduates, based on the ERM pre-implementation analysis

6 Institution Management and Infrastructure

Strategic goals for 2021–2028 and measures planned for 2023

Goal 6.1 Strengthen strategic management and ensure the economic stability of the university through responsible management, with an emphasis on funding clear priorities in education and research as well as the creation of reserves, through a performance-oriented budget linked to the university's strategic goals

Key measures for 2023:

- **6.1.1** Active involvement of MU in the formulation of the **national methodology for the allocation of statutory funds** (in particular the subsidy for educational activities)
- **6.1.2** Implementation of other **measures**, including cost-saving measures, leading to **long-term sustainable funding** of the university
- **6.1.3** Continued **awareness-raising regarding the budgeting methodology** and the concept of sustainable multi-source funding for MU through discussions on various platforms

Goal 6.2 Sustainably and responsibly manage the renewal, development and construction of the university infrastructure as well as the acquisition of related technologies and equipment to ensure adequate functional facilities for excellent research and quality teaching as well as a pleasant environment for students and staff

Key measures for 2023:

- **6.2.1** Preparation of **construction investments** within a **strategic development project** focused on sustainability and innovation for a healthy and secure society
- **6.2.2** Implementation of investments in infrastructure in accordance with the **MU Plan of Investment Activities for 2023**
- **6.2.3** **Reducing the energy intensity of buildings** and modernization of related technological equipment (building adaptations and energy management)
- **6.2.4** Preparation for the implementation of the **Concept of Introducing the BIM** (Building Information Modelling) method in the Czech Republic for the purposes of MU infrastructure construction

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

Key measures for 2023:

- **6.3.1** Implementation of a **responsible public procurement strategy** taking into account economic, environmental and social concerns, including the application of qualitative criteria at individual constituent parts of the university
- **6.3.2** Finalizing the **strategies for energy and water management**, starting the implementation of a **waste management strategy** and communicating the principles of efficient and responsible water and energy management to students and staff
- **6.3.3** Design of **indicators** for and analysis of the **carbon and overall environmental footprint** of the university as part of energy audit and optimization of operation
- **6.3.4** Implementation of **CAFM** (Computer Aided Facility Management) for the efficient operation of university buildings, including **space management** by means of Preventive Maintenance, Area Management and Property Portfolio modules and populating these modules with relevant data