



MASARYK UNIVERSITY

**UPDATED
STRATEGIC PLAN
OF MASARYK UNIVERSITY
FOR 2007**

**Approved by the Academic Senate
of Masaryk University on 2 October 2006
and the Scientific Board of Masaryk University
on 3 October 2006**



1 INTRODUCTION

The formulation of this update is based on the *Strategic Plan of Masaryk University in Brno until 2010* and the strategic plans of the individual faculties with respect to the relevant documents of the Ministry of Education, Youth and Sports, including but not limited to the *Strategic Plan of Educational, Scientific, Research, Development, Artistic and Other Activities at Universities in the Period 2006 – 2010* and its update for 2007. In 2007 the university will focus on the following development activities. The activities are structured identically with the Strategic Plan of Masaryk University.

2 STUDIES

2.1 Quality of education

2.1.1 Satisfaction of demand for studies

Masaryk University will develop activities supporting increased numbers of students with the aim of maintaining the position it has achieved as the most sought after university in the Czech Republic. At the same time, Masaryk University will strive to optimize the ratio of students and graduates in the individual stages of the university's degree programmes.

2.1.2 Development of lifelong professional learning

Masaryk University will broaden lifelong learning programmes leading to the acquisition or extension of qualifications regulated by the respective legislation. In the area of lifelong professional learning Masaryk University will focus mainly on implementation of the new legislation applying to elementary, secondary and higher education institutions in the area of professional qualifications for teachers and adjustment of lifelong learning courses for teachers to the new legislation. In addition, emphasis will be laid on further education of officials in public administration and healthcare professionals, especially in the non-medical healthcare professions.

In the context of lifelong education Masaryk University will continue with the new policy of advanced (“rigorozní”) procedures for granting academic degrees pursuant to subsection 46 (5) of the Higher Education Act and continue to include this in lifelong learning in the context of tertiary education with potential effective links to professional lifelong education.

2.1.3 New and reformed degree programmes

The university will continue developing programmes in the field of the health sciences and support further stages in the preparation of interdisciplinary studies focusing on southeast Asia (Japanese studies, Sinology, Vietnamese studies and Korean studies with links to economic, cultural, legal and social studies).

The university will support the development of subjects closely linked to innovation, including the practically-oriented teaching of semiconductor technology in newly constructed “clean” spaces.





2.1.4 Development of e-learning methods

Masaryk University will continue to develop e-learning teaching methods, both for enhancing on-site studies and for extending combined (and distance) studies.

2.1.5 Support for studies through the Information System

In the area of studies, the university's Information System will provide additional electronic support for selected agendas of the Study and Examination Regulations at the Bachelor's and Master's as well as the doctoral level (subject acknowledgement, checks on compliance with the Study and Examination Regulations).

2.1.6 Internationalization of studies

In relation to the *Strategy for the Internationalization of Masaryk University*, adopted in 2003 and further innovated since, the university will mainly focus on:

- The development of further accredited Master's programmes in foreign languages. These programmes will be implemented on the basis of an analysis of potential target groups where sufficient numbers of applicants for fee-paying studies may be expected.
- The introduction of larger numbers of individual courses taught in foreign languages, to be made available both to students in Czech-language degree programmes and to international students coming to MU in the context of exchange programmes.
- The development of programmes leading to joint degrees, especially on the Master's and doctoral levels, in cooperation with partner universities and within Erasmus Mundus type programmes.
- The accreditation of doctoral degrees in English and other languages.
- The involvement of visiting teachers in credit courses, especially in the form of block teaching, intensive courses and summer schools for MU students.
- The increase of Masaryk University scholarships for foreign applicants and increased numbers of faculty scholarships for foreign students.
- Support for mobility of Masaryk University students, especially in the context of inter-university agreements, the Socrates/Erasmus programme and free movers.
- Completion of the English-language version of the university's Information System.
- Acquiring of the Diploma Supplement Label.
- The creation of conditions for submission of an application for the granting of the ECTS Label in 2007.
- Logistical support for the studies of international students in Czech and foreign language programmes and for students coming in the context of exchange programmes (Socrates/Erasmus, international and inter-university agreements) in the form of expanded advisory services, orientation weeks, activities of the International Student Club, and so on.

2.1.7 Support for language skills of MU students

The university will further develop and apply the policy of foreign language preparation for its students adopted in 2006.

2.1.8 Enhancement of cooperation with employers

Masaryk University will take further active steps towards the creation of joint structures for cooperation between universities and employers (focusing on support of practicums) and the development of further cooperation with municipal and regional government. At the same time, the university will create suitable conditions for academic staff work placements with cooperating bodies.





2.2 Quality of academic life

2.2.1 Scholarships and bursaries

In the area of scholarships and bursaries, Masaryk University will adopt measures motivating faculties to make full use of their scholarship and bursary funds and to introduce grant programmes, in particular those based on the principle of competitive applications and in support of the creative activities of students.

2.2.2 Accommodation and catering services

Masaryk University will further improve the quality of accommodation in its student residences, at the same time aiming at continuous quality improvement in the catering service for students and staff.

2.2.3 Advisory service

Masaryk University will work to increase graduate employment opportunities as well as to improve the integrated university advisory service providing complex advisory and information services for students.

2.3 Enhancement of university education as a public service

2.3.1 Support for access to studies for disadvantaged students

Masaryk University will continue to improve access to university studies for students with special needs and students from different cultural backgrounds. The university will support teacher training for these groups, including the training of teachers of the Czech language specializing in the didactics of Czech for foreigners. The university will expand the services of the Support Centre for Students with Special Needs, including its library of electronic, haptic and audio documents, available to students outside Masaryk University, and provision of sign language interpreters.

2.3.2 Extending regional impact

Masaryk University will make active use of the University Centre in Telč for the extension of its regional impact both in the area of teaching and in the area of the social links.

2.3.3 Support for education for a healthy lifestyle

The university will continue to support education aimed at promoting a healthy lifestyle in the context of its degree programmes, and the selection of compulsory sports courses at the Bachelor's level will be extended to include courses focusing on active forms of saving life and protecting health in emergency situations.

2.3.4 Development of University of the Third Age programmes

The role of the University of the Third Age will be increased as an expression of the public mission of Masaryk University and its openness as an educational institution. The number of senior students will be increased and the content and form of senior studies will expand in line with this. Enhancement of the role of modern information and communication technologies will form an inseparable new element of senior education. The current period is





marked by the gradual transformation of University of the Third Age programmes at Masaryk University. This is based on new psychological, andragogical and medical insights into maintaining seniors' health and an active approach to life.

3 RESEARCH

3.1 A research university

3.1.1 Teamwork and research projects

- On the basis of the assessment of an internal evaluation of long-term research projects that started in 2005, Masaryk University will complete the preparation of a university system for the annual evaluation of the results and published outputs of long-term research projects, research centres and basic research centres independent of the research project teams. The aim is to increase these projects' share of quality research in the overall research performance of Masaryk University as well as the international impact of this research.
- The university will create conditions and provide methodological support to ensure the effective implementation of long-term research projects and the effective work of research centres and basic research centres.
- To improve the involvement of research teams in framework programmes and structural funds, the university will establish project support teams made up of members of the Rector's Office and the individual faculties and provide for continuous training of administrative and academic staff, thus increasing the professionalism of support services.

3.1.2 Using the university's research and development capacities

- Rules for the effective use of the institutional funding for specific research at Masaryk University will be formulated. At the same time a process will be initiated outside the university aimed at widening the debate on the rules for funding specific research.
- A university policy on sharing laboratories and equipment will be formulated.

3.1.3 Internal and external assessment of creative activity

Masaryk University will prepare and test a scheme for internal assessment that will include definitions of qualitative and quantitative parameters in teaching as well as in research and development. Through its participation in a development project bringing together ten higher education institutions, the university will share in the creation of an alternative formulation of the methodology currently used for assessing research and development. The quality monitoring system will be supported with specific programmes in the university's Information System.

3.1.4 Building up the research infrastructure

Masaryk University will continue the preparation of projects for the further development of its research infrastructure, especially with regard to the EU Structural Funds. The university will participate in a large project of this type, prepared together with other Brno universities and research centres of the Academy of Sciences of the Czech Republic. The university will also prepare smaller-scale projects corresponding to the development needs of its faculties.





3.2 Raising qualifications

3.2.1 Research as a form of lifelong education for academic staff

An assessment will be made of the thematic areas in basic research characteristic of the individual faculties of Masaryk University as research centres. Increased attention will be paid to the relationship between the topics of Master's and doctoral theses and these areas.

3.2.2 Career growth of academic staff

Masaryk University aims at maintaining and enhancing its position as a research university with high standards in, and a balance between, teaching and research activities. In addition to support for raising the qualifications of academic staff, this policy has as a key element the strengthening of the stability and quality of teams headed by professors and associate professors. Career growth of academic staff will be further supported by a development project focusing on the effective use of sabbaticals with the aim of strengthening academic staff in accredited courses and fields of study as well as in degree programmes and subjects being prepared for accreditation, for expansion and for extension.

3.3 Doctoral studies

3.3.1 Doctoral students as members of research teams

- The university is starting to prepare internal regulations defining the position of doctoral students employed by Masaryk University.
- The transition to the credit system in doctoral courses will be completed.
- The link between doctoral theses and team and project research will be strengthened.
- Revisions and reconstructions of doctoral boards will continue in connection with preparations for accreditations and accreditation extensions.
- The university is preparing a policy of common principles in teaching in doctoral degree programmes with the aim of ensuring that all students and graduates of doctoral programmes are provided with knowledge and skills in project management and financing as well as the protection of intellectual copyright.
- The needs of research teams and research centres will be taken into account within a development project focused on support for talented doctoral students and post-doctoral research workers

3.3.2 Internationalization of doctoral studies

- The university will create conditions for granting European doctoral degrees, especially in relation to doctoral degrees with double supervision.
- The university will complete the preparation of accreditation of English-language (and other foreign language) programmes/fields of studies at the doctoral level in all disciplines, with the exception of selected philological subjects where this is not appropriate.
- The university will formulate regulations and create suitable conditions for the effective application of its already approved policy for the improvement of doctoral students' language skills.





4 THE UNIVERSITY AND ITS LINKS WITH THE SOCIETY

4.1 Public relations

4.1.1 Internal communication

In addition to publication of the university journal *muni.cz* and its on-line version, Masaryk University will support the publication of other, especially student periodicals and develop other communication tools in the context of the university's Information System.

4.1.2 Future students

Through its Information System the university will develop further instruments for analysis of the demand for studies at Masaryk University and the success of students already enrolled. This information will allow for targeted application of other marketing tools (promotion and publicity, development of partner contacts with secondary schools).

4.1.3 Graduates

The university will continue its systematic surveys of the success of graduates on the job market and modify the survey tools on the basis of the needs of the individual management levels. The data obtained through this long-term survey play a decisive role in marketing. The university will systematically develop direct contacts with its graduates. For that purpose it will support the activities of the Association of Alumni and Friends of Masaryk University. Masaryk University will also continue to support other student associations and voluntary student activities with the aim of encouraging the strengthening of bonds between the university and its students.

4.2 Institutional partnerships

4.2.1 Institutions of pre-school and basic education

Masaryk University will extend its network of partner educational institutions and sign agreements with them concerning cooperation in teacher training. The emphasis will be laid on improving students' teaching practice and the development of school teaching programmes.

4.2.2 Secondary schools

Masaryk University will further extend its network of partner secondary schools and sign additional cooperation agreements allowing for targeted work with secondary school students before they decide which university they will apply to. This network of secondary schools will reflect the strategic interest of Masaryk University in attracting the best secondary school students from the whole country, and may also be extended to take in selected foreign secondary schools. Within the framework of this network the university will also offer special advisory services relating to the choice of subject and organize summer schools and other events in support of talented students.

4.2.3 Universities and research institutes

Masaryk University will play an active role in increasing cooperation between, in particular, the Brno universities within the framework of the Brno Centre for European Studies (BCES) in the areas of external and international relationships, publicity and the development of joint research and teaching cooperation. In the course of 2007 Masaryk





University will further enhance partner alliances for the purpose of preparing large projects for EU Structural Funds in the following programme period, especially in the area of major infrastructure for basic research and innovation.

4.2.4 State administration and regional and municipal authorities

Masaryk University will develop relationships with state administrative institutions and regional and municipal authorities on the basis of the BCES as well as bilateral cooperation. The focus of attention will include cooperation with the city and the region in the area of development activities, knowledge and technology transfer, public relations and promotion and publicity. The university will become involved in outreach activities to exceptionally talented students in the South Moravia Region.

4.2.5 The private sphere

Masaryk University will participate in the project of the South Moravian Innovation Centre (JIC). The mission of the JIC is to create a suitable environment for companies with innovation potential and to support their establishment and development in South Moravia. Masaryk University will continue to make an active contribution to the activities of the centre and help increase their scope.

4.2.6 International cooperation

In accordance with its development strategy and the needs of the region, Masaryk University has defined the following priorities for 2007 in the area of developing international links:

- The university will provide strong support for projects focusing on the introduction of joint programmes (joint degrees, Erasmus Mundus, etc.).
- In harmony with the development interests of the region, the university will focus on developing a special relationship with the region of southeast Asia, especially Japan, China, South Korea and Vietnam. In this area the university will cooperate closely with the city of Brno, the South Moravia Region and other Brno universities.
- On the basis of the Brno Centre for European Studies and the South Moravian Centre for International Mobility, the university will continue to support studies of talented Master's and especially doctoral students from countries outside the European Union.

4.3 The transfer of knowledge and research results

4.3.1 Protection of intellectual property rights

Masaryk University, in cooperation with its partners in the private sector, will prepare and evaluate a policy for the protection and application of intellectual property rights, including procedures for making use of licences and incorporating subsidiary legal entities. The university will develop a system for recording and administering intellectual property rights.

4.3.2 University commercial activities

Masaryk University will support various forms of commercial activities within the university and continue developing procedures for the establishment of spin-off companies. Pilot projects will continue to be supported by the Technology Transfer Office in close cooperation with the South Moravian Innovation Centre. The key issues relating to the development of commercial activities at the university include settlement of the question of





intellectual property rights and a knowledge management system. That is why Masaryk University has set as a task in 2007 the consolidation and introduction of a system of knowledge management and protection of intellectual property rights.

5 SUPPORT PROCESSES

5.1 Infrastructure management

5.1.1 Management of relocation and capital investment development

The main objectives of Masaryk University in 2007 are:

- In connection with the expected commencement of preparation of Development Programmes for the Material and Technological Basis of Universities by the Ministry of Education, Youth and Sports for 2008-2013, Masaryk University will carry out a complex audit of the relocation and state of its buildings and start preparing the materials for a draft MU Development Programme, i.e. carrying out the technical-construction, financial and other analyses documenting the plan for building and capital investment development, which will serve as MU's proposal for financing the development of the university's infrastructure.
- Continuation of the construction of the University Campus in Brno-Bohunice and reconstruction of historical buildings of the university in compliance with the schedule laid out in MU Development Programme 233 330.
- In 2006 Masaryk University received the approval of the Czech Ministry of Education for commencement of the preliminary planning for reconstruction of the premises of the Faculty of Arts in Arne Nováka street. In 2007 Masaryk University will continue with these preparations so as to complete the application for a building permit and be prepared for reconstruction to begin. Simultaneously the University will search for suitable sources of funding for the reconstruction.
- Masaryk University has completed the basic project for the reconstruction of the University Centre in Telč and will continue searching for suitable sources of funding for the preparations, the building permit application and the actual reconstruction of the buildings.
- The university will continue with the modernization of facilities and laboratory equipment as part of the MU Development Programme.
- The university will start the preparations for the introduction of a system supporting the effective and more intensive use of its properties.
- The university will create the preconditions needed for the autonomous functioning of student residences and catering facilities.
- The university will continue remedying the defects and insufficiencies that were revealed in energy audits, especially in its historical buildings, in order to comply with the relevant legislation and ensure the comprehensive, effective and economical use of energy.
- As part of the planned development of sports grounds, Masaryk University will work on the preparations for the construction of a sports centre adjacent to the new University Campus in Bohunice. In this connection, the University will enter into close cooperation with the city of Brno and the South Moravia Region in the search for suitable sources of funding for construction of the sports centre. The university will also endeavour to obtain suitable sports grounds in the locality of the Svatka valley.
- In relation to preparation of the European project for establishment and extension of the research base the university will make every effort to obtain property in the locality of the Western Gate and in this connection cooperate with the city of Brno,





the South Moravia Region and other Brno universities on a project for creating a research and development infrastructure for cutting-edge research activities in Brno.

- In order to deal with the current situation in which the development of the health sciences at the Faculty of Medicine has necessitated the use of temporary quarters, Masaryk University will look for a suitable building or buildings in the city of Brno.
- The long-term shortage of library and reading room space and inadequate lecture-room capacity at the Faculty of Education are key factors limiting its further development. Masaryk University will carry out a search for suitable sources of funding for completing the construction of the Multifunctional Information and Teaching Centre to the rear of the Faculty of Education in compliance with an existing study. In connection with this, Masaryk University will support the preparation of the necessary project documentation.
- In the course of 2007 Masaryk University will prepare operational standards for its buildings, including standards for measuring and regulating systems that will serve as the standardized basis for the current construction and reconstruction of buildings and potential future construction and reconstruction.
- In 2007 Masaryk University will create the preconditions for future relocation of the Institute of Computer Science.

5.1.2 Management of administration and organization

Masaryk University has already started a reform of its administration and organization management. The continuing reform will focus on the following objectives:

- A needs analysis and proposal for an administrative system for effective support of administration management and the management of projects. In 2007 the university will prepare a proposal for optimization of the project management system at MU and its integration in the linear system of university management. At the same time the university will carry out a related revision of the current system of financial control.
- A risk analysis and proposal for a system of internal control and audit. The aim will be to achieve increased flexibility in decision-making with regard to obtaining and using financial resources.
- Complex analyses and proposal for the integration of operational information systems. The aim will be to achieve standardization of information support for administrative processes.
- A needs analysis and proposal for the creation of compatible administrative structures on the central and local levels.
- Development of a system of methodological support, especially on the central management level, through forms of consultancy, internal training and the development of standards. On the basis of positive experience in the system of internal training MU will work to implement a systematic approach to the system of internal training and professional development of Masaryk University staff.
- In the area of human resources, Masaryk University will carry out an audit of the motivation and social system with the aim of identifying its strong and weak points and implementing a system for increasing effectiveness and professional standards, especially the system of management and administration at Masaryk University.
- Creation of an interfaculty system supporting flexible cooperation between more individual units at Masaryk University (a system of university institutes established as interfaculty bodies, including development of the optimum system for their financing).





5.1.3 Operational and maintenance management

To increase the efficiency of operational and maintenance management the following need to be achieved:

- Continued preparation of a “facility management” project for the development of a system for the complex management of the university’s resources and infrastructure.
- Further development of the system of asset management – focusing on real estate (buildings, land, etc.): completion of building and technological documentation, analysis of the effective use of space, stock-taking – central introduction of bar codes etc., creation of a link between building documentation and stock-taking – digitalization of localization and equipment display (through GIS application).
- Coordinated development of the infrastructure – capital investment projects, IT infrastructure development, coordination of property maintenance and repair (in the case of buildings and equipment in particular the coordination and planning of repairs).
- Coordinated energy management – the optimization of energy costs (electricity, gas, steam) and media costs (water, steam), energy audits and the optimization of energy consumption (by introduction of thermoregulation valves), the maintenance of energy sources and devices.
- Consolidation of high-risk venues including their technological equipment and the introduction of an integrated system of labour safety and health protection at work, fire safety and crisis management.

5.2 Investment in human resources and employee support

5.2.1 Analysis and proposal of a motivation system for university staff

The starting points for achieving this aim are:

- Preparation of a system for, on the one hand, assessing job performance and quality in order to keep good employees and motivate them to seek funding, and on the other, ensuring effective administrative support. To that end, the salary and bonus systems will be revised, especially with a view to the planned consolidation of the project management system.
- Greater support for a differentiated approach to employee remuneration on the basis of individual performance. Non-fixed parts of the salary will be increased and structured in line with performance and quality of work.
- MU will continue development of the system of internal training (as part of methodological and advisory activities) for the purpose of extending the areas of competency of university staff, improving professional skills and increasing output and reducing administrative loads resulting from repeated consultation.
- In the context of internal education the university will develop its management on all levels with the aim of strengthening strategic orientation, applying a motivation system and achieving optimum links between academic and administrative-process activities.

5.2.2 Support for internationalization through improved language skills of employees

The university will continue with the programme for improving the language skills of its employees that began in 2003.





5.2.3 Increasing the role of information technologies in human resource management

The objectives of the University for 2007 include the consolidation and introduction of a complex solution for the human resources information system allowing for support of the specifics of the academic environment and reflection of the complexity of the employment relationships at the university, as well as for support of the system for management of personnel information and the individual elements of the motivation programme.

5.3 Economic and finance management

5.3.1 Support for multisource financing

The systematic creation of conditions and mechanisms supporting comprehensive development of the principal and ancillary activities of the university for the purpose of ensuring multisource financing includes the following activities:

- The development of a system for the effective coordination of project administration on all management levels (development of effective cooperation between the central administration and local administration, methodological support for planning, the preparation and submission of projects).
- Continued effort to establish a system of risk management in the areas of capital investment and projects (capital investment, co-financing, pre-financing).
- Continued effort to establish a system for the support of academic commercial activities.
- Analyses of areas and needs and the development of a fundraising system (i.e. acquiring funding or in-kind support for particular activities or particular capital investment needs, including the creation of a system for the co-financing of projects from external sources, etc.).

5.3.2 Establishing mechanisms for financing inter-faculty activities

To ensure an integrated financial environment it is necessary to establish an optimal system for financing interfaculty performance output and interfaculty organizational units as a budgeting principle.

5.3.3 Development of economic and finance information systems

Development of information systems will continue in the area of economics and finance. The necessary steps to that end include:

- Analysis and proposal of a complex economic information system allowing for support of the specific features of the academic environment and reflection of the complexity of the multisource and subsidy-based financing of the university as well as for support of the system for managing economic information.
- Analysis and development of an executive control and information system for support of decision-making and the creation of a system of economic and accounting advice and analysis.
- Development of applications allowing for reduction of the administrative load resulting from the administration of internal cash flows (non-cash operations, clearing).





5.4 *Quality management*

5.4.1 Analysis and proposal of quality management and evaluation system

Masaryk University will prepare a proposal for a complex system of continual assessment and standardization of academic and administrative processes and will begin implementing it.

Petr Fiala
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