



MASARYK UNIVERSITY

A photograph of a group of students walking along a paved sidewalk next to a stone building. The students are dressed in casual summer attire, including t-shirts, jeans, and backpacks. One student is carrying a red bag, and another is wearing a red and white striped shirt. A bicycle is parked on the sidewalk in the background.

STRATEGIC PLAN 2011–2015



MASARYK UNIVERSITY

MASARYK UNIVERSITY 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 Strategic Plan constitutes a statement of Masaryk University's basic mission and its place and role in Czech higher education and clearly articulates its ambition in playing an increasingly more important part on an international scale. The plan identifies both the strategic priorities and key tools utilized in reaching them and lists – for the first time ever – performance indicators, to be used throughout the implementation of the Strategic Plan in order to evaluate how successful the university really is in meeting the objectives it has set out.

This Strategic Plan is the third such document prepared by the university. Ten years of experience with the formulation of visions, goals and objectives and their subsequent implementation have greatly contributed to a new mode of preparation, resulting in a Strategic Plan which greatly differs from the previous two instalments in both form and content. An unusually large part of the academic community took part in the preparations. University management was tasked with coordinating workgroups in charge of preparing the individual topic-based chapters while the Scientific Board, Board of Trustees, faculty managements and both chambers of the Academic Senate likewise provided valuable input, significantly influencing the final outcome. Over two hundred members of the academic community were thus directly or indirectly involved in crafting the Strategic Plan. The final document was prepared thanks to a collaborative effort on the part of a professional analytical base assembled over the course of several years and with the substantial

support of the university's own information systems – unique in the Czech context. Though the text itself does not include an excessive amount of numbers and statistics, all priorities and objectives listed therein are naturally based on factual data which will eventually comprise the grounds for a future assessment of the objectives featured in the Strategic Plan.

Masaryk University is entering the upcoming period of change and necessary reforms in Czech higher education with a clear vision supported by broad consensus among members of the academic community, a vision of its fundamental mission, clearly delimited objectives and accurately defined tools specifically designed to reach them. At a time when the policies in Czech higher education remain geared towards short-term effect instead of focusing on the development of a much-needed concept of a tertiary education system, our university remains true to its long-term goal: the defence and cultivation of attitudes and values which were at the time of the university's founding proudly called civic virtues. With full awareness of the risks and obstacles it currently faces, our university aims to become a prestigious research-oriented institution, measuring up to distinguished foreign universities not only in terms of the quality of its basic strategic document, but also in terms of the standard of research and education it offers.

Petr Fiala, Rector

OUR VALUES

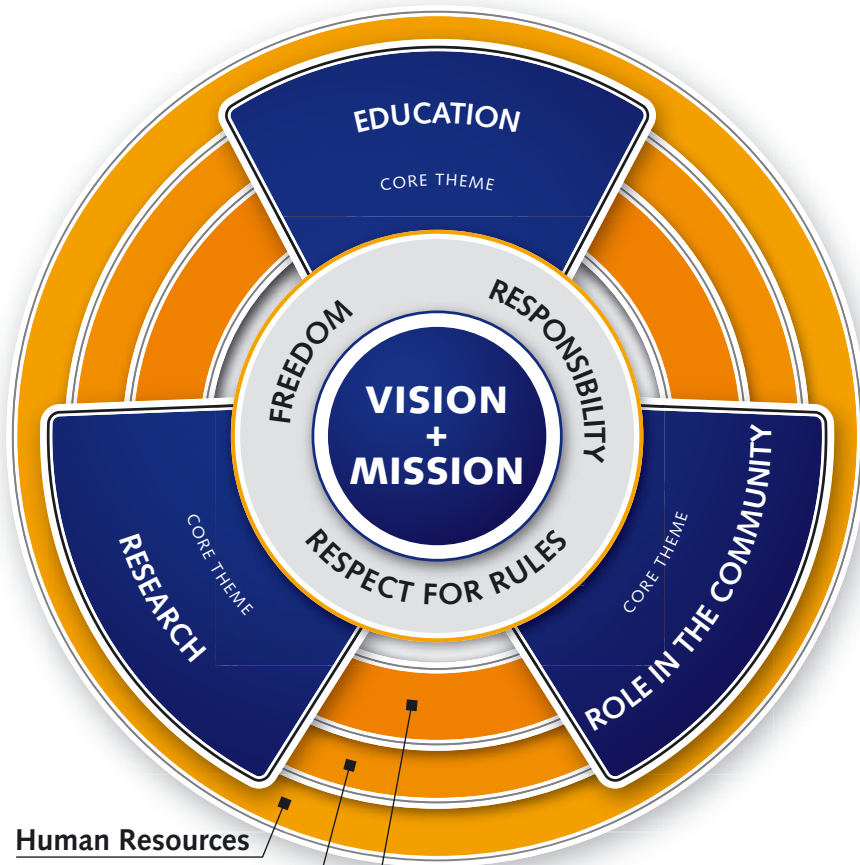
Since its founding following the establishment of the Czechoslovak Republic, Masaryk University has always respected and professed values reflecting the republican and democratic ethos of that initial period. To this day, such values form the basis of its internal culture and are widely embraced by the 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 knowledge and technology transfer mediator 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 2015, Masaryk University will be:

- ▶ a research university boasting an internationally respected research programme, a distinguished profile and state-of-the-art infrastructure and research results visible on a European scale;
- ▶ a university providing high-quality teaching based on original research and implemented in accordance with international trends in university education, heightening its attractiveness for students in the Central European region; a university striving to live up to its name as one of the most prominent Czech universities, fully capable of equipping graduates with lasting educational values;
- ▶ a university whose opinion will be a respected leading voice in the Czech environment, especially in the areas of higher education and research;
- ▶ a university, whose significant involvement in partnerships with educational and research institutions as well as various private businesses and public institutions will be directed at improving the relevance and enhancing the application of academic activity results on a broad scale.
- ▶ a university providing attractive employment opportunities on a national as well as Central European scale, utilizing a targeted personnel policy to promote the growth of skills of existing staff as well as attracting new skilled employees, especially from abroad;
- ▶ a university taking an active part in international collaborative efforts on both a European and worldwide scale.



Human Resources

ENABLING THEME

Infrastructure

ENABLING THEME

Management and Economic Systems

ENABLING THEME

As depicted in this Strategic Plan, the university mission and vision are upheld by three **core themes**, corresponding to the three key roles attributed to modern universities. The conditions facilitating their achievement comprise a further three comprehensive **enabling themes**.

The topics covered by this Strategic Plan are subdivided into **11 strategic priorities**, reformulated as objectives in the individual chapters and supplemented with strategies, tools and indicators relevant to their accomplishment.

Educational Mission and
Student-Oriented Approach

1

Internationalization

2

Social Responsibility and
Openness in Education

3

University Research Profile

4

Innovation and Technology
Transfer

5

External Communication

6

Strategic Partnership
Network, Cooperation with
Industry and Employability

7

Institutional Efficiency

8

Employees and the Work
Environment

9

Building Infrastructure and
Corporate Services

10

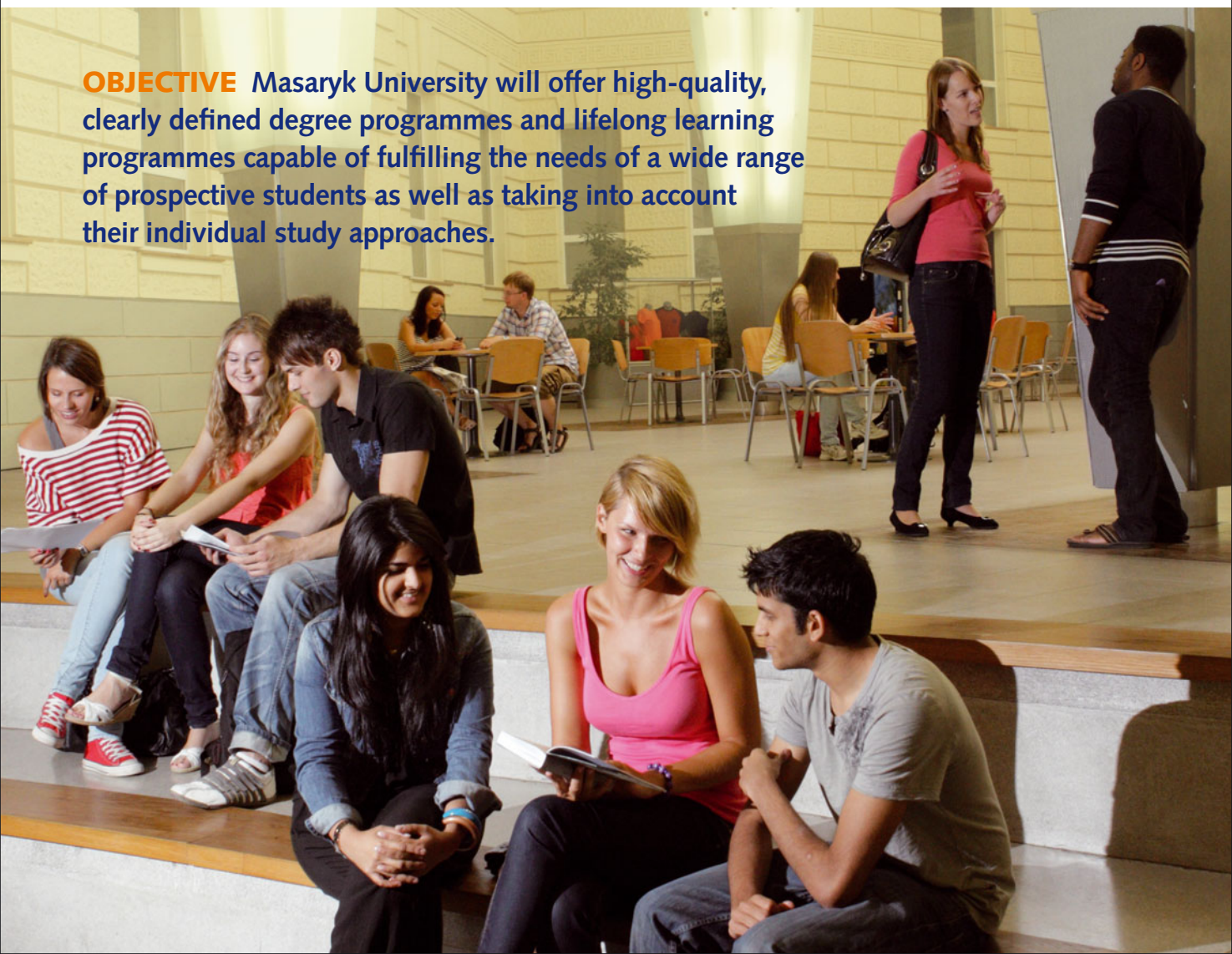
Information Systems

11

STRATEGIC PRIORITIES

Educational Mission and Student-Oriented

OBJECTIVE Masaryk University will offer high-quality, clearly defined degree programmes and lifelong learning programmes capable of fulfilling the needs of a wide range of prospective students as well as taking into account their individual study approaches.



Approach

CURRENT POSITION

- › Students with varied study motivation, requirements and prerequisites
- › Shifting role of lifelong learning
- › Implementation of learning outcomes in curriculum organization
- › Changing role of the teacher
- › High student–teacher ratio

STRATEGIES

- › Degree programme focus and diversification
- › Lifelong learning development
- › Student-centred approach
- › Improvement of efficiency and support for research activities in doctoral degree programmes
- › Development of a common Masaryk University graduate profile
- › Focus on quality assurance

INDICATORS

- › **Proportion of students admitted from other higher education institutions**
- › **Proportion of compulsory credits in overall credit number in a given field of study**
- › **Number of lifelong learning participants**
- › **Student–teacher ratio**
- › **Proportion of doctoral students**

1

Current position

Masaryk University has held the position of the second largest higher educational institution in the Czech Republic for a long time, routinely attracting students from throughout the Central European region who greatly appreciate the broad selection of degree programmes and wide range of opportunities on offer as well as the progressive educational approach, modern teaching methods and transparent study environment supported by a state-of-the-art information system and infrastructure. The rising number of entrance applications submitted and – simultaneously – a highly selective admission procedure both comprise tokens of the university's attractiveness; similarly, lifelong learning participant numbers also provide distinct evidence of Masaryk University's key position in Czech higher education. Quantitative developments have always been followed by emphasis placed on the quality of individual degree programmes. The university has been focusing on introducing educational approaches based on learning outcomes and on their monitoring by means of degree programme quality assessment methods.

Throughout the upcoming period of demographic decline, the university will strive to uphold current student numbers as well as a highly selective admission procedure while preserving equal opportunities. In order to fulfil this requirement, it is essential to focus on searching for new opportunities and targeting various student groups – even those as yet untried – while reinforcing horizontal as well as vertical permeability including e.g. recognition of studies and previous work experience. A clear degree programme specialization scheme,

presenting a diverse group of study applicants with a broad range of educational opportunities, will be employed in order to achieve this aim. Post-graduate students in particular will benefit from the backing of a prestigious research institution providing teaching closely associated with primary research. However, a great deal of attention will also be devoted to students looking to succeed in the job market.

These trends are likewise relevant for lifelong learning, which – in the Czech context – is constantly being deformed by excessive emphasis placed on its formal aspects (i.e. the status of an educational programme whose participants are not legally considered students) and whose rapid development in the past decade has been largely facilitated by the universities' erstwhile limited capacity to fulfil demand for studies in accredited degree programmes. However, lifelong learning is currently on its way to becoming a new line of studies, directly linked to accredited degree programmes. In order to maximize permeability and continuity as well as ensure quality and comprehensibility, the university will strive to provide as many elements common to both degree programmes and lifelong learning as possible.

Due to developments in student population structure, it will be necessary to educate ever more diverse groups of students arriving at university with a wide range of expectations, disparate motivations and a variety of prerequisites. In order to ensure current educational quality, it will be necessary to tailor teaching methods in response

to student demands, keeping in mind degree programme profiles, intended learning outcomes and the requirements of diverse target groups. The changing role of the teacher – based both on passing on new knowledge as well as on creating a favourable study environment and discovering the most efficient teaching methods – is likewise a related issue.

Achieving the above mentioned goals would be impossible without devoting systematic attention to the pedagogical competence of academic staff and considering the resulting career code implications – including supervisor incentives. A high student–teacher ratio could jeopardize both the quality of the educational process and the individual approach to students. Not only will the university react in terms of supporting academic workers' development and further education, it will likewise facilitate the development of modern teaching methods, focusing on providing an individual educational approach wherever possible.

1

Strategies

1.1 DEGREE PROGRAMME FOCUS AND DIVERSIFICATION

In order to achieve this goal, Masaryk University will strive to:

- ▶ **place greater emphasis on Master's and doctoral studies** in order to achieve a more research-oriented profile; the number of Master's and doctoral students combined should exceed the number of Bachelor's students.
- ▶ **maintain a high demand for studies** – a continuing priority in view of the approaching demographic decline – especially by means of attracting graduates from other universities planning to enter Master's or doctoral degree programmes.
- ▶ establish clear and consistent **degree programme focus and diversification**, reflected in graduate profiles as well as intended learning outcomes and utilized teaching methods, in effect ensuring graduates' success both on the job market as well as in terms of further studies. On the Bachelor's level, MU will offer open, module-based Bachelor's studies, providing a broad common base enabling students to participate in a range of follow-up Master's programmes. On the Master's level, MU will provide Master's degree programmes focusing on facilitating research-oriented academic careers. On the other hand, the university is also planning the launching of shorter (one-year-long) professionally-oriented Master's degree programmes. The doctoral studies level will be explicitly research-oriented, covering a variety of research activities including applied research, i.e. creative research projects, etc.

TOOLS:

- ▶ **coordinating, unifying and adjusting entrance examination procedures** in Master's and doctoral studies with respect to applicants from other institutions or from abroad (terms, conditions, Czech language requirements);
- ▶ **developing (marketing) communication** with Master's and doctoral studies applicants specifically in mind;
- ▶ **maintaining a highly selective admission procedure** with respect to the admission of Bachelor's students, enhancing openness and selectivity with regard to follow-up Master's degree programmes focused on attracting graduates from other higher education institutions.
- ▶ **improving both horizontal and vertical permeability** between degree programmes, including e.g. recognition of studies and previous work experience;
- ▶ implementing **optional practice-oriented modules** focusing on providing Bachelor's studies graduates with better job market placement opportunities and **setting up consortia with non-university higher education institutions** including – in the future – transformed vocational schools with the outlook of diverting a section of Bachelor's students into short-term professionally-oriented programmes;
- ▶ **developing collaboration with leading domestic and foreign research units** including close collaboration and participation of MU students and academic staff in investigating research plans and assigning diploma theses.
- ▶ **ensuring conceptual reorganization of the combined form of studies** with regard to the fact that the combined form of studies must differ from full-time studies in terms of both teaching and assessment methods while respecting the specific nature of the target group with the aim of developing educational aids and multimedia tools designated specifically for use in combined studies.

1

Strategies

1.2 LIFELONG LEARNING DEVELOPMENT

In the area of lifelong learning, Masaryk University will strive to:

- ▶ **implement lifelong learning as an organic component of degree programmes and lifelong learning programmes** comprising diverse forms of educational opportunities based on a common body of comparable study results, a closely associated credit system and quality assurance and assessment mechanisms;
- ▶ **provide both horizontal and vertical permeability** between degree programmes and lifelong (further) education programmes;
- ▶ **reinforce links** between lifelong learning and **job market requirements**;
- ▶ **support the international aspect** of further education;
- ▶ **integrate lifelong learning programme participants into university life.**

TOOLS:

- ▶ **assigning levels** to individual further education programmes **according to the National Qualification Framework**;
- ▶ **implementing the credit system** in further education programmes;
- ▶ providing **centralized support of further education offers and promotion** with respect to particular target groups;
- ▶ developing **programmes validated by foreign higher education institutions**;
- ▶ developing **further education programmes** targeting participants from abroad;
- ▶ **including further education programmes offered by MU in the National Qualification Framework** pursuant to Act No. 179/2006 Coll. on the Verification and Recognition of Continuing Education by means of acquiring authorization to verify component qualifications of further education where appropriate;
- ▶ enabling lifelong learning participants to **take part in research and innovative projects** along with students and academic employees;
- ▶ **supporting the emergence of “scientific schools”** in lifelong learning, targeting international doctoral studies graduates interested in studies at MU.

Strategies

1.3 STUDENT-CENTRED APPROACH

1

In the upcoming period, Masaryk University will strive to:

- ▶ create a **favourable study environment** based on a respectful approach to individual students' interests, experience, talent and learning approaches and their subsequent development;
- ▶ initiate **changes in the role of the teacher** – based on both passing on new knowledge as well as on creating a favourable study environment and searching for the most efficient learning methods;
- ▶ ensure the **fair and transparent evaluation of study results** and ensure their clarity and comparability both within and outside the university.

TOOLS:

- ▶ **tailoring teaching methods** to a given degree programme profile, expected study results and specific target group requirements;
- ▶ focusing on potentially economically and pedagogically **efficient forms of teaching**, maximizing attention devoted to the needs of individual users as well as their learning strategies (offering a range of auditory, visual and combined forms of information, tailoring teaching according to the needs of students at individual educational levels);
- ▶ supporting the **development of academic employees' pedagogical competence** while boosting the importance of educational activities in personnel policy and the academic staff career system;
- ▶ emphasizing **formative assessment methods** throughout studies (i.e. how and what a student should do better next time);
- ▶ **introducing study results assessment standards and criteria** (including state examinations) while clearly defining competences to be assessed and emphasizing (especially in the case of final examinations) the synthesis of acquired knowledge and skills, argumentation and problem-solving.

1

Strategies

1.4 IMPROVEMENT OF EFFICIENCY AND SUPPORT FOR RESEARCH ACTIVITIES IN DOCTORAL DEGREE PROGRAMMES

Strategies implemented by Masaryk University will strive to:

- ▶ encourage intensive **doctoral student involvement in research teams and projects**;
- ▶ **improve doctoral studies efficiency and graduation rate**;
- ▶ intensify **cooperation with partner research institutions** within the framework of doctoral degree programmes;
- ▶ **encourage doctoral student creativity** as a basis for future independent scientific work and the shaping of experts in a given field.

TOOLS:

- ▶ developing **doctoral degree programme study plans and organizational regulations** with the objective of improving doctoral studies efficiency and success rate;
- ▶ improving **international cooperation** in the field of doctoral studies by means of double doctoral degrees and joint accreditations (most importantly within the Erasmus Mundus framework);
- ▶ improving **collaboration with the Academy of Sciences of the Czech Republic** in doctoral studies-related areas;
- ▶ expanding the number of **foreign-language doctoral degree programmes** on offer, including programmes leading to joint degrees;
- ▶ **motivating supervisors**, e.g. by means of providing supervisor incentives in accordance with the career code.

Strategies

1

1.5 DEVELOPMENT OF A COMMON MASARYK UNIVERSITY GRADUATE PROFILE

Masaryk University will strive to:

- ▶ in accordance with the university vision, to **produce graduates who will embrace the values the university was founded on** (freedom, responsibility, respect for rules), and continue to spread them in good faith. All MU graduates should be capable of appearing in public, independently presenting their ideas in speech and in writing, communicating in both Czech and in foreign languages and upholding and developing both linguistic culture as well as culture in the wider sense of the word.

TOOLS:

- ▶ **projecting** objectives reflecting the common MU graduate profile **into degree programme profiles** and corresponding learning outcomes;
- ▶ **promoting a healthy lifestyle and implementing student sports activities** in both compulsory and optional courses;
- ▶ incorporating compulsory **academic writing courses** into the common university education basis in order to produce graduates who will have mastered and will respect the principles of academic writing as well as the principles of academic culture as such.

1.6 FOCUS ON QUALITY ASSURANCE

In order to attain an excellent position and achieve competitiveness in terms of the university education provided, MU will:

- ▶ continue to provide high-quality degree programmes and lifelong learning programmes as well as consistently **strive to meet all requirements listed in the Standards and Guidelines for Quality Assurance in the European Higher Education Area**.

TOOLS:

- ▶ introducing **internal periodic degree programme evaluation mechanisms** focusing on learning outcomes and monitoring all relevant quality indicators (standards and criteria for the assessment of study results and human resources as well as material and technical equipment quality, transparency, etc).

Internationalization

OBJECTIVE Masaryk University will improve its international competitiveness in order to become an attractive destination for foreign students and academics.



CURRENT POSITION

- › High rate of academic employee involvement in international cooperation
- › Uneven geographical distribution of university prestige and attractiveness
- › Limited offer of degree programmes taught fully in English
- › Low number of international teachers among full-time employees
- › Highly developed and diversified framework of mobility programmes, university networks and bilateral agreements

STRATEGIES

- › Integration of international students in Czech degree programmes
- › Development of degree programmes taught in foreign languages, especially in English
- › Support for international student mobility as a means of enhancing study quality

INDICATORS

- › **Number of Slovak students**
- › **Number of other international students**
- › **Number of international academic employees**
- › **Number of graduates who completed a study period abroad (minimum of one semester)**

Current position

2

During the course of the past twenty years, Masaryk University has succeeded in becoming an institution fully integrated into international inter-university collaborative efforts on both a European and a worldwide scale, efforts based on European mobility programmes, university networks and bilateral agreements focusing primarily on the mutual mobility of students, academic and – increasingly – even administrative employees. This international aspect of the academic environment is extraordinarily significant for the growing quality of university education. The university is becoming an increasingly popular destination for Slovak students; moreover, the number of international students completing their entire studies at Masaryk University – either in Czech or in English – is also on the rise. Positive developments to date have been fostered by the construction of university-wide and faculty-specific units as well as the development of marketing activities.

However, a number of weaknesses continue to hinder progress; this is particularly noticeable in comparison with successful universities abroad. Chief among them are the limited range of programmes taught in English – both those provided by MU alone or in collaboration with international partners – the very low proportion of international citizens among academic employees and a largely “ad hoc” – i.e. not yet institutionalized or long-term – system of collaboration with international partners in terms of both research and teaching.

It is evident that internationalization activities and strategies in the various fields and disciplines in question must be realistically directed at prospective target regions or countries. In geographical terms, the prestige and attractiveness of the Czech Republic in general and of the university in particular are distributed somewhat unevenly. While the university may be considered a very competitive and attractive institution for students from Slovakia as well as from a number of other Central and Eastern European countries, a number of globally popular target territories (e.g. Eastern Asia and India) remain ignorant of both the university and of Czech higher education as such. However, active promotion and targeted marketing in relevant areas may well bear fruit even in these new and untried lands. University promotion must build on more than the relatively low costs of living and studying in the Czech Republic, shifting focus to modern infrastructure and excellent educational standards instead.

Strategies

2.1 INTEGRATION OF INTERNATIONAL STUDENTS IN CZECH DEGREE PROGRAMMES

Strategies implemented by Masaryk University will strive to:

- ▶ **increase the number of international citizens enrolled in Czech degree programmes** in a bid to meet the future implications of demographic trends in the Czech Republic and improve the quality of the student population.

TOOLS:

- ▶ **coordinating and preparing Master's and doctoral entrance examination procedures** with international applicants in mind (terms, conditions and Czech language requirements);
- ▶ providing a comprehensive university-wide solution regarding **Czech language courses** for international students, analogous to foreign language courses;
- ▶ coordinating the **development of scholarship and bursary programmes** supporting international students;
- ▶ providing **counselling and administrative support** both during the admission procedure and throughout studies;
- ▶ providing targeted **marketing support**.

Strategies

2.2 DEVELOPMENT OF DEGREE PROGRAMMES TAUGHT IN FOREIGN LANGUAGES, ESPECIALLY IN ENGLISH

2

Masaryk University will strive to:

- ▶ **expand the number of degree programmes taught in English** and other foreign languages;
- ▶ **increase the number of students enrolled in foreign-language degree programmes.**

TOOLS:

- ▶ **improving the language skills of teachers** and advisors, especially regarding English (mobility support, language education, the ability to teach in a foreign language as a qualification prerequisite);
- ▶ increasing **international academic employee numbers** on a university-wide scale;
- ▶ **increasing academic and administrative employee participation in mobility programmes;**
- ▶ **introducing courses taught in foreign languages as compulsory study components** in Czech degree programmes;
- ▶ expanding the **range of foreign-language – especially English – Master's and doctoral programmes on offer** including double degree programmes;
- ▶ expanding the offer of **summer schools for international students** as a means of attracting high-quality students into accredited programmes;
- ▶ providing **counselling and administrative support** both during the admission procedure and throughout studies conducted in English;
- ▶ providing **marketing support.**

Strategies

2.3 SUPPORT FOR INTERNATIONAL STUDENT MOBILITY AS A MEANS OF ENHANCING STUDY QUALITY

In the upcoming period, Masaryk University will strive to:

- ▶ **increase the number of students** in all degree programmes **participating in mobility programmes**;
- ▶ **improve the integration of mobility programmes** into degree programmes, enhancing their contribution in terms of improving students' specializations.

TOOLS:

- ▶ **structuring degree programmes in order to provide for a minimum of one semester for student mobility** in each stage of studies (recognition of graduate studies);
- ▶ **reinforcing and standardizing the role of mobility programme coordinators** (responsible for providing appropriate learning agreements, counselling, etc);
- ▶ **increasing scholarship support for various student mobility types** (conference participation, promotion of inter-university and inter-faculty student exchange agreements);
- ▶ **developing international mobility opportunities** (agreements, joint degree programs, international placements).

OBJECTIVE Masaryk University will provide educational opportunities for everyone meeting the necessary study requirements, everyone who will benefit from obtaining a university education and acquiring new knowledge. The university will help students overcome obstacles associated with access to studies as well as obstacles arising during studies, thus attempting to effectively utilize the public and private funding invested in education.

Social Responsibility and Openness



in Education

3

CURRENT POSITION

- › Admission procedure focused on identifying general study potential
- › MU currently the most advanced institution in the Czech Republic in terms of providing study opportunities for persons with special needs
- › Development of selected counselling types

STRATEGIES

- › Promotion of equal opportunities
- › Provision of counselling services and prevention of study-related failure

INDICATORS

- › **Proportion of persons with special needs among overall student numbers**
- › **Proportion of drop-outs among overall student numbers**

Current position

3

The notion of the social dimension of higher education was originally associated with issues of equal access to educational opportunities. In this respect, Masaryk University has long been a leading Czech institution in two respects. The first covers the overall form of the admission procedure into Bachelor's degree programmes – primarily concerned with identifying general learning potential – and the concept of the first year of university studies as a "prolonged admission procedure period". Clearly, Masaryk University has exerted a substantial amount of effort in becoming a higher education institution known for its openness in providing educational opportunities. The second aspect of the university's involvement lies in its careful creation of study conditions specifically designed for persons with special needs arising from disabilities – on a scale all but unique within Europe. Masaryk University is currently the most significant and best-equipped centre in the Czech Republic providing people with special needs with the opportunity to participate in regular studies: approximately half of all Czech university students with special needs are currently enrolled at MU. Moreover, the university is also involved in developing the infrastructure and conditions necessary for the education of such persons on a national scale as well as providing lower educational levels with the necessary aid in this respect.

However, results reached in this area also present the university with challenges with regard to its future commitments to the community. The social dimension of higher education has been generally implemented with the aid of "global"

methods aimed at offering a range of opportunities; however, utilizing such opportunities has been considered a matter of individual responsibility and ability. Apart from focusing on students with special needs, the university currently has no comprehensive student assistance system based on reliable information, particularly with respect to the causes of failure to complete studies. Existing counselling mechanisms – originally conceived as aid for those who felt they needed to use them – have remained unchanged.

It is clear that the university will have to answer questions regarding the efficient use of resources spent on the education it is currently providing. Completion of a Bachelor's degree programme is increasingly considered a universal standard; as a result of such expectations, the university is being sought out by students whose interests, background and motivation often significantly differ from past notions of university students. In this environment, the university will be responsible for more than merely ensuring access to high-quality instruction – it will have to provide active mechanisms designed to help students choose suitable learning strategies, prevent study failure and provide timely solutions to study-related problems. Simultaneously, the university's scholarship policy will become more and more important – both as a factor affecting the applicants' decisions regarding university selection and as a tool used to motivate students and a means of creating more favourable study conditions.

Strategies

3.1 PROMOTION OF EQUAL OPPORTUNITIES

In terms of its social and community commitments, Masaryk University will strive to:

- ▶ provide conditions for **equal access to educational opportunities** for applicants from diverse socio-economic backgrounds, regardless of age, place of residence or previous educational experience;
- ▶ **provide students with special needs with university education** including an advanced study system and a range of internationalization-related offers.
- ▶ supporting the **involvement of students with special needs in creative and scientific activities** (including research activities focusing on inclusive education grant programmes funded by the Ministry of Education, Youth and Sports).

TOOLS:

- ▶ providing a **proactive scholarship policy** based on coordinating faculty scholarship and bursary programmes;
- ▶ **developing activities motivating secondary school students** to pursue university studies with the help of the secondary school partnership network;
- ▶ promoting intergenerational knowledge transfer thanks to educational activities taking place at the **University of the Third Age**;
- ▶ **developing practical and inclusive tertiary education services**: developing the university press and expanding the publicly accessible electronic library, developing personnel-related, technological and ICT facilities fostering universal design for learning including the right to an education aided by communication systems for the hearing impaired and the development of material and accommodation-related, sporting and cultural opportunities for persons with special needs;
- ▶ facilitating the **inclusion of persons with special needs in lifelong education** programmes as well as in MU-organized commercial educational activities;
- ▶ gradually **improving MU teacher and employee professionalism in the area of special communication, informatics, didactics and test theory**;

Strategies


3.2 PROVISION OF COUNSELLING SERVICES AND PREVENTION OF STUDY-RELATED FAILURE

Strategies implemented by Masaryk University will:

- ▶ provide **student counselling services** designed to help students capable of meeting degree programme requirements complete their studies.

TOOLS:

- ▶ **completing a comprehensive and structured network of counselling services at MU** focusing on individual target groups with the objective of improving overall access to studies at MU, improving study conditions as such, streamlining the study process, encouraging further education and improving conditions for entering the job market (career counselling); the resulting services will comprise an integrated counselling system focusing on quality, responsibility and prevention;
- ▶ providing marketing instruments designed to **promote counselling opportunities** among all target groups;
- ▶ systematically **identifying failure causes and monitoring student experience** at university.



OBJECTIVE Masaryk University will strengthen its position as a research institution both at home and abroad.

University Research Profile



CURRENT POSITION

- › Preparation and implementation of large-scale infrastructure projects
- › Research infrastructure development in need of institutional changes
- › Unstable and unclear concept of state-funded research activities

STRATEGIES

- › Creation of a free scientific research environment
- › Reinforcement of the university's international profile and position

4

INDICATORS

- › Proportion of science and research funding in overall university budget
- › Proportion of international science and research funding sources at MU
- › Annual growth in the number of publications registered in the Web of Science database
- › Proportion of publications with international impact in total MU publication output

Current position

4

Masaryk University has long been considered a significant research university, naturally interconnecting teaching with high-quality research in a broad range of disciplines. On the national level, the university's focus may be documented e.g. by the success rate reached by individual Masaryk University scientists in grant funding competitions and – in particular – by the success of university teams in securing funding in support of institutional research or in project funding competitions under the Research and Development for Innovation Operational Programme. Thanks to the gradually improving research infrastructure at the new campus and other renovated facilities as well as to growing institutional support, interdisciplinary and international cooperation is decidedly on the rise – in spite of the fact that such collaborative efforts are still relatively few and long-term institutional cooperation is still comparatively rare.

The successful implementation of major infrastructure projects financed by European sources (Central European Institute of Technology, CETOCOEN Project, etc) constitutes the university's first step towards greater international visibility, attractiveness and competitiveness. Sustaining such projects in turn requires greater international research programme involvement on the part of university teams as well as changes in personnel development. One of the positive influences of the very preparation of large-scale projects lies in the resulting spontaneous and natural integration of research activities related to the more general central issues and topics.

Research activity development likewise places additional demands on administrative capacity and calls for changes in both the internal and external institutional environment and funding mechanisms (namely the introduction of the full economic cost model, integration of large multi-disciplinary teams and projects and distribution and minimization of risks associated with the potential financial impact of non-deductible expenses). The lack of a clearly defined national science and research financing policy, the absence of a medium-term science and research funding plan and the long-term inability on the part of the national government to remove legislative obstacles and reduce – or at least maintain without increasing – the administrative burden associated with the implementation of various – especially European – projects, comprise an extraordinary element of risk involved in the implementation of large-scale projects as well as in the further development of scientific activities at the university as such.

The instability and overall lack of clarity regarding the external scientific activity framework thus results in escalating tensions between the need to create a free university research environment, facilitate the establishment and development of creative individuals and foster new research directions on the one hand, and on the other the need to manage and minimize financial and economic risks associated with the implementation of research projects and activities whose financial dimensions and implications lie beyond the realm of current experience.

Strategies

4.1 CREATION OF A FREE SCIENTIFIC RESEARCH ENVIRONMENT

Strategies implemented by Masaryk University will:

- ▶ **lead to the creation free and fair conditions for the development of research** in a wide range of fields implemented at the university;
- ▶ **support new thematic research areas** including interdisciplinary research.

TOOLS:

- ▶ **creating a transparent and stable internal funding and budgeting system** in order to provide a favourable environment for the development of research activities while observing field-specific standards;
- ▶ **creating financial mechanisms designed to fund the launch of new activities** complementing the existing internal funding model on the basis of past performance and merit;
- ▶ establishing an internal **science and research assessment system** based on international quality comparison and assessment as well as respect for the unique characteristics of individual scientific fields and field of study groups (regular field of study assessment, regular and independent unit assessment up to research group level including career development monitoring);
- ▶ establishing an academic employee **incentive system** based on assessment results;
- ▶ **implementing a personnel policy** attracting excellent scientists from outside the university, especially from abroad;
- ▶ **interconnecting teaching across fields of study with primary scientific output** in Master's and doctoral studies;
- ▶ **supporting the creation of jobs for young researchers** within five years of obtaining a Ph.D.

Strategies

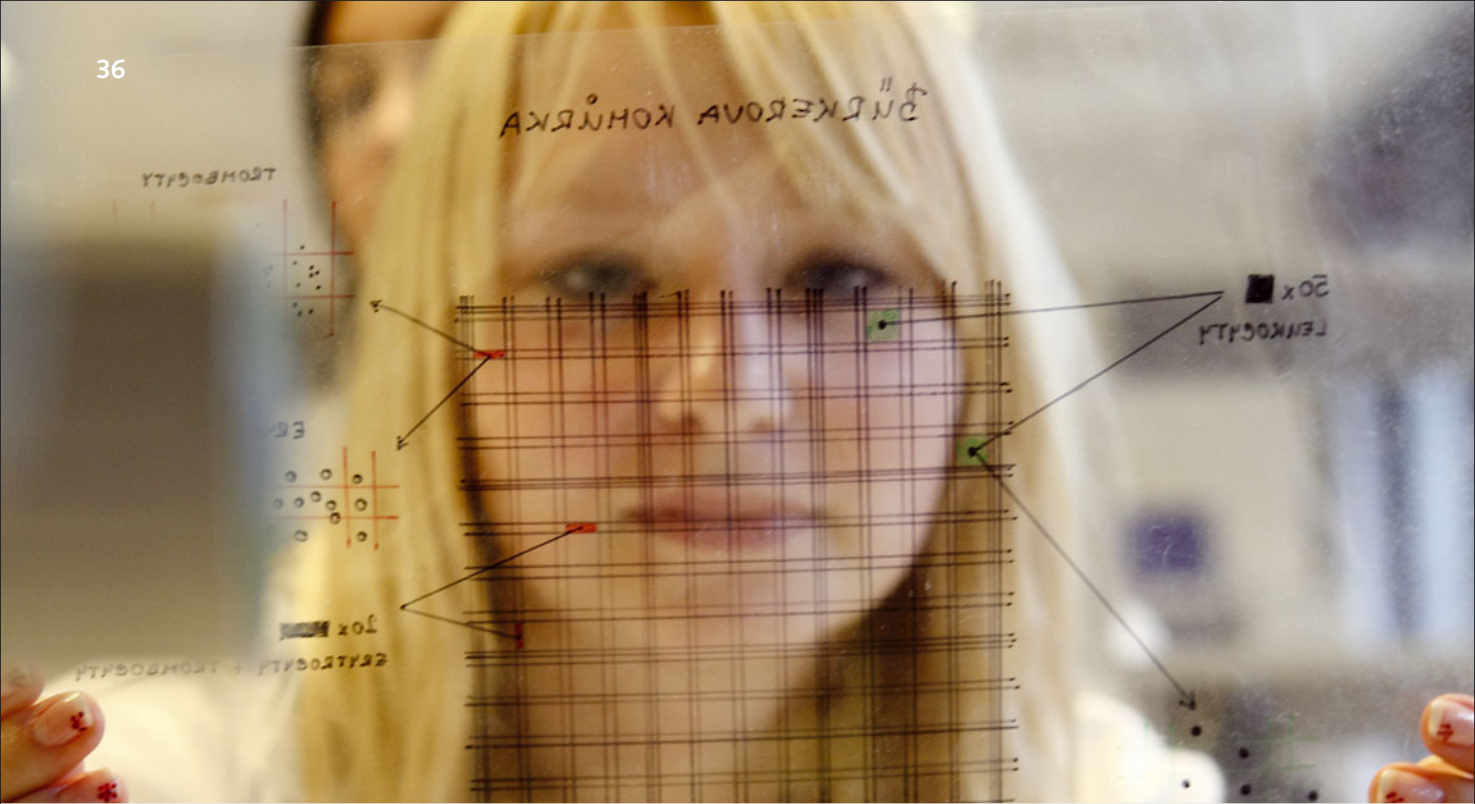
4.2 REINFORCEMENT OF THE UNIVERSITY'S INTERNATIONAL PROFILE AND POSITION

Masaryk University will strive to:

- ▶ achieve **international research prestige** in selected areas;
- ▶ **integrate research programmes** associated with notable interdisciplinary topics.

TOOLS:

- ▶ **implementing strategic infrastructure construction projects** (CEITEC, CETOCOEN, CERIT, etc);
- ▶ formulating a **research development concept** based on efficiently functioning and sustainable long-term research plan teams, centres and Research and Development for Innovation Operational Programme (OP RDI) projects as well as high-quality research performed by individuals or small teams;
- ▶ establishing an evaluation-based **institutional research funding system**;
- ▶ ensuring greater involvement in **international projects** (especially the Seventh and Eighth Framework Programmes);
- ▶ implementing a **personnel policy aimed at attracting experts from outside the university and maintaining a high standard among MU scientists**;
- ▶ reinforcing the **attractiveness of doctoral studies** in areas achieving research excellence;
- ▶ **creating organizational and institutional conditions facilitating the integration of research activities** across existing internal structures;
- ▶ **creating and strengthening strategic partnerships with domestic and international research units and institutions**;
- ▶ providing **marketing support** designed to secure international prestige.



Innovation and Technology Transfer

OBJECTIVE As a research university, Masaryk University will strive for the immediate application of its research results in the community.

CURRENT POSITION

- › Successful examples of best practices in contract research and cooperation with the commercial sector
- › Existing administrative, economic and organizational barriers hindering the development of innovative activities

STRATEGIES

- › Support for the transfer of research results into practice

INDICATORS

- › **Proportion of revenue from contract research, development and innovation and intellectual property licensing in total MU revenue**

Current position

Thanks to its primary focus – i.e. its function as a research-oriented university – innovation and technology transfer are generally perceived as auxiliary activities at MU: they are not primarily viewed as sources of university revenue but instead as tools interconnecting the university's research mission with practices in the community at large. Innovation and technology transfer comprise tools for promoting the social relevance of university research activities. At present, it should be noted that while MU boasts a number of excellent research teams and offers institutional support in the form of services provided by the Technology Transfer Office as well as a wide range of best practices in technology transfer and commercial research cooperation, many obstacles remain. This is particularly due to an underestimation of innovative research potential by the academic community itself, inadequate attention devoted to research activities in the area of academic career advancement and the complex economic and organizational conditions governing commercial activities within the university.

However, the existence of sufficient momentum as well as the excellent support primary research already receives in a number of fields necessitates a superstructural and flexible mechanism facilitating the active discovery and transfer of applicable results to both the commercial and public sectors. Consequently, in addition to achieving excellence

in primary research, Masaryk University should also strive to establish a natural, strong and stable presence in commercial collaboration and expert cooperation with public institutions as well as in applied research and development and related services.

The integration of technology transfer and innovation as a key overarching issue in education, research, and social relations at MU will comprise a fundamental shift. In addition to growing professionalization and improvements in management on various levels throughout MU, developments in technology transfer will also contribute to the creation of a research environment providing successful individuals and units with superior working conditions on a long-term basis (instead of burdening them with an excessive amount of administrative and organizational tasks).

Strategies


5.1 SUPPORT FOR THE TRANSFER OF RESEARCH RESULTS INTO PRACTICE

Masaryk University aspires to:

- ▶ gain **recognition as a source of expert opinion** affecting the decision-making processes of public and private institutions alike and efficiently mediate community demand for new research topics.


TOOLS:

- ▶ creating a fully **functional and stable environment** enabling unrestricted movement between primary research and collaboration with commercial partners in research and development while also facilitating flexible responses to input supplied by external partners and transparent, stimulating economic incentives for individual MU units;
- ▶ establishing and maintaining **long-term partnerships** with a number of multinational commercial applied research and development partners as well as with groups of small and medium enterprises;
- ▶ **introducing practical/commercial collaboration as a standard option in doctoral studies**, potentially also in research-oriented Master's fields of study (e.g. in the form of practically oriented dissertations or the inclusion of soft skills courses focusing on innovation and technology transfer);
- ▶ providing personnel-related and organizational **stabilization of technology transfer support in cooperation between the TTO, CEITEC, ICRC** and other strategic projects including the earmarking of technology transfer-related activities in the area of commercialization of intellectual property, coordinating development with third parties and supporting public project targeting commercial research and development organizations;
- ▶ including relevant **practical and commercial results in MU career advancement standards**, acquiring human resources;
- ▶ **establishing and maintaining a network of "technology scouts"** at units with significant potential for intellectual property utilization (particularly units at CEITEC, ICRC and other strategic research and development projects);
- ▶ **facilitating feedback between elite expert teams at MU and technology transfer professionals** to naturally stimulate progress in fields exhibiting sufficient potential for innovation;
- ▶ allocating adequate and flexible **central resources designed to finance first steps in the transfer of individual new technologies** (i.e. at the Czech patent application level and early proof of concept stage) as well as providing increasingly standardized and stimulating guidelines relevant to trading intellectual property and settling claims with originators.



OBJECTIVE Masaryk University will improve and further public awareness, enhancing its image as a prestigious institution, renowned Central European catalyst for development and leader in higher education and research.

External Communication



His Royal Highness
The Prince of Wales

CURRENT POSITION

- › Most sought-after institution by study applicants from the Czech Republic
- › University widely perceived as a modern and innovative Czech higher education institution

STRATEGIES

- › Development of communication with prospective students at all study levels
- › Enhancement of the institution's academic prestige

INDICATORS

- › **Number of entrance applications submitted**
- › **Number of students enrolled from total number of students admitted**
- › **University media coverage in the national media**
- › **Number of expert opinions provided in response to current social issues discussed in the media**

Current position

Thanks to both historical heritage and current development, Masaryk University is generally seen as “Czech university No. 2” – a modern and innovative alternative to the more traditional Charles University in Prague. This follows from the university's leading role in introducing a range of new study-related features – implementing structured studies, the credit system, an information-based study agenda support and plagiarism detection and maintaining high-quality degree programmes and fields of study – as well as producing a steadily growing body of scientific output. As a result, Masaryk University has repeatedly achieved the status of most sought-after higher education institution in the Czech Republic and has become an increasingly more respected university among members of the Czech academic community. Spreading beyond Slovakia and other nearby countries, the university's renown as a prestigious institution is becoming more and more perceptible on a European and even world-wide scale. However, a number of shortcomings in external communication remain; generally the relics of institutional fragmentation or long-term behavioural patterns corresponding to the elitist and selective higher education model in existence prior to the rise of the current mass or universal model, they hinder the university's performance in a highly competitive university world where individual institutions strive to attract the most students and secure the best funding opportunities, often on an international scale.

One of the most significant opportunities for increasing Masaryk University's international renown is being provided in the form of research infrastructure investments financed by European Structural Funds. Successful implementation of several planned projects would greatly contribute to confirming the university's status as a prestigious European research institution. Maintaining a leading position in providing students with an increasingly better study environment likewise contributes to both growth and the geographical spread of university prestige, consequently influencing study demand.

The university will continue to face challenges brought on by external developments, tackling them with the help of increasingly developed and professionalized communication activities. Such challenges include demographic decline, the possible introduction of tuition fees, a decline in student numbers due to their leaving the Czech Republic thanks to increasingly smaller differences in the cost of living in Western European countries and growing demand for a more transparent higher education system. Rapid developments in marketing – up till now an area of Czech higher education led by Masaryk University – are soon to be expected at other universities.

Strategies

6.1 DEVELOPMENT OF COMMUNICATION WITH PROSPECTIVE STUDENTS AT ALL STUDY LEVELS

Strategies implemented by Masaryk University will strive to:

- ▶ **stabilize the Masaryk University brand**, facilitating its implementation in all forms of communication activities;
- ▶ **develop differentiated communication activities for specific target groups** (prospective students of Bachelor's, Master's and doctoral degree programmes, further education participants, international students).

TOOLS:

- ▶ establishing connections with graduates as the parents of future students and opinion leaders;
- ▶ reinforcing **long-term cooperation with partner secondary schools**;
- ▶ supporting **Secondary School Scientific Activity**;
- ▶ coordinating and unifying **online and printed degree programme presentation**.

Strategies


6.2 ENHANCEMENT OF THE INSTITUTION'S ACADEMIC PRESTIGE

Masaryk University will strive to:

- ▶ improve **research and university event media coverage**;
- ▶ **present the university** in both national and international university associations.

TOOLS:

- ▶ developing and maintaining a **panel of experts** tasked with communicating with the media;
- ▶ institutionalizing **cooperation with the national media** in the form of long-term cooperation agreements;
- ▶ developing **university press activity**: book and journal publications, electronic media;
- ▶ **promoting university science and research** with the help of the Mendel Museum and additional long and short-term activities (e.g. participation in projects such as the regional Science Learning Centre, presentations, exhibitions);
- ▶ actively **participating in activities organized by university associations** (conference organization and active participation, representation in governing bodies of associations and networks).



OBJECTIVE Masaryk University will focus on offering degree programmes relevant to community demand, prioritizing long-term high graduate employability based on cooperation with employers and research institutions and drawing the state and role of Czech higher education to the attention of both the public as well as all relevant political, social and economic parties.

Strategic Partnership Network, Collaboration

CURRENT POSITION

- › MU as one of the largest employers in the region and part of an extensive network of social relations
- › Best practices developed in cooperation with employers

STRATEGIES

- › Development of a strategic partnership network
- › Improved employability and collaboration with industry
- › Access to private financial assistance for the funding of academic activities

INDICATORS

- › **Proportion of unemployed MU graduates among overall number of graduates**

with Industry and Employability

Current position

As the second largest higher education institution in the Czech Republic and one of the most important employers in the South Moravian Region, Masaryk University is naturally part of an extensive network of social relations. Over the course of the past year, the university has developed a range of activities facilitating the spread of its own influence throughout the community while acquiring information regarding the community's expectations. Regular communication has been established with political representatives at national, regional and municipal levels. The university has a well-developed and institutionalized relationship with its graduates, largely thanks to the MU Alumni and Friends Association. The so-called institutional research – traditionally implemented at MU – covers a range of regularly conducted surveys designed to monitor the opinions, experience and expectations of students, staff and MU graduates alike. However, university links to employers remain limited – both at institutional and degree programme level.

Thanks to the impact of the Bologna Process and due to a number of other influences, Czech universities have undergone significant changes in the past decade, including a transformation of the very structure and approach to university

degree programmes. Further changes in university education are taking place thanks to the introduction of qualification frameworks and new quality assessment principles. The success of such changes depends on more than their implementation by individual universities: it hinges on providing them with a good explanation and on their subsequent acceptance in the community at large. This aspect is crucial especially for the understanding and acceptance of the Bologna higher education qualification framework and the employability of the graduates in question, especially at Bachelor's level. Cultivating relationships with employers and their organizations as well as the university's capacity to influence their views of higher education as such will thus play a crucial role in determining the future prospects of both the university itself and its educational activity.

Strategies

7.1 DEVELOPMENT OF A STRATEGIC PARTNERSHIP NETWORK

Masaryk University will strive to:

- ▶ systematically **influence** its partners' **understanding of the history, mission and development of higher education**, convincing them – and thus the community at large – of Masaryk University's status as an institution whose prosperity constitutes an indicator of the success of the higher education system as such;
- ▶ **influence legislation** in order to ensure conditions suitable for university studies, taking into account student groups whose education in the Czech Republic is primarily facilitated by MU (students with special needs).

TOOLS:

- ▶ **setting up systematic communication channels with key players** exerting influence in the field of higher education: political parties at both national and regional level, employer associations, trade unions, secondary school networks and major corporations meeting MU parameters.

Strategies

7.2 IMPROVED EMPLOYABILITY AND COLLABORATION WITH INDUSTRY

In order to strengthen the connection between studies on offer and job market demand, Masaryk University will strive to:

- ▶ **expand and cultivate relationships with employers**, facilitating their involvement in degree programme innovation;
- ▶ **recognize responsibilities associated with the co-creation of conditions for maintaining and improving graduate employability**.

TOOLS:

- ▶ introducing a system facilitating the **involvement of employers and their organizations in the development and evaluation of degree programmes and further education programmes** (corporate representative presence on degree programme boards);
- ▶ **introducing degree programmes and further education programmes in cooperation with employers**;
- ▶ **broadening the range of survey mechanisms** monitoring graduate study experience (in relation to both expected learning outcomes as well as the study environment in general) and the effective usage of acquired results;
- ▶ **transforming the MU Career Centre** into a recruitment agency designed to provide employers and students with personalized services.

Strategies

7.3 ACCESS TO PRIVATE FINANCIAL ASSISTANCE FOR THE FUNDING OF ACADEMIC ACTIVITIES

Masaryk University will strive to:

- ▶ provide instances of **best practices in securing private financial assistance in support of academic activities** in the Czech environment.

TOOLS:

- ▶ creating systematic (i.e. organizational, legal, ethical and economic) conditions for the **development of fundraising practices** and their utilization.

Current position

Within the space of the past two decades, Masaryk University has experienced a period of extraordinary growth and institutional development. A rapid increase in student numbers, substantial expansion of the university budget and unique developments in the area of investment activities comprise only some of the most visible evidence of this trend; the implementation of information technologies into all aspects of everyday university life and the transformation of administrative and academic employee agendas – associated with quantitative university growth and a shifting economic framework facilitating its activities – are just as important.

The successful completion of the MU Development Programme, i.e. the construction of a new university campus and renovation and modernization of existing buildings, helped create extraordinarily favourable conditions for the further development and research-oriented profiling of the university in the Czech higher education context. The

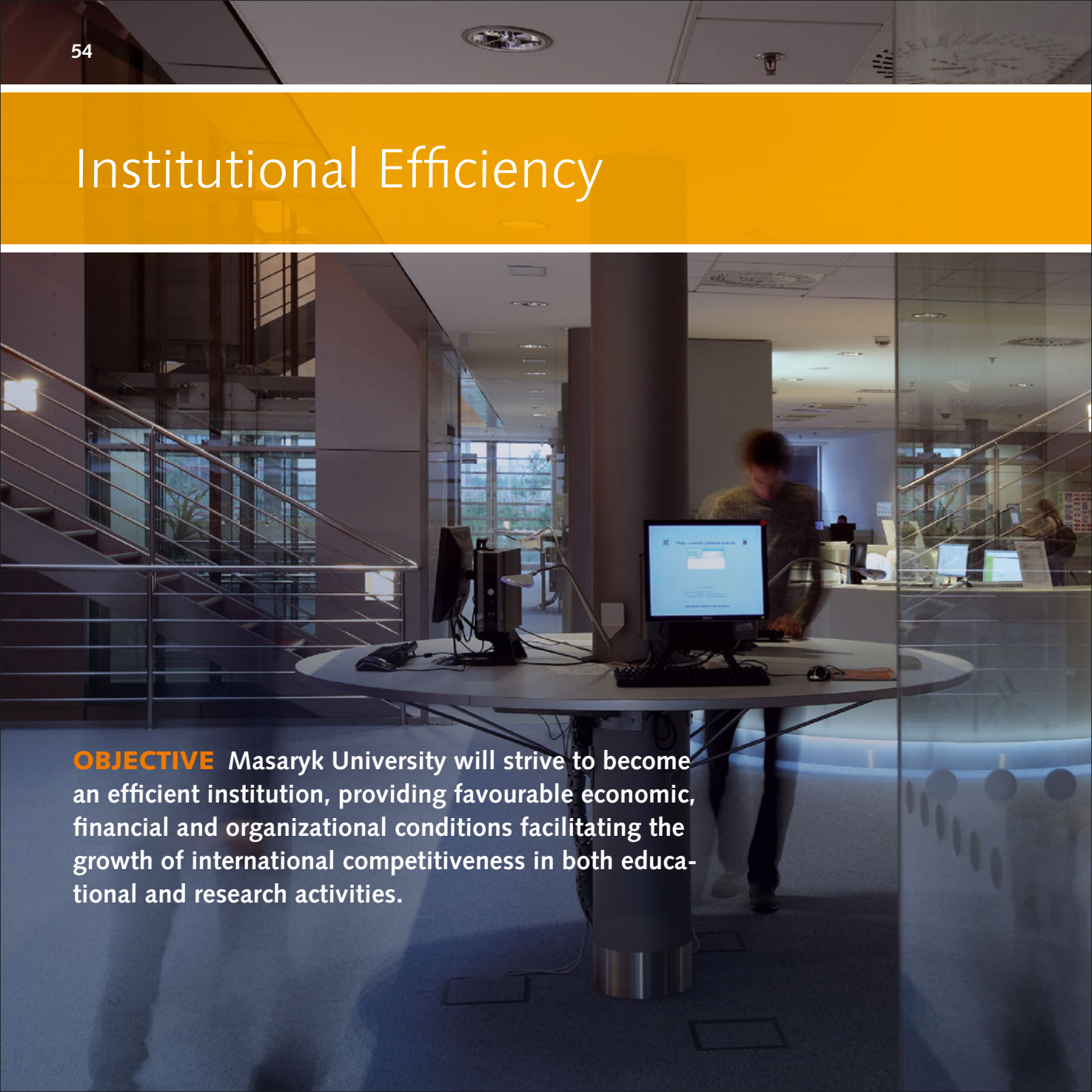
information system-based support of – primarily – all study agendas is unique on an international scale; moreover, it has been the decisive factor enabling the university to handle all administrative matters associated with the expansion as well as provide students and teachers with a user-friendly communication environment. An increase in funds acquired for the financing of university activities via various projects, the volume of utilized investment funds and the growth of the university's own economic activity place new demands on the professionalization of economic, investment and personnel-related administration as well as on the economic and administrative competence of academic staff. Institutional development likewise places very different demands on strategic planning and efficient management. The implementation of projects worth hundreds of millions or even billions of Czech crowns inherently includes an element of risk which in turn calls for a transformation of the institution's "organizational behaviour".

ENABLING THEMES

However, the greatest threat the university's institutional development has faced over the course of the past several years has been the unpredictable development – or stagnation – of the Czech higher education policy framework. Postponing a number of necessary reforms due to a recent period of political paralysis has resulted in the accumulation of legislative, financial and organizational problems within the Czech higher education system; in all probability, the current political representation will be compelled to provide solutions before the end of the period covered by this strategic plan. Hence, by 2015, universities will be required to adapt to a number of fundamental shifts in state higher education policy; at the time of university strategic plan drafting, however, these changes had been only vaguely outlined by the government. For obvious reasons, the Strategic Plan for Higher Education Institutions – approved by the Ministry of Education, Youth and Sports – is itself rather restrained regarding all matters of a political nature. Whereas

the university is fully capable of establishing relatively specific educational and research objectives on the basis of its own traditions, aspirations and knowledge of international trends in higher education and the state of existing scholarship, issues such as administrative management, organization, investment development and personnel policy remain dependent to a far greater extent on changes in higher education legislation and political decisions regarding state funding. The objectives set out in this area are thus necessarily more general, merely indicating where potential solutions to various problems (e.g. analysis processing, audits) might lie rather than providing the answers themselves. In any case, it will be necessary to find solutions to issues involving e.g. university funding and management by the end of the period covered by this strategic plan.

Institutional Efficiency

The background image shows a modern university interior. In the foreground, a person is standing at a circular white desk, looking at a computer monitor. The desk is supported by a thick, cylindrical pedestal. To the left, there is a staircase with a metal railing. The background features large glass windows and a modern architectural design with clean lines and a bright, open atmosphere.

OBJECTIVE Masaryk University will strive to become an efficient institution, providing favourable economic, financial and organizational conditions facilitating the growth of international competitiveness in both educational and research activities.

CURRENT POSITION

- › Gradual adaptation of institutional organization to extensive growth outcomes
- › Gradual transformation of university funding system
- › Commitments and risks associated with the implementation of large infrastructure projects

STRATEGIES

- › Improvement of internal organizational efficiency
- › Professionalization of support activities
- › Assurance of financial stability

INDICATORS

- › **Proportion of revenue from university's own commercial activities in total non-investment income**
- › **Proportion of special purpose funds in total non-investment income**
- › **Non-investment income per employee**
- › **Non-investment income per square metre of total floor area**

8

Strategies

8.1 IMPROVEMENT OF INTERNAL ORGANIZATIONAL EFFICIENCY

Strategies implemented by Masaryk University will strive to:

- ▶ reduce **operating expenses and the administrative burden**;
- ▶ develop **quality assurance systems** in the area of administrative processes;
- ▶ establish standards for **strategic planning and management processes**.

TOOLS:

- ▶ preparing **complex process analyses**;
- ▶ preparing **organizational audits**;
- ▶ **drafting and implementing organizational changes**;
- ▶ developing and implementing an **administrative process quality assurance concept**;
- ▶ designing and implementing a **strategic planning and management system** focusing on the periodic monitoring and evaluation of performance indicators.

8.2 PROFESSIONALIZATION OF SUPPORT ACTIVITIES

Masaryk University will:

- ▶ improve the quality of staff responsible for **administrative and support activities**;
- ▶ develop **support services provided internally by the university** or externally in order to reduce the burden placed on academic employees in addition to actual teaching and research;
- ▶ develop a **capacity and performance assessment system**.

TOOLS:

- ▶ processing **organizational and personnel audits**;
- ▶ **drafting and implementing organizational changes**;
- ▶ developing a **project support system**;
- ▶ implementing a **human resources development and training system**.

Strategies

8.3 ASSURANCE OF FINANCIAL STABILITY

8

Masaryk University will strive to:

- ▶ **diversify funding sources** and achieve increased independence of the state budget;
- ▶ provide risk management associated with the **financial sustainability of investment projects**;
- ▶ prepare and **implement a funding and internal budgeting model** taking into account shifts in higher education funding including the potential introduction of tuition;
- ▶ introduce the **full economic cost** model facilitating the utilization of full indirect project costs;
- ▶ develop a **project financing system** including an investment management system complete with a rigorous monitoring of sustainability and rate of return;
- ▶ facilitate **efficient infrastructure utilization** (facilities, equipment, instruments, IT infrastructure, etc) and manage depreciation of investment performance and renewability;
- ▶ optimize the purchase system by streamlining the **public procurement system**.

TOOLS:

- ▶ establishing **budget formation and allocation principles and guidelines**;
- ▶ establishing a **risk monitoring system** for overseeing the implementation of large-scale investment projects;
- ▶ establishing **incentives for senior employees**;
- ▶ implementing the **full economic cost** methodology.

Employees and the Work Environment

OBJECTIVE Masaryk University will provide a working environment facilitating and promoting synergy between the university's strategic objectives and the individual career aspirations of academic and non-academic employees.



CURRENT POSITION

- › MU as an attractive employer in the Czech higher education context
- › Academic employees required to handle a substantial administrative burden and a number of economic agendas
- › Lack of qualified personnel needed to staff large-scale research infrastructure projects

STRATEGIES

- › Access to university careers
- › Distribution of labour
- › Remuneration
- › Working environment and career advancement

INDICATORS

- › **Proportion of academic employees in overall employee numbers**
- › **Average employee salary (academic and non-academic employees)**

Strategies

9.1 ACCESS TO UNIVERSITY CAREERS

9

Masaryk University will strive to:

- ▶ become an employer with a clear **strategy and vision of employee structure development and focus**;
- ▶ become a candid employer utilizing **transparent staff selection criteria and procedures**.
- ▶ developing an **incentive and assistance programme** for Czech employees from outside the South Moravian Region or from abroad.

TOOLS:

- ▶ **systematizing human resources planning** and annual updates according to requirements posed by the development of university activities;
- ▶ **introducing standards for academic employee selection procedures including search committees** for senior academic positions (e.g. professors, research team leaders, department and institute heads), establishing criteria (at faculty and unit level) for academic employee selection outside of the formal qualification framework;
- ▶ adopting a proactive approach to attracting new academic staff and other key employees (**headhunting**);

9.2 DISTRIBUTION OF LABOUR

Masaryk University will strive to:

- ▶ recognize the vital importance of **efficient labour distribution among academic and non-academic employees** as well as the growing importance of professional activities involved in university administration.

TOOLS:

- ▶ **systematizing personnel administration** and implementing standards differentiating between individual activity types (namely the ratio of academic and administrative activities as performed by academic employees; academic employees are to perform administrative tasks only if they are inseparable from their academic activities or, in the case of senior employees, if they arise directly from their duties);
- ▶ **developing an organizational structure** in keeping with the organizational systems of the university and its constituent parts.

Strategies

9.3 REMUNERATION

Masaryk University will strive to:

- ▶ establish a transparent and motivating **remuneration system**.

TOOLS:

- ▶ establishing an **assessment system for the evaluation of academic and non-academic employees associated with unit activity strategies** and individual career development plans;
- ▶ providing a functional **link between the academic employee evaluation system and habilitation procedures and professor appointment procedures** while taking teaching and research performance equally into consideration;
- ▶ implementing a **wage policy** including the adoption of rules governing performance bonus allocation;
- ▶ introducing a **career system** for non-academic employees.

9

9.4 WORKING ENVIRONMENT AND CAREER ADVANCEMENT

Masaryk University will strive to:

- ▶ provide a favourable, transparent, fair and supportive **working environment** promoting equal opportunities;
- ▶ promote personal **professional development**.

TOOLS:

- ▶ **adopting and integrating working regulations** in internal MU regulations;
- ▶ **developing an internal employee further education system** in combination with external training opportunities utilization;
- ▶ utilizing an **employment policy** including employee social programmes; stabilizing team working relationships



Building Infrastructure and Corporate

OBJECTIVE Masaryk University will build, modernize and utilize infrastructure in order to provide outstanding educational and research conditions and boost international competitiveness.



Services

10

CURRENT POSITION

- › Successful completion of an investment programme comprising the construction of a new campus and renovation of existing historical buildings
- › Preparation and gradual implementation of infrastructure projects financed by EU Structural Funds

STRATEGIES

- › Implementation of the 2011–15 investment programme
- › Improvement of building management efficiency
- › Development of student and employee services

INDICATORS

- › **Area per student**
- › **Operating costs per square metre**

Strategies

10.1 IMPLEMENTATION OF THE 2011–15 INVESTMENT PROGRAMME

Masaryk University aims to:

- ▶ finalize construction of **research and educational facilities at the University Campus** at Bohunice;
- ▶ renovate and complete the **Faculty of Arts complex**;
- ▶ complete the educational and research and development **facilities in the Faculty of Informatics complex**;
- ▶ complete and renovate **libraries and educational facilities at the Faculty of Education, Faculty of Economics and Administration and Faculty of Law**;
- ▶ reconstruct the **University Centre Telč**;
- ▶ execute additional **small-scale renovation projects** according to current needs and funding options;
- ▶ **modernize technologies** according to audit outcomes, standards and efficiency requirements;
- ▶ ensure the development of **sports facilities for the Faculty of Sports Studies**;
- ▶ develop collaboration and spin-off activities in the area of **technology parks and incubators**, thereby facilitating MU technology transfer-related cooperation with industry;
- ▶ optimize the management and development of the **Accommodation and Catering Services infrastructure**, especially regarding the management of university accommodation, catering services and building administration.

TOOLS:

- ▶ implementing projects submitted in the 1st, 2nd and 4th priority axes of the **Operational Programme Research and Development for Innovation** (i.e. CEITEC, CETOCOEN, CESEB, CARLA, CERIT, etc), projects submitted under the Operational Programme Enterprise and Innovation and projects funded by the Ministry of the Environment;
- ▶ implementing the **University Centre Telč** renovation project, funded by Norway Grants;
- ▶ implementing **external building insulation projects** reducing energy consumption;
- ▶ implementing the **Ministry of Education, Youth and Sports infrastructure development investment programme**;
- ▶ developing and utilizing the university's own **funding sources**.

Strategies

10.2 IMPROVEMENT OF BUILDING MANAGEMENT EFFICIENCY

Masaryk University will strive to:

- ▶ **analyze infrastructure-related operational expenses**, focusing on operational and investment sustainability;
- ▶ reduce the above expenses by means of appropriate organizational changes, e.g. **implementing an integrated facility management concept** (especially on assessment of experience with integrated management at the newly erected University Campus Bohunice complex);
- ▶ develop and implement an integrated **waste management concept**;
- ▶ **optimize building energy performance** with the help of a centralized energy management system and energy audits and by including energy-efficient building designs in the initial stages of construction preparation.

TOOLS:

- ▶ conducting **external and internal audits of the current state**;
- ▶ finalizing the **central infrastructure management concept** and assessing its benefits and potential drawbacks;
- ▶ implementing **energy audits**;
- ▶ **drafting a streamlined organizational concept**;
- ▶ introducing **organizational changes** in building management.

Strategies

10.3 DEVELOPMENT OF STUDENT AND EMPLOYEE SERVICES

Strategies implemented by Masaryk University will strive to:


- ▶ modernize and improve **student accommodation**;
- ▶ improve the availability, variety and quality of **catering services** available to both students and university employees;
- ▶ create conditions suitable for **improved library services** and the **promotion of information literacy**;
- ▶ **support student associations and activities**;
- ▶ support activities associated with **reducing the ecological footprint** (e.g. promoting cycling and waste recycling);
- ▶ **develop a range of additional services for students and employees**.

TOOLS:

- ▶ analyzing, **designing and implementing the MU Accommodation and Catering Services organizational model**;
- ▶ preparing an **information literacy development concept**;
- ▶ preparing a **student association and activity support concept**;
- ▶ analyzing, designing and providing for the potential implementation of a **preschool facility project for the children of MU employees**.



Information Systems



OBJECTIVE Masaryk University will continue to develop its information infrastructure in accordance with technological progress, providing users with a comprehensive, integrated and user-friendly environment facilitating the implementation of study, research and administrative activities.

CURRENT POSITION

- › Unique support of instruction-related processes via the MU Information System
- › Development of research-associated information capacity
- › Economic and administrative processes support

STRATEGIES

- › Support for study processes
- › Development of information infrastructure facilitating science and research
- › Support for administrative processes and services

INDICATORS

- › **Average number of operations performed in the MU Information System by teachers, students and non-academic employees**



Strategies

11.1 SUPPORT FOR STUDY PROCESSES

Masaryk University will strive to:

- ▶ establish an **efficient information infrastructure** framework facilitating the transparent implementation of degree programmes and providing students, teachers and administrative personnel with a user-friendly approach to all study-related processes;
- ▶ **computerize instruction** in order to provide teachers with tools necessary for dealing with an increasingly diversified student population.

TOOLS:

- ▶ developing **electronic instruction aids** including the redesign of existing tools to improve their ergonomics and aesthetics;
- ▶ developing tools specifically tailored to **distance teaching and learning** while taking into account the individual needs of various groups – students enrolled in combined studies, lifelong learning and doctoral degree programmes;
- ▶ expanding and improving tools facilitating academic content examination (plagiarism detection, etc);
- ▶ **expanding the range of information system applications available in English** or other world languages.

Strategies

11.2 DEVELOPMENT OF INFORMATION INFRASTRUCTURE FACILITATING SCIENCE AND RESEARCH

Masaryk University will strive to:

- ▶ provide a **unified science and research environment** facilitating efficient communication, recording and sharing as well as implementing research activities themselves.

TOOLS:

- ▶ creating a space for the permanent **recording, storing and sharing of all types of works submitted by employees, authors and students**;
- ▶ elaborating policies maximizing **open access to the results of scientific research activities** conducted at the university via a university repository associated with both national and international databases, including open access policies;
- ▶ developing a unified **environment facilitating research activity implementation and sharing** (IT and storage capacity and upgrades facilitating ease of use);
- ▶ developing or acquiring systems facilitating **efficient project management and project team management**, including interfaculty cooperation.

Strategies

11.3 SUPPORT FOR ADMINISTRATIVE PROCESSES AND SERVICES

Masaryk University will strive to:

- ▶ improve and develop tools facilitating the **efficient delivery of services to entities both inside and outside the university**, particularly the provision and sale of educational activities as well as administrative and other services.
 - ▶ **developing tools for centralized computer network management**;
 - ▶ providing **user support and monitoring user-friendliness** and user satisfaction.
- TOOLS:**

 - ▶ **digitizing student services**;
 - ▶ integrating MU into the comprehensive **cyber-protection system** of the Czech Republic, a project scheduled for development under the auspices of the Ministry of the Interior in upcoming years;
 - ▶ developing tools facilitating **user requirements management** and information infrastructure functionality and safety monitoring;
 - ▶ introducing an **electronic document system** complete with a verifiable authentication system for internal university agenda management;
 - ▶ finalizing the transformation of **strategic document flow from print documents to electronic form**, particularly in the field of economics, human resources, public tenders and operational security;
 - ▶ transforming **mail service** information support for both external and internal communication;
 - ▶ furthering the ongoing **computerization of administrative tasks** in the areas of inter-university education, multilingual instruction, internship and study placement records and additional activities;
 - ▶ **developing tools for building and related technologies management**;

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