

# Masaryk University Strategic Goals

2021



2028

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This document presents strategic goals, key results and indicators of Masaryk University for 2021–2028. Full formulation of the university-wide strategy in the Masaryk University Strategic Plan for 2021–2028, including detailed measures for the achievement of strategic goals, is available at [www.muni.cz/en/about-us/official-notice-board](http://www.muni.cz/en/about-us/official-notice-board).

**The mission of Masaryk University  
is to contribute through its scientific  
activities, student education and  
social activities to the high quality  
and healthy life of all generations,  
and to a free, cohesive and secure  
society.**

# MISSION



**MASARYKOVA UNIVERZITA**



# VALUES

Since its founding, Masaryk University has always respected and professed the democratic values of a Free Republic. To this day these values have formed the basis of its internal culture and are widely shared by the university's academic community. These values are:

## Respect

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Respect, as the basis of internal culture, solidarity and partnership in all negotiations. Respect for the principles establishing equal opportunities and transparency, as well as respect for the principles of academic ethics.

## Freedom

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Freedom, respected and defended as a social imperative. Also, freedom as a principle of internal organisation of the university in the form of academic freedom of teaching and research or freedom of choice of students' own curriculum profile, but also as a principle of institutional autonomy of the university vis-à-vis the state.

## Responsibility

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Responsibility, emphasising the role of the university as a co-creator of public opinion, a solver of local and society-wide issues and a provider of a public service open to all. Also, the individual responsibility of students and staff reflected in respect for university rules and belonging to the university.





# IN 2028, MASARYK UNIVERSITY WILL BE

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An **internationally-recognised research university** and an excellent Czech higher education institution, **setting trends** in fulfilling all the roles of a university

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A university where **education and science transcend the boundaries of individual disciplines**, as it supports interdisciplinarity and the personalisation of studies, the creation of interdisciplinary research teams and synergies between workplaces

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A university where **teaching, research and social activities** are an integral part of the professional portfolios of academic staff

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A university that is **demanding in its study requirements**, whose graduates are successful personalities, with promising careers and an active approach to life, where they have diligently taken up the opportunities for development offered

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A university that is an **inspiring community** which, in its principles and daily activities, fully respects and fulfils the principles of social responsibility and **contributes to meeting the Sustainable Development Goals**, in accordance with which it leads its students and employees

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A university where **students are perceived as respected colleagues**, with established processes and practices for cooperation with staff in solving important issues of the direction and functioning of individual agendas and the institution as a whole

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A university that is a **responsible and demanding employer**, acting according to the principles of transparency, equality and non-discrimination, supporting the achievement of professional goals and at the same time providing employees with a work-life balance

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A university that is a **model in its internal culture**, in its ability to reach consensus, **in the harmonisation of its components** to the benefit of the university as a whole and **in the integrity** of a work and study environment characterised by high ethical and professional standards



# 1

## Teaching and Education

STRATEGIC GOALS, KEY RESULTS AND INDICATORS



# GRADUATE

During their studies, a Masaryk University graduate will acquire **professional knowledge and related skills**, which by their nature **reflect the specifics of the chosen degree programme**, as well as the relevant scientific discipline and at higher levels of study **also the individual focus of each student**.

To ensure the long-term employability of its graduates, the university strives to form, in addition to the above, **transferable competencies** in its students, which will enable them to apply the acquired knowledge and skills in their professional and personal lives on a long-term basis, with an appropriate degree of independence and personal responsibility and an understanding of the wider social context.

**A Masaryk University graduate is a figure who is in demand and employable in the labour market in accordance with society's needs, because:**

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they are educated beyond their main discipline in the areas they have chosen from the wide portfolio of study and creative opportunities the university offers,

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they are proficient in a world language corresponding to their field of study and professional orientation, and have reached a communicative level in a second world language, have completed an internship abroad or part of their studies in a foreign language and can succeed in a globalised world,

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they can think analytically and critically, work with others, have digital competencies, practical experience and are ready to learn and develop throughout life,

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they perceive trends and problems in society, can think about them and formulate their own attitudes, are engaged in events around them, understand issues of social responsibility and sustainable development, and wish to be active citizens striving to change society for the better.



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

- 1.1.1 Teaching competencies** and experience are fully **integrated into the criteria of habilitation and professor appointment procedures** and are taken into account and specified in job descriptions
- 1.1.2** The **system of evaluating excellent pedagogical work** rewards individuals and academic teams and supports the creation and **dissemination of educational innovations with specific tools**
- 1.1.3 Number of students per teacher** (maintaining a favourable ratio reflecting the quality of education while taking into account growth in numbers of applicants)
- 1.1.4 Proportion of unsuccessful students** in degree programmes in various phases of study (declining trend)

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

- 1.2.1** Students of Bachelor's degree programmes (not regulated) have a practical **opportunity to choose a study plan up to the second semester**
- 1.2.2** Rules implemented allowing **flexible transfers of students between degree programmes**
- 1.2.3** Number of **students** who have successfully **completed shared university core courses** (growing trend)
- 1.2.4** Number of **students choosing interdisciplinary studies** combining a main (major) and secondary (minor) study plan (growing trend)

**1.2.5** Established **tools to compensate disadvantaged students** in the early stages of study

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

- 1.3.1** The number of **degree programmes** implemented in a **purely distance form** (growing trend)
- 1.3.2** **Online education** is an **integral part of teaching and learning** in all study modes **at all faculties**
- 1.3.3** The number of **students and practitioners involved in evaluating teaching quality** (in the processes of evaluation of degree programmes, within boards for studies, etc.; growing trend)

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

- 1.4.1** Systematised **new offer of all possibilities of lifelong learning** available on the university website **structured according to the typical needs of potential applicants** (combined and distance degree programmes for studying while employed, short career-oriented programmes for changes in qualifications, online courses for acquiring specific skills, etc.)
- 1.4.2** The university **offers its students** the opportunity **to identify their skills portfolio** before entering professional life

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

- 1.5.1** An obligation to complete at least one course in a foreign language within Czech degree programmes introduced at all faculties of the university
- 1.5.2** The number of courses taught in foreign languages in non-philological degree programmes carried out in Czech (growing trend)
- 1.5.3** The number of foreign language courses in the blended learning mode included in the degree programmes at individual faculties (growing trend)
- 1.5.4** The number of degree programmes in English in all types of taught studies (growing trend)
- 1.5.5** The share of foreign students in degree programmes (growing trend)
- 1.5.6** The proportion of students completing a placement abroad during their studies (lasting one month, one semester, etc.; growing trend)
- 1.5.7** University-wide Welcome Centre with a wide range of services for international students and staff





# 2

## Research and Doctoral Studies

STRATEGIC GOALS, KEY RESULTS AND INDICATORS



**2 . 1** Contribute to addressing global and local challenges through basic and applied research and the application of its results in society in the areas of health and quality of life, education, historical and cultural heritage, sustainable development, technological progress, security, rights and equality in society

- 2 . 1 . 1** Successful implementation of a **strategic development project** in the field of innovations **for a healthy and secure society**
- 2 . 1 . 2** Established high-quality university facilities connecting basic and clinical research in the field of human health and **full use of the research potential of the MU Faculty of Pharmacy**
- 2 . 1 . 3** Number of proposals and obtained projects in grant schemes of **international providers, where MU is the principal investigator or co-investigator** (especially in Horizon Europe)
- 2 . 1 . 4** Number of projects in **cooperation with industry / state administration / local government** (TA CR, MIT, etc.; growing trend)

**2 . 2** Strive for excellence in the international research area by developing interdisciplinary strategic topics, emphasising promising research areas, effective use and sharing of excellence and the ability to employ and motivate exceptional scientists and young researchers

- 2 . 2 . 1** Proportion of **highly-cited publications** according to the Web of Science
- 2 . 2 . 2** Number of proposals submitted and **individual international prestigious research grants** received (e.g. ERC; growing trend)
- 2 . 2 . 3** All **key infrastructures of the university** in science, informatics, social sciences and humanities **operate in the mode of shared laboratories (core facilities)**

- 2 . 2 . 4** New successfully established **teams** of holders of the **MUNI Award in Science and Humanities**
- 2 . 2 . 5** **Periodic evaluation of research quality introduced as a standard part of management** at all faculties and university institutes (functional **peer review panels**, etc.)

**2 . 3** Strengthen internationally-recognised quality scientific performance in all parts of the university, with appropriate tools taking into account disciplinary differences and the range of resting levels of research

- 2 . 3 . 1** Proportion of **scientific results indexed by the world's major multidisciplinary citation databases** (Web of Science, Scopus and other relevant ones; growing trend)
- 2 . 3 . 2** Proportion of scientific **publications** of authors from MU published **in the first and second quartile** of rankings according to the citation index (e.g. IF and AIS) of relevant journals on the **Web of Science** (growing trend)
- 2 . 3 . 3** Number of scientific **publications in the top 1%, 5% and 10% of the world's most cited publications according to the Web of Science with a key role of authors** from MU (first/corresponding author; growing trend)

**2 . 4** Introduce higher standards in doctoral studies across disciplines with an emphasis on the quality of scientific results of doctoral students, gaining international experience during doctoral studies and adherence to the study schedule

- 2 . 4 . 1** Established **standards of doctoral studies** at faculties and as **part of the internal evaluation** of doctoral degree programmes



- 2.4.2 Implemented **standardised requirements** for the quality of **work** of doctoral students' **supervisors**
- 2.4.3 Proportion of scientific **results of doctoral students**, which are **indexed by the world's major multidisciplinary citation databases** (Web of Science, Scopus and other relevant ones) out of the total number of results of doctoral students from MU (growing trend)
- 2.4.4 Proportion of scientific **publications of doctoral students in prestigious sources** (journals and publishers) with regard to the **given scientific discipline's** quality criteria (growing trend)
- 2.4.5 **The share of doctoral students completing a foreign internship** (of minimum length one month, one semester, etc.; growing trend)
- 2.4.6 Proportion of successful doctoral studies **graduates within the standard duration of study** (growing trend)

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

- 2.5.1 Average amount of **financial remuneration per doctoral student** at individual faculties (growing trend)
- 2.5.2 Number of supported doctoral students from **scholarship programmes to reward excellent results** in doctoral studies (growing trend)
- 2.5.3 Portfolio of **motivational tools** for doctoral students and supervisors within **MUNI PhD Academia**
- 2.5.4 Established system to **monitor the employment and career paths** of doctoral graduates





# 3

## Internal Culture and Social Contribution Activities

STRATEGIC GOALS, KEY RESULTS AND INDICATORS

**3 . 1** Create a coordinated university policy for fulfilment of its social role and to incorporate it into the evaluation of quality at the level of the university, faculties and units as a desirable mission together with education and research

**3 . 1 . 1** Implemented **evaluation of the university's social role** as part of quality assurance

**3 . 1 . 2** An established **process of selection of priority topics arising from social needs** and their solution in cooperation of the university's constituent parts

**3 . 1 . 3** A working tool for **mapping the fulfilment of the social role** of the university by individual students, employees and units

**3 . 2** Act as a credible and strategic partner which, with its broad portfolio of professional, independent expertise and ability to clearly reach the whole of society, actively contributes to solving local and global challenges, raises new issues and cultivates public discussion

**3 . 2 . 1** **An overview of implemented activities** within the **fulfilment of social roles**, social responsibility (CSR) and Sustainable Development Goals (SDGs) published on [www.muni.cz/en](http://www.muni.cz/en)

**3 . 2 . 2** Number of **statements of university experts** on issues being addressed in society **in the relevant media** and **in public debate** (growing trend)

**3 . 3** Support altruistic initiatives initiated by students and staff aimed at the public through an open environment to help those in need, by developing association activities and by volunteering

**3 . 3 . 1** Creation of a **fund to support the implementation of projects** of students and employees **with a socially beneficial impact** and the volume of allocated and drawn funds

**3 . 3 . 2** **Institutionalised volunteering** in the university structure and an overview of its activities

**3 . 4** Act as a centre of social, cultural and sports life for students, staff and the public and to create platforms and opportunities for meetings and knowledge dissemination

**3 . 4 . 1** Establishment of a university **Centre for Culture, Art and Events**

**3 . 4 . 2** **Overview and attendance** of social, cultural and sports **events** organised **for the university and the general public**

**3 . 5** Strengthen the esprit de corps of the university's students, staff and graduates and create a university community sharing common values as a basic prerequisite for fulfilling all university roles

**3 . 5 . 1** Establishment of **internal evaluation of employees taking into account fulfilment of the university's social role** within the work portfolio

**3 . 5 . 2** **Awards and other rewards for socially responsible initiatives** of students and staff

**3 . 5 . 3** Indicators of **satisfaction and esprit de corps** of students, graduates and staff **resulting from university surveys**



# 4

## HR Management and Staff Development

STRATEGIC GOALS, KEY RESULTS AND INDICATORS

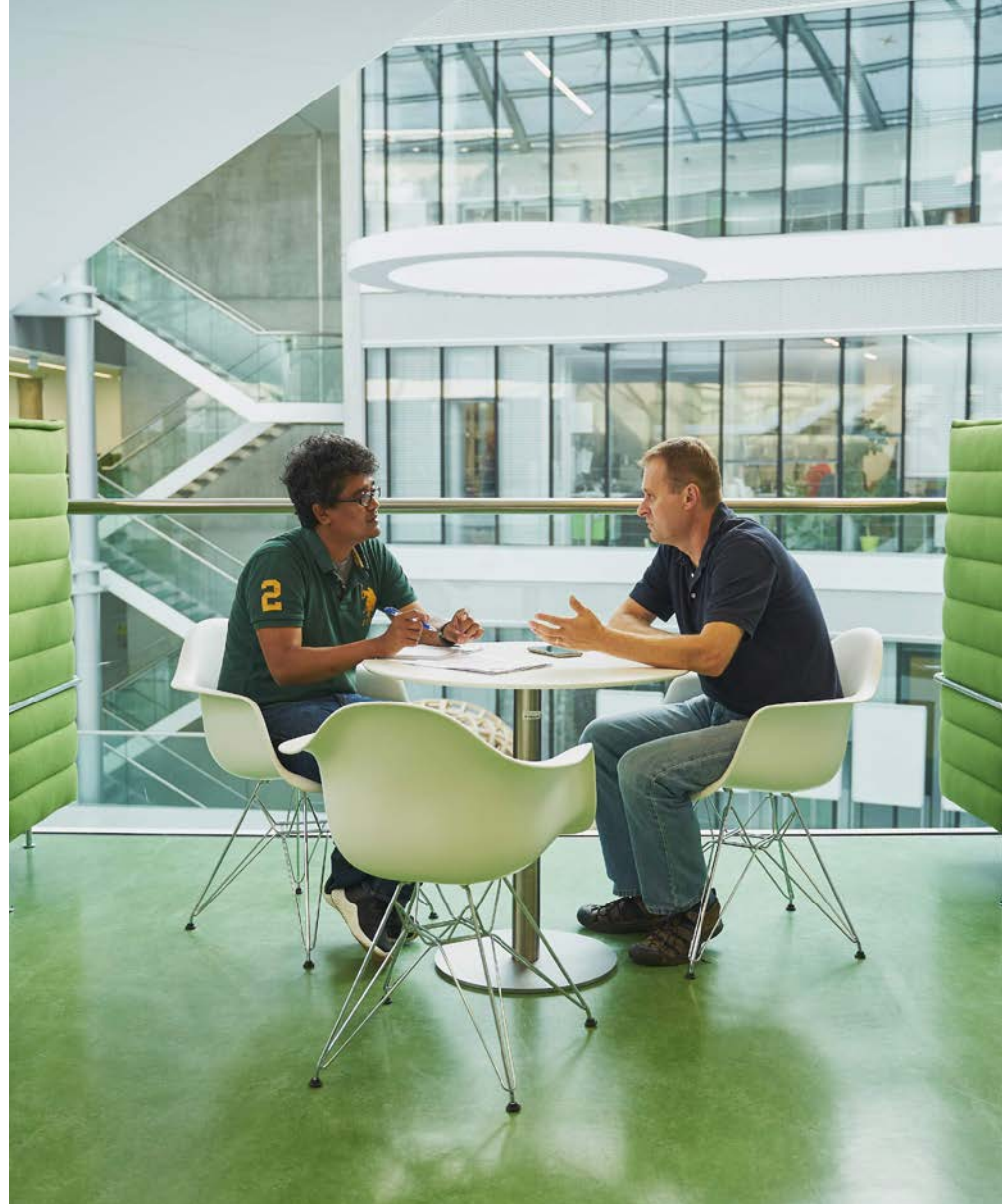


**4 . 1** To be a prestigious employer with a shared internal culture and an open HR policy at the level of leading European universities with appropriate processes and HR tools

- 4 . 1 . 1** An established **system of positions of associate professors and professors** according to selected foreign practice
- 4 . 1 . 2** A **specified maximum possible length of term of office** for managers of academic and research institutes
- 4 . 1 . 3** **Number of foreign** academic, research and non-academic **staff** at MU (growing trend)
- 4 . 1 . 4** **Proportion** of academic, research and non-academic **staff with work experience also outside MU**, especially acquired abroad (growing trend)

**4 . 2** Create a motivating environment by rewarding high-quality and exceptional work results, providing equal opportunities and conditions for individual development and career growth of employees, as well as supporting a work-life balance

- 4 . 2 . 1** Acquired **HR Award** for all the university faculties and institutes
- 4 . 2 . 2** A fully **implemented of internal employee evaluation systems** in connection with other types of evaluation at the university
- 4 . 2 . 3** **Rate of use of tools to support the reconciliation of work and personal life** in individual constituent parts of the university (growing trend)





# 5

## Information Systems and IT Support

STRATEGIC GOALS, KEY RESULTS AND INDICATORS

**5 . 1** Fulfil the role of academic leader in the computerisation of processes at public universities, in the development of their own information systems and in the level of IT infrastructure

- 5 . 1 . 1** Implemented **unified enterprise architecture** as a new means of managing and developing information systems and **MU IT** services
- 5 . 1 . 2** Areas of university **strategic management** with full **data-based decision support**
- 5 . 1 . 3** Comprehensive **digital services provision** through the **MU Information System**

**5 . 2** Strengthen the competencies and position of the university as a strategic partner in cybersecurity and actively participate in the development of an information society

- 5 . 2 . 1** The level of security and the ability of IT MU to process **classified information, special categories of personal data and other data with special protection**
- 5 . 2 . 2** Extent of **digital content available to students, employees, graduates and the public** through IT MU (growing trend)

**5 . 3** Strengthen the efficiency and flexibility of the university's operation in all areas through IT support, electronic processes and services to users according to their current needs and become, as far as possible, a paperless institution

- 5 . 3 . 1** Overview of **fully digitised agendas within the university**
- 5 . 3 . 2** Overview of electronic **tools for communication** with applicants to study, graduates, partners, for internal communication and **for online commercial activities**
- 5 . 3 . 3** Overview of electronic **tools for synchronous and asynchronous teaching**





# 6

## Institution Management and Infrastructure

STRATEGIC GOALS, KEY RESULTS AND INDICATORS



**6 . 1** Strengthen strategic management and ensure the economic stability of the university through responsible management, with an emphasis on funding clear priorities in education and research as well as the creation of reserves, through a performance-oriented budget linked to the university's strategic goals

- 6 . 1 . 1** Adjusted **budget rules** depending on selected **qualitative parameters**, reflecting current numbers of students at faculties and the motivational system of research funding
- 6 . 1 . 2** Higher **success of the university in the competition for institutional education and research funding** due to growth in qualitative budget indicators of the Ministry of Education, Youth and Sports
- 6 . 1 . 3** Creating university **financial reserves**, in connection with the set rules for their creation, covering the **requirements for co-financing of strategic development activities**

**6 . 2** Sustainably and responsibly manage the renewal, development and construction of the university infrastructure as well as the acquisition of related technologies and equipment to ensure adequate functional facilities for excellent research and quality teaching as well as a pleasant environment for students and staff

- 6 . 2 . 1** Use of **certified procedures in accordance with environmental responsibility** in the implementation of new construction, reconstruction and repairs to buildings
- 6 . 2 . 2** Implementing a **responsible public procurement** strategy
- 6 . 2 . 3** **Proportion of green areas** on university campuses (growing trend)

**6 . 3** In accordance with the principles of sustainable development, manage energy resources, water and waste and strengthen informed management enabling the efficient use of the built premises as well as property management

- 6 . 3 . 1** Implemented **strategies for energy, water and waste management** and their measurable effects
- 6 . 3 . 2** Share of **SMART buildings**, monitored and **managed by IT systems**, within the university (growing trend)
- 6 . 3 . 3** Establishing a training system for employees and students for the **efficient and environmentally-responsible operation of the university**

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