

**Masaryk University, Faculty
of Arts Strategic Plan
2021-2028**

Introductory word

Dear colleagues,

We present to you the Strategic Objectives of the Faculty of Arts of Masaryk University for the years 2021-2028. It is a document that builds on the Long-term Plan of the Faculty of Arts of Masaryk University 2016-2020 and previous strategic materials, while also taking into account the goals set by the current university management in the Strategic Objectives of Masaryk University for the year 2021-2028. The document thus reflects our efforts to ensure continuity in the development of the Faculty, but at the same time, it reflects and adapts the main accents of the direction of the University as a whole to the conditions of the Faculty of Arts. Through it, we subscribe to the values of a free society, respect, freedom and responsibility, on which the internal culture of the Faculty is based.

The Faculty's strategic objectives for the next eight years is being developed at an extraordinary time. The Faculty and the University, like virtually all of society, have been gripped by the constraints of the coronavirus pandemic for almost a year. Despite the fact that this experience has shown us the unpredictable challenges that the future may place before us, we must look forward with realism, with a fair amount of confidence, ambition and optimism.

We focus on development in six main areas with the belief that it will be possible to work on the resulting tasks in a normal, i.e. free and unrestricted, mode. These areas are education, research and doctoral studies, internal culture and social action, personnel management and staff development, information systems and IT support, and administration of the faculty and its infrastructure. Each of these areas is divided into identical sections: strategic objectives - key results and indicators of their fulfilment - measures taken to fulfil the strategic objectives.

I believe that a document conceived in this way can serve not only as a clear guide for the gradual implementation of the set objectives but also as a tool for monitoring and evaluating whether and how the faculty is approaching the set visions and goals.

The document presented was widely discussed across the faculty. The success of our efforts to implement it will depend on how well we can draw all faculty staff, academic and non-academic, as well as students, successful alumni and the faculty's many external partners into working together.

I believe that in the years to come the Faculty will continue to be a dynamically developing organisation that will be able to draw appropriately on its historical experience and tradition and also respond actively to developments in society so that it will continue to occupy a dignified place in society and fulfil its role in the future. We must do all we can to ensure that the Faculty continues to be a respected expert mentor in the humanities and social sciences and the alma mater of citizens with developed critical thinking, equipped with the necessary knowledge and skills to contribute to the development of culture and society as a whole.

Milan Pol, Dean of Masaryk University, Faculty of Arts

Mission

The mission of Masaryk University is to contribute through its scientific activities, education of students and social action to a quality and healthy life for all generations, as well as to a free, cohesive and secure society.

The mission of the Faculty of Arts is primarily to support, through educational and scientific activities and broader activities in society, the development of **man as a social and cultural being who acts responsibly and is capable of critical and creative reflection on the world.**

Its task is to **deepen and disseminate wisdom and knowledge** based on knowledge of **the history** of humanity and its **cultures**, on the exploration of **language** and **art** as means of articulating the experience of being in the world, and on the recognition of **man** as a being seeking to **understand himself and the meaning of existence.**

Through these efforts, the Faculty wishes to contribute to **the common good** and to the **development of a civil society** based on shared values of **freedom and democracy, mutual respect, esteem and solidarity.**

Values/control with Strategic Objectives MU

As one of the founding faculties of Masaryk University, the Faculty of Arts **subscribes to the democratic values of a free republic.** These values still form the basis of its internal culture and are widely shared by the faculty and university academic community.

These values are:

Respect as the basis of internal culture, mutual respect, solidarity and partnership in all dealings. Respect for the principles underlying equality of opportunity and transparency, as well as respect for the principles of academic ethics.

Freedom respected and defended as a social imperative and as a principle of the internal organisation of the university in the form of academic freedom of teaching and research or freedom of responsible choice of one's own study path, but also as a principle of institutional autonomy of the university vis-à-vis the state.

A responsibility that emphasizes the role of the university as a co-creator of public opinion open to all, as a solver of local and societal issues and as a provider of public service. Individual responsibility of students and staff reflected in respect for university rules and belonging to the university.

Vision

In 2028. the Faculty of Arts as a part of Masaryk University will be:

- An excellent institution within Czech higher education, setting trends in all roles of higher education and recognised internationally.

- A faculty where education and science transcend the boundaries of individual disciplines, as it promotes interdisciplinarity and personalization of studies, the creation of interdisciplinary research teams and synergy between departments.

- A faculty where teaching, research and social activities are an integral part of the professional portfolio of academic staff.

- A faculty demanding in its study requirements, whose graduate is a successful personality capable of critical thinking, with a promising job and an active approach to life, if he/she has used all the development opportunities offered to him/her through his/her diligence.

- A faculty that forms an inspiring community that fully respects and fulfils the principles of social responsibility and contributes to the [Sustainable Development Goals](#) through its principles and daily actions, and guides its students and staff accordingly.

- A faculty where students are perceived as respected colleagues, with established processes and practices for working with staff to address important issues in the heading and functioning of individual agendas and the institution as a whole.

- A faculty that is an example of a responsible and demanding employer acting according to the principles of transparency, equality and non-discrimination, supporting the achievement of professional goals while reconciling the work and personal lives of all its employees.

- A faculty that is a model in its internal culture, in its ability to reach consensus, in the harmonization of its components for the benefit of the faculty as a whole, and in the integrity of its working and learning environment, which is characterized by high ethical and professional standards.

- A faculty with the potential for effective and fruitful cooperation not only with other MU organisational units and other universities, but also with other research institutions, state and local government and subjects in the sphere of applied research.

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Education

Graduate of the Faculty of Arts at Masaryk University

In the course of their studies, graduates of the Faculty of Arts acquire professional knowledge and related skills that reflect the specifics of the chosen study programme and the relevant discipline. The Faculty of Arts will strive to ensure the long-term employability of its graduates in the labour market. Therefore, it will develop its students' competencies that will enable them to use the acquired knowledge and skills prospectively in their professional and personal lives, with an appropriate degree of autonomy and personal responsibility and with an understanding of the wider social context.

A graduate of the Faculty of Arts, as well as a graduate of Masaryk University as a whole, is a person who is in demand and employable in the labour market in accordance with the needs of society, because:

- He or she is proficient in the major discipline studied and beyond that has functional knowledge in areas chosen from the broad portfolio of learning and creative opportunities offered by the university and faculty.
- They have a high level of proficiency in a world language appropriate to their field of study and career path, a second world language at a communicative level, have completed a foreign internship or part of their studies in a foreign language and are able to cope in a globalised world.
- They can think analytically and critically, collaborate, have digital competencies, and practical experience and are ready to learn and develop throughout their life.
- He or she perceives trends and problems in society, can think about them and formulate his or her own attitudes, is not indifferent to what is happening around him or her, understands issues of social responsibility and sustainable development and is interested in being an active citizen.

Strategic objectives

1.1 Reinforcing the importance of teaching with a focus on student success in learning and in life and to become an institution characterised by teaching excellence that is sought after by talented applicants.

1.2 Adapting the study flexibly to the individual needs of students, to continuously create its interdisciplinary character and motivate students to work by appropriate means.

1.3 Developing quality education through the use of adequate teaching methods and by involving students and experts from other research organisations and from practice in providing feedback on the implementation of study programmes.

1.4 Enabling education for professional growth and personal development throughout life through appropriate study offerings and by strengthening the importance of lifelong learning.

1.5 Perceiving and continuing to strengthen internationalization as an integral part of the study offer, curriculum, content and forms of teaching and services provided.

Key results and indicators

1.1.1 Teaching competencies and experience are fully integrated into the criteria for the habilitation and appointment procedure, as well as reflected and specified in the job descriptions.

1.1.2 The established system of evaluation of teaching excellence recognises individuals and academic teams and encourages the creation and dissemination of teaching innovations through specific tools.

1.1.3 Number of students per teacher (maintaining a favourable ratio reflecting the quality of education while taking into account the growth in the applicant population).

1.1.4 Percentage of failed students in study programmes at different stages of study (decreasing trend).

1.2.1 Students in Bachelor's degree programmes (not subject to regulation) have a realistic opportunity to choose their study plan from the second semester of their studies.

1.2.2 Implemented rules allowing flexible transfer of students between study programmes.

1.2.3 Number of students who have successfully completed Common Core University courses (increasing trend).

1.2.4 The number of students choosing the interdisciplinary nature of their studies by combining a major (major) and minor (increasing trend).

1.2.5 Procedures in place to support disadvantaged students and ensure awareness of the various options available to compensate for disadvantage, particularly in the early stages of study.

1.3.1 Online learning support is an integral part of teaching and learning in all forms of study.

1.3.2 Number of students and practitioners involved in the evaluation of teaching quality (in curriculum evaluation processes, programme boards, etc.).

1.4.1 Systematised new offer of all lifelong learning opportunities available on the faculty website, structured according to the typical needs of potential applicants (combined and distance learning programmes for on-the-job study, short vocational programmes for re-qualification, online courses for specific skills, etc.).

1.4.2 The faculty offers students the opportunity to test their practical skills before entering professional life.

1.5.1 The obligation to take at least one professional course in a foreign language within the Czech study programme is introduced in all study programmes of the faculty.

1.5.2 Proportion of professional subjects taught in foreign languages in non-philological study programmes conducted in Czech (increasing trend).

1.5.3 Number of foreign language blended learning courses included in the standard study offer (increasing trend).

1.5.4 Number of study programmes in English with teaching in all types of study (increasing trend).

1.5.5 Proportion of foreign students in study programmes (increasing trend).

1.5.6 Percentage of students completing a study stay abroad during their studies (e.g. 1 month, 1 semester; increasing trend).

1.5.7 Active cooperation with the MU Welcome Centre providing services for international students and employees.

Measures to meet the strategic objectives

I. Study offer, passing the study palam, student services and support

Study offer

- Adjusting information about the faculty's study offer so that the content and objectives of study programmes are clear to applicants.
- Preparation of professionally oriented study programmes that respond to social demand and labour market needs, including lifelong learning.
- Cooperation with other faculties on the study offer in the joint study, or in the creation and implementation of joint study programmes.
- Sharing recorded lectures by faculty experts to (among other things) reach motivated applicants.

Common university core, deferred choice, personalisation of studies, graduation

- Developing a menu of appropriate humanities courses for the common university core and collaborating with other faculties in the development and implementation of the common university core.
- In cooperation with the Rector's Office, gradually remove obstacles to the use of deferred choice and improve awareness of the possibility of changing study plans among faculty students.
- Promoting the use of the deferred option in the Associated Studies, leading to the preservation of the traditional double major in the Faculty of Arts.
- Active participation of the faculty in setting up internal rules allowing transfers between study programmes without the need to terminate the study and at the same time with the aim to recognize already completed parts of the study to the maximum extent.

Social mobility, work placements, career guidance, graduates

- Extending information about MU career counselling services towards changing or improving the qualifications of already employed graduates, towards the public in the form of offering lifelong learning courses, etc.
- Keeping in touch with our own graduates by offering them targeted development through professional lectures at the university, online courses, lifelong learning courses, etc.
- Strengthening the coordination of lifelong learning provided by different parts of the Faculty and the University with emphasis on its promotion, development and quality assurance.
- Thoughtful promotion of lifelong learning programmes provided by the Faculty.
- Providing quality information for persons with specific needs, persons at risk of social exclusion or otherwise disadvantaged about the possibilities of assistance and support within the faculty and the university.

II. Applicants, admissions, cooperation with schools, student dropout

Applicants and admissions

- Updating the limits of admitted students in relation to the development of demand for study programmes.
- Establishing a minimum percentile of the entrance test for admitted students across degree programmes.
- Strengthening alternative forms of admission procedures in terms of taking into account applicants' extra-curricular activities, participation in professional competitions, certified language exams,

excellence in specific subjects at secondary school, artistic talent, etc., in addition to tests of knowledge and aptitude for studies.

- Developing various forms of support to open up learning opportunities for candidates with health, social and other disadvantages.

Cooperation with schools, activities for pupils, students and teachers

- Maximizing the potential of Secondary Vocational Activities and other relevant activities to identify talented students.

- Creating a comprehensive offer of educational, creative, leisure and sport events for pupils according to age categories and fields of study and its provision to primary and secondary schools and parents.

- Developing existing and creating new comprehensive programmes to support the talents of motivated secondary and primary school students (Children's University, Mini-Erasmus, Humanities Week, etc.) in order to strengthen their enthusiasm for further education and facilitate the right choice of subsequent studies.

- Managing and developing the platform for Humanities courses, standardizing the creation of new content.

Preventing student dropout

- Strengthening awareness of statistics and management data of individual study programmes and how they can be used for further development of study programmes, including reduction of student dropout.

- Holding regular meetings on the issue of student dropout, particularly in an individual format, which allows for discussion of the specific challenges faced by individual study programmes.

- Promoting tools to reduce student dropout.

- Training for staff of the study department with the aim of improving communication with students (e.g. training in stress management), as well as training focused on the development of IT competencies and language skills.

- Making it more attractive and timely to provide students with information on general study rules, obligations, rights and entitlements that affect their studies.

- Using student representatives on programme boards to develop informal communication between students in different years of study and to share useful information on curriculum and progression.

III. Teaching and learning, quality assurance, innovative elements

Development of pedagogical competencies, quality teaching, feedback

- Strengthening the importance and prestige of the pedagogical work of academic staff, in addition to reflecting on teaching careers in habilitation and appointment procedures, also by developing and valuing the pedagogical competencies of teachers, actively engaging in discussions on this issue in various forums, including university-wide, within the MU Internal Evaluation Council, etc.

- Identifying the best examples of quality teaching (e.g. through student assessment) and rewarding them appropriately in formal and informal ways.

- Using effectively programme council meetings as a tool for improving the quality of teaching and eliminating possible deficiencies.

- Strengthening the role of student feedback on teaching for improving the quality of study programmes.

- Optimizing conditions for the work of study programme guarantors in influencing the quality of teaching, clarification of mechanisms of interaction between department management and guarantors in this matter.
- Supporting teachers' motivation in further education in the field of pedagogical competencies, language education and the use of e-learning tools.
- Cooperating on developing tools relevant for quality teaching leading to the strengthening of academic staff competencies, e.g. in the field of new forms of teaching, methods of student assessment, teaching of foreign students, management of final theses, etc.
- Implementing applicant, student and graduate surveys and extending work with the results of student surveys, reflecting their conclusions in the reflection on innovations in teaching, the choice of educational methods, the structure of the curriculum, on services to applicants, students, graduates, etc.
- Sharing positive experiences of incorporating appropriate methods in teaching as inspiration for other teachers.

Developing talent, engaging students in research, gaining practical experience and encouraging entrepreneurship

- Supporting work placements and internships as part of study programmes.
- Using new faculty scholarship programs effectively to support talented and active students and recognize regularly their activities to strengthen their motivation to work beyond the standard studies.
- Providing teaching of courses focused on innovations and trends in the field with the participation of experts from practice.
- Creating opportunities for engaging undergraduate students in research activities.

IV. Internationalization of curriculum, studies, study offer and related services

Internationalization of the curriculum and language competences

- Making it compulsory for every student to take at least one course in English or to complete part of their studies abroad.
- Supporting the creation of courses in English (foreign languages) within individual programmes.
- Supporting the production of final theses in English and other foreign languages at all levels of study, taking into account the nature of the study programme and international standards in the field of education.
- Supporting the offer of courses taught by visiting teachers, including in online or hybrid mode.
- Supporting the creation of COIL courses, distance learning courses implemented together with respected foreign universities.
- Presentating selected Masaryk University, Faculty of Arts (hereinafter referred to as the „FF MU”) courses on global e-learning MOOC platforms.

Study offer in foreign languages

- Accrediting new programmes in English (foreign languages), in cooperation with other faculties where appropriate.
- Creating a new interfaculty Liberal Arts type program for the undergraduate degree.
- Evaluating regularly the quality of teaching in courses of programmes accredited in English and obtaining feedback from students.
- Promoting the offer of summer (winter) schools for foreign participants.

- Making the Faculty's study offer more attractive through scholarship programmes for talented foreign students.
- Supporting the creation of double degree studies with respected foreign universities.
- Expanding the range of courses offered to international students outside their field of study (information education, academic writing, etc.).

International mobility

- Continued support for academic and student mobility, including mobility combining physical mobility with online mobility (blended mobility), as well as solely online mobility.
- Seeking a systematic solution to the issue of recognition of study abroad results in order to facilitate study abroad stays as much as possible.
- Structuring accredited programmes in such a way that the composition of courses allows student mobility to the maximum extent possible.
- Promoting international cooperation within the EDUC consortium of universities and other relevant institutions.
- Expanding scholarship support for mobility of incoming and outgoing students.
- Supporting the international mobility of students with specific needs.

Support services and adaptation tools for students and staff

- Comprehensive information for foreign prospective students on study programmes, student services, the process of recognition of previous education obtained abroad, visa application, etc.
- Offer adaptation tools and opportunities for incoming students from abroad (Czech orientation week, Czech language courses, etc.).

Promotion and cooperation

- Strengthening the promotion of opportunities to study in foreign languages through active marketing abroad, online platforms and social media campaigns, use of relevant portals, student ambassadors, etc.

2

Research and doctoral studies

Strategic objectives

- 2.1 To strengthen the Faculty's position as a research institution.
- 2.2 To promote effective interdisciplinary collaboration in basic and applied research.
- 2.3 To strengthen the international visibility of research with regard to the specifics of the field.
- 2.4 To emphasise personnel policy on support for young researchers and work-family balance.
- 2.5 To integrate foreign experts and persons with relevant work and experience from abroad in order to involve them in research teams.
- 2.6 To increase the involvement of PhD students in the research activities of academics and research teams.
- 2.7 Increasing the prestige of faculty publishing and editorial activities.

Key results and indicators

- 2.1.1 Number of successful project proposals.
- 2.1.2 Periodic evaluation of research quality as a standard part of faculty management (functional peer review panels, etc.).
- 2.1.5 All faculty research infrastructures in shared mode.

- 2.2.1 Number of successful project proposals submitted in interdisciplinary cooperation.

- 2.3.1 Number of successful project proposals in transnational and international research formats.
- 2.3.2 New successfully established teams of MUNI Award in Science and Humanities winners.

- 2.4.1 Adoption of HR Award principles in research-oriented HR policy.

- 2.5.1. Comfortable environment for foreign researchers (communication in a foreign language, established system of involving newly hired employees in faculty life, familiarizing them with the faculty's operation and customs, faculty research culture and research ethics, etc.).

- 2.6.1 Number of successful projects involving PhD students.
- 2.6.2 Established standards for doctoral studies at the faculty also as part of the internal evaluation of doctoral study programmes.
- 2.6.3 Established requirements for the quality of work of supervisors of doctoral students.
- 2.6.4 Proportion of scientific publications of PhD students in prestigious sources (journals, publishing houses) with regard to the disciplinary quality criteria of the given scientific discipline (increasing trend).
- 2.6.5 Percentage of students completing a foreign internship (of at least 1 month, 1 semester, etc.; increasing trend) during their doctoral studies.
- 2.6.6 Percentage of successful doctoral graduates within the standard period of study (increasing trend).
- 2.6.7 Average amount of financial remuneration per PhD student (increasing trend).

2.6.8 Number of PhD students supported by the Scholarship Programmes for the Award of Excellence in Doctoral Studies (increasing trend).

2.6.9 Portfolio of motivational tools for PhD students and supervisors within MUNI PhD Academia.

2.6.10 System in place to monitor the employment and career paths of doctoral graduates.

2.7.1 The number of publications in the first and second quartile of journal quality and the number of monographs published by internationally respected publishers by subject area.

2.7.2 The proportion of scientific results indexed by the world's main multidisciplinary citation databases (Web of Science, Scopus and other relevant databases) in the total number of results of MU authors (increasing trend).

2.7.3 Development of the editorial activities of the MU Faculty of Arts while maintaining the high standards of scientific publishing shared across the faculty.

2.7.4 Application and use of new functionality Upgrade Open Journal Systems (visible metrics of views and responses) for faculty journals.

2.7.5 Support for open access to scientific results produced by FF MU students and employees, both at the level of publication production (e.g. DOAJ) and at the level of open access to research data, databases and collected sources.

2.7.6 Integration of Altmetric into the evaluation of social impact of FF MU publication results.

2.7.7 Widespread and adequately used competences and tools in the field of communication of scientific and research results to the professional and general public, with a focus on social networking (training, mentoring, etc.).

Measures to meet the strategic objectives

I. Direction of research, promotion of excellence and societal relevance, cooperation with the application sphere

- Stimulation of research activities and their desirable direction according to field specifics with the help of the budget methodology, the programme to support cutting-edge research and specific research grants and the MU Internal Grant Agency.
- Support for efforts to obtain grant projects funded from supranational and foreign sources; support for departments active in applied research in the form of co-financing.
- Strengthening active communication and popularisation of science and research as an important part of academic and scientific work across the academic community through appropriate tools.

II. Internationalization

- Implementation of the principles defined in the HR Award agenda and improvement of the conditions for foreign experts in research teams.
- Development of faculty research support programs modeled after transnational formats.

III. Evaluation of creative activities of faculty units, departments and individuals

- Development of faculty budget methodology towards fair evaluation of research according to disciplinary specifics.
- Implementation of the principles of Methodology 2017+ through the application of internal evaluation of disciplines and departments.

IV. R&D funding system, grant acquisition and internal grant schemes

- Refinement of the faculty methodology for evaluating research performance as a stimulating factor for research development according to disciplinary specifics and as a basis for budgeting.
- Active participation in the development of university science funding instruments and their adaptation to the needs of the social sciences and humanities.
- Developing faculty science funding programmes towards supporting internationally respected research responsive to societal demand.
- Stimulating the involvement of PhD students and young researchers in research teams.
- Cooperation with MU management to create a system of supported postdoctoral positions.

V. Internal support and service provision

- Emphasis on systematically supporting researchers by establishing and improving standard operating procedures.
- Electronization of appropriate/necessary agendas.
- Development of project support with the aim of providing comprehensive project consultancy, especially for complex projects financed from multinational or foreign sources.
- Strengthening the information service on the websites of the institutes.
- Providing methodological support in the selection of high-quality and top-quality publishing platforms with regard to the specifics of the field.
- Provision of support for the FF MU journals, especially in terms of technical and methodological support (management of Open Journal Systems and transition to a newer version, management and modification of faculty journals' websites with regard to the evaluation criteria of prestigious databases such as Scopus or Web of Science).
- Providing support and coordination of the activities of the MU Faculty of Arts editorial boards overseeing the quality and social relevance of publications produced at the faculty.
- Promotion of the faculty's editorial and publishing activities (representation on the MU Faculty of Arts website, promotion in cooperation with MU Publishing House).
- Revision of internal grant schemes to support publishing activities, taking into account priorities in the evaluation of science and research and the social relevance of research.
- Development of an open science policy with a focus on the creation of a faculty support system especially for the publication of research data and results of source research in the form of databases (IT consultancy, legal advice on CC licensing) with the aim of increasing the citation rate of faculty research.
- Provision of methodological support in the field of open science (open publication of scientific results including scientific data) for management, academic staff and dean's offices, in accordance with the forthcoming university-wide policy (synergy with the Open Access activity HR4MU II).
- Enhancing the popularisation of science and research as an important part of academic and scientific work across the academic community and providing the appropriate tools and measures within the department.
- Setting qualitative criteria for the evaluation of the Central Library's collection, especially in the area of the pertinence of electronic information resources.
- Providing specialised research services for applicants for excellent grants.

VI. Research centres and infrastructures

- Developing faculty research centres, databases and infrastructures and ensuring transparent access to them.
- Management and development of the digital library infrastructure - transfer of existing digital collections, building new collections in the infrastructure environment, regular user testing and reflection of results in the development of the infrastructure, transfer of metadata to the DARIAH national node.
- Setting up institutional processes for creating digital collections and establishing transparent, intuitive and instrumental guidelines for academics.
- Support to increase competencies in the field of digital humanities at the Faculty of Arts MU.

VII. Doctoral studies

Admission to the doctoral studies

- Active communication with PhD candidates to present possible career paths and the requirements regarding creative activity and teaching that will be placed on them during their studies.
- Setting up an admission procedure that verifies the motivation of applicants for a given field in order to strengthen the selection of talented, motivated and likely to complete their studies applicants.
- Implementation of international selection procedures for doctoral studies and corresponding advertising of recruitment activities with the aim of attracting prospective foreign students to study.
- Rationalisation of the number of applicants admitted to doctoral studies in favour of a narrower selection of quality students and optimisation of the number of doctoral students per supervisor.

Preventing student dropout

- Monitoring the success rate of PhD students at various stages of their studies and analysing the causes of early termination of studies, and subsequent work with the results in the disciplinary councils and the faculty management.
- Strengthening the active role of the subject councils in the management of doctoral studies, in providing feedback to students and in working with supervisors.
- Introducing motivational tools for doctoral students and supervisors to enhance the success rate of completing the degree within the standard study period.
- Standardising the requirements for supervisors, defining the scope of responsibilities in supervising PhD students and providing methodological support to supervisors, e.g. in the form of seminars and workshops.
- Evaluating the quality of supervisors' work by monitoring the success rate of doctoral students' completion of studies, the average length of studies, the quality of creative results, the employment of doctoral students after completion of studies and the subsequent translation of selected parameters into habilitation and appointment procedures.

Concept of Doctoral Studies

- Introducing cross-cutting courses for PhD students in disciplines with common intersections.
- Introducing regular training and development events for supervisors, and training in research skills for PhD students.
- Supporting the involvement of PhD students in the Institute/Department.
- Increasing doctoral students' awareness of grants, opportunities for research involvement, double-supervised doctorates, etc.

Strengthening international links in the training of PhD students

- Supporting national and international collaborative doctorates.
- Strengthening the interdisciplinarity of doctoral studies by offering courses from other disciplines, involving students in interdisciplinary projects, etc.
- Involving PhD students in the popularisation of science and research and providing them with appropriate support in their studies by strengthening their communication and other skills.

Socio-economic status of PhD students

- Strengthening the perception of PhD students as early career researchers and ensuring the appropriate background and status within the department.
- Creating scholarship programmes to reward excellence in doctoral studies.
- Expanding support for PhD students' research projects through internal grant competitions and involvement in research projects supported by external grant providers.

International Mobility, Internships and Doctoral Careers

- Motivation of PhD students to stay abroad beyond one month.
- Support for internships of doctoral students in the application sphere (industry, public administration, etc.) and in research institutions.
- Providing career guidance to ensure that graduating PhD students can best apply themselves in academia and in professional positions outside academia.
- Motivating PhD graduates to pursue careers in postdoctoral positions abroad.
- Following the careers of successful PhD graduates and keeping in touch with them.
- Involving PhD students in the popularisation of science and research and providing them with appropriate support within their studies (strengthening their popularisation skills).
- Support for balancing doctoral studies and early career with family life.

3

Internal culture and social action

Strategic objectives

- 3.1 Coordinate faculty policy for the area of fulfilling the societal role as a desirable mission of the university along with education and research, including incorporating this strategy into quality assessment at the faculty and departmental levels.
- 3.2 To become a trusted and strategic partner with a wide range of expertise, independent expertise and the ability to reach out to the whole of society in a clear way, to actively contribute to solving local and global challenges, raise new issues and to cultivate public debate.
- 3.3 Encourage altruistic initiatives towards the public (initiated by students and staff) through an open environment for helping those in need, developing social activities and volunteering.
- 3.4 To act as a centre of social, cultural and sporting life for students, staff and the public and to create platforms for research, study and informal gatherings.
- 3.5 Strengthen the belonging of students, staff and alumni to the Faculty and create a Faculty community sharing common values as a prerequisite for the fulfilment of all its roles.

Key results and indicators

- 3.1.1 An established procedure for identifying key societal issues on which different parts of the faculty and the university cooperate, a set system of support for self-promotion and communication with the public through the media.
- 3.1.2 A functional system for recording activities aimed at fulfilling the social role of the faculty by individual students, employees, departments and units of the faculty.
- 3.1.3 Inclusion of activities related to the fulfilment of the social role of the faculty among the quality assessment criteria.

- 3.2.1 An overview of the activities carried out in the framework of fulfilling the social role, [Corporate Social Responsibility \(CSR\)](#) and [Sustainable Development Goals](#) with regard to the expert knowledge and skills cultivated at the Faculty, published on the Faculty's website (www.phil.muni.cz).
- 3.2.2 Number of statements by faculty experts on issues in society in relevant media and public debates (increasing trend).

- 3.3.1 The fund created for the promotion of volunteering and the number of funds allocated.
- 3.3.2 Institutionalized volunteer activities in the faculty structure.

- 3.4.1 Utilization of faculty space to develop the social role of the faculty.
- 3.4.2 Overview of social, cultural and sport events organised for the faculty and the wider public.

- 3.5.1 Internal staff appraisal is in place, taking into account the fulfilment of the University's social role.
- 3.5.2 Prizes and other awards given to students and staff for socially responsible initiatives.
- 3.5.3 Indicators of a student, alumni and staff satisfaction and belonging as derived from faculty surveys.

Measures to meet the strategic objectives

I. Concepts and systematic measures in fulfilling the social role

- Creating a concept and implementing evaluation of activities aimed at fulfilling the social role of the university at the level of the faculty and its units.
- Establishing thematic priorities in relation to societal needs in order to strengthen the impact of the implemented projects on society (e.g. a thematic year or thematic semester for the involvement of several departments in coordinated activities).
- Strengthening the coordination of activities aimed at different target groups within the faculty and the university in order to improve the effectiveness of communication and the overall impact of the activities (e.g. by creating thematic working groups, monitoring the activities planned for the year and their greater synchronization across the components).
- Establishing a fund to administer funds for socially beneficial activities and establishing rules to support specific projects initiated by students and staff.
- Promoting volunteering and its development within faculty associations or initiatives.
- Strengthening the role of the faculty in fulfilling the cultural role of the university and in cultivating the internal and external environment (e.g. MU Archives, Mendel Museum, MU Publishing House, University Centre Telč, University Cinema Scala).
- Faculty involvement in the dramaturgy and programme of the MU Cultural Centre - a university-wide common meeting place for students, staff, alumni and the general public on various occasions.
- Creating a faculty platform for the presentation of a comprehensive range of cultural and educational activities for the general public.
- Institutionalization of cooperation with key actors in priority agendas (state, regional and municipal governments, key employers, major non-profit organizations, health and social service providers, schools, sports and cultural organizations, etc.).

II. The impact of the university's social role

- Active participation in the development of strategies at the regional, national and international level, especially in key areas reflecting the expertise of FF MU.
- Participation in the solution of strategic issues of the Statutory City of Brno and the South Moravian Region (social, cultural, environmental, economic, etc.).
- Cooperation with the industry sector and companies, educational institutions, social service providers, non-profit and non-governmental organizations, professional associations and associations, public administration, state administration, etc. on specific projects, concluding new partnerships.
- Strengthening awareness of the range of activities carried out for society and their effects, both within the faculty and towards the public (by creating a separate section of the faculty website, publishing an annual summary summarising the fulfilment of the university's social role, etc.).
- Cultivating public debate with input based on the expertise of the humanities and social sciences cultivated by the faculty.
- Offering media training for PhD students and academics to develop their competencies and strengthen their motivation for media performance (traditional media such as print and television, social media, etc.).

- Support the implementation of activities and initiatives that enhance knowledge and skills that contribute to the personal development of individuals and society.
- Implementation of educational, awareness-raising, counselling and beneficial activities for various target groups in need of such assistance (physically and mentally handicapped, socially excluded, sick, senior citizens, citizens with any kind of disadvantage, etc.).
- Organising a wide range of events for the public and the academic community with the aim of developing social, cultural and sporting life in the city and the region.

III. Motivating students and staff to fulfil the University's social role

- Appreciation of socially beneficial activities of academic, scientific and non-academic staff.
- Motivating employees to fulfil their social role in various ways (organizing days for charity, etc.).
- Supporting student projects of a socially beneficial nature and motivating them to carry out these activities.
- Providing facilities for faculty associations and various interest initiatives and supporting their activities.

IV. Strengthening belonging and building faculty community

- Valuing the quality work of students, alumni and staff to foster a culture based on mutual recognition.
- Strengthening communication within the internal environment of the faculty using current communication options across different target groups (students, PhD students, academic and non-academic staff, retired professors, emeritus professors).
- Developing intercultural communication with foreign staff and students and their integration into the life of the faculty.
- Building the alumni network and nurturing relationships with alumni by informing them about events at the Faculty, offering services and creating opportunities for their involvement in the activities and life of the Faculty (participation in internal quality assessment, thematic working groups to address various conceptual issues, etc.).

4

Personnel management and employee development

Strategic objectives

4.1 To be a modern and prestigious faculty with a shared internal culture and an open HR policy with appropriate HR management processes and tools.

4.2 To create a professional, open, transparent and ethical working environment in line with the Human Resources Strategy for Researchers (HRS4R), providing quality working conditions including support for staff training and career development and reconciling professional career with personal and family life.

4.3 To act as a standard setter in inclusive policy (in the field of employment of people with disabilities or specific needs, people at risk of social exclusion or people with other disadvantages) in the regional, national and international environment.

Key results and indicators

4.1.1 Internal regulations describing HR processes developed and implemented.

4.1.2 Number of academic and scientific staff with previous experience outside MU or FF MU (increasing trend).

4.2.1 Successful implementation of the Human Resource Strategy for Researchers (HRS4R) and winning the HR Award.

4.2.2 Faculty policy to promote gender balance and the tools to implement it.

4.2.3 Established system of staff training and development, including a supervision system for early career researchers.

4.2.4 Level of use of tools to support reconciliation of work and personal life at FF MU (increasing trend).

4.2.5 Establish English as a standard option for communication within the faculty with regard to the involvement and full use of the contribution of foreign staff.

4.2.6 Number of foreign academic, scientific and non-academic staff at FF MU (increasing trend).

4.2.7 Clarification of job descriptions and positions.

4.3.1 Taking into account the needs of handicapped and otherwise disadvantaged persons when implementing selection procedures and ensuring sufficiently flexible working conditions, presenting the principles of the faculty and university personnel policy to the public.

Measures to meet the strategic objectives

I. Personnel Management

- Strengthening the perception of academic work ethics as part of personal integrity; information measures and legal service in this area.

- Defining faculty job positions and job titles, their job descriptions including recommendations for teaching volume, competency models, assignment of R1-R4 levels, etc.

- Defining professional development, career progression and career path descriptions for faculty positions.
- Setting up open, transparent and merit-based recruitment and selection.
- Introducing an adaptation process for new academic and non-academic staff.
- Developing tools for evaluating the performance and quality of academic and non-academic staff with links to their training and development needs.
- Setting up the process of training and development of FF MU employees in relation to the university system.
- Applying existing tools to support the gradual integration or full return of caring parents into working life (e.g. through part-time and other forms of employment relationships, flexible working, home office including the use of IT tools for online participation in meetings, remote access to data or shared workspace).

II. HR Award, attracting and retaining high performers and exceptional employees, employee care

- Implementing the Human Resources Strategy for Researchers (HRS4R) as the overarching HR policy and ensuring compliance of the Faculty's organisational standards with this strategy.
- Obtaining and maintaining the HR Excellence in Research Award.
- Mapping the needs of employees at all functional levels and setting requirements specifying criteria for their career growth and further development.
- Introducing tools to prevent unwanted behaviour (bullying, discrimination, sexual harassment, etc.) and tools to help in the event of such behaviour.

III. Systematic staff development and training

- Implementation of career development programmes for academic, scientific and non-academic staff.
- Creating a standard training and development offer for staff in various areas in view of current needs (research ethics, dissemination of results including popularisation, intellectual property, personal, managerial and linguistic competencies, mentoring for supervisory roles, use of information technology, etc.).

5

Information systems and IT support

Strategic objectives

- 5.1 Fulfill the role of academic leader in the electronization of processes at public universities, in the development of own information systems and in the level of IT infrastructure.
- 5.2 Strengthen the efficiency and flexibility of the Faculty in all areas of its activities through IT support, electronization of processes and service to users according to their current needs.
- 5.3 Regularly assess faculty IT needs and quality of IT services.

Key results and indicators

- 5.1.1 Unified IT architecture of MU based on agile management and development of information systems and services.
- 5.1.2 Areas of strategic management of the University with full support for data-driven decision making.
 - 5.2.1 Overview of fully digitised agendas.
 - 5.2.2 Overview of electronic tools for communication with study applicants, alumni, partners, for internal communication and for online implementation of MU commercial activities.
 - 5.2.3 Overview of electronic tools for synchronous and asynchronous learning.
- 5.3.1 Results of faculty IT needs surveys.
- 5.3.2 Results of user surveys.

Measures to meet the strategic objectives

I. Information systems, communication

- To establish a basic common framework for service and infrastructure development across the university - working with university IT departments at both staff and technical levels.
- To promote a unified MU IT architecture through active cooperation on development activities leading to a transparent and uniformly managed MU IT environment.
- To further develop learning management systems and tools to support synchronous and asynchronous teaching and student administration in all forms of study.
- To promote and develop centralised print service solutions at sites to facilitate the use of services by users while reducing centralised costs.
- To create a set of rules summarized in a methodology for the use of FF MU websites and social networks.
- To ensure bilingual information for students and academics on the MU Faculty of Arts website and social networks.
- To develop the faculty video studio with emphasis on space, continuous renewal of recording and processing equipment and further training of staff.

- To get acquainted regularly with technologies applicable for teaching (VR, graphic tablets, tools for interactive teaching, etc.) and with methodological and didactic procedures for their application in teaching at the Faculty of Arts; pilot-test selected technologies and procedures.
- To identify continuously needs and offer training to non-academic staff in the use of IT tools to facilitate and streamline their work, including cyber security awareness.
- To update and develop a dedicated website to support online learning for educators.
- To renew AV technology in classrooms continuously - evaluate needs with regard to distance learning, including the link to the media library, with the aim of creating a comprehensive technological environment for all forms of learning.
- To continually upgrade the faculty learning spaces to promote diverse teaching methods and collaborative learning.
- To regularly assess faculty IT needs and the quality of IT services.
- To describe and continuously promote the individual services provided by CIT in a user-friendly and comprehensible manner.
- To regularly evaluate CIT services, including user surveys, in-depth interviews, and adjust service offerings or offer new services based on these findings.

II. Electronization of processes and agendas

- Legislate, standardise and simplify the administration of equipment rental.
- Continuation of the full electronization of processes in accordance with the requirements of legal and internal regulations in all relevant agendas, including economic and personnel administration, management of receivables and payables, legal proceedings, etc.
- IT support for the transformation of the filing service into a fully electronic form.
- Development of tools for recording scientific outputs and evaluation of scientific performance.
- Development of originality checking systems and implementation of new algorithms for similarity search.
- Implementation of the principles of the Single Digital Gateway according to Regulation No. (EU) 2018/1724 and the right to digital service within the meaning of Act No. 12/2020 Coll. into IT tools for communication with applicants, students, employees and the public.
- Preparation and implementation of the necessary processes in relation to the Erasmus Without Paper initiative.
- Coordinated development of tools for full computerisation of legal proceedings and development and implementation of tools for electronic proceedings.

III. Information sources, decision support data, scientific data

- To ensure continued access to electronic information resources by participating in the National Centre for Information Support for Research, Development and Innovation (NCIP) project.
- Purchasing e-resources based on data analysis of the use of existing resources.
- Providing easy-to-understand publication and bibliometric analysis to support informed decisions to submit results to RIV.
- Extension of information education services of the Faculty of Arts MU tailored to the individual needs of each department, especially in the area of searching and working with subject-specific information resources.
- Development and management of the subject gates for working with information resources on the FF MU website.

- Interaction with the university-wide Open Access activity HR4MU II in the area of scientific data management and follow-up extension of the support provided to researchers.
- Development of the use of tools for the analysis of FF MU website traffic, with the aim of standardising the deployment in this area, regular evaluation and support for faculty website editors.

IV. Cybersecurity, IT infrastructure, data protection

- Maintain and develop faculty data networks and backbone connections to the MU network to further reduce the risk of outages and enhance security.
- Make maximum use of central IT management and administration systems.
- Increase the predictability and speed of response to cyber-attacks.
- Increase employee knowledge of secure data storage and transmission through training, awareness campaigns, etc. (types of storage according to data sensitivity, encryption, security of e-mail communication).
- In collaboration with departments, continuously update technology to ensure efficient and safe working from the office and home (e.g. introducing laptops into the university domain).

V. Quality of IT services

- To describe and continuously promote the individual services provided by CIT in a user-friendly and comprehensible manner.
- Regularly evaluate CIT services, including user surveys or in-depth interviews, and adjust service offerings and offer new services based on these findings.

6

Faculty administration and infrastructure

Strategic objectives

6.1 To ensure the economic stability of the Faculty of Arts 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 strategic objectives of the University.

6.2 To manage the development, renewal and construction of the infrastructure of the Faculty of Arts in a sustainable and responsible manner and to acquire related technologies and equipment to ensure adequate functional facilities for excellent research and quality teaching, a pleasant environment for students and staff, including adaptation to climate change and support for the environmental aspects of their operations.

6.3 In accordance with the principles of sustainable development, to manage energy, water and waste resources in a sustainable manner and to strengthen the informed management of faculty operations to enable efficient use of built facilities and property management.

Indicators and key results

6.1.1 Establishment of an incentive system for funding science and research at the Faculty of Arts in accordance with the internal definition of quality science reflecting the disciplinary focus of the departments and taking into account the results of the national evaluation according to the Methodology 2017+.

6.1.2 Higher share of FF MU in institutional funding of education and research due to growth in qualitative budget indicators.

Instruments, measures and activities leading to the fulfilment of the set objectives

I. Budget and management of the Faculty

- Increase awareness of budgeting methodology.

II. Operation of the faculty according to the principles of sustainable development

- Establishing policies for efficient and responsible energy, waste and water management and motivating students and staff to comply with them.

- Implementing active energy management of infrastructure to enhance its efficient use.

- Application of the BIM (Building Information Modeling) method on the premises of the Faculty of Arts.

III. Investments in the development of the faculty and related facilities

- Introducing systemic measures to reduce the volume of recyclable and non-recyclable waste produced, increase the use of renewable energy sources, save water, use rainwater and increase the use of grey water.

- In cooperation with the RMU, work to reconstruct the necessary buildings of the MU Faculty of Arts and to acquire the building on Veveří Street for the University.

IV. Building information and control systems, facility management

- To increase the proportion of SMART buildings, monitored and controlled by IT systems, within the faculty.
- To use BIM data to optimise building operations and technology.
- To renew security, access control and CCTV systems in faculty buildings.