

Masaryk University Strategic Plan Implementation Scheme for 2024

1 Teaching and Education

Strategic goals for 2021–2028 and measures planned for 2024

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

Key measures for 2024:

- **1.1.1** Continuation of the university-wide discussion in response to the current national reform, **undergraduate teacher training** and **start of change implementation**
- **1.1.2** Finishing the preparation of the **competency framework for university teachers** and starting its implementation including the preparation of methodologies, evaluation tools and educational activities related to its introduction
- **1.1.3** Better communication of the **care for the quality of educational activities** and importance of teaching as a prestigious academic mission of Masaryk University
- **1.1.4** Designing a comprehensive set of programmes to **develop the talents of motivated (secondary) school students** on the muni.cz platform; organization of activities that encourage gifted students to study at MUNI
- **1.1.5** Design and **implementation of a concept of involving students, student associations and alumni** into the communication and marketing activities aimed at potential applicants
- **1.1.6** **Implementation of a new partnership with secondary schools** and organization of periodical meetings for their principals and student counsellors
- **1.1.7** Strengthening active forms of **MU presentation at secondary schools** (from 2nd to 4th grades) by student ambassadors and academic staff through workshops and Science Slam Road Shows
- **1.1.8** Continued implementation of **surveys and in-depth interviews** in target groups that did not choose Masaryk University for their HE studies
- **1.1.9** Optimization of processes in which **Learning Potential Tests** for MU are taken in electronic form and preparation of an **e-learning course** for the electronic LPT
- **1.1.10** Offering the possibility to **take the LPTs on two dates** including the associated administration and adjustment of the e-application
- **1.1.11** Evaluation of the **Study Risk Prevention application** in the MU Information System
- **1.1.12** Prevention of **student dropout** through various types of **advising**, educational events for the **counselling network** and updates of the counselling directory

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

Key measures for 2024:

- **1.2.1** Review of the adopted concept of **shared university core courses** and completion of their pilot testing
- **1.2.2** Evaluation of the concept of **major/minor studies** through thematic evaluation by the MU Internal Evaluation Board

- **1.2.3** Promotion of activities aiming at **mental wellbeing of students** in synergy with the existing advisory services
- **1.2.4** Creation of a concept of an **online information signpost** for students to navigate them to the services provided by the university
- **1.2.5** Design of a new **booking system for the university advisory services**, aimed at various target groups
- **1.2.6** Evaluation of the pilot version of the **KAMPAK educational platform** mediating studies; its connection to practice and its further development
- **1.2.7** Analysis of the existing practice of **recognition of foreign higher education** in order to implement new procedures
- **1.2.8** Finalizing an amendment to the **MU Study and Examination Regulations**; its implementation including MU Information System functionalities
- **1.2.9** Preparation of the **MU Advanced Master's State Examination Regulations**
- **1.2.10** Preparation of an amendment to the **MU Scholarship and Bursary Regulations**

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

Key measures for 2024:

- **1.3.1** Formation of a multidisciplinary team to assist with the systematic **use of AI tools in teaching** and the introduction of **specific training** for teachers in the application of AI
- **1.3.2** Preparation of a **student panel of the MU Internal Evaluation Board** and its potential agenda
- **1.3.3** Implementation of internal **programmes for the promotion of online and distance forms of education**, teaching innovation and knowledge verification at the level of courses; interactive and simulation classes, organization of workshops, **consultations for teachers, and sharing best practices**
- **1.3.4** Update of the portfolio of educational and other activities as part of the **Podnikavost (Entrepreneurship)** agenda, development of inter-faculty cooperation and increased involvement of practitioners
- **1.3.5** Preparation of **guidelines for better work with the results** of university-wide **surveys** and course opinion **polls**
- **1.3.6** Start of active use of a new **application for university-wide course opinion poll results** and provision of related user support
- **1.3.7** Developing the concept of **modularity of the university-wide course opinion poll** to enable asking specific questions (e.g. feedback concerning the CORE courses)
- **1.3.8** Proposal for **expanding the IS MU e-learning** with further functionalities of modern learning management systems

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

Key measures for 2024:

- **1.4.1** Preparation of **educational programmes for care home clients**, aimed at maintaining and further developing cognitive abilities and promoting active ageing
- **1.4.2** Continued programmes of the **MjUNI children's university** including summer schools; strengthening the cooperation with the MUNI HELPS volunteer centre

- **1.4.3** Evaluation of the full version of the **web platform offering lifelong learning programmes**
- **1.4.4** Support for the **expansion of lifelong learning programmes** provided in **flexible forms**, including **microcredentials**; development of this forms of education
- **1.4.5** Broadening the **range of lifelong learning programmes** aimed at increasing, supplementing or changing qualifications throughout the **professional life cycle**
- **1.4.6** Implementation of newly created **standards and internal rules** for the design and implementation of all types of **lifelong learning** including microcredentials
- **1.4.7** Support for **further enhancement of professional competencies** of staff who prepare and implement lifelong learning programmes

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

Key measures for 2024:

- **1.5.1** Opening of the university-wide discussion about the **implementation of internationalization** into study obligations in bachelor's, follow-up master's and long-cycle master's studies at all faculties (i.e. taking at least one course in a foreign language at each study level or gaining experience abroad; developing communication skills in a second foreign language)
- **1.5.2** Continued preparation of a university-wide **Liberal Arts & Sciences** programme in English (preparation of materials for accreditation)
- **1.5.3** Design of a new **website motivating** students to participate in **international mobility**
- **1.5.4** Setting up processes in the **EDUC consortium** for Masaryk University to better use the cooperation potential
- **1.5.5** Optimization of the processes set up for **outgoing students and staff** in order to improve the quality of information, motivation and administration related to the mobility
- **1.5.6** Active use of travelling ambassadors and modern marketing tools, in particular content marketing on Instagram, to **raise awareness of stays abroad** and to address the most common barriers to student mobility
- **1.5.7** Implementation of **short-term international programmes** at MU through modules, introduction of new types of courses and use of support tools to motivate faculties, departments and institutes
- **1.5.8** Strengthening of **integration activities between international and home students** using tools like speedfriending, jointly organized events, online introductory activities, connecting outgoing and incoming students
- **1.5.9** Optimization of processes concerning a **uniform approach of university units to new international employees** and expanding integration activities at MU
- **1.5.10** Optimization of processes concerning a **uniform approach of university units to posting staff abroad** (change of place of work)

2 Research and Doctoral Studies

Strategic goals for 2021–2028 and measures planned for 2024

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

Key measures for 2024:

- **2.1.1 Targeted search for opportunities** for international research cooperation within **HORIZON EUROPE**
- **2.1.2 Establishment of an MU innovation platform for investors** wishing to promote student and staff ideas and their application in practice
- **2.1.3 Creation of a concept supporting the establishment of student start-ups** in the field of **life sciences** with the aid from investors and practitioners
- **2.1.4 Implementation of an MU strategy for managing university trade marks**

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

Key measures for 2024:

- **2.2.1 Implementation of the results of internal evaluation of research and doctoral studies quality into internal strategies of individual constituent parts** and MU
- **2.2.2 Support for highly promising researchers** shortly after Ph.D. in obtaining grants, e.g. from the European Research Council (ERC)
- **2.2.3 Support for GACR Junior Star projects** that did not get funding despite their **excellent evaluation**, through the internal grant scheme of the Grant Agency of Masaryk University (GAMU)
- **2.2.4 Raising the visibility of research infrastructures and core facilities** established by different parts of the university among their potential users across the university and beyond

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

Key measures for 2024:

- **2.3.1 Bibliometric monitoring of the publication output** at individual constituent parts of MU for strategic decision-making; adding national evaluation results to traditional indicators of research output
- **2.3.2 Efforts to involve the university in international initiatives for responsible evaluation of research** (including Open Science promotion)
- **2.3.3 Preparation and continuous implementation of the Agreement on Reforming Research Assessment (ARRA)** in collaboration with individual constituent parts of the university; active participation in the activities of the Coalition for Advancing Research Assessment (CoARA)

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

Key measures for 2024:

- **2.4.1** Implementation of the MU **supervisor standard and supervisor evaluation** as part of doctoral studies evaluation, based on requirements of the national reform of doctoral studies in cooperation with the MU Internal Evaluation Board, doctoral boards, working groups, students etc.
- **2.4.2** Support for excellent results in doctoral studies and graduation within the standard duration of study by the **Vice-rector's Award for Excellence in Doctoral Studies**
- **2.4.3** Strengthening international elements in doctoral studies by supporting **international mobility of doctoral students** and **arrivals of foreign experts**

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

Key measures for 2024:

- **2.5.1** Preparation of a new **conception of funding doctoral studies** based on the amendment to national legislation
- **2.5.2** Expanding and improving the portfolio of educational and development activities for doctoral students and supervisors as part of **MUNI PhD Academia**
- **2.5.3** Provision of special **courses for doctoral students**, focussed on the popularization of science

3 Internal Culture and Social Contribution Activities

Strategic goals for 2021–2028 and measures planned for 2024

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

Key measures for 2024:

- **3.1.1** Continued preparation and **implementation of the university strategies for the fulfilment of Sustainable Development Goals** (SDGs) by the university, its constituent parts and associations
- **3.1.2** Further development of the **web pages on social responsibility**, focussing on science and education
- **3.1.3 Implementation of the marketing strategy** (namely its Social Contribution principles) to all constituent parts of the university; providing methodological guidance to guarantors in setting up the implementation plan
- **3.1.4** Formulating a **communication strategy of the university**; providing it to faculties and university units together with methodological guidance
- **3.1.5** Drafting a **crisis communication plan** with specifications for individual faculties and units and organizing a workshop for contact persons from individual constituent parts

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

Key measures for 2024:

- **3.2.1** Raising the public visibility of **Masaryk University's contribution to society** through marketing and events
- **3.2.2 Educating the public** through **lifelong learning** programmes addressing social responsibility, sustainable development and topical social issues
- **3.2.3** Updating the **database of university experts** who appear in public debates and mass media; organizing a training workshop for such experts
- **3.2.4 Revision and completion of the university database of partner institutions** in cooperation with all constituent parts of the university to update the information and utilize their potential for further collaboration
- **3.2.5** Preparation of a **printed edition of the university paper in English** twice per academic year

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

Key measures for 2024:

- **3.3.1** Implementation of **socially beneficial projects** funded by the **ComMUNity Fund** for socially responsible initiatives of employees and students
- **3.3.2 Support for the MUNI HELPS volunteer centre**: operation and further improvement of the mobile and web versions of the application, cooperation with key partners and stakeholders

- **3.3.3** Development of **systematic care for the community volunteer network**: introduction of a volunteer work system (recruitment, educational workshops, support for personal growth, supervision, regular consultations, practice sharing, etc.)
- **3.3.4** Strengthening the university esprit de corps through volunteering by **building a network at each faculty** and fostering cooperation throughout the university by active involvement of its community (applicants, students and alumni)
- **3.3.5** Starting a **regular section** in the student newsletter, which will introduce **university clubs and associations** and their activities

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

Key measures for 2024:

- **3.4.1 Organizing a celebration of the 105th anniversary of Masaryk University** for the university community and the general public, partners and alumni
- **3.4.2 Presentation of university scientists and popular science activities** to various groups, extending beyond the South Moravian Region
- **3.4.3** Continued activities of the **MU Centre for Culture, Art and Events** that include university-wide events like Masaryk Days (focussed on the humanities and social sciences), Mendel Days (with focus on natural sciences), musical performances for students and employees, November '89 celebrations, book festival etc.

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

Key measures for 2024:

- **3.5.1** Building a **student community centre called MUNIPOINT** on the campus, which will strengthen the esprit de corps and MUNI brand awareness; sale of MUNI merchandise
- **3.5.2** Involvement of students in university life through active cooperation on projects and visual outputs (New Year's cards, student diary, MU calendar, photo competition, etc.)
- **3.5.3** Periodical meetings called **MUNI ALUMNI REUNION** in the Czech Republic and abroad
- **3.5.4 Computerization of the Alumni Card** for more effective targeted communication and development of relationships with the alumni community (systematic communication and care, invitations to events, partner offers, information from the university and faculties)
- **3.5.5** Design of an **alumni ambassador programme** to strengthen the alumni's connection to the university, share experience and know-how and motivate students through lectures or involvement in a campaign targeted at potential applicants
- **3.5.6** Promoting the **implementation of a unified visual style** in various forms: expanding the template database, training emphasizing follow-up consultancy support at faculties and other units

4 HR Management and Staff Development

Strategic goals for 2021–2028 and measures planned for 2024

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

Key measures for 2024:

- **4.1.1** University-wide **discussion about the new rules for terms of office of senior employees**, incompatibility and accumulation of senior posts, and **parallel positions** at several institutions
- **4.1.2** Continuation in the university-wide **discussion about the new concept of the careers system and employment of associate professors and full professors**, based on the innovated HR Policy Support Programme and an envisaged amendment to the Higher Education Act
- **4.1.3** Review of qualification requirements and criteria for **habilitation and professor appointment procedures**
- **4.1.4** **Redefinition of the postdoctoral position** and its role at Masaryk University; subsequent update of the MU job catalogue
- **4.1.5** **Finalizing new web pages focussed on careers**, intended for job candidates, and linking them to the candidate database
- **4.1.6** **Implementation of the Code of Ethics** into the practice of Masaryk University
- **4.1.7** Implementation of revised action plans following internal evaluation to maintain and renew the **HR Excellence in Research Award**; HRS4R implementation

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

Key measures for 2024:

- **4.2.1** Implementation and innovation of the **wellbeing framework for MU employees**; provision of psychological and careers counselling
- **4.2.2** Starting a discussion about the design of the **evaluation of academic and non-academic staff** through a single application and continued innovation of evaluation indicators
- **4.2.3** Establishment of an **expert group that will design a system of talent identification** among the university staff
- **4.2.4** Preparation of a **GEP action plan for 2025–2028**
- **4.2.5** Organization of various **educational activities and support for teachers** (including teaching assistants from among Ph.D. students) aimed at modern teaching methods and other key competencies

5 Information Systems and IT Support

Strategic goals for 2021–2028 and measures planned for 2024

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

Key measures for 2024:

- **5.1.1** Continued implementation of the system of **prioritization of requirements within the unified IT architecture** of MU
- **5.1.2** Modernization of the MU IT **single sign-on system**
- **5.1.3** Strengthening MU's position as a strategic point for the **monitoring of EOSC implementation and adoption of FAIR data principles in the CR** (including Data Management Plan) with the assistance by the EOSC CZ secretariat; active involvement in the preparation of the strategic project supporting thematic clusters within the Open Science II call
- **5.1.4** Active involvement of **MU libraries**, as part of the **CARDS** project, in the preparation and implementation of a public contract aimed at the acquisition of a single centrally created and populated **next-generation library and information platform**
- **5.1.5** Preparation of computerization of the **appeal procedure within admissions procedures**
- **5.1.6** Computerization of the **appeal procedure regarding studies**

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

Key measures for 2024:

- **5.2.1** Development of organizational and technical measures to ensure **IT security at MU**, based on the **amendment to the Cybersecurity Act**; strengthening the competencies of CSIRT-MU and cultivating its national and international contacts
- **5.2.2** Support for the cooperation with the National Cyber and Information Security Agency, National Agency for Communication and Information Technologies and other national and international bodies in the field of cybersecurity and cyber defence
- **5.2.3** Active participation of MU in the national solution of **cybersecurity in the public higher education, energy and hospital sectors**; direct involvement in the activities of Hospital SOC (hSOC)

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

Key measures for 2024:

- **5.3.1** Starting cooperation with the winner of the tender for a new **supplier of the next generation ERP system**, pre-implementation analysis
- **5.3.2** Continued **implementation of INET 2.0** including migration of selected applications
- **5.3.3** Development of a **data warehouse** and implementation of other **pilot data analysis projects** with advanced tools in various areas of management of the university and its constituent parts
- **5.3.4** Visualization of how key indicators of the MU Strategic Plan are met and its provision to the university management for flexible use

- **5.3.5** Development of the **MU employee portal** and promoting its use by university constituent parts
- **5.3.6** Implementation of an employee training platform, i.e. a **course and trainee administration system** and its interconnection with other internal systems
- **5.3.7** Preparation for the implementation of the technological solution of **microcredentials**
- **5.3.8** Implementation of new terms of **admissions procedure evaluation**
- **5.3.9** Preparation for the **accreditation of MU digital archives**
- **5.3.10** Implementation of a **Single Digital Gateway** to various parts of MU IT
- **5.3.11** Preparation for the **certification of MU records management**

6 Institution Management and Infrastructure

Strategic goals for 2021–2028 and measures planned for 2024

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

Key measures for 2024:

- **6.1.1** Active involvement of MU in the formulation of the **national methodology for the allocation of statutory funds** (in particular the subsidy for educational activities and support for long-term conceptual development of a research organization (DKRVO))
- **6.1.2** Implementation of other **measures**, including cost-saving measures, leading to **long-term sustainable funding** of the university
- **6.1.3** Continued **awareness-raising regarding the budgeting methodology** and the concept of sustainable multi-source funding for MU

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

Key measures for 2024:

- **6.2.1 Further reduction of the energy intensity of buildings** and modernization of related technological equipment (building adaptations and energy management)
- **6.2.2** Continued preparation for the implementation of the **Concept of Introducing the BIM** (Building Information Modelling) method in the Czech Republic for the purposes of MU infrastructure construction
- **6.2.3** Implementation of **construction investments** within a **strategic development project** focused on sustainability and innovation for a healthy and secure society
- **6.2.4** Implementation of investments in infrastructure in accordance with the MU Plan of Investment Activities for 2024

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

Key measures for 2024:

- **6.3.1** Initiation of **periodical monitoring of the university's carbon footprint** and preparation of an action plan to reduce it
- **6.3.2** Continued implementation of a **responsible public procurement strategy** taking into account economic, environmental and social concerns, including the application of qualitative criteria at individual constituent parts of the university
- **6.3.3** Preparation of a **sustainable mobility strategy** and starting the implementation of an **energy management strategy**
- **6.3.4** Regularly **communicating the principles of efficient and responsible water and energy management** to students and staff (university paper, MU newsletters, web portal etc.)

- **6.4.5 Continued implementation of CAFM** (Computer Aided Facility Management) for the efficient operation of university buildings, including **space management**, by means of relevant modules and populating the modules with data