



MASARYK UNIVERSITY



ANNUAL ACTIVITY REPORT

2013



MASARYKOVA UNIVERZITA

MU ANNUAL ACTIVITY REPORT 2013

15 MAY 2014

Foreword

In terms of external developments associated with university life, 2013 was a year of relative stability, however surprisingly such a statement may sound in the context of the fall of the government and the ensuing snap elections. Thankfully, the dynamics of university life are only influenced by political excesses to a limited extent. After emeritus rector of Masaryk University Petr Fiala assumed the duties of the Minister of Education, Youth and Sports, the previously escalating debate on higher education reform somewhat abated, allowing for at least some of the necessary legislative changes to take place and providing an opening for further legislative work essential for a future overhaul of the Higher Education Act. While the Czech academic community did have a number of opportunities to engage in public reflection on the importance of academic freedoms and discuss the fine line separating academia and politics, the position of the academic community as such remained quite united, a welcome change contrasting with the internally polarized debates of 2012. An additional element contributing to a calming of the previously turbulent atmosphere was the slight increase in university budgets, introduced following a period of decline caused by the economic recession.

Turning from external developments to the internal workings of the university itself, it is worth pointing out several highlights which may be considered truly groundbreaking. First, the figures presented further on in this document constitute unambiguous evidence of unprecedented investments in the area of research infrastructure, largely funded by the Research and Development for Innovation Operational Programme. As a direct consequence of these investments, Masaryk University now has a unique opportunity to increase its research output and become an elite European university. The operation of newly established facilities will naturally place increased demands on future financing; however, the successes of our research teams in acquiring European grant funding constitute a positive sign for the upcoming “period of sustainability”.

Positive study-related developments include an ongoing decline in student numbers and an associated increase in all areas of the quality of studies. The student–teacher ratio at Masaryk University remains relatively high and further corrections are necessary. In 2013, internal debates focusing on the quality of degree programmes were supplemented with information from university-wide surveys, in particular the Premature Termination of Studies Analysis and an analysis of student workloads. This kind of feedback, unique in the Czech Republic in terms of both scale and systematic approach, forms an important precondition for the development of an internal system of quality care and constitutes an essential tool for correcting the excesses of the violent “massification” of Czech higher education in the past. The university is thereby taking additional steps in preparing for a transition to institutional accreditation, scheduled for the coming years in connection with future legislative changes.

The above examples clearly indicate that the quality of research and studies constitutes a long-term objective the academic community is fully dedicated to. Success in these core areas allows the university to play an important role in a broader social context on regional, national and international levels. Though the texts of many national or European strategies may suggest otherwise, this social role goes far beyond issues such as technology transfer.

In closing, I would like to sincerely thank all of my colleagues who contributed to developing the prestige and reputation of our university in 2013.

Mikuláš Bek
Rector

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The University in 2013

The university in numbers in 2013

Faculties	9
Degree programmes:	219
Fields of study:	1,344
Entrance applications submitted:	69,229
Students:	40,844
Doctoral students:	3,493
Lifelong learning participants:	19,093
Partner secondary schools:	70
Students with disabilities:	540
International students:	6,393
Employees (physical persons):	5,172
Graduates:	9,022
Average monthly salary (CZK)	44,347 CZK
Scholarships paid out to students (million CZK):	490
Patent applications submitted:	16
Patents awarded:	8
Total non-investment income (million CZK):	6,156
Non-investment research and development funding (million CZK):	1,446

Key events in 2013

New Centres of Science

A laboratory equipped with the most powerful nuclear magnetic resonance spectrometer in Central and Eastern Europe was opened in **CEITEC**. The University Campus in Bohunice thus contributed a significant piece of equipment to the National NMR Centre.

New Faculty of Economics and Administration Library Opened

A renovated library was opened at the Faculty of Economics and Administration in February. The existing faculty library and foyer were expanded due to limited capacity thanks to funding provided by the FEA MU Doctoral Studies Infrastructure project.

Academic and Student Accomplishments

Seven Outstanding Scientists Recognized by University

The new Research Support Programme provided Masaryk University with a platform for the recognition of its most successful scientists. The key G. J. Mendel award for internationally recognized research results was presented to Professor Milan Brázdil for his publication of a work explaining the nature of the experience known as *déjà vu* in the prestigious *Cortex* journal.

Ministerial Awards for MU Graduates

The Award of the Minister of Education, Youth and Sports for outstanding students and graduates was presented to Veronika Štěpánková from the Research Centre for Toxic Compounds in the Environment (RECETOX) of the Faculty of Science and to Terezie Mandáková from the CEITEC Plant Cytogenomics research group.

Honorary Doctorates in History and Chemistry Awarded by MU

An honorary doctorate was awarded to the American art historian Thomas DaCosta Kaufmann, a scholar well-known for mapping the works of painters working at the Prague court of Emperor Rudolf II at the turn of the 17th century. An honorary doctorate in chemistry was awarded to Josef Dadok, the founder of nuclear magnetic resonance (NMR) spectroscopy in the former Czechoslovakia.

Quality in Studies and Education

Study Module for Talented Students Launched by Faculty of Medicine

Selected first-year students of the Faculty of Medicine began studying in a special study module modelled after existing programmes employed by prestigious foreign universities. The module is specifically designed to train talented students to become first-rate biomedical researchers and clinicians subsequently capable of furthering their education.

Nobel Laureate Lectures at MU

Nobel laureate in Chemistry Thomas R. Cech lectured on the discovery of the catalytic function of ribonucleic acid as well as introducing his current area of research to Masaryk University academic employees and students. His lecture, entitled “From the RNA World to the RNP World: Ribozymes, Telomerase and IncRNA”, was attended by over 120 people.

Diploma Authenticity Verification System Launched

Masaryk University publicly launched pravydiplom.cz, an online diploma authenticity verification tool. The easy to use system was developed by experts from the Faculty of Informatics.

Americans Studying at MU Eligible for Government Loans

Masaryk University is the second higher education institution in the Czech Republic to participate in the United States federal student loan programme, which provides American students at MU with the opportunity to secure loans from the federal government, thereby increasing the potential number of prospective overseas students applying for degree programmes taught in English.

Science, Research and Technology Transfer

Nerve Cell Research Breakthrough

An enzyme responsible for the differentiation of stem cells into nerve cells and cells which eventually become internal organs at an early stage of an individual's development was discovered by researchers from the Faculty of Medicine. Following a long verification procedure, their results were confirmed by *Cell Stem Cell*, one of the most prestigious scientific journals in the field.

Top European Scientific Grant Awarded to CEITEC

The most prestigious European scientific grant awarded by the European Research Council (ERC) was presented to Pavel Plevka in recognition of his successful Structural Studies of Human Picornaviruses project. Plevka thus became the only scientist in the Czech Republic to obtain financial assistance from the ERC in the Starting Grants category.

New Bacterium Discovered in Antarctica

Pseudomonas protekii is a new bacterium identified in Antarctica by microbiologists from the Faculty of Science, who first began collecting and researching microorganisms on James Ross Island in 2006. Masaryk University's Antarctic research station is the only such facility operated by a Czech institution.

Dinosaur Tooth Found Hidden in Faculty of Science Collections

The remains of a Jurassic dinosaur were identified in the collections of the Faculty of Science by geology student Daniel Madzia. A tooth preserved in a piece of limestone which had previously been thought to belong to a marine crocodile was newly identified as that of a dinosaur living approximately 160 million years ago.

Great Moravian Warrior's Tomb Excavated

A warrior's tomb – complete with a Great Moravian sword – was unearthed at Kostice near Pohansko, a major ninth-century centre. The densely populated urban area and its surroundings have been the focus of excavations conducted by the Department of Archaeology and Museology for a period of 55 years.

The University and Society

Scala Cinema Saved by the University

Scala Cinema, previously managed by a municipal allowance organization, was restored and reopened in October in cooperation with Aeropolis, a company tasked with year-round film programming. The university, which leased the space following its closure by municipal authorities, thus obtained a venue suitable for academic activities and opened the cinema for the benefit of students, academics and the general public. Members of the public are invited to participate in the ongoing process of renovation by donating money via the darujscale.cz project.

Message for Future Generations Walled up by Philosophers

A time capsule with commemorative documents was bricked up in a wall of the Faculty of Arts. Faculty representatives were inspired by the discovery of a commemorative plaque and a similar capsule from 1892. The plaque – which was immediately restored – marked the twentieth anniversary of the completion of the municipal boys' orphanage which had previously occupied the building.

Cooperation with Secondary and Primary Schools Expanded

The popularization and promotion of science among children and teenagers is one of the key objectives of Bioskop, a research and teaching centre recently opened at the University Campus Bohunice. The centre offers biology and chemistry courses tailored specifically to the needs of primary and secondary schools, including hands-on activities in university laboratories.

Masaryk University Dominates Annual Hockey Match

“Brno is ours!” was the cry heard throughout the grandstands of Kajot Arena on October 21. Fans of Masaryk University were overjoyed to witness their team's defence of last year's title in the university hockey match. The blue team defeated the Brno University of Technology 5:3.

MU Ambassadors

MU ambassadors are recruited from among talented secondary school students from the Czech Republic and Slovakia. They have access to a range of information and are tasked with providing their colleagues with further insight into matters such as studies, news and upcoming university events. In 2013, MU managed to assemble an informal network of nearly 160 secondary schools. Over 100 representatives attended the first official meeting, held in September 2013 at the Faculty of Social Studies.

1 Educational mission and student-oriented approach

1.1 Degree programme profiles and study demand

Throughout 2013 Masaryk University focused on the development and reinforcement of its unique position within the Czech and international higher education environment. Its defence of the **ECTS** and **DS Label** certificates at the end of the year is a sign of its long-term dedication to serving incoming international students and simultaneously providing outgoing students with the knowledge and skills necessary for studies abroad.

In accordance with the university's mission statement, MU is providing increasing numbers of international study applicants with the opportunity to enrol in existing fields of study **taught fully in English**. Although all fields of study are intended for high school graduates, some are specifically designed to accommodate a range of professionals, including e.g. **Energy Security Studies**, a field which adds a measure of practical skills to its international relations and energy security focus. Additional newly implemented fields include the Bachelor's double-subject studies **Mathematics Teacher Training** and **Czech Language and Literature** at the Faculty of Science and Faculty of Arts and a professionally-oriented Master's degree programme in applied geology at the Faculty of Science.

Intensive international collaborations between universities have resulted in a rising number of **joint** and **double degree** programmes. Examples of such programmes include **Europe from the Visegrad Perspective** – a joint programme implemented by the Faculty of Social Studies in collaboration with universities based in Poland, Hungary and Slovakia – and **European Governance**, a double degree programme co-organized by MU and Utrecht University.

The high number of applications for the **recognition of international education and qualifications** is another indicator of the wide range of fields of study on offer. Nearly 700 applications were processed by the Office for Studies of the Rector's Office in 2013.

Several **summer schools** took place at the university in 2013. Though diverse in terms of topic, format, target group and focus, they were all designed to promote internationalization, spread the good name of the university and tackle issues not dealt with during the semester.

The **Office for International Studies** organized three traditional summer schools and introduced a new event dedicated to the Central European experience of transformation from Socialism to Capitalism in the early 1990s and especially its social, economic, political and legal aspects. Individual faculties also hosted their own events. While the Faculty of Arts organized the traditional Summer School of Slavonic (Czech) Studies, several week-long teacher training seminars and a Taiwan studies workshop, events held at the Faculty of Science included e.g. the 9th annual Summer School of Environmental Chemistry and Ecotoxicology. Additional summer events focused on energy security, the cultural aspects of migration, urbanity and gender (FSS), legal writing (FLaw) and combative sports (FSpS).

In addition to the above mentioned legal writing seminar and the 4th annual Winter Programme on International Law and Human Rights, similar programmes also took place throughout the year, including e.g. the **Local Decision Making** intensive course held at FSS. Together with partners from Poland, the Netherlands, Belgium, Finland, the United Kingdom and the Russian Federation, the programme comprised a series of lectures and workshops focusing on local policies and decision-making carried out by local and regional authorities; students were also able to visit several institutions including City Hall, the Office of the Public Defender of Rights, various Brno-based media outlets and even the local fire department (i.e. part of the Integrated Rescue System).

In accordance with the university's dedication to streamlining education and preparing students for their future careers, most faculties are involved in collaborations with a range of companies and potential employers of faculty graduates. Such partnerships generally include final thesis supervision

and consultation, semester-long internships and work placements of varying duration, lectures given by external experts and actual involvement in professional tasks.

Study Demand

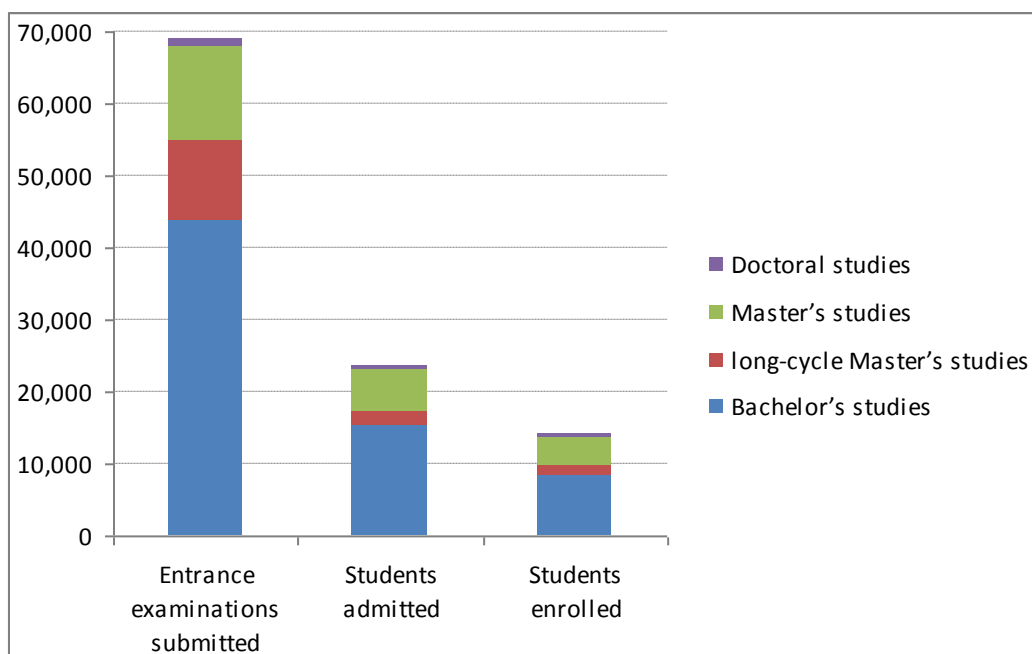
Masaryk University cares deeply about its relationship with prospective students; providing them with the attention and care they deserve is of paramount importance. The employment of commonly used current tools such as moderated social network profiles, continuously updated special-purpose websites, online campaigns and competitions is a key concern, as is the convenient electronic administration of all matters associated with the admission procedure. As in previous years, MU attended post-secondary education fairs in Brno, Prague and Bratislava.

MU has traditionally been among the most sought-after universities in the Czech Republic, receiving **nearly 70 thousand entrance applications** in 2013. MU is also extremely popular among international students. Since a significant part of this group is composed of students from Slovakia, Bratislava has even been designated as one of the learning potential test locations. The learning potential test (LPT) is a unified entrance examination format used by all faculties apart from the Faculty of Medicine and Faculty of Social Studies. An online e-learning LTP training course as well as the public versions of all entrance examinations to date are available free of charge on the university website. All online sources are widely used by prospective students and tens of thousands of users access individual course components every year. MU is thus able to provide equal access to all study applicants in terms of the quality of resources necessary for their preparation for the entrance examination, regardless of their financial situation or place of residence.

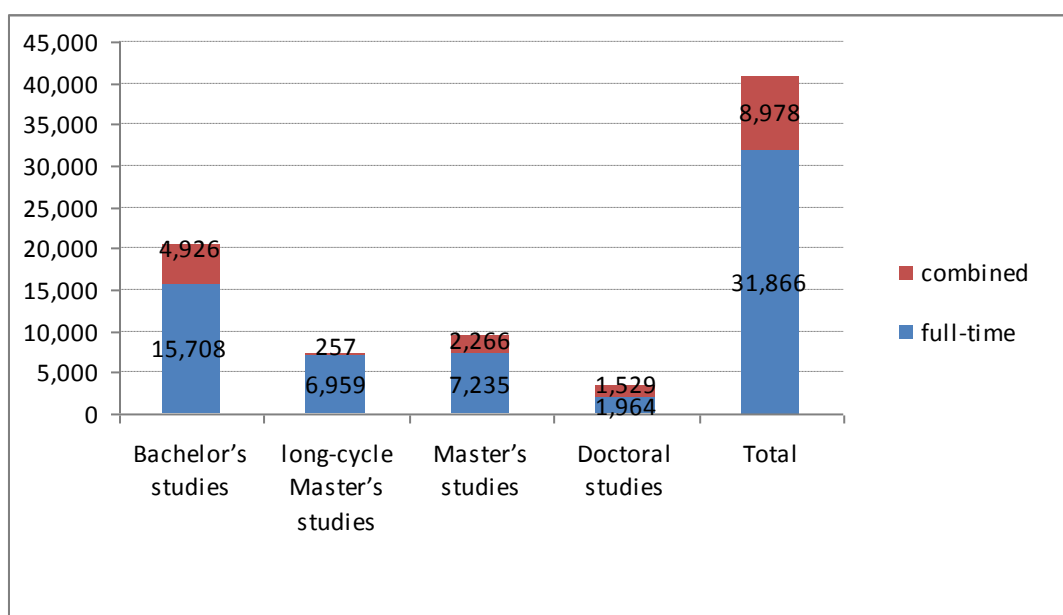
Study statistics (as of 31 October 2013):

- A total of 40,844 students were enrolled in diploma studies at Masaryk University,
- of which 20,634 were enrolled in Bachelor's degree programmes (50.5 % of all studies),
- 16,717 in long-cycle Master's and Master's degree programmes (40.9 % of all studies)
- and 3,493 in doctoral degree programmes (8.6 % of all studies),
- 6,393 international students in accredited degree programmes taught in Czech (15.7 % of all studies),
- 7,013 international students in accredited degree programmes in all languages (17 % of all studies), of which 5,864 students from Slovakia (14.4 % of all studies),
- 635 fee-paying students,
- 4,744 students over 30 years of age (11.6 % of all studies),
- 9,022 graduates of accredited degree programmes successfully completed their studies at Masaryk University (1 January 2013 – 31 December 2013).

Graph 1: Demand for studies at MU by study type



Graph 2: Students (studies) enrolled in accredited degree programmes at MU as of 31 October 2013 by study type



1.2 Doctoral studies

Masaryk University's nine faculties currently offer **56 doctoral degree programmes**. **Nine doctoral degree programmes** (comprising 20 doctoral fields of study) are accredited in collaboration with other universities or scientific institutions, namely the Brno University of Technology, Mendel University in Brno and Academy of Sciences of the Czech Republic.

In 2013, MU participated in a European Commission study entitled **Exploration of the Implementation of the Principles for Innovative Doctoral Training in Europe**. In collaboration

with the European Research Area, the European Commission set out seven key principles leading to successful doctoral degree programme development and organization. The first step called for an assessment of the extent to which these principles are known and implemented. In September 2013, Masaryk University representatives – including the vice-rector for research, faculty deans and vice-deans, field of study committee members and supervisors, student representatives and recent doctoral studies graduates – thus took part in a **meeting with representatives of the European Commission and EUA**.

A methodological document governing matters associated with **studies taking place in international partnerships with foreign institutions** was finalized in 2013. The document, entitled **Studies in Cooperation with Institutions Abroad**, was developed by the Office for International Studies, Research & Development Office and Office for Studies and focuses on international studies issues on the level of individual degree programmes and fields of study.

Nearly 3,500 doctoral students were studying at Masaryk University in 2013. **A total of 322 successfully completed their studies as of October 2013**. At several faculties, namely the **Faculty of Science, Faculty of Medicine and Faculty of Arts**, the doctoral student population exceeds 20 % of the overall number of students. In 2013, the first two doctoral students (Faculty of Informatics, Faculty of Science) successfully completed their studies according to the regulations of the so-called European Doctorate.

As part of a national doctoral degree programme assessment, the Accreditation Commission conducted an evaluation of doctoral degree programmes at three faculties: Sports Studies, Medicine and Social Studies. The accreditation of evaluated doctoral degree programmes was extended on the basis of the predominantly positive evaluation results. MU also implements an **internal degree programme and field of study evaluation system**. **Two programmes were subject to the internal evaluation procedure in 2013**.

Doctoral students are deliberately integrated into **research projects** or may become regular members of **large research teams**. Since 2010, creative activities – and especially those performed by doctoral students – have been eligible for the **Student Project Grant**. In **2013**, the total available funding for this competition stood at **135.146 million CZK**, distributed among **specific university research projects and student conferences**. A total of **157 projects** received financial support, including 13 student conferences.

MU recognizes excellent results delivered by its doctoral students, e.g. in the form of the annual **Rector's Awards**, traditionally presented in several categories. In addition, MU doctoral students have also received recognition outside of their alma mater, both at home and abroad. Two MU alumni were presented with the **Award of the Minister of Education** for outstanding students and graduates and one **graduate of the Faculty of Science won the Le Prix Sanofi de pharmacie**, an annual award presented by the French embassy in partnership with prestigious medical, pharmaceutical, technical and IT companies.

Rector's Award for an Outstanding Doctoral Thesis:

Marek Mráz, graduate of the Faculty of Medicine

Kateřina Vrábliková, graduate of the Faculty of Social Studies

Veronika Papoušková, graduate of the Faculty of Science

Rector's Award for the Best Students in Doctoral Programmes:

Michal Zimmermann, student of the Faculty of Science

Jana Tůmová, student of the Faculty of Informatics

Petr Preclík, student of the Faculty of Social Studies

Arnošt Mládek, student of the Faculty of Science

Selected External Awards:

Josef Mašek, student of the Faculty of Science, 1st place – Le Prix Sanofi de pharmacie 2013

Terezie Mandáková, student of the Faculty of Science, Award of the Minister of Education for outstanding students and graduates

Veronika Štěpánková, student of the Faculty of Science, Award of the Minister of Education for outstanding students and graduates

Michal Balážia, student of the Faculty of Informatics, winning Swedish Innovation Prize project

Martin Líška, student of the Faculty of Informatics, 3rd place – ACM SPY student competition

Martina Skalková, student of the Faculty of Education, 1st place – Student Research Activities, Current Issues of Education in Ph.D. Student Research X conference

Ondřej Májek, graduate of the Faculty of Medicine, 2nd place – SAS Prize 2012/2013 – final thesis competition

Doctoral degree programmes (as of 31 October 2013):

- 3,493 students in doctoral degree programmes in all languages (8.6 % of all studies at MU),
- 617 international doctoral students in accredited programmes in all languages (1.5 % of all studies at MU, 17.7 % of all doctoral studies at MU), of which 441 students from Slovakia (1 % of all studies at MU, 12.6 % of doctoral studies at MU),
- 322 graduates of accredited doctoral degree programmes successfully completed their studies at Masaryk University (1 January 2013 – 31 December 2013).

1.3 Quality assurance mechanisms and student-oriented approach

The internal evaluation of individual fields of study is a key quality assurance mechanism for the monitoring of education at Masaryk University. The **existing internal evaluation methodology was revised** in 2013 to incorporate past experience – the resulting **internal field of study evaluation update** thus reacts to input from both inside and outside of the university (including field of study evaluation requirements imposed by the Accreditation Commission of the Czech Republic and reflecting elements of individual national projects implemented by MEYS).

Lifelong learning programmes were first included in the degree programme and field of study evaluation system in 2013 following a revision of the evaluation methodology and subsequent implementation of a pilot assessment programme for selected programme types.

Fields evaluated in 2013 included those which submitted a request for accreditation renewal as well as fields of study submitted for evaluation by individual faculties. A total of **27 fields of study** from 7 MU faculties were thus subject to internal evaluation. The evaluation process at field/programme level is carried out by the field/programme guarantor and an evaluation team in the form of standardized **self-evaluation reports** which cover all areas associated with the evaluation of educational activities in a given field/program. The self-evaluation reports are then submitted for assessment by **external evaluators**, who in turn submit the self-evaluation reports along with an external evaluation to the **Degree Programme Board** which subsequently provides **recommendations** for individual fields of study and degree programmes. The outcomes of the internal evaluation process of fields of study/degree programmes are also discussed at university level. For this purpose, the university established the **Educational Activity Evaluation Board**, which consists of degree programme representatives from all MU faculties.

Quality assurance in the area of educational activities is a key MU priority. Current practices in evaluating outstanding academic employee performance have focused primarily on research and science. In 2013, in accordance with recommendations made by the international EUA evaluation team (and with regard to recommendations resulting from an evaluation carried out at MU in 2012), a mechanism for the recognition of exceptional educational activities involving students was introduced in the form of a new Rector's Award category: the **Rector's Award for Outstanding Teachers**. The award will recognize excellence in teaching by internal MU teachers and will be awarded on the basis of votes cast by the students themselves.

University Quality Assessment Seminar

In collaboration with the Czech Rectors Conference, Council of Higher Education Institutions and the Centre for Higher Education Studies, Masaryk University helped organize the **14th annual University Quality Assessment Seminar**, held at the **University Centre Telč** from 2 to 3 May 2013. MU participated as event organizer for the fourth time.

Internal quality assurance systems in higher education formed the primary focus of the event, which was attended by over 80 representatives of both public and private Czech universities and comprised nine thematic lectures, including two international contributions (from Poland and Croatia), and a subsequent discussion.

Educational Practice in the Era of Mass Education

The first annual internal conference on Education Quality at MU was held in 2013; the event was subtitled **Educational Practice in the Era of Mass Education**. The conference was primarily designed for teachers from individual faculties as a forum to share experiences and best practices in the area of educational theory and practice and drew over 80 participants.

Course Opinion Poll

The revision and update of the **course opinion poll, a key student feedback acquisition tool**, was a major MU concern in the quality assurance area in 2013. Materials analysing the existing nature of the course opinion poll were processed by the Strategy Office in early 2013 and proposals regarding its transformation were subsequently issued. A working group composed of university management representatives, Strategy Office employees, teachers and students was then tasked with the development of a **new course opinion poll concept**. During the course of 2013, the group compiled a system of new indicators (statements) and point-based evaluation scale and developed a new poll

design template and results presentation system. The new course opinion poll will be implemented in the MU Information System and fully launched in 2014 for the first time.

Institutional Surveys at MU

Masaryk University administers a number of institutional surveys aimed at quality monitoring and assurance each year – some are conducted internally, others are carried out in collaboration with external bodies. Institutional surveys at MU are driven by a keen desire to **implement a complex approach and interconnect all stages of studies**.

In addition to the traditional Motivation and Expectations of Freshmen at Masaryk University Survey, two further graduate surveys were conducted: one immediately following graduation, the other focusing on a target group one to two years after study completion. The final phase of the **premature termination of studies** survey, dedicated to compiling and synthesizing findings obtained during the course of qualitative and quantitative studies, was also completed.

While MU carried out a range of surveys on its own, the university also participated in international studies such as **Reflex 2013** – Graduate Placement and University Education Evaluation Survey, implemented by the Education Policy Centre of Charles University. Furthermore, while **Eurostudent V** – a survey held under the auspices of the Ministry of Education – examined attitudes and living conditions of university students in the Czech Republic, yet another survey was conducted among students regarding their satisfaction with studies, the results of which were subsequently included in U-Multirank, i.e. the international comparative university ranking scheme.

The findings of all implemented surveys were announced to the public at MU management level.

Quality assurance mechanisms are closely associated with strategic planning processes and evaluation activities. These activities include e.g. the **regular benchmarking of Masaryk University faculties** carried out in comparison with similar faculty types at public universities in the Czech Republic, i.e. the **Status of MU in the tertiary education sector** survey. In comparison with the preceding year, this study was expanded to include a number of indicators, especially in the area of studies, science, internationalization and funding. MU also joined the emerging international **comparative ranking U-Multirank** in order to provide insight into benchmarking with foreign universities.

With respect to the student-centred approach employed by MU, an **analysis of study workload within the ECTS credit system** was performed on the basis of data available in the MU Information System in order to evaluate current credit allocation practices.

University-wide Sociological Surveys Carried out in 2013:

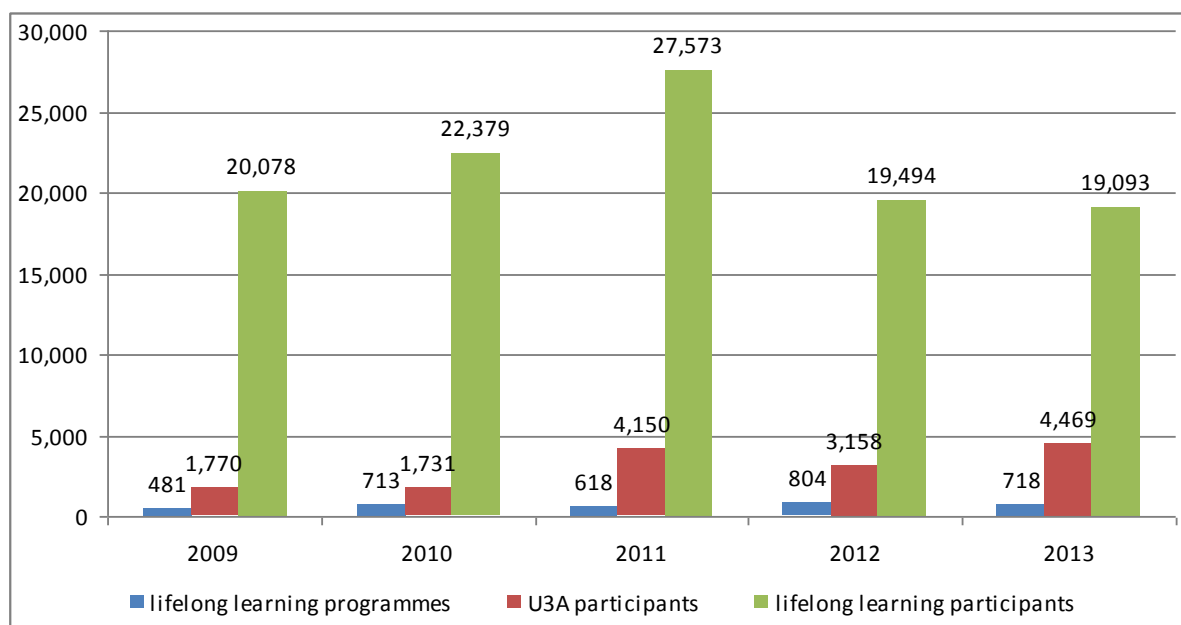
- Motivation and Expectations of Freshmen at Masaryk University in 2013
- Completion of Studies at Masaryk University – Past and Future 2013
- Graduate Placement Survey
- Premature Termination of Studies Survey
- Reflex 2013 – Graduate Placement and University Education Evaluation
- Eurostudent V – Survey on Social and Economic Conditions of Student Life in the Czech Republic
- U-Multirank

1.4 Lifelong learning

Masaryk University has traditionally focused on the support and development of lifelong learning for all professional and age groups. Lifelong learning continued to develop in accordance with the MU Strategic Plan throughout 2013, as evidenced by the fact that all faculties as well as the Rector's Office were involved in the implementation of several hundred – largely professionally-oriented – lifelong learning programmes. A total of **19,093 participants** in full-time, distance or combined study mode took part in **718 programmes** in 2013. The offer includes accredited degree programmes as well as professionally oriented supplementary, specialized and retraining courses for a wide range of professions.

Best practices in **lifelong learning internationalization** include collaborations associated with the development of programmes validated by foreign universities, e.g. **Nottingham Trent University**, and lifelong learning programme exchanges, carried out by the University of the Third Age in collaboration with the **University of Leipzig**. In October 2013, senior citizens from Brno participated in a week-long stay in Leipzig dedicated to exploring the artistic style of the Bauhaus. Courses for senior citizens, who make up approximately one fifth of all lifelong learning programme participants, are held in a variety of classrooms, computer rooms and MU library facilities; in addition, a lifelong learning film studies course was one of the first to make use of the **recently renovated Scala Cinema**.

Graph 3: Lifelong Learning Programmes and Participants (2009–2013)



1.5 Project activities in the area of educational offer development and associated services

In 2013 Masaryk University launched the implementation of nine **Education for Competitiveness Operational Programme** projects worth a combined total of 266.7 million CZK. **MU managed to implement a total of 109 projects worth 2.7 billion CZK.** The following faculties investigated the highest number of projects: FSci (19 projects, 445.5 million CZK), FA (18 projects, 296.8 million CZK) and FMed (13 projects, 286.6 million CZK). The following projects received the greatest amount of funding: Employment of Newly Graduated Doctors of Science for Scientific Excellence (197.6 million CZK) and Employment of Best Young Scientists for International Cooperation Empowerment (164.7 million CZK). Large-scale projects were also investigated at FSS: Internationalization, Innovation, Practice: Social Science Education for 21st Century (89 million CZK)

and at FEA: Innovation of Economic Study Disciplines in Accordance with the Requirements of the Knowledge Economy (84 million CZK).

Twelve Research and Development for Innovation Operational Programme projects worth 6,340.5 million CZK were implemented in 2013, with MU thus ranking first among public universities in the Czech Republic. Operational programme projects included the development and innovation of research and development infrastructure at FSci, CEITEC, ICS, FI, FA, FEdu and TTO.

A total of five **Austria – Czech Republic Cross-border Cooperation** and **Slovakia – Czech Republic Cross-border Cooperation** Operational Programme projects worth **27.5 million CZK** were implemented.

Three **Human Resources and Employment Operational Programme** projects worth a total of 19.8 million CZK were also investigated.

MEYS provided MU with funding for **three centralized development projects** worth 11.6 million CZK. MU functioned as coordinator of the Economic and Administrative University Information Systems Workflow project (3.9 million CZK) while independently investigating the Joint Degree Programme Development in Collaboration with Foreign Institutions project (3 million CZK) and participating as partner in the University Consortium: Analysis and Implementation of Cooperation and Capacity Sharing project (4.7 million CZK).

The university obtained 93.9 million CZK from MEYS for the implementation of the **MU Institutional Development Plan** for 2013.

A total of 43 **Higher Education Development Fund** projects worth 12.505 million CZK were implemented.

Support of Gifted Students in the South Moravian Region

The **Support of Gifted Students in the South Moravian Region** project, organized by the Institute for Research on Children, Youth and Family of the Faculty of Social Studies, is designed to **provide talented students with excellent education.**

Activities focusing specifically on this student group include e.g. the development of **two educational programmes and methodologies for teaching mathematics** outside of the formal educational framework. A secondary target group is also taken into consideration, i.e. the **teachers** of gifted students, their educators and counsellors, all of whom are also provided with **learning opportunities in the form of on-line courses and professional support portal services.**

Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 1 of the MU Strategic Plan 2011–2015

Indicator code and description:	II.1-13 Development of an Evaluation Methodology for Lifelong Learning Programmes		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A methodology for the evaluation of lifelong learning programmes was developed and approved and an initial pilot study was launched. - A self-evaluation report designed specifically for lifelong learning programmes was developed, as well as a user guide for self-evaluation report managers. 		

Evaluation:	Achieved		
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Indicator code and description:	I1.2-13 Revision and Update of the Internal Degree Programme Evaluation Process		
Initial state:	Established	Target state:	Updated
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The methodology for degree programme evaluation at MU was revised in 2013 in response to suggestions which emerged from the internal needs of individual faculties and criteria assigned by the Accreditation Commission of the Czech Republic. - All associated instructions were likewise updated, in particular the evaluation report instruction manual and instructions for external evaluators. Existing evaluation forms were also subject to revision. 		
Evaluation:	Achieved		

Indicator code and description:	I1.3-13 Development of a Cybersecurity Studies Proposal		
Initial state:	Not established	Target state:	Established in part
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The final report includes a suggested graduate profile, expected learning outcomes, key parameters of the new field of study (course credit load, recommended course of studies, etc.) and a proposed syllabus composed of new and innovative courses. 		
Evaluation:	Achieved		

Indicator code and description:	I1.4-13 Credit Load Analysis		
Initial state:	Not performed	Target state:	Performed
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The credit load analysis was designed to map and describe existing practices at MU faculties with respect to course credit allocation; study objectives also included the analysis of the total course workload of MU courses in relation to the number of credits allocated to students for the successful completion of a given course. - The necessary source data for the analysis were extracted from course information in the MU Information System, in particular from the Course Catalogue, Study Materials and the Interactive Syllabus. - A total of 257 courses were subject to analysis; indicators included the number of contact teaching hours, number of required literature pages, number and nature of course tasks and choice of course completion options. - The results of the analysis were submitted for consideration to MU management. 		
Evaluation:	Achieved		

Indicator code and description:	I1.5-13 Development of an Internal Regulation Governing Degree Programme Implementation		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The outline of a new internal regulation governing Bachelor's and Master's degree programme implementation was developed in 2013, as was a draft proposal regarding degree programme board activities. - The Quality Centre, established in 2014, was subsequently tasked with the further development and implementation of the relevant standards. 		
Evaluation:	Achieved in part, long-term objective		

Indicator code and	I1.6-13 Revision and Update of Student Feedback Acquisition Tools		
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description:			
Initial state:	Implemented	Target state:	Updated
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A revision of all existing surveys conducted among students and graduates took place in 2013; new components were added in view of the needs of MU management. - Two graduate surveys were adjusted in order to provide better insight into strategies used by students seeking jobs and to provide enhanced detection of grounds for unemployment. - A new survey among first-year students was introduced specifically in order to map the process of deciding between individual studies and to examine the grounds for switching or abandoning studies, which may subsequently result in premature study termination. - The MU premature study termination survey was expanded to include an assessment of potential motivation factors leading to study termination based on findings acquired from the qualitative part of a survey carried out at the turn of 2012/2013. 		
Evaluation:	Achieved		

Indicator code and description:	I1.7-13 Development of a Student-based Teaching Activity Recognition System		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A draft of the new Rector's Award for Outstanding Teachers was developed and approved by university management in 2013. - The right to nominate an outstanding teacher was reserved for MU students while the process of evaluating nominations and selecting winners was entrusted to a special Rector's committee composed primarily of faculty representatives. - The Rector's Award for Outstanding Teachers will be awarded to one academic employee from each faculty. 		
Evaluation:	Achieved		

Indicator code and description:	I1.8-13 Revision of a Methodological Guideline Governing the Administration of Applications for the Recognition of International Higher Education and Qualifications in Bachelor's and Master's Programmes Including Technical Support		
Initial state:	Established	Target state:	Revised
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A methodological guideline governing the university administration of applications for the recognition of international higher education was issued in 2013. The guideline is updated as necessary. - An application which enables administrators to carry out the entire recognition process electronically was developed and integrated into the MU Information System. 		
Evaluation:	Achieved		

2 Internationalization

2.1 Degree programme openness and offer of studies in foreign languages

In keeping with its long-term internationalization strategy, Masaryk University is dedicated to raising the number of incoming international students who complete their entire studies – either in Czech or in English – in Brno. In the past several years, the university has become a sought-after higher education institution for students from Slovakia and other central, eastern and south-eastern European countries; however, the university's goal is to strengthen its international competitiveness and attract students from other regions (including e.g. eastern Asia, Africa and South America) in order to maintain both its current level of internationalization and to attract motivated students from abroad. The offer of degree programmes taught in foreign languages offered by individual faculties is therefore expanding every year. A total of **10 joint degree/double degree programmes** were implemented at MU in 2013.

International studies (as of 31 October 2013)

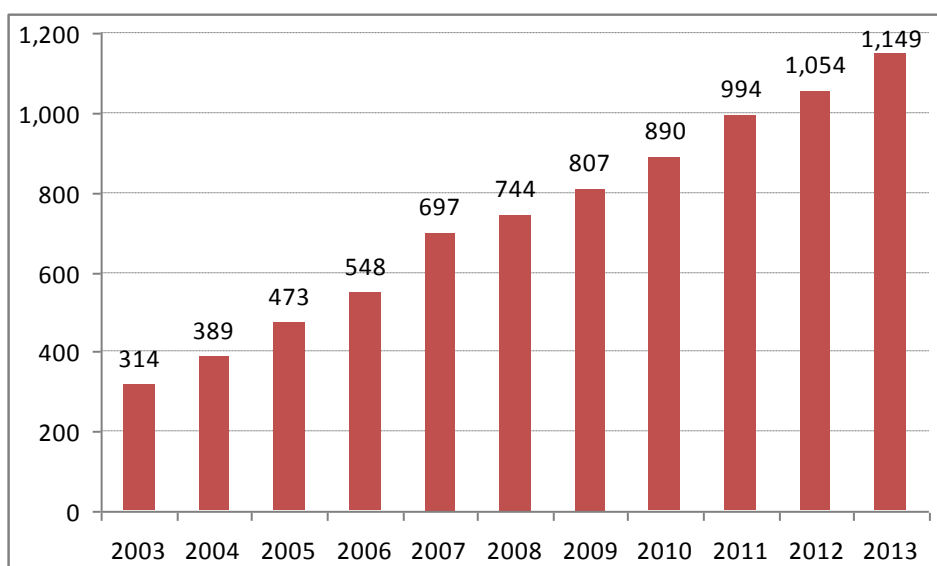
- A total of **1,149 international students** were enrolled in regular studies at MU (excluding students from Slovakia).
- 629 international students were enrolled in **degree programmes taught in foreign languages**.
- The **overall number of international students** is on the rise: in 2013, they accounted for **17.2 %** of all MU students (including students from Slovakia).
- The highest numbers of **international students (excluding students from Slovakia) enrolled in degree programmes taught in foreign languages** were to be found at the Faculty of Medicine, followed by FSS and FEA.
- The highest numbers of **international students (excluding students from Slovakia) enrolled in degree programmes taught in Czech** were to be found at the Faculty of Arts, followed by FSci and FSS.
- International student numbers at MU (degree programmes taught in Czech and in foreign languages combined) prominently feature students from **Russia** (FA, FEA, FI), **Ukraine** (primarily FA, FI, FSci, FSS) **Great Britain** (primarily FMed) and **Portugal** (primarily FMed).
- A total of **87 degree programmes in foreign languages** were accredited at MU in 2013.

Language Centre

The Language Centre plays a key role in the area of internationalization and language competence development. The university-wide unit is responsible for providing all students with specialized and academic language education in the following languages: **English, German, French, Spanish, Russian, Latin and Czech for foreigners**.

Throughout 2013, the Language Centre continued to implement the three-year-long IMPACT project, an undertaking which aims to increase the quality of university language education. The project focuses on methodological language education support at higher education institutions, language course innovation and language competence testing standardization. In addition, it also emphasizes foreign language teaching training and the integration of information technologies in language education. The Language Centre also continued to implement additional projects, including e.g. Deutsch.info, EILC and SMART, and launched **CZKey**, an international undertaking dedicated to the **development of a portal for the teaching of Czech as a second language**. The Language Centre actively participates in national and international professional and scholarly organizations (CASAJC, CercleS) and collaborates – in the form of exchange placements, seminars and video-conference mediated instruction – with a number of foreign universities (Great Britain, Germany, Finland, Spain, Belgium, Turkey and the Netherlands).

Graph 4: International Students in Accredited Degree Programmes in All Languages (excluding students from Slovakia)



2.2 International student and academic employee mobility

Improving the quality of studies by participating in international student and employee mobility programmes is one of Masaryk University's long-term strategic priorities. In 2013, a total of **1,659 outgoing students** (i.e. **9 % more** than in 2012) took advantage of the study and work placement opportunities offered by Erasmus, the primary international mobility programme. The most popular destinations included traditional countries such as **Germany, France, Spain and Austria**. The Erasmus programme was supplemented with a range of additional international mobility systems including Ceepus and Aktion and participation in international university networks such as the Utrecht Network, Compostela Group of Universities and ISEP. Mobility activities were also implemented outside of international mobility programmes, in particular thanks to the growing number of **bilateral inter-university agreements** with institutions around the world. These agreements provided **358 students** with an opportunity to travel abroad, most frequently to the USA, China, Russia and Japan. A total of **2,017 outgoing students** took part in **short-term international mobility programmes**, which represents an **increase of 3.4 %** in comparison with 2012.

A rising tendency was also registered in the case of incoming students involved in both short-term mobility programmes and in long-term degree studies. In addition to the **527 incoming Erasmus students**, a total of **154 non-European students** made their way to Brno thanks to the **Erasmus Mundus** programme (i.e. an interannual increase of 33 %). In 2013 Masaryk University participated in a total of 8 **Erasmus Mundus Action 2 consortia**, facilitating collaboration with so-called third countries such as Ukraine, Russia, countries of the Caucasus and the Western Balkans, the Middle East, South and South-East Asia, Latin America and Africa.

The **EMAIL** project – dedicated to collaborations between European and Israeli universities – continued throughout 2013 and the **KITE** (Knowledge, Integration and Transparency in Education) project – focusing primarily on African, Caribbean and Pacific countries – was launched. Both projects are coordinated by MU. Participating in Erasmus Mundus projects brings about a number of advantages. Not only does it expand the offer of mobility programmes available to MU students (of whom 32 travelled to a variety of unconventional destinations in 2013), it primarily enables the university to accept incoming students, postdoctoral researchers and teachers from non-EU countries.

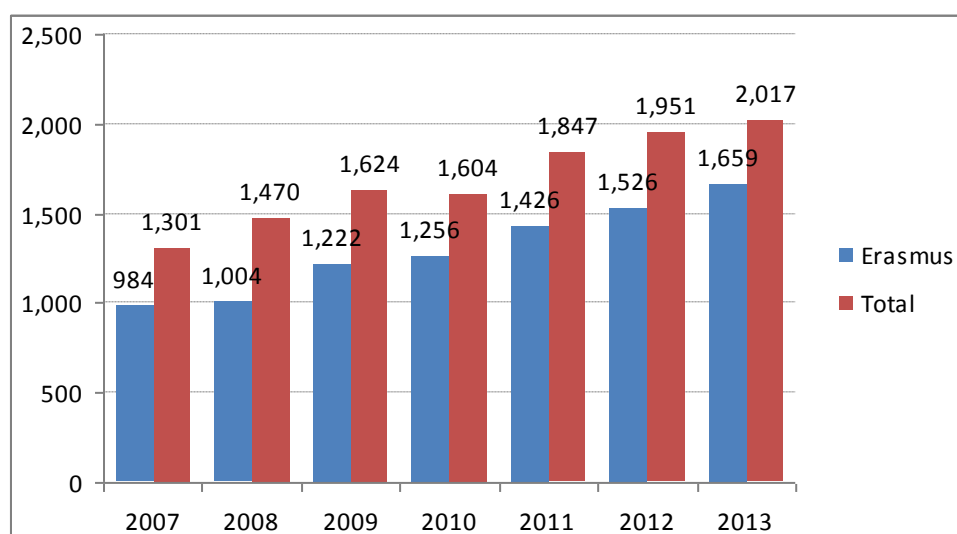
A grand total of **903 international incoming students** were enrolled in studies thanks to exchange programmes in 2013 (i.e. an interannual **increase of 18 %**), of which 60 % comprised Erasmus students, primarily from Spain, Germany, France, Poland and Italy.

MU has been focusing on providing higher quality mobility services for incoming students for the past several years. A comprehensive revision of bilateral agreements, associated with the transition to the **Erasmus+** programme, is a significant step in this area. An international placement recognition milestone was reached in 2013 with the launch of an **electronic application** capable of keeping track of **international placement records** in the MU Information System. The application provides an overview of recognized courses, ordered by faculty, department and field of study. In the autumn semester, incoming students were also invited to participate in a survey designed to assess the quality of MU courses taught in foreign languages. Additional introductory events included regular **Mobility Weeks** – organized by the Office for International Studies for outgoing students – and **Orientation Weeks** – organized prior to the beginning of each semester for incoming students.

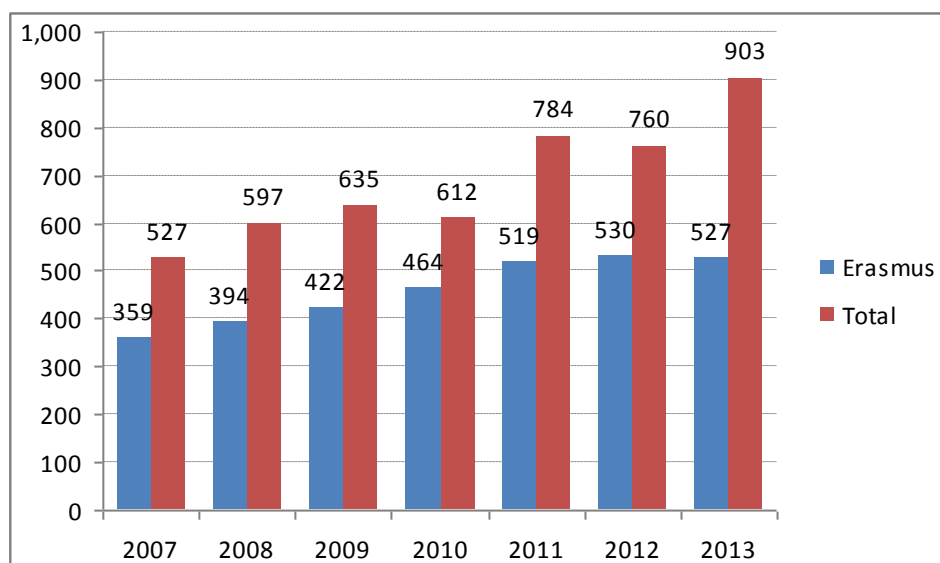
Academic employee mobility was primarily carried out within the Erasmus programme. While a total of **175 MU teachers** took part in teaching placements at partner European schools in 2013, **128 international teachers** participated in placements at MU (161 and 103, respectively, within the framework of the Erasmus programme); an additional 240 teachers visited Masaryk University under the auspices of a **project designed to improve conditions for visiting international academics** (four or five days to semester-long placements) to participate in intensive seminars or regular teaching at all levels of studies.

The university also concentrated on enhancing **non-academic employee mobility** by providing opportunities for professional knowledge and skill improvement by means of participating in international workshops, observing employees at foreign institutions and attending language courses and conferences. The 5th annual **Masaryk University Staff Training (MUST) Week**, an international event targeting administrative workers from partner institutions, was organized by the Office for International Studies. The intensive training sessions took place at the OIS and at MU libraries and were attended by 35 participants. A training workshop covering six different areas was held in November for the benefit of 13 non-academic employees of Utrecht University (in collaboration with the Rector's Office, UCB and ICS). Due to a great deal of interest on the part of applicants from partner universities, two MUST Weeks will be scheduled in upcoming years.

Graph 5: Outgoing students participating in international mobility programmes



Graph 6: Incoming students participating in international mobility programmes



Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 2 of the *MU Strategic Plan 2011–2015*

Indicator code and description:	I2.1-13 Development of a Database of Joint Degree Programmes Implemented in Collaboration with International Universities		
Initial state:	Not established	Target state:	Implemented
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A detailed methodological guideline regarding records of joint degree programmes implemented in collaboration with international universities was issued in 2013. - MU Information System applications essential for keeping track of joint degree programmes implemented in collaboration with international universities were modified. - Templates for study agreements valid for double-degree studies and European doctorates were prepared in several languages. 		
Evaluation:	Achieved		

Indicator code and description:	I2.2-13 Proportion of international students (excluding students from Slovakia) at MU		
Initial state:	2.4 %	Target state:	2.5 %
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - Of the overall number of students enrolled at Masaryk University in 2013, the number of international students stood at 7,022 (i.e. 17.2 %), of which 1,049 (i.e. 2.6 % of the total student population) were international students excluding students from Slovakia. 		
Evaluation:	Achieved		

Indicator code and description:	I2.3-13 Development of a Methodology for the Evaluation of Foreign Language Courses and Programmes by International Students		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A comprehensive methodology for the evaluation of foreign language courses and programmes was developed in 2013. The methodology was designed to cover all levels, from department-wide (teachers, course guarantors, department heads) to faculty-wide (vice-dean, dean) to 		

	<p>university-wide (Office for International Studies, tasked with evaluating the general aspects of mobility programmes, and MU management, responsible for all questionnaire-related issues).</p> <p>- The Office for International Studies developed a new course opinion poll in order to best accommodate international exchange students studying at MU. The results of individual poll sections are used primarily for monitoring and evaluating quality and assessing specific aspects of courses taught in foreign languages.</p>
Evaluation:	Achieved

Indicator code and description:	I2.4-13 Innovation of a Complex Advisory System for International Applicants at MU		
Initial state:	Established	Target state:	Innovated
Activities leading to indicator achievement:	<p>- The existing advisory system for international students was expanded to include a team of MU international students from all faculties and modes of study. A full list of these students, their fields of study and their contact information is available on www.muni.cz and through other communication channels.</p> <p>- Posts about current events at MU were regularly published on the Study and Research at Masaryk University Facebook page and on the Masaryk University Flickr page.</p> <p>- An MU profile with degree programme offers was also published on several additional educational portals: Educations.com, 4 International Colleges and Universities, Mastersportal.eu, Student Experience Exchange.</p> <p>- The university website designed specifically for attracting international study applicants (www.muni.cz/international_students) was continuously updated and several new elements were added, including an interactive flip-page brochure which provides a quick overview of the university and its offer of studies in Hindi.</p>		
Evaluation:	Achieved		

Indicator code and description:	I2.5-13 Development of a System for the Monitoring and Evaluation of International Student Mobilities		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<p>- The MU Information System introduced an application designed to help students work with data including records of international placements and requests for the recognition of courses passed abroad. Data obtained thanks to the application enable the university to perform analyses of student mobility, evaluate mobility directions and mobility programme types.</p> <p>- MU joined the international MEMO (Measuring Exchange Mobility Outcomes) project, which analyses the added value and quality of student mobility programmes and evaluates the level of services provided by both incoming and outgoing institutions.</p>		
Evaluation:	Achieved		

3 Social responsibility and openness in education

3.1 Facilitating access to education for disadvantaged groups

Support Centre for Students with Special Needs

The Support Centre for Students with Special Needs (SCSSN) is tasked with providing comprehensive services as required by all Masaryk University students with disabilities. Facilities for disabled students and employees – operated by the SCSSN – include **60 workstations in non-stop operating computer rooms** installed with a range of assistive software available on the Czech market, a publishing house specializing in Braille publications as well as tactile graphics and maps and a recording studio dedicated to sign language productions.

In addition to students, teachers and scientific employees working at MU in 2013 also included 4 visually impaired, 8 hearing impaired and one wheelchair-bound person.

In the autumn 2013 semester, Masaryk University registered a total of **540 persons** (an interannual increase of 20 %) with the following **disability types**:

- 101 visually impaired persons (interannual increase of 1 %),
- 93 hearing impaired persons (increase of 4 %),
- 76 persons with limited mobility (decrease of 1 %),
- 191 persons with learning disabilities (increase of 39 %),
- 79 persons suffering from mental health problems and chronic somatic diseases (increase of 68 %).

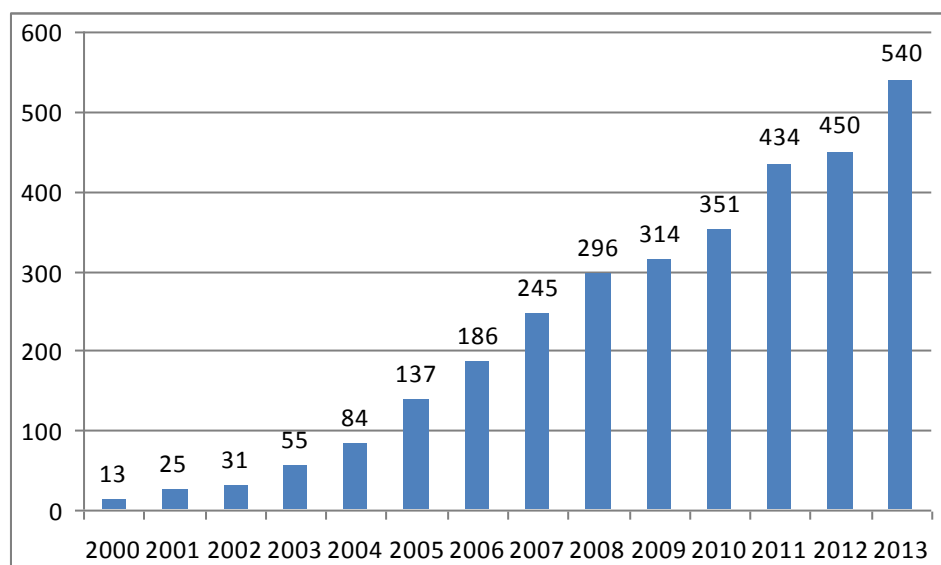
A total of **369 students met the MEYS-defined requirement for the allocation of a subsidy for services provided**:

- 73 visually impaired students (47 % of all visually impaired university students in the Czech Republic),
- 68 hearing impaired students (40 % of all university students in the Czech Republic),
- 74 students with limited mobility (38 % of all university students in the Czech Republic),
- 109 persons with learning disabilities (28 % of all university students in the Czech Republic),
- 45 persons suffering from mental health problems and chronic somatic diseases (19 % of all university students in the Czech Republic).

Public university libraries at MU house **1,400 volumes in Braille**, a total of **6,323 volumes are available in electronic form** and an additional **82 are available as hybrid books, a format developed at Masaryk University**.

MU activities promoting equal access to higher education held in 2013 included e.g. the 3rd annual **Universal Learning Design (ULD)** international conference. Furthermore, the **Association of Service Providers for University Students with Special Needs** was established by Masaryk University on 10 December 2013 in cooperation with the University of Hradec Králové as an association of higher education institutions dedicated to providing services to persons with special needs.

Graph 7: Disabled students at MU (as of 31 October 2013)



3.2 Scholarship policies, recognition of talented individuals and collaboration with secondary schools

Scholarship policies

In accordance with section 5 of the **MU Scholarship and Bursary Regulations**, Masaryk University offers **five types of scholarships**. Furthermore, individual faculties also announce scholarship and bursary programmes in order to motivate, reward or support outstanding students.

A total of **79 scholarship and bursary programmes** were announced in 2013. A total of **7,442,350 CZK** was distributed among MU students who reached excellent study results while a sum of **43,184,652 CZK** was disbursed in support of creative and research activities.

The annual **Rector's Awards for Outstanding Students** constitutes a significant source of inspiration. A sum of **70,000 CZK** was distributed among three of the best students in Master's degree programmes and an additional sum of **30,000 CZK** was presented to the winner of the **Rector's Award for outstanding achievements in sports**.

Masaryk University disbursed nearly **490 million CZK** in scholarships among its students.

The accommodation grant constitutes an additional source of financial assistance available to Masaryk University students in both semesters of the academic year. Conditions governing grant eligibility are stipulated by section 8, subsection 1 of the MU Scholarship and Bursary Regulations.

A total of **17,107 students** received an accommodation grant of 2,930 CZK during the first half of the year (i.e. an amount of **50,123,510 CZK** was disbursed) while in the second half of the year **17,122 students** were awarded grants of 2,950 CZK each (i.e. **50,509,900 CZK** in total). In 2013, an amount of **100,633,410 CZK** was disbursed in accommodation grants among eligible students.

Masaryk University also continued to award bursaries, as specified by section 91, subsection 3 of Act No. 111/1998 Coll. on Higher Education Institutions. A bursary of **1,620 CZK** was paid out to eligible

students every month from October to July. A total amount of **4,200,865 CZK** was disbursed among eligible students in 2013.

As a public higher education institution, Masaryk University is obligated to require students who meet legally stipulated conditions to pay **study-related fees**. Study-related fees form part of the income of the university scholarship fund and are **used solely for scholarship purposes by individual MU faculties**.

A total of **7,449 study-related fees** were assigned at MU in 2013. In 3,237 cases, students applied to the dean for a revision of the fee allocation process. Faculty deans cancelled 59 fee decisions and a further 30 were voided by a second instance, i.e. the Rector, who also confirmed all other fees as being in accordance with the relevant MU regulations.

Each application for a revision of a dean's decision may also include a request for the reduction or cancellation of the allocated study-related fee in view of relevant grounds (e.g. social or health-related). In 2013, a total of **12 % of all fee-related decisions** resulted in their **cancellation**. Most of these cases included students with disabilities, studying in accordance with Rector's Directive No. 4/2003 on the Studies of Persons with Special Needs, or students who completed their studies within a very short period after the fees were assigned. Fees were **reduced** in **75 %** of all cases submitted for consideration to the Rector. No more than 13 % of all students were required to pay the allocated fees in full due to the absence of valid grounds for their reduction.

Rector's Scholarship Programme and Talent Recognition

The MU Rector's Scholarship Programme, **designed to support student activities across faculties and even beyond Masaryk University**, was fully implemented in 2013. Recognized activities are generally associated with the development of both formal and informal education, the support of strategic objectives and university representation in sports and culture as well as in the area of social and R&D activities.

A total of **74 applications were submitted in 2013**: 53 were accepted and **31 were fully funded**. The Rector's Scholarship Fund disbursed an overall sum of **945,500 CZK** in support of e.g. the following projects and undertakings:

- Faculty of Law student team representing MU in the world finale of the Philip C. Jessup International Moot Court Competition;
- Faculty of Science student team representing MU in the Spin your Thesis 2013! project, organized by the European Space Agency;
- MUNIGAMES – competition for teams from all MU faculties;
- MU student team participation in the University Marathon – Charles University Rector's Cup (2nd place).

Rector's Award for the Best Students in Master's Programmes:

Lenka Sedlaříková, student of the Faculty of Science

Marek Joukal, student of the Faculty of Medicine

Petra Svačinová, student of the Faculty of Social Studies

Rector's Awards for Outstanding Achievements in Sports:

Jaroslav Soukup, student of the Faculty of Sports Studies

Selected External Awards:

Eliška Šilhánková, Ladislav Klobása, students of the Faculty of Economics and Administration, 1st place – Mock Manager competition

Radim Sedláček, student of the Faculty of Arts, Silver medal in team trap shooting – 27th Summer Universiade

Vojtěch Kunderát, student of the Faculty of Science, winning project – For Water project competition

Filip Kosík, student of the Faculty of Informatics, 1st place – SOIT and Liberix Award

Russian language students led by Natálie Naumová, Faculty of Education, 1st and 2nd place in the regional round of Ars Poetica – Pushkin Memorial

Awards presented to doctoral students are listed in chapter 1.2.

Collaboration with secondary schools

Long-term cooperation between the university and 70 Czech and Slovak secondary schools continued within the framework of the **Partnership in Education** project. An opinion poll conducted at secondary schools was employed in order to revise all project activities. Various events for talented students took place throughout the year and a special open day event was held in September. In addition to the above, secondary schools were also offered a choice of popular science lectures given by MU teachers and scientists. A seminar and tour of the renovated Faculty of Economics and Administration complex was organized specifically for counselling employees.

A new secondary school collaboration targeting prospective applicants was launched in 2013: **MU Ambassadors**. Each secondary school with studies ending in a school-leaving certificate examination in the Czech Republic and Slovakia was given the opportunity to nominate one student tasked with performing a number of activities, including the presentation of MU-related information to their classmates.

A total of 18 academic employee teams from five MU faculties and from the Mendel Museum took part in the **Secondary School Scientific Activity** project.

3.3 Student advisory services and premature termination of studies

Counselling and career advisory services are designed to foster student development, provide guidance throughout their studies and help address issues associated with education, training and future career development.

In 2013, a great deal of attention was devoted to the organization of **large-scale events**. The newly developed **JobAcademy** conference provided students with an opportunity to attend lectures given by

successful people and examine a variety of career options. The conference included workshops designed to introduce practical skills essential for personal and career growth.

The **JobChallenge** career fair, held for the seventh time in 2013, drew over 2,500 students and graduates from all Brno universities. Additions to the event included e.g. the **Name Your JobChallenge** competition and promotional happenings providing students with information about exhibiting companies prior to the event itself so that job candidates could make the best of the career fair and especially the job opportunities on offer.

The **JobChallenge Conference**, an event designed to provide participants with answers to questions regarding preparation and follow-up for the career fair itself, was organized for the first time. The conference – held at University Cinema Scala – helped prospective participants compare expectations and focus their career objectives.

Current MU students were also involved in co-organizing a range of counselling activities for their younger colleagues, including Prvákoviny, a two-day-long information session, and a Mock Assessment Centre event. A new student project providing a first-hand experience with human resources and recruitment was developed and held for the first time in 2013. Workshop and lecture participants were invited to try out a mock job interview and psychological testing, consult their resumes and obtain information on labour law, ethics and etiquette.

JobAcademy 2013 conference in numbers:

- 7 lectures – 10 inspiring speakers
- 5 workshops – 9 expert lecturers
- 8 stories – 8 successful MU graduates
- 736 registered students

JobChallenge 2013 career fair in numbers:

- Employers: 72
- Participants: over 2,500
- Pre-event happenings: 11
- Off-programme lectures: 18
- University associations: 15

JobChallenge 2013 conference in numbers:

- Lectures: 4
- Lecturers: 7
- Participants: 120

Mock Assessment Centre 2013 in numbers:

- Assessment centres: 10
- Participants: 96
- Interns: 42

Human Resources Backstage 2013 in numbers:

- Workshops: 35
- Lecturers: 12
- Participants: 140

Activities associated with the premature termination of studies

MU continued to take action in the area of premature study termination throughout 2013. The **qualitative part of the Premature Termination of Studies Analysis**, completed in early 2013, provided detailed information regarding student motivation to complete or terminate studies. A **university-wide seminar** organized by the Strategy Office addressed issues raised by both qualitative and quantitative survey components and led to debates regarding proposals at both university and faculty level.

Survey outcomes also led to the innovation of the IS MU electronic questionnaire – a significant source of information regarding **actual premature study termination motives** and a valuable communication channel.

Newly developed ancillary services available to students in the **MU Information System** include **IS Reminders**, an application which highlights important milestones and deadlines such as course and semester enrolment dates, indicates whether or not a student completed a required number of courses, provides reminders in case a study interruption period is about to expire, etc., thereby lowering the risk of non-compliance with study requirements as a result of administrative error on the part of an individual student.

Counselling services offered by the **University Advisory Service** (summarized above) form an equally important tool for preventing failure to complete studies.

Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 3 of the *MU Strategic Plan 2011–2015*

Indicator code and description:	I3.1-13 Implementation of a Premature Termination of Studies Prevention System		
Initial state:	Established	Target state:	Implemented
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - MU continued to take action in the area of premature study termination throughout 2013. The qualitative part of the Premature Termination of Studies Analysis, completed in early 2013, provided detailed information regarding student motivation to complete or terminate studies. - Newly implemented services available to students via the MU Information System include the IS Reminders application, which highlights key dates and deadlines. - The University Advisory Service and the MU Career Centre implemented a number of group activities in 2013 including development programmes, experiential programmes and group coaching as well as individual activities such as psychological counselling and career consultations. Events held at the end of the semester focused on thesis topic choice, information handling, task planning and the appropriate selection of learning strategies and self-management. 		
Evaluation:	Achieved		

Indicator code and description:	I3.2-13 Innovation of a Support System for Persons with Special Needs		
Initial state:	Proposed	Target state:	Implemented
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The Directive on Ensuring Accessibility to Masaryk University for Persons with Disabilities was implemented in 2013. This document defines key aspects of universal design and sets out the organizational and technological components of university accessibility. 		

	- An additional document, the Directive on the Studies of Persons with Special Needs, constitutes a continuation of section 42 of the MU Study and Examination Regulations and governs the rights and obligations arising from these Regulations with respect to students with disabilities.
Evaluation:	Achieved

Indicator code and description:	I3.3-13 Development of a Public Library of Publications Accessible to Disabled Persons		
Initial state:	7,000	Target state:	7,500
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - Following a significant measure of expansion in 2013, the number of publications which meet the criteria of accessibility for disabled persons stands at 7,805 volumes. - A total of 1,400 volumes are available in Braille and an additional 6,180 titles are available electronically; 82 titles are also available in a hybrid book format. - The publishing department of the Support Centre for Students with Special Needs issued 166 publications in collaboration with the national library for disabled students in 2013. 		
Evaluation:	Achieved		

4 University research profile

4.1 Scholarly activities, collaboration development and scientific team expansion

Masaryk University scientists published **1,007** (Web of Knowledge) or **1,266** (Scopus) original scholarly texts in 2013, i.e. a similar number in comparison with the preceding year. In addition, a number of monographs and chapters written by MU scholars were published by prestigious publishers both in the Czech Republic and abroad.

Although the number of publications did not increase significantly in comparison with 2012, their **quality** – assessed by the number of publications in journals in the first quartile – **experienced substantial growth**. Cutting-edge research results have been published in respected journals such as *Science*, *Nature Genetics*, *Nature Structural & Molecular Biology*, *Cell Stem Cell*, *Plant Cell*, *Genes & Development*, *Angewandte Chemie*, *EMBO Journal* and *Blood*. The fact that a growing number of excellent publications are based on research conducted at MU is a welcome occurrence, especially with respect to the long-term development of the university's scientific community. The constantly increasing number of publications appearing in leading multi-disciplinary or professional journals is undoubtedly the most significant qualitative change to take place in comparison with 2012. This is mirrored in the growing dynamics of the **citation index** achieved by Masaryk University's authors. An increasing number of publications are also being published in prestigious open-access journals such as **Plos One**.

Some shifts were registered with respect to the makeup of publication results in 2013. While **chemistry** continued to dominate among the natural sciences, it was closely followed by molecular biology, physics, environmental sciences, oncology, mathematics and plant sciences. **Informatics and economics** continued to perform well throughout the year. Outstanding results in the humanities and social sciences area were published in the **legal sciences**, linguistics, literary studies, public administration studies, sociology and the pedagogical sciences.

Masaryk University's **international collaborations** primarily targeted scientific units in the USA (11 % of all publications), Germany (10 %), Slovakia (6 %), France (5 %), Austria (5 %) and the UK (4 %). Within the Czech Republic, MU scientists most frequently collaborated with the Academy of Sciences of the Czech Republic (18 % of all publications), Charles University (11 %), Brno University of Technology (4 %) and Palacký University in Olomouc (3 %). Although the percentage of publications developed within the framework of various partnerships was relatively high in 2013, Masaryk University still ranks among the less collaboration-friendly universities in the Czech Republic, a predicament the university is keen to change in the future.

The positive effects of projects such as the Employment of Newly Graduated Doctors of Science for Scientific Excellence project, designed to **attract talented scientists** to CEITEC and other key research facilities, became apparent in 2013. In addition, the ECOP project Employment of Best Young Scientists for International Cooperation Empowerment **drew another 40 postdoctoral** fellows. The number of high-quality publications is expected to rise in the coming years thanks especially to the work of young scientists and post-doctoral scholars heading junior research teams. MU was also successful in securing its **first ERC project and first FP7 ERA-Chair project**.

2013 was a successful year for science at Masaryk University, especially with respect to the accomplishment of a significant improvement in the quality of publication output and in the area of international grant competitions.

Research Support Award – Rector's Research Awards 2013:
G. J. Mendel Award – Rector's Award for Internationally Recognized Research Results published in 2013

Jiří Damborský et al. – Author of a significant text focusing on protein stabilization in water and organic solvents. The concept is useful for protein stabilization for e.g. therapeutic, diagnostic, industrial, agricultural and environmental purposes.

Kamil Matulka, Hana Hříbková, Yuh-Man Sun (Wadeley) – The research group described a new molecular regulator of neural and mesodermal stem cell differentiation and published the results of their work in *Cell Stem Cell*, a prestigious scientific journal. The discovery has potential practical implications for the treatment of neurodegenerative diseases.

Awards for outstanding research results achieved by young scientists under 35:

Social sciences

Věra Stojarová – Author of a significant monograph published by Manchester University Press, a prestigious social sciences publishing house. Her scholarship focuses on security issues in the Balkans and is recognized both at home and abroad.

Natural sciences and medicine

Julie Bienertová-Vašků – Successful researcher in the area of adipokines, obesity-related molecules whose relationship to the molecular pathophysiology of obesity forms her primary research focus. She is also involved in the pathophysiology of solid tumours in children and, at her age, already ranks among the most significant research and pedagogical figures at the Faculty of Medicine.

Award for extraordinary international grant competition results:

Pavel Plevka – First MU researcher to win the prestigious ERC Starting Grant awarded by the European Research Council. The project, which focuses on structural studies of the human picornavirus, was the only recognized project submitted by a researcher working in the Czech Republic and the first-ever winning life sciences project investigated in the Czech Republic.

Award for long-term excellence in research:

Social sciences

Zdeněk Měřinský – Leading Czech and Central European archaeologist and medieval studies scholar focusing primarily on the culture of the Middle Ages. His interdisciplinary approach successfully integrates a variety of social and natural sciences. He is the author of an enormous number of scientific and technical texts and many acclaimed monographs.

Economics and informatics

Pavel Zezula – Researcher focusing primarily on data processing and information retrieval. One of his many publications, *Metric Index*, has greatly contributed to the creation of an independent area of similarity search modelled using metric space and has a significant following among many well-known foreign authors. Prof. Zezula is one of the most cited researchers in his field on a worldwide scale.

Natural sciences and medicine

Vladimír Sklenář – An internationally recognized expert in the field of nuclear magnetic resonance and its application in the study of biomolecular systems. His scientific, educational and managerial activities have significantly contributed to the establishment and development of this discipline – internationally and especially at MU. With an impressive h-index of 36, Professor Sklenář is one of the most frequently cited scientists in the Czech Republic and the most frequently cited scientist at Masaryk University.

4.2 Providing optimal conditions for research and research support

A significant measure of dependence on targeted (project) funding is a traditional hallmark of the Czech R&D funding system; however, this system generally produces a significant measure of research team instability. A significant increase in the proportion of institutional support in the overall amount of resources took place in 2012 and remained constant in 2013. Nevertheless, targeted funding is still the primary source of research funding available at MU.

In 2013, MU investigated nearly **400 research projects and 157 specific university research projects**. National targeted support providers constituted an essential research funding source. In 2013, MU investigated a total of 212 Czech Science Foundation projects, 3 projects funded by the Grant Agency of AS CR, 39 projects initiated by the Internal Grant Agency of the Ministry of Health, 21 projects announced by the Technology Agency of the CR, 3 research plans and 36 MEYS projects (MOBILITY, KONTAKT, Large infrastructures, INGO, COST, EUREKA) and a further 28 projects funded by other ministries.

Funding sources essential for the development of research activities at MU also include the **Research and Development for Innovation Operational Programme and Education for Competitiveness Operational Programme**. With respect to research, ECOP priority axis 2.3 Human Resources in Research and Development was of exceptional importance, with over 40 projects implemented in 2013 alone. A detailed overview of RDIOP projects is included in chapter 4.3.

International funding sources currently constitute a small share of the overall available funding, but their importance is extraordinary, especially as such grants significantly contribute to highlighting the university's scientific excellence. In 2013, the university investigated a total of **38 projects of the European Commission's Seventh Framework Programme**. A total of **51 new applications were filed in 2013**, including 17 in the People programme. The securing of the **highly prestigious ERC grant and ERA Chair grant** is one of the most important achievements of the year. In 2013, MU also investigated 4 projects funded by other prestigious international sources, including the **Welcome Trust, European Molecular Biology Organisation (EMBO), ESA and the Marsha Rivkin Center**.

The **South Moravian Programme for Distinguished Researchers (SoMoPro)** constitutes yet another significant source of funding. Designed to **attract foreign researchers and Czech scientists working abroad to the Czech Republic**, it is instrumental in raising the university's scientific excellence profile. The programme is funded partly by the Seventh Framework Programme (People, COFUND) and included a total of **25 projects in 2013**.

The **Central MU Grant Agency**, established in 2013 in accordance with MU Directive No. 6/2012, integrates three existing areas of support: specific university research, the Rector's Programme and the Research Support Programme. The Research Support Programme provided a framework for the first ever call for nominations for the **Research Awards** as well as for international grant proposals and interdisciplinary research project proposals.

The following five projects were awarded funding in the first internal **interdisciplinary research project** competition: Bioanalytical Cell and Tissue Authentication using Physical Chemistry Methods and Artificial Intelligence (investigated by the Faculty of Medicine and Faculty of Science of MU), High-Throughput Screening of Compound Libraries Aimed at the Discovery of Novel Inhibitors of the FGFR/ERK MAP Kinase Signaling (investigated by the Faculty of Science and Faculty of Informatics of MU), Energy Infrastructure and its Impact on Energy Security (investigated by the Faculty of Social Studies and Faculty of Science) and Inclusion in School as an Interdisciplinary Problem: Basis, Conditions and Implementation Strategies (investigated by the Faculty of Education, Faculty of Medicine and Faculty of Arts) and the Experimental Analysis of Repeated Decisions: Economic and Political Science Approaches (investigated by the Faculty of Economics and Administration and Faculty of Social Studies of MU).

Furthermore, the preparatory stages of a **central ethics committee** project were nearly completed in 2013.

4.3 Research infrastructure

At the EU level, the support of large infrastructures is an important component in efforts aimed at increasing competitiveness. The Innovation Union, a Europe 2020 strategy for research and innovation, includes a target which calls for the initiation or completion of 60 % of all priority infrastructures covered by the **European roadmap for large research infrastructures (ESFRI Roadmap)** by 2015. The Czech Republic is actively involved in preparing the Roadmap and its updates. A number of MU research teams are participating in several consortia, including the environmentally focused **INSTRUCT**, **ECRIN**, **ELIXIR**, **EATRIS** and **EuroBioImaging** and **CLARIN**, a social sciences and humanities infrastructure.

At the national level, the European research infrastructure roadmap and the needs and possibilities of Czech research and development in the area of large infrastructures are best represented by the **Czech National Roadmap for Large RDI Infrastructures**. MU functions as a nationwide coordinator for six infrastructures: **Czech Polar** (Gregor Johann Mendel Antarctic Station on James Ross Island), **RECETOX** (Research Centre for Toxic Compounds in the Environment), **CEITEC** (nanostructures and advanced materials), **INSTRUCT** (in collaboration with BIOCEV), **ECRIN** (in collaboration with St. Anne's Faculty Hospital in Brno) and **CERIT-SC**.

In 2013, six large infrastructure RDIOP (code LM) projects co-investigated by MU research teams received some measure of support from the MEYS chapter of the state budget for research, experimental development and innovation: **RECETOX** (National centre for persistent organic pollutants), **Babák Research Institute – ACIU** (Cell therapy and immunotherapy), **CEITEC – Open Access** (providing other Czech research teams with open access to shared CEITEC laboratories) and **CzechPolar**. As partner, MU is involved in the **CzechGeo/EPOS** project (distributed system of observatory and field measurements of geophysical fields in the Czech Republic – development and operation of the national ESFRI node of the EPOS project) and the **LINDAT-Clarín** project (development and operation of the Czech node of the pan-European research infrastructure linked to the Clarín and ESFRI projects).

Currently responsible for funding four research-oriented projects – CEITEC, CETOCEON (including support for the RECETOX centre), CEPLANT and CERIT-SC – the **Research and Development for Innovation Operational Programme** constitutes the primary source of support for the development of research infrastructures at MU. An overview of the centres' activities in 2013 is provided below, with the exception of the CEITEC project (described in chapter 7.1).

RECETOX is an independent Faculty of Science unit which focuses on research, development, education and expert activities in the area of **environmental pollution by toxic substances, their behaviour and impact on human health**. The development of the centre was supported by the CETOCOEN project (RDIOP) which was fully completed in December 2013. A total of 22 % of the centre's employees are international (29 % of all scientific employees). The centre investigated **44 research projects** supported by 20 separate sources, participated in the implementation of 6 FP7 research projects, one Marie Curie FP7 project (international training network for aspiring scientists), two cooperation projects integrating EU regions, three AMVIS CONTACT projects focusing on the promotion of cooperation with universities in the USA and 4 SOMOPRO projects designed to attract foreign scientists to Brno. A total of 32 contract research projects were also implemented, of which 11 were international, including e.g. **MONET**, a project dedicated to developing an air quality monitoring system in Africa, and **GENASIS**, a project focusing on the development of a software tool for collecting, visualizing and interpreting global data from the Global Monitoring Programme (www.pops-gmp.pops), both part of the **United Nations Environment Programme** framework.

The centre continues to function as a Stockholm Convention Regional Centre for capacity building and technology transfer in Central and Eastern Europe. Capacity building traditionally includes the **International Summer School of Environmental Chemistry and Ecotoxicology**, which welcomed 30 participants from 18 countries in June 2013 (the combined total of summer school graduates since 2005 stands at 368). Experts from RECETOX also participated in summer schools in Ghana, led courses in Brazil, Bosnia and Herzegovina, Turkey, Ukraine, and other countries. The centre recently concluded several agreements on international cooperation, e.g. with University College London, Toronto University, Indiana University, Environmental Company Sao Paolo and Slovak Medical University. In 2013, the centre published 65 articles in international journals with a total IF of 336 and an average IF of 5.2 and successfully passed an international evaluation organized by the Ministry of Education.

CEPLANT is a research centre operated by the Department of Physical Electronics (FSci MU), developed on the basis of a RDIOP project and dedicated to **research and development in the field of surface plasma modification**. In 2013, the CEPLANT project employed a total of **43 researchers and doctoral students**. A total of **25 scholarly articles were published or accepted for publication in academic journals with impact factor in 2013**. An additional **9 applied research results** were obtained thanks to projects focusing on plasma-induced enhanced plant seed germination and the plasma treatment of polypropylene fibres used in reinforced concrete and rabbit skins. In 2013, the centre joined **INPLAS**, an organization which brings together primarily German research organizations and companies working in nanotechnology and provides a communication and technology transfer platform.

CERIT-SC is part of the MU Institute of Computer Science and is funded in part by a RDIOP project. Its main objectives include **research and development collaboration in the design and subsequent implementation of large-scale in-silico experiments, facilitated especially by the extensive and highly modifiable (flexible) infrastructure offered by the centre**. The centre's investment activities were completed in 2013. Notable acquisitions include **a unique SGI UV2 system**, which provides users with up to **6TB of internal memory, simultaneously shared by 288 cores**. A system with such a capacity is unique in the Czech Republic and has been specially designed for work performed by groups with substantial internal memory requirements (e.g. for selected quantum-chemical simulations, bioinformatics calculations, large-scale finite element system calculations, etc.). In 2013, the centre also **acquired specific commercial software** such as ANSYS Mechanical, CLC Workbench – used primarily in the area of bioinformatics – and multiple licenses for the Mathematica system. The centre was actively involved in the establishment of a national **ELIXIR CZ** node, one of the first nodes of the ESFRI ELIXIR infrastructure (formally established in December 2013); a representative of the centre also participates in the ELIXIR ESFRI management structure as a Head of Node. Intensive cooperation with the national components of other ESFRI projects continued to thrive, especially in the case of BBMRI (biobanks) and CzeCOS/ICOS (CO₂ monitoring), which initiated negotiations regarding direct support for Aladin climate model calculations.

In addition to these activities, MU is also actively involved in **five research infrastructure projects** supported by the Capacities sub-programme of the **Seventh Framework Programme**, including **EastNMR** and **BioNMR** (development of a pan-European structural biology research infrastructure), **SUDSOE** (support for the application of the latest technologies in soil degradation prevention in Egypt), **ECRIN-IA** (infrastructure for international clinical evaluations and clinical studies) and **SYLICA** (development of interdisciplinary topics in the area of advanced materials and natural sciences).

4.4 Qualification development and academic employee structure

Rules and regulations governing MU employee career growth are set out in the **MU Career Code**, subject to a revision process beginning in 2013. Areas scheduled for revision include e.g. employee

agreement conditions, the status of emeritus employees and issues associated with MU employee evaluation.

Motivational elements relevant to the career growth of academic workers at MU include primarily habilitation and professorship appointment procedures in a wide variety of fields as well as the creation of favourable conditions for optional sabbatical leave and visiting scholar placements. New directives issued in 2013 include the **Rector's Directive on Habilitation Procedures and Professor Appointment Procedures at Masaryk University**. The further simplification of associated administrative issues is being planned for 2014 in connection with changes to applications in the MU Information System. A total of **36 habilitation procedures and 5 professorship appointment procedures took place at Masaryk University in 2013**; MU academic employees were involved in 23 and 5 cases, respectively.

In order to ensure the transparent and equal treatment of all employees, a proposal for a comprehensive **MU academic employee evaluation system** was proposed in 2013. The system would take into consideration all primary activities (i.e. both teaching and research activities as well as organizational and managerial activities). In addition to providing the necessary methodology, the MU Information System also developed an application for the evaluation of academic employees. The application provides a summary of the activities of a particular employee over a designated period of time and thus serves as a **support application for regular MU employee evaluation** while also providing a space to fill in information on projected career and professional growth of the evaluated employee in an upcoming period of time or the overall evaluation of an employee's performance by a senior employee.

MU recognizes excellent results delivered by its academic employees by presenting them with **Masaryk University medals** and also the annual **Rector's Awards**, presented in several categories. The preparation of the new Rector's Award for Outstanding Teachers warranted a revision and update of the associated Rector's Directive, which was also carried out in 2013. Furthermore, Masaryk University also awarded **two honorary doctorates** in recognition of the laureates' outstanding contributions to their fields of study.

Academic Employee Awards Granted in 2013:

GOLD MEDALS:

Dušan Holý, professor emeritus of the Faculty of Arts of MU

SILVER MEDALS:

Naděžda Siegllová, associate professor of the Department of Czech Language and Literature of the Faculty of Education of MU

Eva Minářová, associate professor of the Department of Czech Language and Literature of the Faculty of Education of MU

Stanislav Sedláček, lecturer at the Department of Administrative Studies and Administrative Law of the Faculty of Law of MU, painter

Rector's Award for Outstanding Creative Activity:

Martin Wihoda, Faculty of Arts of MU, *Die Sizilischen Goldenen Bullen von 1212: Kaiser Friedrichs II. Privilegien für die Přemysliden im Erinnerungsdiskurs*. Wien; Köln; Weimar: Böhlau, 2012

Selected External Awards:

Jozef Gruska, Faculty of Informatics of MU, title of Doctor honoris causa awarded by the University of Latvia

Marie Marečková, Faculty of Education of MU, title of Doctor honoris causa awarded by the University of Prešov

Alexandra Šulcová, CEITEC MU, Milada Paulová Award

Petr Klán, Faculty of Science of MU, Special Achievement Award of the President of the Czech Science Foundation 2013

Milena Šubertová et al., Faculty of Education of MU, Golden Ribbon 2013 for the best books for children and young people

Tomáš Janík, Faculty of Education of MU, Award for outstanding publication achievement, Czech Educational Research Association

Vojtěch Šimíček, Faculty of Law of MU, Significant Original Legal Publication Award – XXI Carlsbad Legal Days

Dana Šramková, Faculty of Law of MU, Badge of Honour of the Customs Administration of the Czech Republic

Ladislav Dušek, Faculty of Medicine of MU, Best scientific paper award – ISESS conference 2013

Honorary doctorates conferred in 2013:

Josef Dadok (Czech Republic), professor emeritus at Carnegie Mellon University in Pittsburgh, honorary doctorate (dr.h.c.) in chemistry

Thomas DaCosta Kaufmann (USA), Frederick Marquand professor of arts and archaeology at Princeton University, honorary doctorate (dr.h.c.) in art history

Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 4 of the *MU Strategic Plan 2011–2015*

Indicator code and description:	I4.1-13 Development of a Research Activity Evaluation Methodology		
Initial state:	Not established	Target state:	Proposed
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The implementation of a new research activity evaluation system was proposed and investigated in 2013. The envisioned system comprises three pillars: an annual bibliometric analysis of all MU fields, detailed evaluation of scientific and research output (including self-evaluation reports) at faculty level and supplementary evaluations of the scientific and research output of individual units. 		
Evaluation:	Achieved		

Indicator code and description:	I4.2-13 Complex MU Team Support System for Securing International Projects		
Initial state:	Limited functionality	Target state:	Functional
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - MU research employees received information support associated with orientation within the new system of international project acquisition while selected administrative employees received training in the area of regulation changes associated with the Horizon 2020 framework. - In addition, a strategy for the efficient acquisition of projects within the Horizon 2020 framework was developed and a strategy for the greater involvement of research teams in international projects – especially with respect to Horizon 2020 – was finalized. - The entire process of information distribution within the organization was streamlined. 		
Evaluation:	Achieved		

Indicator code and description:	I4.3-13 Establishment of a Central Research Ethics Board including the Development and Drafting of Associated Directives		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - Drafts of directives associated with the establishment of the Ethics Board for Research and the Statute of the Ethics Board for Research were completed in 2013. - A document detailing background information relevant to the area of research ethics was developed. - A proposal seeking the establishment of a central MU Ethics Board was approved. 		
Evaluation:	Achieved in part, long-term objective		

Indicator code and description:	I4.4-13 Interdisciplinary Synergy and Efficient Research Infrastructure Sharing Support System		
Initial state:	In development	Target state:	Functional
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The first internal interdisciplinary research project competition took place in 2013. Of the 30 submitted projects, 5 were selected and received university funding. - A number of activities associated with effective planning and research infrastructure sharing were implemented within the framework of a University Consortium development project. A logistics framework and information platform designed for the sharing of unique expertise, instruments, equipment and research technologies was developed, followed by a pilot project and pilot verification analysis. A foreign expert was 		

	invited to participate in the project.
Evaluation:	Achieved

Indicator code and description:	I4.5-13 Analysis Mapping Individual Research Types at MU		
Initial state:	Not performed	Target state:	Performed
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - Two approaches were utilized in the course of the analysis: a survey of funding types and an analysis of the types of results included in evaluations carried out by research organizations. - The analysis of result types included in evaluations carried out by research organizations in 2012 established that primary research constitutes approximately 95 % of all research activities carried out at MU, applied research accounts for less than 4 % and experimental development constitutes then less than 1 %. - The distribution of research activities at MU significantly diverges from the nationwide pattern. 		
Evaluation:	Achieved		

5 Innovation and technology transfer

5.1 Technology Transfer Office

The Technology Transfer Office (TTO) is a university-wide unit tasked with handling research and development results and providing services associated with the application of MU technologies and knowledge. The unit **significantly expanded its services** in 2013, especially in the area of licensing, intellectual property security and contract research commissions while also developing legal services associated with MU intellectual property management, agreement preparation and contractual relationship management and administration. Additional newly introduced competences include the planning, implementation and completion of applied research projects. The TTO also continued to provide administrative and material support for academic enterprise including the establishment of spin-off companies and other activities associated with MU results including outreach into educational, marketing and promotional activities.

TTO services are available to all MU faculties and units, as needed in accordance with their individual needs and requirements. In accordance with its long-term strategy, the TTO began to **develop a network of cooperating partners associated with individual economic units**, instituted **support for proof of concepts** in the case of selected technologies and launched intensive **international cooperation** projects (e.g. in the form of experience sharing and twinning with the IC2 Institute in Austin, Texas).

The development of TTO activities has also been fostered by the investigation of a three-year-long RDIOP Technology Transfer at MU project. The TTO team also participated in the preparation of the BioTechMed (RDIOP 7.3.) project, designed to support the development of biomedical technologies at MU; the project was subsequently successfully submitted and is ready for investigation in 2014.

The TTO organized a number of events in 2013, including the **first national technology transfer conference** and **TT DAY**, the unit's **first ever open day**. Additional activities for the benefit of the academic community and representatives of the commercial sector include the publication of a **bilingual brochure on technology transfer**.

Selected Technology Transfer Office activities in 2013:

Supported companies: Corinth, FEI Czech Republic, IMUNA CZ, INVEA-TECH, OlChemIm, Sofigen, etc.

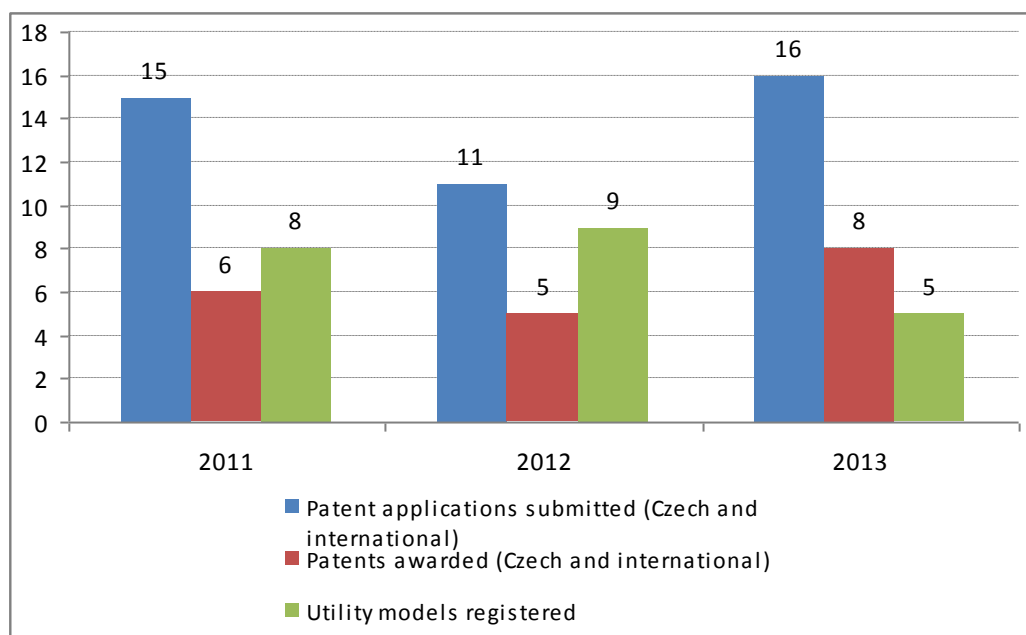
Selected patented inventions: device for dividing the flow of fluids into multiple channels and its subsequent application, new method of protein stabilization in organic solvents, ion-immobilized catalysts for electrophile activation

Profitable commercialization: plasma jet license sale

International cooperation and MU promotion: BIO International Convention, IC² Institute (The University of Texas at Austin), National Institutes of Health (USA), etc.

Internal regulations supported by TTO legal services: Intellectual Property at MU, Evaluation and Registration of Intellectual Property at MU, etc.

Graph 8: Intellectual property indicators at MU



5.2 Knowledge transfer and utilization of research results

In 2013, the TTO focused primarily on managing results in the following fields: **plasma physics, biomedicine, human health, biology and chemistry**. The unit is becoming increasingly dedicated to activities associated with the support of various types of cooperation with private companies in the area of research, development and provision of services, including the licensing of MU intellectual property. Thanks to the TTO, MU managed to achieve the **best results** (in terms of both material and financial throughput) associated with the **licensing of technology and know-how** (approximately 1.5 million CZK). The TTO facilitated the establishment of **two spin-off companies** focusing on biomedicine and the development of plasma technologies. Protection of relevant results was ensured by filing **11 new patent applications in the Czech Republic, 5 international patent applications, 10 utility model applications and 4 trademark applications**. MU was also awarded **5 Czech and 3 international patents while 5 utility models and 2 trademarks** (industrial design) were registered – all in connection with results achieved by the Faculty of Science, Faculty of Medicine, Faculty of Sports Studies and CEITEC MU. TTO legal support activities focus primarily on providing 12 additional university economic centres with advisory and legal services associated with intellectual property management (license agreements, MTAs, NDAs, deeds of gift, IPR in grant agreements, etc.).

In 2013, the TTO successfully updated, issued or published several key MU internal regulations and analyses in the area of intellectual property and technology transfer management, launched an initiative leading to the reinstatement of the **MU Council for Technology Transfer and Commercial Collaboration** and continued to organize educational and PR activities (intellectual property management seminars, accredited Research and Development in Practice course teaching, *INTERFACE* newsletter publication, etc.).

The TTO is dedicated to fulfilling the internal communication strategy and the technology transfer-related areas of the MU Strategic Plan. Moreover, the unit remains an active supporter of infrastructure and R&D projects, contributing to the **development of the South Moravian Regional Innovation Strategy** and participating in a range of nationwide technology transfer activities.

Overall MU revenue from technology and knowledge transfer in 2013 amounted to **15.116 million CZK**.

Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 5 of the *MU Strategic Plan 2011–2015*

Indicator code and description:	I5.1-13 Development of an Educational Framework for Doctoral Studies in the Area of Intellectual Property and Technology Transfer		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The educational framework was developed in the form of a new curriculum complete with key course materials. - The resulting course – R&D Results and Intellectual Property Protection for Non-lawyers – was included in a regular doctoral degree programme. The course was integrated into the Faculty of Law study plan for the Spring 2014 semester and will be offered to doctoral students throughout MU. 		
Evaluation:	Achieved		

Indicator code and description:	I5.2-13 Development of a Regional Technology Transfer Model Concept and Reinforcement of R&D Results Application Measures		
Initial state:	Not performed	Target state:	In development
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - At the regional level, cooperation in technology transfer sharing was initiated by CEITEC within the framework of a project dedicated to establishing mutual communication channels in the area of technology transfer and related activities. - Information sharing also took place among key technology transfer centres at partner universities. - Four universities, including MU, signed a new memorandum on joint objectives for the implementation of technology transfer support in the South Moravian Region. 		
Evaluation:	Achieved		

6 External communication

6.1 Communication with prospective students and graduates

The wide range of information activities focusing on prospective Masaryk University students applying for studies in Czech degree programmes included presentations at educational trade fairs in Brno, Prague and Bratislava as well as informative calls by current MU students at **152 Czech and Slovak secondary schools**. In addition to a range of study-related information being provided, a promotional film and multimedia presentation were screened at such events and prospective students received a magazine specifically tailored to the needs of potential applicants: MUNI EXTRA included a complete list of all available fields of study.

Up-to-date information for applicants is presented at **Facebook.com/StudujNaMuni**. Individual faculties also organized **specialized open days** for secondary school students. The university supported – and co-organized – the national secondary school tic-tac-toe competition **plšQworky**. All nine faculties published electronic newsletters detailing study opportunities in order to inform and motivate admitted applicants to enrol in studies.

In May 2013 MU addressed all secondary schools with studies ending in a school-leaving certificate examination in the Czech Republic and Slovakia were asked to nominate one student per school to play the role of **MU ambassador**, i.e. spread information about the university among their peers. A total of 150 secondary schools expressed an interest in the project.

In 2013, the university continued to develop contacts with its graduates. Tens of thousands of alumni registered in the **MU Alumni Network** received three issues of an electronic newsletter with information about current university events. MU also relied heavily on a special Facebook page for further communication with graduates.

Nearly **1,200 Alumni cards** were issued to graduates who wished to remain in close contact with their alma mater even after completing their studies. A meeting between faculty and university management and 24 selected successful graduates took place at the beginning of the year.

The university also continued to collaborate with the **MU Alumni and Friends Association**, which, among other activities, successfully distributed a sum of 42,500 CZK as part of the TGM Grants programme in support of four student projects.

6.2 Public image and popularization activities

In addition to its role as an educational institution, the university continued to play an important cultural and social role in the life of the city of Brno, the South Moravian Region and the Czech Republic as a whole. Traditional social events included a **concert held on the occasion of the anniversary of the founding of Masaryk University**, the traditional **Dies academicus** public assembly – including the presentation of the **Rector's Awards** and **Research Awards**, the university Garden Party, a concert officially launching the new academic year, an event introducing the new University Wine for the upcoming academic year and a Christmas concert. Honorary doctorates were awarded to Prof. Josef Dadok and Prof. Thomas DaCosta Kaufmann.

New university facilities for research and teaching activities completed and opened in 2013 include the National Centre for Nuclear Magnetic Resonance (NMR), Scientific Information Centre and associated facilities at the Faculty of Economics and the Bioskop scientific educational centre. A historic agreement between municipal authorities and MU led to the university's takeover of Scala Cinema; following necessary renovation work, the venue was reopened as **University Cinema Scala** and is currently operated by Masaryk University. The cinema was positively received by MU students

and the inhabitants of Brno. In addition to standard film screenings and festivals, the cinema also doubles a venue for lectures, conferences and academic and social events organized by the university.

Student activities held thanks to the support of Masaryk University include the Brno **Majáles** and the fifth annual **university hockey match** – in which the MU hockey team defeated the Brno University of Technology. Close cooperation with the **Masaryk Student Union** (MUNIE), an umbrella organization for university student associations, has proved successful in the area of student activity support.

The university periodically informs the academic community and its supporters about upcoming events, significant projects and interesting alumni. The ***muni.cz* university monthly** and the **online.muni.cz** news portal continued to serve as the most important means of communication throughout 2013. The web-based news portal is designed to supplement the printed magazine and provide additional articles and event photo galleries in accord with the latest trends in digital technologies. In addition to social media such as Facebook and Twitter, the university monthly also started making use of mobile applications. Tablet editions of ***muni.cz*** issues have been available since September.

In 2013, the university also introduced **veda.muni.cz**, a new popular science portal dedicated to providing information about **science and research at Masaryk University** on a daily basis while also providing researchers with the opportunity to publish popular science texts from their field of expertise. Research Room, a **series of videos** introducing the world of physics in layman's terms is part of the portal.

The **Science Slam** project, launched in the middle of the year, aims to provide the MU scientific community with a platform for presenting and promoting research among the general public. Researchers turned into actors for a period of six minutes, educating and entertaining the young and old alike.

Thanks to Masaryk University's participation in the **Science Festival** – a two-day event full of unique physics experiments and chemical demonstrations – pre-school children and students were able to meet a number of university researchers. The festival introduced the recently established **Bioskop** and its pilot project, dedicated to exploring the mystery of pH. With over 4,800 visitors, it seems that science is clearly an attractive subject.

The university participated in the annual post-secondary educational fair **Gaudeamus** with a presentation entitled **Science and Scientists for the Education of Modern Society**, part of an ECOP project designed to promote science among university applicants. This project also facilitated the organization of lectures for members of the Student Scientific Club and the implementation of component projects carried out by research assistants who received student support.

In 2013, Masaryk University Press was rated the most productive university publishing house in the Czech Republic. In the past year, Munipress issued a total of 411 book publications and 47 journals. A publishing strategy focusing on the development of individual scholarly editions was drafted by the publishing house and subsequently approved by university management.

A **seminar** devoted to selected areas of publishing as well as a meeting of MU journal editors were organized in partnership with **Thomson Reuters**.

A collaboration the ICS led to the development of the **Open Access Munispace** project and a partnership with the IS helped develop the **CrossRef** environment.

Munipress provides faculties and units with the opportunity to publish monographs and periodicals in the form of complex publishing services which include international database record keeping, DOI programme administration and extensive promotion and distribution. Munipress participated in a number of book fairs in the Czech Republic and abroad.

Selected publications: I. Mrázek: *Gemstones of Ancient Civilizations* (Best Book of the Autumn Book Fair); V. Spousta: *Musical-Literary Dictionary* (nominated for Dictionary of the Year); M. Jahoda, P. F. Lazarsfeld & H. Zeisel. *Marienthal: The Sociology of an Unemployed Community*; J. Slovák et al.: *Brisk Guide to Mathematics*.

Throughout 2013, the activities of the **Mendel Museum** were fundamentally linked with an ECOP project dedicated to the **popularization of science and research**. Three exhibitions – devoted to geology, chemistry and medicine – presented the work of selected university units active in these fields while also introducing scientific procedures and principles in a playful and popular manner. The exhibitions were prepared by both graduates and academics, assuredly a good sign for the popularization of science at MU in the future. A slight rise in exhibition attendance was registered, most likely thanks to a number of interactive elements.

The **travelling exhibition** project is likewise worth mentioning: throughout the year, the museum organized three travelling exhibitions, each of which was installed at six locations in the Czech Republic. The **Mendel Lectures**, an event of international renown, once again introduced a number of significant global figures in the field of genetics. A cycle entitled **Medical Genetics for the Public** was prepared in collaboration with University Hospital Brno. The Museum continued to participate in a range of international activities. Panel exhibitions introducing Mendel's work were opened in **Latvia and Lithuania**. Another exhibition remained open for the public in the **USA**, moving from the University of Illinois to UC Davis.

Masaryk University is also active in the area of **marketing and promotion abroad** and in establishing international contacts at higher education conferences. In 2013, MU participated in conferences organized by the European Association for International Education (EAIE) and its North American equivalent (NAFSA) as well as in several **higher education fairs in Ukraine, Malaysia, Brazil and Hong Kong**. The university continued to establish and maintain collaborations with foreign institutions in order to attract international applicants to both Czech and foreign language degree programmes while also focusing on expanding communication through social networking sites like Facebook, Flickr and Youtube. The advisory system for international applicants was improved to include international student advisers representing Czech and foreign language courses taught throughout MU.

6.3 MU in the media

Masaryk University's representation in the media corresponds with its size and importance in the Czech Republic. **The university managed to achieve a record-breaking measure of publicity in 2013**, comparable only with the visit of Prince Charles in 2010. This high was in large part associated with the issue of **professor appointments**, a case championed by MU at the time, and the **successful presentation of several scientific discoveries**.

From a long-term perspective, the university has managed to produce and present a sufficient number of its own topics. A number of **research results** received a considerable amount of publicity, especially findings from the Faculty of Medicine and CEITEC MU. The media also documented the reopening of **Scala Cinema** as a university facility. Masaryk University's **Antarctic research** was also extensively covered in 2013 and media partnerships with the **přQworky** competition and **university hockey match** also proved successful.

Experts from MU have gradually established themselves in the area of providing **expert commentary** on various issues. In the past year, this area of activity was treated by the Press Office, which maintains a systematic **database of experts** willing to comment on events in the media and provides journalists with contacts and newsworthy topic ideas. The most cited experts included

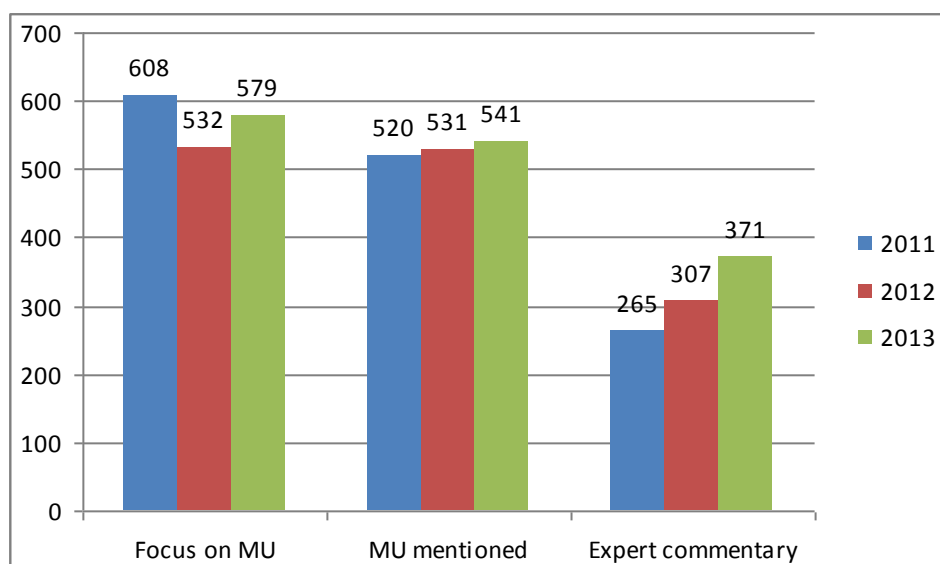
academics from the Faculty of Social Studies such as political scientists, media experts and sociologists.

In comparison with previous years, a significant rise in posts mentioning the university as an institution was registered in 2013. The ratio of reports devoted to science and education remained slightly in favour of posts focusing on science.

In terms of value and tone, somewhat positive and positive media mentions make up nearly three quarters of all mentions, especially with respect to scientific achievements. The remaining quarter includes neutral mentions. A mere total of six somewhat negative mentions were recorded in 2013.

The Faculty of Social Studies remains Masaryk University's most frequently mentioned faculty, followed by the Faculty of Medicine. In comparison with 2012, the Faculty of Arts drew more attention, especially in connection with the finding of a time capsule and its repeated depositing. Gradual growth has also been registered in the case of FEA, FEdu and FSpS.

Graph 9: Interannual MU publicity by article type



Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 6 of the *MU Strategic Plan 2011–2015*

Indicator code and description:	I6.1-13 Development of an External Social Network Communication Strategy		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - In 2013, an analysis of existing sites and MU social network profiles was performed and a list of all active participating site managers was compiled. A shared communication channel for the rapid transmission of information, experience and ideas between all participants was subsequently developed and several social network workshops were organized. - Joint discussions led to the development and drafting of a Masaryk University social network communication strategy, which was subsequently approved by MU management. - Concrete steps taken in accordance with the approved strategy in 2013 included the assignment of new management to the Masaryk University Facebook page, which – thanks to the administration of the Press Office – 		

	became the most viewed MU page on Facebook.
Evaluation:	Achieved

Indicator code and description:	I6.2-13 Expansion of the Active Readership of the MUNI.CZ Online Profile		
Initial state:	2,600	Target state:	4,000
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The frequency of posts on the muni.cz Facebook profile increased substantially in 2013. An interactive campaign designed to increase the interest of fans was launched and profile management was professionalized. At the end of 2013, the profile had a total of 5,378 fans. - Thanks to rising Facebook profile engagement, website traffic on the online.muni.cz portal reached an average of 1,000 visitors per day by the end of 2013. 		
Evaluation:	Achieved		

Indicator code and description:	I6.3-13 Development of Communication Activities Targeting Applicants for Studies with the Help of Secondary School MU Ambassadors		
Initial state:	0	Target state:	100
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A network of secondary school students – Masaryk University ambassadors – was developed in 2013 in order to foster mutual communication. Each secondary school with studies ending in a school-leaving certificate examination in the Czech Republic and Slovakia was given the opportunity to nominate one student. A total of 150 secondary schools were thus involved by the end of 2013. - Student ambassadors were tasked with performing a number of activities, including the presentation of information materials to their classmates, answering their study-related questions, obtaining further knowledge in the area of university terminology, etc. 		
Evaluation:	Achieved		

Indicator code and description:	I6.4-13 Development of Methodological Guidelines for Communication with MU Alumni		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - Methodological guidelines for working with alumni were developed in 2013. The document includes a brief typology of graduates, their characteristics, interests and particular tools which may be employed by the university in order to reinforce relations with such graduates. - The existing guidelines will be developed in the future and updated to match experience acquired in the coming years. - The document has been made available to contact persons responsible for external relations at individual faculties. 		
Evaluation:	Achieved		

Indicator code and description:	I6.5-13 Development of a Science and Research Communication Strategy		
Initial state:	Established	Target state:	Expanded
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - Popularization activities are systematically and consistently implemented in all target group categories. - Traditional activities including the Science Festival, Researchers' Night and Secondary School Scientific Activity were organized in 2013. In view of recent studies, new activities were designed to complement the existing events (which primarily target the younger generation of students and current MU students): Science Slam, Change It, Student Scientific Club 		

	<p>and Science and MU.</p> <p>- The implementation of the newly developed science popularization project, designed to foster interaction between a number of centres, departments and institutes, will constitute an important step towards enhanced internal cooperation within the MU in years to come.</p>
Evaluation:	Achieved

7 Strategic partnership network, collaboration with the application sector and employability

7.1 Central European Institute of Technology – CEITEC

The Central European Institute of Technology (CEITEC) is a European centre of excellence in the life sciences and advanced materials and technologies striving to develop into an important **European centre of science** and scholarship while providing world-class scientists with state-of-the-art working conditions.

Key partnerships with prestigious international research institutions form part of the CEITEC internationalization strategy. Strategic partnerships include various forms of collaboration, including international mobility, joint research projects, conference, workshop and summer school organization, joint publications and Ph.D. programmes, utilization of the CEITEC research infrastructure, etc.

Thanks to CEITEC, Masaryk University entered the EU-LIFE consortium, a key strategic partnership of 13 top European research institutions in the life sciences. CEITEC's strategic EU-LIFE partners include CRG (Spain), VIB (Belgium), Institut Curie (France), the Netherlands Cancer Institute (Netherlands), the Max Delbrück Center for Molecular Medicine (Germany), Istituto Europeo di Oncologia (Italy), Instituto Gulbenkian de Ciência (Portugal), the Research Center for Molecular Medicine of the Austrian Academy of Sciences (Austria) and the Institute for Molecular Medicine (Finland). CEITEC is a founding member of EU-LIFE and the only significant Central and Eastern European organization in the group.

CEITEC continued to develop **bilateral strategic partnerships** and collaborations throughout 2013, including a partnership with the **Rotman Research Institute in Toronto** focusing on the preparation of a research project in the field of neuroscience. In the area of collaboration with CEITEC member institutions, a significant amount of progress took place in the preparation **of interdisciplinary doctoral degree programmes** linked to CEITEC research programmes.

CEITEC also continued to emphasize its work within the South Moravian region, even entering areas of **public policy**. Additional CEITEC-initiated activities held in 2013 included a roundtable discussion focusing on the provision of support for research workers' families, including e.g. preschool education and care, attended by representatives of the South Moravian region and the city of Brno.

A total of **41 new international employees** from both the European Union and third countries joined CEITEC in 2013. A number of additional researchers participated in short-term work placements and visits. **CEITEC Welcome Services**, a programme targeting arriving internationals which has been running for two years, positively influenced the internationalization of the city as a whole.

7.2 Collaboration with medical institutions

Masaryk University focused on collaborative activities with all key medical facilities in the region. In addition to strategic collaboration with **University Hospital Brno, St. Anne's Faculty Hospital** and the **Masaryk Memorial Cancer Institute**, MU also worked closely with the **Trauma Hospital of Brno**, the **South Moravian Regional Emergency Medical Service** and **CKTCH Brno**. The Faculty of Medicine successfully maintained its network of hospitals and ambulance units authorized to hold **professional student placements** (over **130** medical facilities).

Negotiations focusing on the expansion of a scientific and educational collaboration with the **regional hospital in Jihlava** regarding placements for students enrolled in most fields of study at the Faculty of Medicine were launched in late 2013. The offer of placements available to Stomatology students at the **dental ambulance unit of the Trauma Hospital of Brno** was also expanded.

The structure of Masaryk University courses taught at faculty hospitals remained unchanged throughout 2013. Faculty hospitals, the Masaryk Memorial Cancer Institute and the Trauma Hospital of Brno provided a total of **56 joint units** (clinics and departments) which **comprehensively cover all medical and dental fields**.

In collaboration with joint medical units, Masaryk University also participated in the organization of certification procedures authorized by the Ministry of Health of the Czech Republic. A total of **137 medical doctors from 14 fields attended the certification procedure**.

The university and affiliated faculty hospitals also intensified their **collaborative activities in the science and research area**. While a total of eight research programmes and two operational programme projects were implemented in collaboration with the University Hospital Brno, the university also participated in five joint research projects and three operational programme projects with St. Anne's Faculty Hospital in Brno. An ECOP project was implemented in collaboration with the Masaryk Memorial Cancer Institute. MU and University Hospital Brno also continued the joint collection and reporting of results achieved by the employees of both institutions, conducted in order to lower the error rate when feeding data to a central register.

MU actively participated in a **discussion on the adoption of a new law on university hospital operation**; however, political developments precluded the legislation from being submitted to the Chamber of Deputies.

7.3 Collaboration with national and regional institutions

Masaryk University participates in a wide range of activities in collaboration with many regional and state institutions. Collaborations with such institutions generated a number of results in 2013, some of which are summarized below.

The **Regional Innovation Strategy III 2014–2020** was developed in collaboration with the **South Moravian Innovation Centre**; MU participated especially in individual workgroups focusing on university education and research.

A joint venture with the **South Moravian Centre for International Mobility** resulted in the establishment of **Bioskop**, an educational science centre at University Campus Bohunice. The centre offers biology and chemistry courses tailored specifically to the needs of primary and secondary school pupils – and thus hopefully prospective students of medical fields of study.

An important milestone in the cooperation between Brno universities and the city of Brno was the establishment of the **Interuniversity Student Competition MUNISS**, a joint project organized by MU in collaboration with Mendel University, Brno University of Technology, Brno City Municipality and the Regional Chamber of Commerce of Southern Moravia. The competition invited students to tackle practical problems in the current development of the city of Brno and to present concrete proposals for change, modernization and improvement.

The lease arrangements for **Scala Cinema** constitute another example of good cooperation between MU and the municipal authorities. The university was able to rent the large multi-purpose venue while restoring a cinema with a long history.

Students of teacher training fields of study at the Faculty of Science and Faculty of Arts were given the opportunity to participate in the preparation of lessons for the **Moravian Museum** project entitled **School at the Museum**, which was designed to introduce the museum to primary and secondary school students in an entertaining and interactive manner and bring them closer to the social and natural sciences than is generally the case in a standard school environment.

Masaryk University is also involved in **collaborative projects with the Ministry of Education, Youth and Sports**, e.g. in the area of developing and administering student surveys and opinion polls. Surveys carried out at MU in 2013 thus included EUROSTUDENT and REFLEX 2013. Throughout the year, MU representatives actively participated in discussions and working groups associated with preparations for the **2014-2020 EU Structural Funds programming period**.

7.4 University Centre Telč

University Centre Telč (UCT) hosted a total of **56 events** in 2013. Events reinforcing the UCT's position while creating educational opportunities in the region include e.g. the following:

- **Great Moravian Adventure 2013**, a children's knowledge contest organized by the Catechetical Centre of the Brno diocese,
- **7th Annual Collegial Bodies Summer International Conference**, organized under the auspices of the Public Defender of Rights by the Faculty of Law of MU,
- **French-Czech Music Academy**,
- English and French language courses, traditionally co-organized by the French Institute and the Faculty of Arts language school,
- **Holidays in Telč** folk music festival, co-organized in collaboration with the city of Telč,
- **International School of Communication Skills for the Blind and Visually Impaired**, co-organized in collaboration with the MU Support Centre for Students with Special Needs and ICC Association Linz,
- **Diplomatic Academy**, organized by the Ministry of Foreign Affairs for young diplomats,
- **international conference focusing on the renovation of historical monuments**, organized by the Academy of Sciences of the Czech Republic in collaboration with Danube University Krems,
- **media conference** co-organized by the Council for Radio and Television Broadcasting,
- **2nd Annual Seminar for Young Clerks** with teachers from the John Marshall Law School in Chicago,
- **Activities of the Czechoslovak Intelligence Services in Austria during the years 1945–1989**, an international scientific conference organized by the Institute for the Study of Totalitarian Regimes under the auspices of the Rector of MU.

Key UCT partners include the City of Telč, Institute of Theoretical and Applied Mechanics AS CR and especially the local branch of the National Heritage Institute (NHI).

The NHI was instrumental in the implementation of the second year of a University of the Third Age course entitled **Cultural Heritage – One of Five Pillars of National Identity**. Lectures were given by employees of the Ministry of Culture and various regional NHI representatives. This group of speakers may eventually be used by the UCT as a basis for a future team of lecturers for a new field of study focusing on architectural preservation and protection. Outside of the University of the Third Age framework, the NHI also offers a lecture cycle focusing on local monuments and cultural heritage issues. The series presents topics in the area of cultural heritage conservation, history, the everyday life of our ancestors, sociology and regional history. It also introduces well-known conservation efforts taking place at significant monuments throughout the Czech Republic. UCT lectures are very popular with regional participants.

As of 1 January 2013, the **Centre of Civic Education** became part of University Centre Telč.

7.5 Graduate employability and collaborations with employers

Masaryk University has been conducting employment-related sociological surveys among full-time Master's studies graduates for a number of years. The **Completion of Studies at Masaryk University**

– **Past and Future 2013** survey is implemented immediately following graduation. In 2013, a total of 56.7 % of all questionnaires were submitted. The **Graduate Placement Survey** (2011 to 2012) focuses on graduates from the past two years. A total of 29.7 % of all questionnaires were submitted in 2013.

Both surveys were significantly revised in 2013. The update was designed to elicit more detailed information about graduates' work activities or reasons for unemployment with respect to their job-seeking strategies. The wording of individual questions was also adapted to accommodate both trends in work activities and valid legislation.

A research report summarizing the rate of **interest in entrepreneurship among university students** was published by the South Moravian Innovation Centre following a joint survey implemented in collaboration with MU. The survey indicated that MU students and graduates are significantly more likely to exhibit a proactive approach to their future. At the same time, students are generally less interested in running their own business: most consider independent entrepreneurship to be a risky undertaking. A greater rate of interest in entrepreneurship is found primarily among computer scientists and economists.

In addition to conducting internal surveys, Masaryk University also helped design and subsequently participated in REFLEX 2013, an international graduate survey.

Completion of Studies at Masaryk University – Past and Future 2013 – selected results:

- Approximately 50 % of all fresh Masaryk University graduates either have a job or already know where they will start work upon completing their studies. Approximately 10 % wish to enrol in a doctoral degree programme or other type of university studies.
- Nearly 50 % of all employed graduates remain with the same employer they were with during their studies.
- Graduates most frequently find work in regional cities (Brno, Prague).

MU Graduate Placement Survey 2011–2012 – selected results:

- Over 80 % of MU graduates are employed one to two years after graduation; two thirds of them with the same employer they were with immediately following graduation.
- Graduates who changed jobs tend to work in the field they graduated from more frequently, perceive their careers as promising and tend to be more satisfied with their jobs.
- Most graduates are involved in one economic activity.
- When assessing satisfaction with work factors, graduates tend to be least satisfied with non-monetary benefits and salaries and most satisfied with their fellow employees and the interesting character of their work.
- Approximately one half of all graduates are involved in study activities, most frequently qualification enhancement activities outside of the higher education system. One eighth of all graduates are enrolled in doctoral degree programmes.

Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 7 of the MU Strategic Plan 2011–2015

Indicator code and description:	I7.1-13 Development of an Employer Collaboration Strategy		
Initial state:	Established	Target state:	Expanded
Activities leading to indicator achievement:	- The most significant newly established MU partnerships include a partnership with Komerční banka in support of incoming French lecturers and a partnership with the Starobrno brewery in support of e.g.		

	<p>collaborative activities between the Department of Social Education and the Podané ruce association.</p> <ul style="list-style-type: none"> - The annual JobChallenge career fair – designed to help students find potential employers – was held in 2013. A total of 72 companies from the commercial, non-profit and public sectors were represented. - The JobAcademy conference took place for the first time. Experienced HR professionals from e.g. Komerční banka, NetSuite and Telefónica introduced a range of occupational opportunities. The conference included a series of practical workshops. - Cooperation with employers was further developed in the form of specific projects at individual faculties. Examples of such projects include TopSec, held at the Economics and Administration and designed to foster cooperation between corporate speakers and their audience in the form of expert lectures, workshops and meetings with partners. At the Faculty of Informatics MU is organized as Den with companies, in which students have the opportunity to meet new faculty and corporate partners to get an internship or establish cooperation on specific projects, to choose the topic of bachelor or master thesis in cooperation with a particular company, etc. - Lectures and workshops with partner company representatives were held across the university.
Evaluation:	Achieved

8 Institutional efficiency

8.1 Financial control

Internal control system establishment, maintenance and efficiency

In accordance with the MU Statutes and Rules of Organization of MU, an internal control system has been developed at Masaryk University. The MU **financial control system** at its core has been established in accordance with Act No. 320/2001 Coll. on Financial Control in Public Administration, as amended, and Decree No. 416/2004 Coll. An internal audit forms a second key component.

The efficiency of the MU internal control system is ensured in particular by means of integrated methodological procedure settings which factor in new legislation, establish clearly delimited responsibilities and roles with respect to linear and transparent project management including a risk management system, a functional electronic workflow framework and electronic financial control mechanisms including both continuous and subsequent financial controls.

Internal auditing is performed in accordance with the above mentioned Act on Financial Control, internal directive (MU internal auditing statute) and international auditing standards. In addition to standard auditing activities, focusing primarily on financial and project management including internal process risk and evaluation management, internal auditing also includes continuous monitoring and periodic internal control system and MU control management evaluation. System audits, compliance audits and financial audits of operational programme projects are subject to verification – including the transparency of project management settings – in order to provide a guarantee of the fact all policies and procedures ensuring compliance with regulations are clear, transparent and sufficiently adept at eliminating risk. Nearly 60 % of all auditing activities carried out in 2013 focused on RDIOP project audits. No apparent risk potential was established, as confirmed by the outcomes of public administration inspections.

In 2013, a sum of approximately **517 million CZK** was inspected by **10 control subjects as part of 98 external inspections and project audits**. Of these, 84 % comprised operational programme projects. A breach of budgetary discipline was established in no more than 0.14 % of sample materials (worth approximately 1.4 billion CZK) inspected in the 2011–2013 period.

In view of internal auditing outcomes, management control and external controls, it may be said that the key financial control requirements, i.e. the four eyes and two signatures principles, have been met throughout the entire financial operation procedure and that risk has been kept at a reasonable minimum.

Information about Suspicion of Possible Corruption and Proven Corruption Cases: Corruption was neither detected nor proved at Masaryk University.

8.2 Economic and financial management

Masaryk University's **total non-capital earnings for 2013** stood at **6,157 million CZK** (i.e. an **increase of 13.6 %** in comparison with 2012) with costs amounting to 6,069 million CZK. MU management registered an economic result of 88 million CZK after tax (i.e. 1.4 % of total MU revenue).

In 2013 the non-capital contributions and subsidies from the Ministry of Education, Youth and Sports totalled 2,801 million CZK (an interannual increase of 3.6 %) while contributions and subsidies from other state budget chapters and local authority budgets stood at 367 million CZK (an increase of 10 %) and a sum of 276 million CZK was gathered from abroad (interannual increase of 10 %). Thanks to the Education for Competitiveness and Research and Development for Innovation Operational

Programmes, funding from other public sources increased from 820 million CZK to 1,106 million CZK (i.e. an interannual increase of 35 %). Public resources from the national budget and from abroad contributed a total of 4,548 million CZK (interannual increase of 14 %). Non-capital investment funding provided by the Ministry of Education, Youth and Sports in 2013 for institutional support amounted to 2,150 million CZK, i.e. 35 % of total MU revenue. Non-capital subsidies for teaching activities (indicator A) stood at 1,622 million CZK (an increase of 9.6 %); MU received an additional 528 million CZK in targeted institutional support (an increase of 3.5 %).

A total of 33 million CZK worth of non-capital subsidies for student accommodation and catering was also provided by MEYS (interannual increase of 18 %).

Non-capital research and development funding (normative and targeted) amounted to 1,447 million CZK (interannual increase of 18 %): a total of 729 million CZK was provided by the Ministry of Education, Youth and Sports (interannual increase of 18 %), 344 million CZK came from the national budget as well as local and regional authority budgets (up by 13 %); international research received an additional subsidy of 88 million CZK (interannual increase of 193 %) and RDIOP subsidies amounted to 286 million CZK (interannual increase of 51 %). Non-capital research and development funding amounted to 24 % of total Masaryk University revenue in 2013.

MU revenue from non-public sources amounted to 1,651 million CZK in 2013 (an increase of 13 % compared to 2012): 1,509 million CZK comprised revenue from principal university activity (interannual increase of 13 %) and 142 million CZK from supplementary activities (interannual increase of 11 %). Self-generated income and income from supplementary activities amounted to 27 % of the total non-capital revenue.

An inventory conducted by MU in 2013 shows total assets with a purchase value of 13,439 million CZK (i.e. an interannual increase of 11 %): 13,174 million CZK in long-term tangible assets (up by 10 %) and 265 million CZK in long-term intangible assets (up by 81 %).

Total depreciation of assets amounted to 3,993 million CZK. The total degree of depreciation stands at 30 %.

8.3 Internal regulations

The following Masaryk University internal regulations were updated in 2013:

- MU Internal Wage Regulations were updated to include new wage categories for individual academic and non-academic employee categories (as of 1 January 2013).
- MU Scholarship and Bursary Regulations were updated to include a provision indicating the Rector's responsibility to set a minimum sum for doctoral degree programme scholarships for each calendar year (as of 24 January 2013).
- MU Statutes were updated with respect to the mission and competences of the Institute of Computer Science and Centre for Education, Research and Innovation in ICT (as of 18 March 2013).
- MU Study and Examination Regulations were updated to include a provision regarding the study support of students during parenthood (as of 10 June 2013).
- MU Statutes were updated to include a provision adjusting the upper limit of study-related fees (as of 12 June 2013).
- MU Statutes were updated to include a provision specifying study-related fees in all study types at individual faculties (as of 21 October 2013).

8.4 Professionalization of support activities

A significant development in project support activities took place at MU in 2013, especially in the area of **international support grant acquisition**. The Seventh Framework Programme ended in 2013 and preparations for the new Horizon 2020 programme for the 2014-2020 period were subsequently launched. As a result, MU focused on developing a **strategy for involvement in the H2020 programme** and the associated preparation of project staff and researchers essential for the successful organization of the new subsidy scheme. Processes associated with the **management of applied results** and planning of major strategic projects were also established in 2013. These topics were systematically addressed by the **Research & Development Office**.

Project support associated with advisory services and the coordination of grant schemes financed from EU Structural Funds was provided by the **Project Development Office**. In 2013, counselling and consultations regarding the submission of ECOP projects in the 1.3 area of support of priority axis 1 were requested by representatives of the Faculty of Education, Faculty of Arts and Faculty of Sports Studies. The Project Development Office also provided administrative support necessary for the submission of RDIOP project proposals to the National Programme for Sustainability I (RECETOX), two project proposals for call 7.3 (FI and FSci) and project preparation for call 2.1 (CEITEC, RECETOX).

Furthermore, a great deal of attention was devoted to the implementation of an interim analysis of the management and implementation of EU Structural Fund projects along with recommendations for the upcoming programming period and the development of MU strategies for the new Research, Development and Education Operational Programme in cooperation with the Strategy Office, Research and Development Office and Project Development Office.

The **Public Tender Office** announced **over 250** calls for public tenders or their components in 2013. However, due to the obligation to cancel a tender in the event of only one bidding party, nearly 70 tendering procedures had to be cancelled. All public tenders were announced using the **E-ZAK** electronic system and all relevant information was publicly available online, thereby contributing to the transparency and reviewability of MU procedures associated with public tendering.

Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 8 of the *MU Strategic Plan 2011–2015*

Indicator code and description:	I8.1-13 Strategic planning concept implementation		
Initial state:	Established	Target state:	Implemented
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A university strategic planning directive was drafted in 2013 with the objective of clearly formalizing processes associated with planning and evaluation activities at MU; the directive will cover processes which have already been implemented as well as new processes installed by MU management, faculty leadership and university institutes. The directive will come into force in 2014. - Additional developments include the expansion of the strategic indicator network in the area of education, research, funding and internationalization at both university and faculty level. Data relevant to defined indicators were collected and summarized in the form of a comparative report on the Status of MU Faculties in the Higher Education Sector of the Czech Republic (2012). A methodical interpretation of individual indicators was included in the study for the first time ever. - The process of evaluation interviews taking place between MU 		

	management and economic units was expanded to include university institutes; it was also altered to require constituent parts of the university to provide an annual written report assessing the fulfilment of objectives designated for the preceding year.
Evaluation:	Achieved

Indicator code and description:	I8.2-13 Revision and Efficiency Boost of Project Management Processes		
Initial state:	Limited functionality	Target state:	Functional
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - Methodological guidelines regarding the integration of processes ensuring project solution quality at MU throughout the entire project period were drafted in 2013. The document describes current processes and adds new ones, especially those associated with the planning and management of applied results, monitoring of the implementation of commitments to applied project/contract results, publication of results in the Information Register of R&D Results and the commercial application of research results. - Procedures associated with the strategic planning of large projects were standardized, especially thanks to the Council for the Development of Research Infrastructures. 		
Evaluation:	Achieved		

Indicator code and description:	I8.3-13 Innovation of Structural Fund Project Management Methodologies		
Initial state:	Established	Target state:	Innovated
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - An internal guideline (No. 8/2013) issued by the bursar on Rules for ECOP Project Implementation outlines the financial and material aspects of the project completion process as well as procedures associated with project documentation and sustainability. - A number of internal guidelines and relevant attachments were updated, including e.g. bursar's instruction No. 9/2013 on ECOP Project Management. - A procedure designed to tackle suspected irregularities and breaches of budgetary discipline in ex-post inspection of public ECOP and RDOP contracts was developed. - A license agreement proposal was drafted, including measures applicable to cases where MU is not the holder of all relevant property rights. - Measures included in bursar's instruction No. 8/2013 adjusted matters associated with intellectual property issues, etc. 		
Evaluation:	Achieved		

Indicator code and description:	I8.4-13 Running Analysis of Structural Fund Project Management and Implementation including Recommendations for Future Programming Periods		
Initial state:	Not established	Target state:	In development
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A substantive analysis of the management and implementation of EU Structural Fund projects mapping the current state of completion and sustainability of ECOP projects carried out at Masaryk University was compiled on the basis of data collected in the first half of 2013. - The second part of the analysis focused on statistical data associated with the rate of completion and sustainability of ECOP projects. 		
Evaluation:	Achieved		

9 Employees and the work environment

9.1 Employees and the work environment

The creation of new jobs, particularly those associated with the university's continued involvement in research and development projects, has brought the number of MU employees to over five thousand. The overall number of Masaryk University employees stood at 5,172 in 2013, an increase of **183** over the previous year. The university thus maintains its position as the **second largest employer in the South Moravian region**. In particular, a rise in the number of assistant professors and postdoctoral researchers hired on the basis of strict selection procedures was registered in 2013; these employees were generally participating in projects specially designated for this category of researchers. Over the course of the year, a total of 1,198.8 employees (i.e. full-time MU employee workload equivalents) were involved in project-related activities. Thanks to the active search for key employees, the number of **international academic employees at MU increased to 232** in the past year. Employees with foreign citizenship represented a total of 48 countries from around the world.

In addition to standard qualification growth issues, **internal training** activities taking place at MU in 2013 focused on the **impact of the new Civil Code** on existing national laws and their subsequent influence on internal university legislation. Internal training activities specifically targeted the fulfilment of MU Strategic Plan areas associated with the professionalization of employees tasked with providing project support activities. As members of the **Association of University Administrators**, MU employees actively participated – as both lecturers and trainees – in thematic workshops focusing on issues such as public support, research funding, dissemination of research results and systematic work with students, public tendering and marketing.

In 2013, average MU employee wage grew by **7.22 %** and reached 44,347 CZK; the highest rate of increase was registered in the case of academic employees and professorial positions. Collective bargaining with trade union representatives led to a blanket increase in all wage rate categories as of 1 January 2013. The increase in wage rate effected changes in the ratio of rate wages to the total amount of wages in favour of guaranteed wages in accordance with the university management's desire to adopt a proactive approach to employee benefits and elements of social security.

Developments in collective bargaining taking place in 2013 led to the establishment of a **new collective agreement**. The agreement is valid for two years and ensures agreement between the employer and the unions in matters associated with mutual communication, provision of information, social fund handling and university wage policies throughout the designated period. All existing employee benefits were maintained. A total sum of 13.8 million CZK was distributed among employees in supplementary pension scheme contributions. MU also disbursed a total sum of 25.0 million CZK in meal vouchers. Collective bargaining also led to the inclusion of free encephalitis and influenza vaccination among employee benefits.

In 2013, university management also decided to adopt an **employment code**, i.e. a comprehensive university-wide document which would establish a uniform working conditions framework throughout MU. A first version of the document was therefore drafted, to be supplemented and modified according to the needs of faculties and other parties (including unions) and subsequently finalized in 2014.

The quality and development of fields of study offered by MU is in direct proportion to the human resources available. In this regard, the **systematization of key academic employee jobs** is perceived as a high-priority area by university management. A document summarizing current practices in the area of field of study management in the Czech Republic and abroad was compiled in 2013. A systematization of academic employee jobs will be subsequently proposed in 2014.

In addition to updates to the Career Code (see Chapter 4.4), a decision to revise the **Masaryk University Academic and Professional Employee Code of Ethics** was made in 2013, especially with regard to the emerging Ethics Board for Research.

Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 9 of the *MU Strategic Plan 2011–2015*

Indicator code and description:	I9.1-13 Career Code update		
Initial state:	Established	Target state:	Updated
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - An MU Career Code update proposal was submitted in 2013. - The following sections were revised after the initial round of the amendment procedure: employee evaluation, contractual employee relations, emeritus professor status, calls for tenders and MU Career Centre and University Advisory Service activities. - A continuation of the MU Career Code amendment procedure is scheduled for 2014. 		
Evaluation:	Achieved in part, long-term objective		

Indicator code and description:	I9.2-13 Academic employee evaluation methodology development		
Initial state:	Not established	Target state:	Proposed
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A university-wide academic employee evaluation system was proposed and approved by MU management in 2013. The evaluation methodology is based on best practices employed at Czech and international institutions as well as on the existing experience of MU faculties. - The evaluation is based on tracking and assessing academic employee activities in key work areas (educational, research, managerial) and in areas of professional and career growth. - A new IS MU application was designed specifically for the collection of data for academic employee evaluation. 		
Evaluation:	Achieved		

Indicator code and description:	I9.3-13 Conceptual job framework development		
Initial state:	Not established	Target state:	Proposed
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - Background materials outlining the human resources aspects of the implementation of fields of study, documenting current practices both in the Czech Republic and abroad while focusing primarily on potential for adjustments to the position of programme/field of study guarantor at MU, were processed in 2013. - A working group focusing on the job systematization of key academics was established and will continue to investigate the issue throughout 2014. 		
Evaluation:	Achieved in part, long-term objective		

Indicator code and description:	I9.4-13 Development of an Incentive and Recognition System for Young Researchers		
Initial state:	Not established	Target state:	Proposed
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - The first Awards for outstanding research results achieved by young scientists under 35 were presented within the Research Support Programme framework. - Award categories span three separate areas: natural sciences and medicine, social sciences and economics and informatics. 		

Evaluation:	Achieved
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10 Infrastructure and corporate services

10.1 Investment programme implementation

The development of Masaryk University infrastructure was implemented in accordance with the MU Strategic Plan. The Ministry of Education, Youth and Sports programme 133 210 was expanded to include two development projects of the 133 21J sub-programme.

The first part of the 133 21J sub-programme includes the **renovation and expansion of the historic Faculty of Arts complex** at Arna Nováka Street. A total of 428 million CZK has been designated for project implementation in the 2013 to 2016 period and a sum of 20 million CZK is being contributed by Masaryk University itself. The renovation and modernization covers a total of 10,300 m² of floor space. The comprehensive overhaul of the entire Faculty of Arts complex includes changes to area layout as well as structural and technical modifications.

A technical construction survey worth 217,000 CZK was conducted in 2013 and a public tender for the project engineer was announced. However, a tender participant lodged an objection with the Office for the Protection of Competition. As no decision had been issued by the end of 2013, no engineering work could be conducted and the fulfilment of the designated time constraints and financial parameters of the construction was threatened. Funds designated for project implementation in 2013 and ensuing years will likely be transferred to the 2014–2016 period following a pending subsidy transfer decision issued by MEYS.

The second part of the 133 21J sub-programme includes the **expansion and renovation of the Faculty of Law library**, which was launched in November 2013 in spite of a range of administrative complications. The renovation of the library and adjacent computer rooms is scheduled for completion by January 2015. The project also includes the comprehensive dehumidification of basement spaces and the exchange of horizontal sewage systems. Construction costs disbursed in 2013 amounted to 578,000 CZK. The renovation will affect a total area of 3,116 m². Overall construction costs amounted to 68 million CZK, of which a sum of 6 million CZK was provided by MU.

10.2 University Campus Bohunice development and building management efficiency

University Campus Bohunice development

The construction of **CESEB** and **CEITEC** facilities continued throughout 2013. Both projects are co-funded by EU Structural Funds, RDIOP and Masaryk University sources.

CESEB construction was launched in 2011 and the facility was completed in November 2013. Construction costs for the four scientific and research buildings with an overall floor space of 12,643 m² amounted to 572 million CZK, of which costs disbursed in 2013 amounted to 387 million CZK.

CEITEC construction, launched in late 2011, continued throughout 2013. Two new buildings were erected and a range of modifications to existing university campus buildings took place. Several component units dedicated to scientific and research activities were opened for regular use. Of the specified construction costs of 622 million CZK, a sum of 358 million CZK was utilized in 2013. The newly built facilities now offer 11,987 m² of new floor space and construction is scheduled for completion in 2014.

MU is gradually developing tools and techniques designed to **increase the efficiency of building and technology management and increase the comfort of both new and existing buildings**. These tools and procedures are implemented at individual constituent parts of MU as required in such a way as to first accommodate activities and areas common to all MU units and only then focus on areas and activities specific to individual units.

The key results of activities performed by the University Campus Bohunice facility management in 2013 may be summarized as follows:

- update and expansion of the building and technological passport and exterior areas passport,
- provision of data and building technology documentation for new applications and uses,
- launch of the MU Buildings mobile application,
- expansion of the BMS MU to include additional buildings and functions,
- enforcement of BACnet and BMS MU standards in all ongoing construction and renovation projects at MU,
- successful cooperation with leading BMS component manufacturers leading to increased operational efficiency,
- introduction of standard digital camera systems in recently completed buildings,
- improvement of security and MU technological network performance,
- modernization of the BMS MU supervision unit,
- introduction of the Archibus Space Management system and data processing capacity for facilities supervised by the Rector's Office (Rector's Office, Scala Cinema, Komenského nám. 2 building) and the UCB.

10.3 Subsidized investment development

In addition to construction taking place at the University Campus Bohunice complex, the development of technical infrastructure projects funded by the Research and Development for Innovation Operational Programme is also ongoing.

The **Centre for the Advancement of Research in the Liberal Arts (CARLA)** project includes the renovation and completion of the FA complex, development of facilities for research and project teams and the expansion of the faculty library. Overall construction costs amount to 362 million CZK, of which construction costs disbursed in 2013 amounted to 137 million CZK. A total area of 10,235 m² was renovated. Construction is scheduled for completion in 2014.

The **Centre for Research Institutes and Doctoral Degree Studies** continued construction of essential infrastructure at the Faculty of Education. Subsidies acquired by MU for the project amount to 118 million CZK, of which a sum of 103 million CZK in construction costs was disbursed in 2013. Construction was completed in November 2013. The newly built facilities now offer a total of 3,888 m² of new floor space.

The Faculty of Informatics facility construction project – under way since 2012 – is subdivided into two phases.

- The first educational and research infrastructure development phase focuses on the development of educational facilities. Overall construction costs amount to 228 million CZK, of which a sum of 111 million CZK in construction costs was disbursed in 2013. The facilities comprise 6,920 m² of new floor space.
- The second phase, i.e. the CERIT Science Park project, which strives to develop a suitable environment for enterprise in the area of information and communication technologies, This

part of the project is funded by the Enterprise and Innovation Operational Programme. The facilities comprise 4,657 m² of new floor space.

- Both phases are scheduled for completion in 2014.

Masaryk University is also implementing an ECOP construction project designed to transform existing buildings into **wheelchair-accessible facilities**. Construction-related costs constitute an overall investment of 29 million CZK, of which construction costs disbursed in 2013 amounted to 11 million CZK. Construction is scheduled for completion in 2014.

In addition to the above mentioned projects and programmes, Masaryk University itself also financed **25 small-scale investment projects worth a combined sum of 48 million CZK**. These projects included e.g. the comprehensive overhaul of parking areas at the Vinařská halls of residence (3 million CZK), renovation of the Kounic hall of the Rector's Office (2.6 million CZK), renovation of restroom at the Faculty of Law (2.6 million CZK) and overcladding of the Faculty of Arts building on Jaselská Street (1.1 million CZK).

10.4 Student and employee services

Accommodation and catering-related issues are administered by the MU **Accommodation and Catering Services**, which successfully tackled a range of efficiency issues in 2013, as stipulated by the *MU Strategic Plan*. Grocery purchasing was relocated to a public electronic portal (FBS), preparations for an overhaul of the halls of residence allocation system were launched and the expansion of accommodation facilities at the University Campus Bohunice was taken into consideration. As the Accommodation and Catering Services managed to generate an exceedingly positive economic result, the resulting disposable resources will be invested into the modernization of accommodation facilities.

Twelve MU halls of residence (4,095 places) are spread around Brno, including the newly built **Campus Residential Area (70 apartments)** – now fully occupied following an initial rent decrease. Employees and visiting lecturers may make use of Garni Hotel Vinařská and three UNI hotels. Masaryk University students and employees were also given the opportunity to use the university centre in Šlapanice and the educational and recreational centre in Cikháj. The renovation of rooms, restrooms and parking areas and the modification or conversion of green areas into relaxation zones was a welcome addition to services offered.

Student and staff catering is provided by **four main canteens, eight cafeterias, one café and one pizzeria**. International cuisine days have become quite popular, as has cooking according to recipes developed by Masaryk University teachers and various happy hour schemes. The Accommodation and Catering Services also take part in a number of important catering events throughout the year. The overall combined capacity of all MU catering operations is nearly **10,000 meals per day**. According to the type of facility, the daily offer includes up to seven set lunches, three set dinners and a wide range of a la carte meals. The **AR Gallery**, a new university exhibition space, was opened in the Academic Restaurant in late 2013. The first exhibition featured photographs documenting the daily life and work of scientists at the Masaryk University Antarctic station.

Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 10 of the *MU Strategic Plan 2011–2015*

Indicator code and description:	I10.1-13 Areas Developed under ECOP and RDIOP		
Initial state:	4,000 m²	Target state:	20,532 m²

Activities leading to indicator achievement:	- Following the completion of a doctoral studies infrastructure at the Faculty of Economics and Administration and CETOCOEN (total area of 5,545 m ²), both of which were finalized in 2012, construction shifted to the CESEB and CVIDOS projects. Newly constructed and renovated floor space added up to 16,531 m ² . Of the above, CESEB and CVIDOS accounted for 12,643 m ² and 3,888 m ² respectively.
Evaluation:	Achieved

Indicator code and description:	I10.2-13 Central Facility Management Concept Implementation		
Initial state:	Established	Target state:	Implemented
Activities leading to indicator achievement:	<p>- The revision and expansion of the technology documentation system database took place in 2013. A pilot implementation of the system was tested in exterior locations and a mobile version of the MU Buildings application was launched.</p> <p>- BACnet standards were enforced in MaR and BMS systems in all existing and renovated MU buildings, a standard digital camera system was introduced, the security and performance of the MU technology network was improved and the Archibus space management system was installed.</p>		
Evaluation:	Achieved		

Indicator code and description:	I10.3-13 Investment development plan update		
Initial state:	Established	Target state:	Updated
Activities leading to indicator achievement:	<p>- The investment development plan was updated to include activities originally part of Programme 133 210, i.e. the Development and Renewal of the Material and Technical Base of Public Universities, sub-title 133 21J, which includes the expansion and renovation of the Faculty of Law library (scheduled for completion in 2015) and the renovation and expansion of the historic Faculty of Arts complex (scheduled for completion in 2016).</p>		
Evaluation:	Achieved		

11 Information systems

11.1 Information infrastructure development

In 2013, the central MU IT infrastructure hosted a total of **243 virtual servers** and operated over **120 websites**, most dedicated to individual research groups and projects. A full **server virtualization** was completed at the Rector's Office and the shift of university servers to cloud infrastructure continued throughout the year. MU data storage capacity increased to a total of over **400 TB**. This capacity is used by virtually all MU faculties and CEITEC and its utilization rate stands at 90 %. The **CERIT-SC** completed all investment activities in 2013 and currently offers over **4,500 cores**, over 600 TB of direct access storage and large-scale hierarchical storage with a capacity of over 4 PB. With 288 cores and 6 TB of shared memory, the recently acquired unique **SGI UV2** computer system is the **largest system of its kind in the Czech Republic**. MU units (CEITEC in particular) use one third of the installed computing capacity, i.e. approximately 6 million hours of computing time in 2013 alone.

An **optical cable network** 150 km in length is part of the necessary infrastructure. The university backbone currently exhibits a transfer rate of 10 Gbps and offers the possibility of further growth. The nearly 17,000 network connections found in MU buildings are managed by a dedicated central facility. The active part of the network is made up of 366 centrally managed routers and switches, which represents a **30 % increase** in comparison with 2012. The internal telephone network makes use of network infrastructure and comprises over 6,000 extensions, connected by nearly 50 centrally managed telephone exchanges. Wireless networks continued to expand: a total of 630 access points now cover virtually all MU spaces and the **Eduroam** protocol provides students and employees with unlimited access.

The **CSIRT-MU team**, tasked with ensuring university network security, registered approximately 45,000 security incidents; thanks to internally developed tools, 99 % of these incidents were resolved in a fully automatic mode. A previously established intensive collaboration with the **National Security Authority** – including several week-long NSA employee placements at MU – continued throughout the year. Thanks to the Institute of Computer Science, MU thus continued to uphold its **position as a national centre of academic computer security**.

The development of the **Magion economic and administrative information system** and the derived **Inet** system continued within the framework of an inter-university development project. Among other things, the project focused on the integration of economic and personal documents into a centralized records register. **New application modules** developed in 2013 include the MU Control System, a personal certificate management system, the RemSig secure storage repository and the TTO information system. A total of 17,000 users were registered in Inet and 110,000 documents were stored in the system. Nearly 50 % of the 200,000 documents in evidence in 2013 were processed electronically.

11.2 Masaryk University Information System

The Faculty of Informatics-based ICS is responsible for all study-related administrative procedures at the university; the MU Information System may be accessed at <http://is.muni.cz/>. The system comprises a number of administrative and communication services, electronic study support, science and research services, alumni services, online Shopping Centre, thesis, publication and document depository and a register of electronic applications and administrative tasks.

Significant improvements made in the **area of studies** range from electronic study support to the introduction of modern teaching tools and aids. A great deal of effort was dedicated to the development and launch of a unified university **file service system**. The **PravyDiplom.cz** portal, serving both MU and other higher education institutions, was also launched.

Study Administration Support

The IS MU **Topic Lists** application was updated to include a range of new features and applications for course and non-course scheduling (activities, bulk operations, statistics, etc.). Application design and navigation was also improved, especially in the area of topic filtering, application panel displays and simplification of various forms. Additional newly introduced applications designed to simplify the administrative process focus on the **recognition of courses passed at universities outside of MU** (including international institutions). Thesis-related applications were also upgraded: students may now elect to hide parts of their thesis using the Document Office application and print assignments directly from the IS MU. The Teacher's Notebook application now provides an **attendance records** feature which recognizes student smart cards and automatically records their passage through access point. The Course Opinion Poll application was upgraded to allow teachers to request e-mails with poll response summaries. The new **IS Reminders** application highlights key study-related dates and deadlines (semester enrolment, course enrolment, etc.) while yet another new application provides students with a list of the most frequently enrolled courses. The **Examination Date Exchange** was developed in order to help colleagues balance their examination schedules. Further developments in the integration of external services (Google Apps and Microsoft Office 365) in the IS MU helped bring a range of new services to existing users in 2013.

E-learning

A range of multimedia and interactive study materials were developed in collaboration with teachers and user support and a variety of e-learning teaching activities were incorporated into the teaching process via the IS MU in 2013. The MU e-learning portal Elportal (<http://is.muni.cz/elportal/>) issued 15 new publications, 10 of which successfully completed a peer review procedure. Word and character counting capability was introduced in the ROPOT and Discussion Groups applications. A new version of course schedules now links to homework, notebook and course schedule sharing applications. Acquired experience and available support systems were presented at the **3rd Open Space conference** on e-learning in the IS MU.

Science and Research, Evaluation

Applications undergoing revisions and further development in 2013 included publication and publishing records applications as well as the File Manager application. A completely new application for the evaluation of academic employees was also developed. The application allows users to select teaching and publishing indicators and periods as required.

MU Shopping Centre

The MU Shopping Centre achieved a turnover of 167 million CZK in 2013 and a combined total turnover of 732 million CZK in its six years of operation. Adjustments to internal Shopping Centre mechanisms made in 2014 will allow users to receive incoming payments in foreign currencies and purchase goods and process scholarship-related payments using their credit cards.

Document Office and Document Service

A gradual introduction of the **Document Office** application in a range of academic records areas at various units took place in 2013 in order to install the Document Office as the only document service at Masaryk University as of 1 January 2014. The application was developed and refined throughout the year, especially on the basis of acquired experience. New features include automatic document data registration, document drafting (circulation), batch operations, scanning and document sharing for online editing. The Document Office serves as an electronic registry and fully supports data box services as well as the use of electronic signatures. The application also keeps records of international

studies or applications for the recognition of education acquired abroad. Finally, the Document Office application was successfully linked to the E-ZAK electronic public tendering system.

PravyDiplom.cz

The IS MU development team launched a new project focusing on the verification of diploma authenticity. A total of 20 universities are currently participating in PravyDiplom.cz with more institutions expected to join in the future. Participating institutions enjoy a number of benefits, especially the possibility of diploma verification in one secure location and also the opportunity to opt for simplified administration instead of personal diploma verification in schools as well as the opportunity to take active part in the prevention of counterfeit document usage.

Inter-university plagiarism detection systems designed to track cases of plagiarism in essays, final theses and employee publications (Theses.cz, Odevzdej.cz and Repozitar.cz) continued to undergo further development in 2013.

MU Information System in numbers in 2013:

- Number of users: 63,518
- Number of visits: 879,664,375
- Number of e-applications: 65,484
- Maximum number of users per day: 36,259
- Maximum number of pages in the system opened in one day: 4,134,445
- Maximum server performance: 1,933,152 requests processed per hour
- Total number of scripts (individual programmes) in the system: 2,382; recorded source code modifications: 7,728
- Total number of publication entries: 826,480 (165,671 listed in the Information Register of R&D Results)
- Help section: 1,265 questions in 135 sections
- As of 31 December 2013, the IS MU data pool held ca. 70 million files amounting to a total of 12 TB.

11.3 Masaryk University libraries

In connection with faculty construction projects financed by European Structural Funds, the renovation or construction of **new library spaces took place at 5 faculties** in 2013. The renovated Scientific Information Centre at FEA was officially opened in February 2013, while the construction of new library spaces at the Faculty of Informatics and Faculty of Education is scheduled to finish in mid-2014. Renovations launched in 2013 include the reconstruction of the Faculty of Law library and the expansion of storage space at the central library of the Faculty of Arts.

A great deal of attention was paid to the implementation of projects designed to ensure **electronic information resources** for university research and educational activities. Dozens of expensive multi-disciplinary and specialized professional information databases from a variety of areas were licensed or purchased. Newly available resources include e.g. a collection of **41 selected prestigious academic journals issued by the Nature Publishing Group** and extensive electronic archives of medical and scientific texts. The majority of expenses allocated for the procurement of scientific electronic information resources is covered until 2017 by grant funding from RDIOP projects (MU is the principal investigator of the **MEDINFO** project and a partner in an additional seven projects focusing the development of specialized libraries) and the MEYS-announced **Information – A Basis for Research** national programme (MU is the coordinator of a consortium project seeking information resources for the humanities and law area, in addition to participating in another five projects). In

order to provide researchers with easier access and more efficient information mining tools, MU introduced **discovery.muni.cz**, a search service which enables scholars to search all information resources available to MU users from one central application.

Library and information services are provided by an extensive network of libraries coordinated by the **Library Information Centre**, affiliated with the **MU Institute of Computer Science**. This network includes eight faculty libraries, one library operated by the Support Centre for Students with Special Needs, one library operated by the University Centre Telč and over one hundred department and field-specific libraries. Library services are supported by the centrally managed **Aleph-MU** library system, which provides services to both librarians and users. A total of 665,817 individual loans were made by 45,161 registered users in 2013. The university library collection contained 1,846,596 physical library units, of which 38,735 were added within the past year.

The **computerization of information sources** constitutes a growing trend – in the case of scientific journals, the electronic form has taken over as the dominant form. MU researchers may thus access over 24,000 titles in electronic form (compared to 2,800 printed titles). While the advent of electronic media is generally slower in the world of books, the number of e-books available at MU has reached 100,000 volumes. Periodic surveys among graduates attest to the growing proportion of users satisfied with the offer of scientific and scholarly literature: the Recent Graduate Survey conducted in 2013 listed the proportion of graduates satisfied with library services at 79.6 % (up from 66.4 % in 2008).

11.4 Masaryk University Archives

The MU Archives constitute an accredited specialized archive within the public archive network of the Czech Republic. The facility is operated by Masaryk University. An extensive **general inventory** of archival collections housed within the MU Archives, as well as in other public archives, was commissioned by the Department of Archives Administration and Records Service of the Ministry of the Interior. The general inventory – a periodically recurring event – helped provide accurate information about the amount of archival material stored by the university archive and its structure and also about the contents of archival collections, processing rates, access to archival materials and their physical condition. As of 17 October 2013, when the inventory check was completed, MU Archives held a total of **1,918.6 metres of materials**, subdivided into **218 collections**. Over 90 % of all archival materials have been processed and nearly 45 % of all materials are fully accessible to researchers. In addition to commonly archived documents, the facility also stores unconventional materials such as audio and video recordings and a large number of photographs: 49,617 according to the general inventory check. Since the last general inventory, which took place in the 2004–2005 period, the amount of archival materials **increased by 389.5 metres**, i.e. approximately by one quarter.

In 2013, the university carried out 11 discarding proceedings, which consequently provided the MU Archives with approximately 40 metres of new archival documentation from the Rector's Office and the faculties of Science, Arts, Law and Social Studies. Additional materials obtained outside of discarding proceedings were supplied by the **Jan Hus Educational Foundation**. The collection includes a valuable set of samizdat literature from the 1980s. The MU publishing house supplied the archive with nearly 1,000 deposit copies of publications issued by the university. Archival work carried out in 2013 focused primarily on the processing of personal collections. Inventories of important archival units completed in the past year include the personal collections of Oleg Sus, František Chudoba, Vladimír Blažek and Antonín Vašíček. Archival materials provided by the Czech Rectors Conference, individual faculties and the MU Rector's Office were processed continuously throughout the year.

A total of **66 researchers** visited the archives in 2012, including 3 international researchers; over 250 separate research visits took place. The archive processed over 200 searches for official use and – in addition to providing information to the public – also conducted 27 searches for private purposes. Photographic and archival materials provided by the Archives contributed to the publication of *The Brno Prometheus*, a book exploring the history of a painting by Antonín Procházka, currently located

in the university auditorium. Archive employees also continued to participate in the development of the **Brno Online Encyclopaedia**. Finally, the website underwent a comprehensive overhaul in order to provide the public with better access to information regarding research work at the MU Archives.

11.5 Provision of information pursuant to Act No. 106/1999 Coll. on Free Access to Information

Due to the character of Masaryk University as a public higher education institution, the provision of information is one of its most important (and in some areas most frequent) functions.

The vast majority of information provided had been requested in person from MU employees according to a given individual's responsibility for areas in which the information was requested; in accordance with section 13 of the Act, such requests have not been recorded. Requests processed in this manner include e.g. **820 requests** for information sent to the default MU e-mail address info@muni.cz and an additional **4,200 requests** sent to prihlaska@muni.cz, an address dedicated to communication with applicants for studies.

A total of **6 written requests concerning the provision of information** were filed in 2013. All requests were processed within the statutory period.

No court motions or proceedings associated with potential failure to provide information by MU in accordance with the Act were recorded in 2013. Likewise, neither MU nor any of its employees were subject to any sanctions for potential violations of the Act.

Achievement of indicators listed in the MU Institutional Development Plan for 2013 – priority No. 11 of the *MU Strategic Plan 2011–2015*

Indicator code and description:	I11.1-13 Efficient Research Information Distribution System		
Initial state:	Not established	Target state:	Established
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - A significant streamlining of the distribution of information on research and support-related activities within the university took place in 2013. - Targeted activities included the distribution of specialized administrative information in the form of methodological guidelines and the organization of regular information meetings with faculty representatives and specialized seminars. - Specialized information for researchers was provided in the form of a newsletter, a grant calendar with an overview of planned calls for the upcoming year was published on the Research & Development Office website and individual meetings – especially with international employees – were held in order to introduce grant opportunities for securing research funding in the Czech Republic. A number of specialized seminars, targeting e.g. Horizon 2020, were organized with foreign experts from Yellow Research. 		
Evaluation:	Achieved		

Indicator code and description:	I11.2-13 Implementation of a New Electronic File Service System in the IS MU		
Initial state:	Not established	Target state:	Established
Activities leading to indicator	<ul style="list-style-type: none"> - An analysis of the current state of file services was performed in order to identify missing functions, procedures and links to other systems. 		

achievement:	<ul style="list-style-type: none"> - The Document Office application was expanded to include functionality associated with all essential areas of document administration and processing, reception and sending of documents via a range of communication channels and the long-term storage of electronic documents. - Training sessions were organized at individual workplaces in late 2013 in order to help employees handle a new version of the MU file service. - A new version of the existing directive No. 8/2013 on File Services was drafted.
Evaluation:	Achieved

Indicator code and description:	I11.3-13 Implementation of a Course Recognition Support System		
Initial state:	In development	Target state:	Implemented
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - An initial analysis of issues associated with course recognition took place in 2013, followed by the development and pilot deployment of an MU Information System application, its testing and associated user training, subsequent full-scale application launch, evaluation and processing of complaints voiced by actual users. - The entire system was designed in such a way as to be sufficiently general and therefore adaptable to the specific requirements of individual faculties. - The number of requests annually submitted for assessment has increased considerably. Nearly 45,000 requests were processed in 2013 alone. 		
Evaluation:	Achieved		

Indicator code and description:	I11.4-13 Data network innovation		
Initial state:	Operational	Target state:	Innovated
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - New network backbone distribution layer equipment was purchased in 2013 in order to facilitate the operation of the MLPS protocol throughout the MU backbone network up to entry points to individual units, thus significantly simplifying the associated administration services. Faculties and other units may transfer to a speed of 10 Gb/s, as required. - The backbone switch connecting central servers has been extended to a redundant, geographically distributed configuration. - The central management of wireless networks has been extended to a redundant configuration, capable of expanding the number of available access points. - The network aggregation and access layer was expanded to 800 – predominantly Gigabit – ports. 		
Evaluation:	Achieved		

Indicator code and description:	U11.5-13 Increasing the Number of Wireless Network Access Points		
Initial state:	464	Target state:	489
Activities leading to indicator achievement:	<ul style="list-style-type: none"> - 73 new access points were installed in 12 locations in 2013. The total number of wireless access points thus reached 537. 		
Evaluation:	Achieved		

Indicator code and description:	U11.6-13 Increasing the Number of Computing Cores		
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Initial state:	1052	Target state:	1102
Activities leading to indicator achievement:	- Computing resources obtained in 2013 were used for the renovation and/or expansion of the following systems and services: VMware virtual server operation, central server virtualization (including economic applications), MU virtual private network operation, central processing of outgoing and incoming e-mail, development of a central repository of university computer rooms and user data, operation of database backup systems for economic applications and operation of monitoring and administration systems. - The target state for 2013 has been established at 1,216 computing cores.		
Evaluation:	Achieved		

Indicator code and description:	U11.7-13 Increasing the Number of Workstations		
Initial state:	579	Target state:	629
Activities leading to indicator achievement:	- 155 new workstations were purchased in 2013. Purchased workstations were primarily used to replace outdated equipment in university computer rooms. The final number of workstations reached 734.		
Evaluation:	Achieved		

Indicator code and description:	U11.8-13 Increasing the Cooling and Backup Capacity of University Data Centres		
Initial state:	1,280 kW	Target state:	1,394 kW
Activities leading to indicator achievement:	- The cooling capacity of data centres located at Botanická Street 68a and Komenského Square 2 was expanded and an 80 kVA backup power system was installed. - The cooling and backup capacity of university data centres thus stands at 1419 kVA.		
Evaluation:	Achieved		

12 MU Faculties and University Institutes in 2013

12.1 Faculty of Law

Studies and degree programme development

The Faculty of Law continued to implement all accredited Bachelor's, Master's and long-cycle Master's degree programmes. Although demand for studies in individual degree programmes implemented by the faculty registered a slight decrease, the large number of applicants continued to provide a wide selection of suitable candidates. While combined degree programmes also registered decreasing student numbers, the number of students enrolled in full-time Master's studies remained stable. A total of 465 graduates – i.e. a figure similar to numbers recorded in the preceding period – successfully completed Law, the faculty's core field of study implemented within the Law and Legal Science Master's degree programme.

The faculty also continued to develop instruction in all accredited fields of study within the Theoretical Legal Sciences doctoral degree programme. A new field of study received full accreditation: Law Information and Communication Technologies. A combined total of 29 doctoral students from all fields of study successfully completed their studies in 2013. Interest in doctoral studies in general is on the rise.

The faculty supported the implementation of professional educational forms in teaching, both in compulsory instruction forms and in the form of selective courses, frequently in collaboration with expert professionals. A human rights moot court was organized in collaboration with the Human Rights League in order to provide students with the opportunity to test their skills in a simulated court environment tasked with ruling on potential human rights violations.

Science and research

In addition to the implementation of projects investigated in previous years, the faculty launched an additional three projects funded by the Grant Agency of the Czech Republic, specifically in the area of the legal protection of business relations, international human rights commitments of the Czech Republic and the protection of rights in public administration. Other projects investigated in 2013 belonged to other project frameworks, including the traditional Seventh Framework Programme.

The faculty research portal underwent a substantial expansion. The Open Access section now includes works by contemporary authors as well as works from the collection of historical legal documents of the FEA central library.

Faculty development and collaboration with professional, regional and international partners

The faculty continued to expand its collaborative network, focusing especially on the area of student placements, in part thanks to ECOP projects designed to develop practical skills essential for the performance of legal professions.

A range of international academic employee exchange programmes likewise took place. A total of 34 international guests visited the faculty in 2013, some engaging in lectures or in the teaching of selective courses.

Joint ventures focusing on publication activities and academic employee mobility included ongoing international collaborations with the John Marshall Law School (Chicago, USA), University of Białystok (Poland) and the Center for International Legal Studies (Austria). Collaborations with Russian universities (Saint Petersburg, Moscow, Nizhny Novgorod) and other law faculties both in and outside of Europe (Maribor, Katowice, Haifa) intensified.

In collaboration with the Jan Hus Educational Foundation and the Faculty of Social Studies of MU, the Faculty of Law announced the sixth annual IUS et SOCIETAS contest, calling for original student essays focusing on interesting aspects, perspectives and issues in the role of law and justice in society. Contest partners included the Constitutional Court, Supreme Court, Supreme Administrative Court, Supreme Public Prosecutor's Office and the Public Defender of Rights.

Faculty activities in support of student research also included the 15th annual Secondary School Scientific Activity competition, organized in collaboration with top judicial bodies. The CEEMC 2013 international moot court took place in April and the second annual Autumn School of Legal Writing was held in October.

The faculty also continued to organize a number of international conferences including the traditional Days of Law, the COFOLA conference for young lawyers and the interdisciplinary Cyberspace conference.

12.2 Faculty of Medicine

Studies and degree programme development

A combined total of 3,966 students were enrolled in Bachelor's, long-cycle Master's and Master's fields of study at the Faculty of Medicine as of October 2013. Degree programmes implemented at the faculty include two long-cycle Master's fields of study, six Bachelor's and two Master's fields.

For the first time ever, applicants wishing to enrol in General Medicine and Stomatology were admitted purely on the basis of outstanding study results. A total of 157 applicants with an average grade of 1.07 or better were thus admitted for General Medicine and an additional 36 applicants with an average of 1.0 were admitted for Stomatology. The number of admitted students who subsequently enrolled stood at 80 and 17, respectively.

A P-pool group was established for talented first-year students of General Medicine. This group studies in an extended study module which includes scientifically oriented activities within existing research groups and the opportunity to continue studying in a doctoral degree programme at the Faculty of Medicine.

Science and research

Cutting-edge science and research is inherent part of a good university education, organically intertwining the role of teachers and scientists.

In 2013, the Internal Grant Agency (InGA) of the Faculty of Medicine announced a second round of grant competitions in four project categories. The total amount of funding allocated to five separate projects for 2014 is approximately 4.8 million CZK. Two projects which include the Faculty of Medicine successfully applied for funding allocated by the Grant Agency of MU and four proposals submitted by the faculty received funding from the Grant Agency of the Czech Republic.

A total of 120 projects were investigated at the faculty in 2013, including e.g. 22 specific research projects, one ECOP large infrastructure project, 24 ECOP projects, 15 Czech Science Foundation projects, 15 IGA projects, 3 Seventh Framework Programme projects and 4 SoMoPro projects.

Faculty development and collaboration with professional, regional and international partners

Faculty open days took place on 12 and 16 January 2013.

Faculty of Medicine employees who received an award from the Rector of Masaryk University on the occasion of Dies academicus included MUDr. Mgr. Marek Mráz, Ph.D. (Rector's Award for an Outstanding Doctoral Thesis) and MUDr. Marek Joukal (Rector's Awards for Outstanding Students in Master's Degree Programmes).

The 57th annual student research conference took place at University Campus Bohunice in May.

In the same month, the Ministry of Education held a bilateral meeting on scientific research cooperation and collaboration in the field of higher education between the South African Republic and the Czech Republic. During the summer, the Faculty of Medicine hosted representatives of the Japanese JA Study Abroad Center (JASA). University representatives signed a memorandum on future cooperation between the two institutions.

Students of the fourth, fifth and sixth year of General Medicine, outstanding students of Stomatology and Bachelor's degree programme students – including two international students – received the Award of the Dean of the Faculty of Medicine in late November. A commemorative faculty medal was presented to Prof. Ivan Rektor.

A large number of traditional events designed to promote the faculty – in both scientific and social contexts – were organized by individual departments and clinics. Five issues of an online faculty magazine informed students and employees about major events taking place at the faculty.

12.3 Faculty of Science

Studies and degree programme development

As of 31 October 2013, a total of 4,255 students were enrolled at the Faculty of Science. Although the development of demand for studies experienced a slight increase, the number of students decreased somewhat due to the amendment of limits imposed on the number of admitted Bachelor's and Master's studies students. Biology, Geography and Biochemistry remained among the most popular fields of study. A total of 5,743 entrance applications were submitted in 2013, 2,960 applicants were admitted and 1,661 subsequently enrolled, including 179 new doctoral students.

Two new doctoral degree programmes were accredited in 2013: Life Sciences, in partnership with Mendel University, and Advanced Materials and Nanoscience, in partnership with the Brno University of Technology. The faculty also managed to obtain accreditation in English for all nine of its doctoral degree programmes as well as for two Master's degree programmes and one Bachelor's degree programme. The faculty is also provides interfaculty study opportunities in collaboration with the Faculty of Education, Faculty of Arts, Faculty of Informatics and Faculty of Sports Studies.

Science and research

Resources allocated to research and development in 2013 exceeded the sum of 1 billion CZK. This amount included over 450 million CZK in capital funding from RDIOP, assigned to the CETOCOEN (completed as of 31 December 2013) and CEPLANT projects (priority axis 2) and CESEB (priority axis 4).

In 2013, the faculty was also successful in attracting institutional and targeted science and research funding. Two projects promoting excellence in primary research funded by the Grant Agency of the Czech Republic were investigated; in addition, the faculty functioned as principal or co-principal investigator in three large research, development and innovation infrastructure projects. A total of 10 Seventh Framework Programme projects and a number of additional international projects were also investigated in 2013.

Furthermore, the faculty participated in the Postdoc I and Postdoc II university-wide projects dedicated to the recruitment of talented young scientists from the Czech Republic and from abroad. While faculty research teams are active at individual departments, their activities are facilitated by the decentralized organizational structure and budgetary autonomy of individual units. Specific research projects targeting student research are also investigated at individual departments.

Faculty development

Four buildings comprising the CESEB project (RDIOP priority axis 4) were opened at the University Campus Bohunice in 2013. As the project included funding for some of the necessary equipment and instrumentation, faculty employees were able to vacate the temporary premises of the Technical Museum in Řečkovice and move to the newly constructed facilities in December 2013. The new buildings are set to house the Department of Experimental Biology and Department of Botany and Zoology of the Faculty of Science.

12.4 Faculty of Arts

Studies and degree programme development

Applicants for studies submitted 13,666 entrance applications and 3,414 students subsequently enrolled in the 2013/2014 academic year. A total of 9,677 students were thus enrolled at the faculty as of 31 October 2013.

The faculty successfully accredited the Andragogy field of study in the Pedagogy programme and Philological-Areal Studies in the Philology programme. An agreement with the Academy of Sciences of the Czech Republic on the implementation of the Czech Literature field of study (Philology doctoral degree program) was concluded.

Future Master's degree programmes prepared for accreditation include the Ancient History and Spanish Language Translation fields of study; in addition, two courses in the further teacher education framework were re-accredited.

Furthermore, the faculty also applied for the re-accreditation of ten additional fields of study (in both single-and double-subject study mode). The Accreditation Commission requested changes to study structure in the case of the Teacher Training field of study, extended accreditation for the Psychology field of study (with reservations) and rejected a request for accreditation in the case of the Culture Management field of study. Additional applications will be submitted in the near future.

Science and research

The Faculty of Arts has always been a research-oriented faculty. Although research carried out at the faculty is differentiated into many areas of study, interdisciplinary projects bring many fields together.

The faculty investigated a total of 32 projects funded by the Czech Science Foundation, including 26 standard and six postdoctoral projects. The faculty was also awarded three National and Cultural Identity (NAKI) grants, all associated with the area of culture. A total of 26 specific research projects were investigated as well as one LLP Comenius project, three LLP Erasmus projects, one Tempus project, seven CEEPUS projects, one International Visegrad Fund project and one AKTION project. The Faculty of Arts was also successful in its bid for co-principal investigator in one Interdisciplinarity grant project. An additional 18 projects successfully applied for funding under the dean's grant programme.

Faculty development

The faculty participated in the investigation of MEYS development projects as well as in projects announced by the South Moravian Region. A total of 26 ECOP projects were investigated (most of them within the FIFa framework of the Faculty of Arts as a Centre of Excellence in Education: Complex Innovation of Study Programmes and Fields at FA MU with Regard to the Requirements of the Knowledge Economy) as well as two Human Resources and Employment Operational Programme projects and eight Higher Education Development Fund projects.

The Centre for the Advancement of Research in the Liberal Arts (CARLA) project was implemented in accordance with the approved schedule and quality requirements, as stipulated by the RDIOP project.

Selected Events	
28 – 29 March	Art History and Bildwissenschaft: Interfaces, Interactions, Antinomies; international conference, Department of Art History, Centre for Visual Studies
17 April	POWER: Models, Social Psychology, Neurobiology and Pathology; symposium, Department of Psychology
18 – 19 April	Film Adaptation: A Dialogue among Approaches; conference, Department of Czech Literature and Library Studies
16 May	Prague Semiotics Stage Revisited II; conference, Department of Theatre Studies
22 – 24 May	CPPC 2013; International Conference on Positive Psychology, Department of Psychology
23 – 24 May	Science and Philosophy in Film and Literature; student conference, Department of Philosophy
23 – 24 May	5 th doctoral conference, Department of Film Studies and Audiovisual Culture
27 – 30 May	Qualitative Research Summer School; Department of Educational Sciences
30 May – 1 June	Teaching South Slavonic Languages and Literatures in Contemporary Europe; international conference, Department of Slavonic Studies
20 July – 17 August	47 th annual Summer School of Slavonic (Czech) Studies; Department of Czech for Foreigners
29 August – 3 September	EMAE international student camp; Centre for Innovation of Andragogical Studies
17 September	Noblemen's Theatres and Chateau Libraries, international workshop, Department of Musicology
18 – 22 September	XXXV. Colloque international de linguistique fonctionnelle, international conference, Department of Romance Languages and Literatures
10 – 11 October	Second Colloquium of Indo-Europeanists in Brno, Department of Linguistics and Baltic Languages
1 – 2 November	Perspectives on the Scientific Study of Religion: The Search for Evidence, Department for the Study of Religions, Laboratory for the

12.5 Faculty of Education

Studies and degree programme development

The overall student population stood at 6,436 in 2013: 4,106 students were enrolled in Bachelor's, 554 in long-cycle Master's and 1,609 in Master's degree programmes. The faculty implemented a total of 79 fields of study.

A total of 9,954 entrance applications were submitted in the 2013/2014 academic year. Five students were enrolled in degree programmes taught in foreign languages.

As of 31 October 2013, 167 students were enrolled in doctoral degree programmes. The Social Pedagogy field of study was newly accredited within the Pedagogy doctoral degree programme. Interfaculty studies included selected field of study combinations implemented in collaboration with FEA, FA, FSpS and FSci.

Science and research

While the investigation of the Special Needs of Pupils in Context with Framework Educational Programme for Primary Education long-term research plan came to a close in 2013, the investigation of 12 Czech Science Foundation projects, eight Higher Education Development Fund projects and three MEYS development projects continued. Six additional ECOP projects and five partner projects were also investigated. In addition, the faculty participated in the investigation of the following ECOP projects: Employment of Newly Graduated Doctors of Science for Scientific Excellence and Employment of Best Young Scientists for International Cooperation Empowerment. A total of 10 specific research projects received support from the MU Rector's Programme.

Faculty employees also investigated a range of international projects, including e.g. LLP Grundtvig, Comenius, Leonardo da Vinci, Seventh Framework Programme, Mobility 7AMB and CEEPUS III.

A total of eight habilitation procedures (including three external) were initiated in 2013, of which four procedures were concluded (successfully in the case of the three external candidates and one withdrawal in the case of an internal candidate). An external candidate's professorship appointment procedure under way since 2011 was terminated by the scientific board.

Faculty development and collaboration with professional, regional and international partners

Construction of the Centre for Research Institutes and Doctoral Degree Studies was completed in November 2013. The modern five-storey building was funded by RDIOP and includes multi-functional library spaces, computer rooms and facilities for five research institutes.

The most important conference held at the faculty was the conference on Special needs of children in the context of FEP (Prof. Vítková) - Social Determinants of Inclusive Education & Teaching pupils with special educational needs. Additional key conferences included the Education and Language in Europe/Bildung und Sprachen in Europa, Current Research Topics in Foreign Language Learning and Teaching, Methodological Issues in Schoolbook and Educational Media Research/Methodenfragen in der Schulbuch-und Lehrmittelforschung, Russians and Moravia and New Technologies in Teaching.

An honorary doctorate was presented to Prof. Marie Marečková by the Scientific Board of the University of Prešov. A team of authors led by Assoc. Prof. Milena Šubrtová won the Gold Ribbon award in the Children and Youth Books Literary and Art Criticism category for the publication of a dictionary of *Czech Authors of Literature for Children and Youth*. Assoc. Prof. Tomáš Janík received recognition by the Czech Educational Research Association for his outstanding publication on the design and coordination of research curricula. A group of Russian language students led by Mgr. Natálie Naumová won 1st and 2nd place of the regional round of Ars Poetica – Pushkin Memorial.

Silver MU medals were presented to Assoc. Prof. PhDr. Eva Minářová, CSc. and Assoc. Prof. PhDr. Naděžda Siegllová, CSc.

Dean's awards presented in 2013 included 6 for outstanding creative achievements by faculty employees, 12 for outstanding creative achievements by students and 2 for outstanding artistic achievements.

The number of student mobilities expanded by over a third in 2013, with 101 students taking part in mobility programmes in excess of 30 days in duration. The number of incoming international students grew by 50 % to a total of 62.

The Faculty of Education continued collaborations with preschools, primary schools and secondary schools and facilities (63 institutions).

12.6 Faculty of Economics and Administration

Studies and degree programme development

In 2013, the Faculty of Economics and Administration successfully renewed the accreditation of the following degree programmes: Economic Policy and Administration (Regional Development and Tourism field of study) and Economic Theory (Economics double-subject field of study). Both accreditations are beneficial to the diversity of study options offered by the faculty.

For several years in a row, the gradually declining demographic curve has been affecting the number of entrance applications submitted for studies at FEA. This annual decline was thus reflected in the admission procedure for the 2013/2014 academic year: a total of 8,705 entrance applications were submitted, i.e. slightly fewer than in 2012. A total of 1,468 first year students enrolled, bringing the faculty total to 4,050 students (as of 31 October 2013).

The Faculty of Economics and Administration is committed to the development of inter-faculty studies. Degree programmes recently opened in collaboration with the Faculty of Arts include combinations of foreign languages and area studies, history and philosophy.

Long-term partnerships with international institutions included collaborations with Université Rennes 1 (France), University of Huddersfield (UK), University of Victoria (Canada) and WU Wien (Austria). The faculty also worked with Université Rennes 1 (France), University of Piemonte Orientale (Italy) and the University of Tampere (Finland) to develop the Master in Public Economics and Public Finance double degree programme.

Science and research

The faculty once again successfully increased the amount of institutional support funding allocated for research in 2013. Funding for five research projects was obtained from the Grant Agency of the Czech Republic and one research project was supported by the NAKI framework of the Ministry of Culture. A team dedicated to interdisciplinary applied research in the area of transport economics successfully developed a programme designed to support research in the humanities and the experimental development of the OMEGA project, financed by the Technology Agency of the CR. The project, focusing on the optimization of competition regulation in passenger and freight transport, is hoping to create and introduce new procedures for increasing the efficiency of utilizing all levels of existing public policies.

The faculty also investigated 14 specific research projects funded by the MU Grant Agency and supervised one interfaculty scientific project funded by the Research Support Programme. A further four projects successfully applied for funding under the dean's scientific team support programme.

FEA has traditionally emphasized the macroeconomic modelling of dynamic stochastic general equilibrium models. Long-term research activities were conducted by an interdisciplinary research team examining the non-profit sector and civil society in order to develop theories and methodologies and acquire experience in the area.

Faculty development and collaboration with professional, regional and international partners

The faculty continued to investigate innovative development projects with the support of EU Structural Funds. The implementation of these projects was facilitated by the comprehensive renovation of the spatial and ICT-related library facilities necessary for team research carried out by graduate and doctoral students, the purchase of cutting-edge software tools and databases (e.g. the Bloomberg database system) and the development of student placements in both the public and private sector.

A large number of conferences, workshops and seminars were held under the auspices of the faculty or individual departments in 2013. In addition to traditional undertakings, events held at the faculty included the prestigious Public Sector Responses to Global Crisis: New Challenges for Politics and Public Management, organized in collaboration with the International Research Society of Public Management.

Collaborations with major employers, municipalities, the region, professional chambers and central government offices such as the Ministry of Finance continued to thrive.

12.7 Faculty of Informatics

Studies and degree programme development

A total of 2,394 students were enrolled at the Faculty of Informatics as of 31 October 2013. The number of students from Slovakia is stable and constitutes approximately 43 % of the student body. The number of students admitted for studies in Bachelor's degree programmes experienced a slight decrease due to limits imposed by both MEYS and MU. While the introduction of entrance examinations led to a decrease in the number of admitted Master's studies students, it was a necessary step towards the regulation of enrolment numbers and the achievement of a higher quality of studies (entrance examinations are held at comparable faculties). The number of unsuccessfully terminated studies decreased in the past two years, falling from 19.3 % to 12.6 % in the case of Bachelor's studies and from 11 % to 5.6 % in the case of Master's studies.

A revision of conditions for studies in Master's fields of study was implemented in 2013 to accommodate scientific advancements and changes to the faculty course offer. State examination test questions were updated accordingly. Two Master's fields of study received accreditation in English. Two existing interfaculty fields of study are implemented at the Bachelor's studies level; demand is stable with approximately 10 to 20 new students enrolling each year.

Science and research

The Faculty of Informatics is currently involved in the investigation of 12 Czech Science Foundation projects (including three centres of excellence), one Technology Agency project, 17 MEYS projects, one Ministry of Defense project, 4 Ministry of Interior projects and one Ministry of Regional Development project. The faculty functions as coordinator of one FP7 project and is involved in the investigation of a further two. Ten students successfully completed their doctoral studies at the Faculty

of Informatics; moreover, the first ever European doctorate presented at Masaryk University was completed by FI doctoral student Petr Kosina. An honorary doctorate of the University of Latvia was presented to Prof. Gruska, the Rector's Award for Outstanding Research Results Achieved by Young Scientists under 35 was presented to Assoc. Prof. Brázdil and the Rector's Award for Extraordinary International Grant Competition Results was presented to Dr. Bouda. Four new associate professors were appointed in 2013 and Assoc. Prof. Hliněný was nominated for a professorship appointment. A total of ten postdoctoral researchers were employed at the faculty in 2013 (four within the ERCIM framework and a further six involved in MU projects).

Doctoral students were also very active: Michal Balážia won the Swedish innovation award and Martin Líška placed third in the final round of the prestigious ACM SPY competition.

Faculty development and collaboration with professional, regional and international partners

The structure of the FI Association of Industrial Partners was altered in order to better accommodate key aspects of inter-institutional collaboration. In 2013 the association comprised 3 strategic partners, 11 partners and 10 SME partners. The construction of the CERIT SP industrial park continued in accordance with established plans and preliminary agreements with companies interested in working in CERIT SP currently correspond to its approximate capacity.

The faculty is home to a large number of professional associations, including e.g. the following: Java User Group, Linux User Group, TeX User Group, Google User Group and Windows User Group. Activities organized by these associations include e.g. regular technology-oriented workshops and lectures, many of which are popular among students, including the Game Making University workshop series, Animation Techniques Used in Game and Movie Industry and the Open Source Contest, held in collaboration with RedHat.

An agreement on studies in Master's programmes at FI between MU and the Indian Defence Research and Development Organization was concluded in the presence of the Indian Ambassador in 2013; the first 13 Indian students were thus able to complete their single-semester studies in the autumn 2013 semester. A total of 72 FI students took advantage of standard mobility opportunities (primarily Erasmus, some individual agreements), while 26 international students chose to spend a study period in Brno.

12.8 Faculty of Social Studies

Studies and degree programme development

A total of 3,560 students were enrolled in Bachelor's and Master's studies at the faculty as of 31 October 2013. In spite of a decline in the number of entrance applications, the faculty maintains a highly selective approach, in part by reducing the number of students admitted to Bachelor's studies. The same is true of the Master's programme, where a substantial number of applicants hail from other faculties and other universities. No decline in the number of entrance applications has been registered.

Master's studies at FSS offer several fields of study taught fully in English; in addition to the traditional Sociology and European Politics, newly accredited fields include Energy Security Studies, Cultural Sociology, European Governance (double degree) and the Joint Master Programme in International Relations: Europe from the Visegrad Perspective and International Joint Master's Degree in Cultural Sociology.

Science and research

While research naturally takes place at individual departments, a great deal of research activity is concentrated at four specialized units: the International Institute of Political Science, Institute for

Research on Children, Youth and Family, Office for Population Studies and the Institute for Public Policy and Social Work. The units are all financed from institutional support sources, Czech Science Foundation research projects and European and other international projects.

A number of experts also successfully took part in international research teams investigating EU programmes. Investigated projects included two FP7 projects, i.e. NEUJOBS – Employment 2025: How Will Multiple Transitions Affect the European Labour Market and FLOWS – Impact of Local Welfare Systems on Female Labour Force Participation and Social Cohesion, and one prestigious International Outgoing Fellowship Grant – IOF Constructing Sexuality and Gender Discourses in Czechoslovak Sexological Discourses. Two new projects were launched: All Rights Reserved? Barriers towards EUropean CITIZENship (bEUCitizen) and Combating Inequalities Through Innovative Social Practices of and for Young People in Cities across Europe (CITISPYCE).

A range of research projects were implemented with the support of various Czech agencies and institutions, including In 2013, the faculty investigated a total of 24 Czech Science Foundation projects, one Ministry of Culture project, one Ministry of Interior project, one COST project, ten specific research projects and two BETA public tender projects funded by the Technology Agency of the Czech Republic. The faculty participated in investigating an interdisciplinary MU project on Energy Infrastructure and its Impact on Energy Security.

Additional research activities took place within the framework of joint projects with government units, primarily the Research Institute for Labour and Social Affairs of the Czech Republic, Cooperation with non-governmental organizations focused primarily on issues of social prevention and intervention, minorities, the Roma ethnic group and environmental protection and conservation.

Faculty development and collaboration with professional, regional and international partners

In 2013, the faculty celebrated the 15th anniversary of its founding. In the future, this occasion will be marked with a meeting of the academic community and MU employees, dubbed Faculty Day. The event included the I. A. Bláha student conference.

In November 2013, the Department of Media Studies and Journalism opened a fully digital television studio with state-of-the-art digital image processing technologies and Full HD broadcast capability.

Thanks to the Teaching Innovation at FSS project, the Department of International Relations and European Studies managed to publish six books on energy security. The complexity which these publications bring to the field is unprecedented in the Czech Republic.

The Department of Psychology launched an ECOP project entitled **MU Centre for the Development of Gifted Children in the South Moravian Region**.

The Department of Social Policy and Social Work started teaching the Block of Experts course, with invitations accepted by experienced workers from MU and partner universities; due to unprecedented student interest, the course will also be offered in 2014.

The Department of Sociology organized a conference on urban studies in Brno, focusing on two crucial topics: the city and the home.

12.9 Faculty of Sports Studies

Studies and degree programme development

A total of 1,466 students were enrolled at the Faculty of Sports Studies in 2013. This figure represents a slight decrease of approximately 6 % in comparison with the preceding year. However, the faculty

registered an increased interest among applicants for Bachelor's studies (2 %) and especially Master's studies (17 %). Management in Sport remained the most popular field of study with 626 entrance applications submitted for Bachelor's studies and 243 for Master's studies.

The Faculty of Sports Studies primarily participates in inter-faculty degree programmes with the Faculty of Education, Faculty of Social Studies, Faculty of Arts, Faculty of Informatics and Faculty of Economics and Administration. Various combinations of fields of study were possible in both Bachelor's and Master's degree programmes. Growing interest is evident in the case of the Lower and Upper Secondary School Teacher Training in Physical Education double-subject Master's degree programme.

In 2013 he was created a joint degree program Applied Kinesiology in cooperation with the Slovenian University of Primorska. An application for the accreditation of the Czech and English versions of the programme was submitted to the MEYS Accreditation Commission.

Science and research

The faculty continued to participate as co-principal investigator in Comparative Police Studies in the EU (COMPOSITE), an FP7 project focusing primarily on a wide range of processes and changes taking place in security forces throughout Europe. The 9th annual Sport and Quality of Life international conference drew 138 experts from a dozen countries. Conference proceedings were subject to a review process and subsequently submitted for inclusion in the Web of Science.

Two postdoctoral positions at the Faculty of Sports Studies were filled thanks to an ECOP project. In the future, the faculty will focus on developing a framework for the adoption of postdoctoral employees in order to replace the existing ECOP project.

Specific research funded by the MU Grant Agency included 11 successfully investigated projects in 2013 and 15 newly submitted projects, of which 14 were approved.

The department of science and research was reorganized in 2013 so as to better accommodate the needs of academics associated with methodological and administrative support required for the preparation of proposals in specific calls and for the reporting and publishing of applied research results. In addition, an incentive system encouraging academic employee creative activities was developed.

Faculty development and collaboration with professional, regional and international partners

A collaboration between a Department of Kinesiology team led by Assoc. Prof. Martin Zvonař and the BOTY J Hanák R., s.r.o. shoe company led to the development of a biomechanical shoe designed to relieve a number of orthopaedic problems; a patent for the special footwear was obtained in 2013.

The FSpS actively collaborated with the South Moravian Regional Emergency Medical Service and other partner organizations on a project designed to distribute automated external defibrillators (AEDs). The number of defibrillators located in public places in Brno and around the South Moravian Region increased dramatically thanks to the project, as did awareness of resuscitation procedures.

Throughout 2013 the faculty intensively communicated with many international partners due to the termination of the Erasmus programme. Newly drafted Erasmus+ institutional agreements reflect actual mobility practices in accordance with statistics from previous years.

Recently concluded partnerships include a bilateral agreement with the University of Montenegro. A cooperation agreement with the University of Zagreb – a co-organizing partner organization of the 7th

International Scientific Conference on Kinesiology, to be held in May 2014 in Opatija, Croatia – was also signed in 2013.

Interest in studies at the faculty among international students is increasing (from 31 in 2012 to 37 in 2013). At the same time, Faculty of Sports Studies students have also begun to make more use of mobility programmes: 55 of them spent at least one semester abroad in 2013.

12.10 Central European Institute of Technology

In 2013, the Central European Institute of Technology of Masaryk University entered its **third year of existence**, namely as part of the CEITEC scientific centre of excellence, the first scientific centre in the Czech Republic to integrate research and development in the field of the life sciences and advanced materials and technologies.

CEITEC MU comprises **five research centres**:

- Structural Biology
- Genomics and Proteomics of Plant Systems
- Molecular Medicine
- Brain and Mind Research
- Advanced Nanotechnologies and Microtechnologies

Individual centres are subdivided into research groups, which constitute basic functional units. Thanks to the regular assessment of scientific performance, this system helps control the quality of the institute's scientific output and add new groups purely on the basis of their scientific potential while identifying shortcomings in existing groups and focusing on their improvement.

Primary research forms a key component of research carried out at CEITEC. However, a great deal of attention is also devoted to the transfer of knowledge and research results to the **application sector**. **Scientific publication output** is the primary criterion for measuring research quality. In 2013, scientists at CEITEC MU were listed as authors in **295 scientific publications**, i.e. a quantitative and qualitative increase in comparison with previous years. This trend is specifically targeted as one of the institute's long-term strategic goals. In 2013, CEITEC researchers published their work in *Science*, *Veterinary Research*, *Nature Genetics*, *Nature Methods*, *Leukemia* and many other prestigious journals.

Internationalization and the associated acquisition of **international grants** are both considered key tools for sustainability. In 2013, CEITEC MU therefore submitted **70 project proposals to various international funding schemes**, seeking a combined total of nearly 13.5 million EUR in funding. Processed proposals indicate a **success rate of 25 %**, of which **Marie (Skłodowska-) Curie Actions** indicate a success rate of **38 %**, i.e. a result comparable with leading international institutions. CEITEC MU is dedicated to supporting scientific teams in prestigious grant programmes such as the **European Molecular Biology Organization (EMBO)** and EU framework programmes (Horizon 2020), including grants announced by the European Research Council (ERC); in fact, CEITEC obtained the **first ERC Grant in the South Moravian Region for Dr. Pavel Plevka** in 2013. A total of **78 projects with a success rate of 16 %** were submitted by CEITEC in various national project schemes and frameworks. Even so, national grants, especially those announced by the Czech Science Foundation, still constitute approximately one third of the grant funding allocated each year.

The accreditation of **Structural Biology** and **Bio-omics** doctoral fields of study within the **Life Sciences** degree programme was carried out in close collaboration with CEITEC MU. The innovative programme concept, its international and interdisciplinary approach to teaching and its implementation of standards adopted by prestigious universities provides the Life Sciences programme with potential to become a flagship doctoral degree programme at MU.

12.11 Institute of Computer Science

The Institute of Computer Science is tasked with a double role: not only does it function as a university institute focusing on research and development in the area of network, computing and data repository infrastructure, information systems and associated services, it is also responsible for the development and implementation of such infrastructure at MU. In addition to being involved in research and instruction, it also operates ICT infrastructure at MU and coordinates methodologies utilized by specialized units at individual faculties. The ICS includes the **CERIT-SC centre**, a facility included in the national roadmap for large research infrastructures. CERIT-SC is dedicated to research, development and innovation in high performance computing and storage infrastructures in virtually all research fields.

A comprehensive internal **reorganization of the ICS** took place in 2013: a new organization order was adopted and a new director was chosen. The institute is currently partitioned into five divisions which correspond to its designated areas of responsibility: computing and storage infrastructure, communication infrastructure, information systems, customer care and internal management. A total of 27 of its employees are also involved in instruction; while most teach at the Faculty of Informatics, some also lecture at other MU faculties or even at other universities.

As part of its operational responsibilities, the ICS provides all of the necessary **MU information infrastructure** (with the exception of systems and agendas implemented by IS MU), see chapter 11.1. It also operates the central university website (www.muni.cz), runs the University Computer Centre and ensures the operation of approximately 2,000 personal computers, some of which are located in university computer rooms and others which are used as personal computers by MU employees. In 2013, the ICS continued to support MU investment activities by providing expert facilities for low-voltage technologies, computer networks and audio-visual equipment. External services provided by the institute include the **MEYS Student Register** and medical data storage databases for hospitals in the South Moravian region, developed and operated within the framework of the long-term **MeDiMeD** project.

Research and development carried out by the ICS focuses on two main areas. **Cybersecurity** is one of the key areas; in 2013, the institute thus initiated the **International Centre for Cyber Security (C4E)** project and the national **Cybernetic Polygon (Kypo)** project. Moreover, the ICS has also been involved in long-term collaborations with the **National Security Authority** and the **Police of the Czech Republic** and serves as a training centre for their employees.

The ICS is also dedicated to research in the area of architecture and properties of high-performance flexible computing and storage resources, including their functioning within large-scale distributed systems and specific authentication and authorization issues. Interdisciplinary research forms another key area of interest; significant undertakings carried out in 2013 included a cooperation with the **ELIXIR ESFRI** project, which took place thanks to the fact that the ICS (through CERIT-SC) is a founding member of the national node **ELIXIR CZ** and thus continues to contribute to the operation of this important routing infrastructure for the life sciences.

Intensive cooperation with other large ESFRI projects is also taking place, especially with **BBMRI** and **ICOS**, the **Virtual Human Brain** project and a number of smaller groups within the university and throughout the Czech Republic. New research directions include e.g. **long-term digital data preservation**.

In the past year, the ICS investigated 22 research projects, including four **RDIOP** projects and four international projects. The ICS coordinated a total of nine of these projects.

