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**Strategic Plan of the
Faculty of Economics
and Administration,
Masaryk University,
for the Years 2021–2028**

January 2021

Introduction

The Strategic Plan of the Faculty of Economics and Administration of Masaryk University (FEA MU) for the Years 2021–2028 is one of the faculty's key development documents, setting out both the basic priority areas and goals, as well as the individual tools, activities and indicators leading to their fulfilment. The structure of the document reflects the mission, values and vision of the Strategic Plan of Masaryk University for this period, and is thus its complement, elaborating the basic strategic document and declaring the main goals and priorities at our faculty level.

Over the last five years, until 2020, during which time the Faculty of Economics and Administration of Masaryk University based its strategy on the previous Strategic Plan for 2016–2020, it managed to meet its basic development goals and became a popular faculty of economics both for students, and in terms of cooperation in science and research, or partnership with the public and private sectors. Over the past period, the faculty has undergone major developments in its educational and research infrastructure, and is now at the top European level. The faculty successfully implemented the transition to institutional accreditation, and also significantly expanded the offer of studies at all levels, including degree programmes taught in a foreign language. A great achievement in science and research over the last five years is the fact that the faculty is now part of many major research projects at the national and international level, including regular participation in project consortia of the Horizon 2020 programme.

FEA MU, as well as other faculties of Masaryk University and the entire university sector, has faced many challenges in recent years, including the completely unprecedented impacts of the pandemic. Therefore, the next period of 2021–2028 is crucial in terms of the need to reflect new external and internal influences, as well as to create an environment that will enable the faculty to implement its innovation potential and support a proactive ecosystem to remain a leading economic faculty at the national and international level. The key tasks are the effective digitization of teaching, the development of a study offer that reflects the strong employability of graduates in the domestic and foreign labour market, creating an environment for the further development of targeted top-class research (including implementing an evaluation system for research organizations and targeted support programmes for research, development and innovation), and further strengthening the MUNI ECON name and brand as an important partner at the regional, national and international level.

The new Strategic Plan is the first plan that is conceived for a period longer than five years, and is based on both the concept of the Strategic Plan of Masaryk University and other external factors. It is also the first truly participatory strategic document, the creation of which involved an open discussion of the wider academic community. The plan was created at a time that bridged two terms of office of faculty management, and rather than being a complicating factor, instead it demonstrated the consistency of opinion and consensus between the former and new management of FEA MU in key parameters of the document.

The implementation of the Strategic Plan will enable us, in cooperation with other constituent parts of Masaryk University and partner organizations, to maintain an advantageous position in a highly competitive environment of universities focused on economics and administration in the Czech Republic, and give us an overlap of educational and research activities vis-à-vis similarly focused universities abroad.

Antonín Slaný
Dean
(term of office 2016–2020)

Jiří Špalek
Dean
(term of office 2020–2024)

Mission

In accordance and in cooperation with other faculties of Masaryk University, the mission of the Faculty of Economics and Administration is – with its educational, research and social activities in the field of economics and administration – to support the development of society, to contribute to the healthy and high-quality lives of every generation, and to support efforts for a secure, free, and cohesive society capable of critical thinking.

Values

The values of the Faculty of Economics and Administration of Masaryk University are in line with the general values rooted in Masaryk University and expressed in the MU Strategic Plan. Since its founding, Masaryk University has always respected and professed the democratic values of a free republic. To this day, these values form the basis of its internal culture and are widely shared by the university's academic community. These values are:

FREEDOM

Freedom, respected and defended as a principle of internal organization of the university in the form of academic freedom of teaching and research, or the freedom of choice of students' own curriculum profile, but also as a principle of the university's institutional autonomy towards the state and as a social imperative;

RESPECT

Respect for the rules establishing equal opportunities and transparency in how the institution functions, which is reflected, for example, in its internal administrative and economic settings, its study legislation, and in its commitment to the principles of academic ethics;

RESPONSIBILITY

Responsibility, understood in relation to the external environment as the public role of the university, emphasizing its task as a co-creator of public opinion and active participant in public debate, but also as a major player in the transferral of knowledge and technology into practice, as a public service provider, and as an institution that is also open to disadvantaged or minority groups. Inwardly, individual responsibility for one's own choice of curriculum is an elementary principle of the functioning of an open and internally free study environment.

Vision

In the same way that the entire Strategic Plan of the Faculty of Economics and Administration of Masaryk University for the Years 2021–2028 takes as its starting point the Strategic Plan of Masaryk University for the years 2021–2028, so too does the faculty's vision. Nonetheless, this vision also reflects the specific conditions of the faculty's mission, arising from its focus on economics and administration and the related offer of degree programmes, its fields of study, and its scientific-research orientation. With regard to these specifics, in 2028 the Faculty of Economics and Administration of Masaryk University wants to be:

- A faculty with a wide range of well-taught academically and professionally focused degree programmes, implemented in cooperation with partners not only within Masaryk University but also outside it, which allows Czech and foreign students to be successful in the labour market and in science and research in the Czech Republic and abroad;
- A faculty which is perceived in the Czech Republic by domestic and foreign academic staff members as an important educational and research centre in Central Europe;
- A unit creating potential for interdisciplinary activities both in the field of education and in the field of science and research, with an overlap to respected units in the Czech Republic and abroad;
- A faculty which is a sought-after and reliable strategic partner for academic and non-academic organizations in the private and public spheres;
- A unit which contributes to the society-wide discussion on fundamental issues related to the sustainable development of society and to other fundamental topics, with respect for the principles of critical thinking;
- An employer with an attractive working environment for all employees, which supports the further education of academic and non-academic staff members, and supports the balance of work, family and personal life;
- A unit supporting the development of an internal culture for students and employees based on responsibility, performance, creativity and compliance with ethical principles.

- 1 A high-quality and attractive education**
- 2 Individual and diversified doctoral degree programmes**
- 3 Prestigious national and international research**
- 4 Active societal role and communication**
- 5 Effective administration of the institution and successful personnel management**

1

A high-quality and attractive education

STRATEGIC GOALS

- 1.1 In relation to the wide range of degree programmes, increase students' opportunities for the individualization and flexibility of studies, both in relation to the profile of the graduate of the particular degree programme and the revised offer of elective educational activities**
- 1.2 Introduce tools enabling the development of modern forms of teaching at all levels of study, including the overall digitization of the basic elements of studies**
- 1.3 Increase possibilities for the permeability of study, including its completion in accordance with the latest foreign trends**
- 1.4 Increase the relevance of individual degree programmes in Bachelor's and follow-up Master's studies to the needs of the labour market**
- 1.5 Reduce the student dropout rate and introduce tools to complete studies within the standard duration of study**
- 1.6 Increase the use of mobility programmes for students of Bachelor's and follow-up Master's degree programmes**
- 1.7 Increase the attractiveness of degree programmes in a foreign language**
- 1.8 Expand the offer of further education courses in cooperation with faculty partners from the public and private sector**

TOOLS, INDICATIVE MEASURES AND ACTIVITIES

- 1.1 In relation to the wide range of degree programmes, increase students' opportunities for the individualization and flexibility of studies, both in relation to the profile of the graduate of the particular degree programme and the revised offer of elective educational activities**
 - Innovate the offer of programme-specific courses within the first years of study;
 - In cooperation with student clubs (e.g. the Investors' Club), expand the offer of activities related to the study of individual degree programmes;
 - Modernize the offer of Bachelor's degree programmes in relation to the development of the demand for studies and the requirements of the labour market, including a discussion on unifying the concept of Bachelor's studies;
 - Create tools for reconciling study in the combined study mode with the professional and personal lives of students;
 - Support teaching in a foreign language within the framework of Czech

- degree programmes and unify their quality and level of difficulty;
- Expand the implementation of practical training and internships in the Czech Republic and abroad as compulsory or elective parts of individual degree programmes, and support students in the possibility of their completion – either in the form of granting credits or the further development of a unified framework;
- Carry out a revision of merit scholarships in order to increase students' motivation to achieve excellent results throughout their studies.

1.2 Introduce tools enabling the development of modern forms of teaching at all levels of study, including the overall digitization of the basic elements of studies

- Create tools for the possibility of digitizing teaching using the latest IT and AV tools, including support for infrastructure (e-learning support, including student evaluation online, improving the availability and quality of study materials in electronic form, improving awareness of and increasing the quantity, quality or added value of recorded online lectures, etc.);
- Create conditions for the implementation of teaching using innovative forms, including support for student teamwork;
- Change the way students' knowledge is tested (e.g. abandon the practice of repetitive testing) and bring it closer to testing for independent critical thinking;
- Enable academic staff members to avail themselves of further education in modern teaching methods in order to create alternatives to traditional frontal teaching (interactive teaching, simulations, project-oriented teaching), in cooperation with university-wide units;
- Support the link between graduate studies and the involvement of students in scientific research activities (for example, in relation to final theses topics), including involvement in research teams at the faculty;
- Support the use of individual tools of modernized infrastructure through the regular training of teachers.
- Support the development of the language competences of academic staff members involved in teaching foreign language courses.

1.3 Increase possibilities for the permeability of study, including its completion in accordance with the latest foreign trends

- Further expand the importance of final theses as a crucial point in the overall process of implementing graduate studies at the faculty (link to the revision in the form of state final examinations);
- Support the process of cooperation between individual units of the faculty, as well as between other units of the university, in order to offer a range of interdisciplinary topics for final theses;
- Motivate students to completing their diploma theses by offers of cooperation connected directly with practical training, e.g. co-tutoring;
- Further expand the involvement of qualitative criteria in the evaluation process within the educational process of graduate studies (ability to discuss the topic by students, essays on the ability to describe a topic, etc.);
- Support the exchange within the faculty of so-called good practice between individual units – support in the form of pedagogical conferences, interdepartmental seminars, etc.

1.4 Increase the relevance of individual degree programmes in Bachelor's and follow-up Master's studies to the needs of the labour market

- Involve partners from the public and private sectors in educational innovation and consult with them their contribution to the graduate's profile and subsequent employment;
- In cooperation with partners, expand the offer of professionally oriented combined degree programmes and set up the process for their communication with the target group.
- Intensify or increase the number of complementary activities implemented in cooperation with partners from the private and public sectors, as well as in cooperation with

- student clubs, and create links to teaching (e.g. expansion of TopSec activities);
- In cooperation with other faculties of Masaryk University and external partners, support the involvement of the faculty in new thematic areas having the potential for creating degree programmes that are highly relevant to the labour market;
- Create tools to increase the employability of graduates in the labour market through faculty-wide tools created in cooperation with university units – such as the project manager training centre;
- Create conditions for teacher internships with public and private sector partners, and support the transfer of knowledge into teaching.

1.5 Reduce the student dropout rate and introduce tools to complete studies within the standard duration of study

- Create conditions for optimizing the number of students per pedagogical staff member and ensure long-term sustainability;
- Use motivational tools to support teachers' interest vis-à-vis further education in pedagogical and didactic competencies, in close cooperation with the university's CERPEK unit; Stabilize the functioning of so-called study advisors at individual departments, coordinate and evaluate their activities;
- In cooperation with the central level of the university, further support the introduction of tools to identify potential risk factors leading to the termination of studies;
- Support the identification of first-year students with the relevant degree programme in the form of targeted mass events (e.g. first-year student meets), as well as the activities of individual faculty units;
- Further develop the use of feedback tools (e.g. student surveys) in the context of ongoing changes in teaching and course assessments in order to respond to any critical points identified by students;
- Use internal tools to support the involvement of student teams in national and international competitions, and promote these opportunities long-term as a motivating factor – starting with first-year students;
- In relation to the system of internal and external performance indicators, further expand work with data and information regarding student dropout, including regular evaluation.

1.6 Increase the use of mobility programmes for students of Bachelor's and follow-up Master's degree programmes

- Expand and improve cooperation with foreign universities and other partners, including expanding the list of recognized subjects with a direct link to the curriculum of the degree programme at the faculty;
- Further develop a system enabling the maximum recognition of completed courses and courses from abroad in relation to the structure of the relevant degree programme (including setting the cooperation for interfaculty programmes);
- Moreover, support the motivation of students to use mobility programmes, both through individual information tools and especially in cooperation with individual teachers and thesis supervisors;
- Support the creation of new innovative forms of mobility, for example in the form of blended learning (a combination of full-time internships and online teaching);
- Support the interaction of Czech (Slovak) students and foreign students in teaching and follow-up elective study activities.

1.7 Increase the attractiveness of degree programmes in a foreign language

- In cooperation with other units of Masaryk University, support the establishment of multidisciplinary degree programmes in a foreign language;
- Support the involvement of the faculty's individual units in the creation of so-called multiple degree programmes with foreign units, including active support to find opportunities for their creation (e.g. the Erasmus Mundus programme);
- Intensify cooperation of the faculty's individual units with foreign partners on the exchange of knowledge concerning good practice in the teaching of individual courses, including the involvement of relevant study tools;
- Intensify the international mobility of teachers between the faculty and foreign cooperating institutions;
- Support the implementation of tools in the form of summer and winter schools for students of the faculty, interested students from other universities, and those interested in studying in foreign language programmes;
- Co-operate with foreign institutions on the exchange of knowledge concerning good practice in the teaching of individual courses, including the involvement of relevant study tools;
- Aim for international accreditation for selected degree programmes;
- Support the exchange of teachers (e.g. invited scholar) between the faculty and cooperating foreign institutions;
- Support the involvement of external partners from the public and private sectors in the implementation of foreign language programmes.

1.8 Expand the offer of further education courses in cooperation with faculty partners from the public and private sector

- Set a process for long-term communication with partners from the private and public sectors to determine the demand for further education in the form of so-called non-degree courses;
- Create a network of stable partners for whom the faculty will be a supplier of further education, with the potential for the long-term development of forms and methods of education (fulfilling the concept of modularity, mutual branding);
- Further develop the system of certifications granted by the faculty, drawing upon the brand quality of Masaryk University, and link to other possibilities;
- In cooperation with the central level of Masaryk University and other units, support the development of faculty and university units supporting the offer of further education, e.g. the centre for training project managers.

KEY RESULTS AND INDICATORS IN THE SP MU 2021-2028 RELEVANT FOR THE PARTICULAR STRATEGIC GOAL OF THE FACULTY

- **Teaching competence** and experience are fully **integrated into the criteria of the habilitation procedure and the professor appointment procedure**, and are also taken into account and specified in the work content
- Set **system for rewarding excellent pedagogical work** – rewards individuals and academic teams, and supports the creation and **dissemination of teaching innovations through specific tools**
- **Number of students per teacher** (maintaining a favourable ratio reflecting the quality of education and at the same time taking into account growth in the applicant population)
- **Proportion of unsuccessful students** in degree programmes in various phases of study (declining trend)
- Students of Bachelor's degree programmes (not subject to regulation) have a practical opportunity **to choose the study plan by the second semester**

- Implemented rules enabling **flexible changes of degree programmes**
- Number of **students** who have successfully **completed shared university core courses** (growing trend)
- Number of **students opting for studies with an interdisciplinary nature** by combining major and minor study plans (growing trend)
- Implemented **tools to compensate for the disadvantages of students** in the early stages of studies
- Number of **degree programmes** implemented in a **purely distance study mode**
- **Online education** is an **integral part of teaching and learning** in all forms of study **at all faculties**.
- The **number of students and outside experts involved in the evaluation of teaching quality** (in the evaluation of degree programmes, within programme boards, etc.; growing trend)
- Systematized **new offer of all lifelong learning options** available on the university website **structured according to the typical needs of potential applicants** (combined and distance forms of degree programmes for studies while working, short professional programmes for changing qualifications, online courses for acquiring specific skills, etc.)
- The university **offers its students** the opportunity **to identify their skills portfolio** before entering professional life
- **The obligation to complete at least one expert course in a foreign language** within the Czech degree programme is introduced at all faculties of the university
- **Proportion of professional courses taught in foreign languages** in non-philological degree programmes carried out in Czech (growing trend)
- Number of **foreign language courses in the blended learning mode** included in the standard study offer at individual faculties (growing trend)
- Number of **degree programmes in English with teaching** in all types of study (increasing trend)
- Proportion of **foreign students** in degree programmes (growing trend)
- Proportion of **students completing a study stay abroad during their studies** (lasting 1 month, 1 semester, etc.; growing trend)
- **A university-wide Welcome Centre** with a wide range of services for international students and employees

2

Individual and diversified doctoral degree programmes

STRATEGIC GOALS

- 2.1 Increase the attractiveness and success of doctoral studies for motivated and talented students**
- 2.2 Strengthen the internationalization of doctoral studies**
- 2.3 Create conditions for the implementation of interdisciplinary doctoral degree programmes**
- 2.4 Strengthen the environment of mutual cooperation between supervisors and doctoral students**
- 2.5 Create an environment to strengthen research within doctoral studies with a link to the development of students' publishing activities**

TOOLS, INDICATIVE MEASURES AND ACTIVITIES

- 2.1 Increase the attractiveness and success of doctoral studies for motivated and talented students**
 - Change the structure of the admissions procedure so that it takes into account not only the quality but also the motivation of applicants for doctoral studies, strengthen contact between the student and supervisor before the admissions procedure itself;
 - Create tools for monitoring and evaluating doctoral studies;
 - Support the continuity of studies for doctoral students in the form of creating motivational tools enabling the solution of various situations associated with the study (e.g. a significant increase in the length of studies);
 - Support the work of the doctoral boards of doctoral degree programmes with the aim of reflecting the results of feedback from individual programmes, and to actively project it onto the structure and functioning of the degree programme;
 - Create motivational tools to support the student in completing their dissertation thesis within the standard duration of study;
 - Create a system of addressing graduate students from the Czech Republic and abroad, introducing them to the possibilities of doctoral studies, and supporting their recruitment to study at FEA MU;

- Carry out a revision of scholarships and tuition fees in doctoral degree programmes and also ensure equal study conditions for all doctoral students in a language other than Czech;
- Create a communication tool acquainting doctoral students with the faculty and the relevant home unit (doctoral first-year student meets, introduction of research teams and specializations, etc.).

2.2 Strengthen the internationalization of doctoral studies

- Support possibilities for increasing the number of motivated and talented foreign doctoral students (e.g. the possibility to finance talented students from abroad through state support);
- Implement a system of compulsory foreign internships for doctoral students with a recommended length of at least 3 months (90 days);
- Support sending doctoral students for internships abroad, including the possibility to carry out a postdoctoral fellowship with a foreign partner after completing their studies;
- Within the framework of cooperation with foreign partner research organizations, promote the possibility for long-term doctoral student exchanges and their involvement in research teams at the host institution;
- Initiate and support cooperation with recognized foreign institutions (according to international rankings) through the implementation of studies under dual guidance (so-called cotutelle).

2.3 Create conditions for the implementation of interdisciplinary doctoral degree programmes

- In cooperation with other faculties, analyse the possibility of joint degree programmes that would be implemented on an interdisciplinary basis, including joint supervision of dissertation theses (e.g. the economic impacts of new IT technologies or the introduction of new biotechnologies);
- Support the use of so-called collaborative doctoral studies in cooperation with partners from the public and private sectors, and strengthen professionally oriented doctoral studies.

2.4 Strengthen the environment of mutual cooperation between supervisors and doctoral students

- Define the roles and responsibilities of the supervisor and the doctoral student, including the provision of methodological support to supervisors in the form of workshops and seminars on the possibilities of doctoral student development tools;
- Develop a system for evaluating the quality of supervisors' work (their publishing activities, length of study of their doctoral students, employment of doctoral students, etc.).

2.5 Create an environment to strengthen research in doctoral studies with a link to the development of students' publishing activities

- Support the excellent publishing activities of doctoral students in the field of their dissertation thesis by introducing a motivational system in cooperation with supervisors;
- Initiate a discussion on contracted modes of doctoral study;
- Support targeted research by involving combined doctoral students in scientific research activities, including the corresponding publication output;
- Prepare comprehensive introductory training for doctoral students in which they are acquainted with the basic evaluation parameters of their activities and the evaluation of publishing activities, etc., including the relevant dates;
- Introduce elective courses (including the provision of teaching in cooperation with external experts) which would enable students to further expand the possibilities of their research;
- Create a communication tool acquainting doctoral students with the faculty and the relevant home unit (doctoral first-year student meets, introduction of research teams and specializations, etc.).

KEY RESULTS AND INDICATORS IN THE SP MU
2021-2028 RELEVANT FOR THE PARTICULAR
STRATEGIC GOAL OF THE FACULTY

- Established **standards of doctoral studies** at faculties also as **part of the internal evaluation** of doctoral degree programmes
- Implemented **standardized requirements** for the quality of the **work of supervisors** of doctoral students
- The proportion of **doctoral students' research outcomes** that are **indexed** by the world's major multidisciplinary citation databases (**Web of Science**, **Scopus** and similar such databases) from the total number of doctoral students' outputs from MU (growing trend)
- The proportion of research **publications of doctoral students in prestigious sources** (journals, publishers) with regard to the quality criteria of the **given scientific discipline** (growing trend)
- **Proportion of students completing** a foreign internship during their doctoral studies (in lengths of a min. 1 month, 1 semester, etc.; growing trend)
- Proportion of doctoral students who **successfully graduate** within the **standard duration of study** (growing trend)
- Average amount of **financial evaluation per doctoral student** at individual faculties (growing trend)
- Number of supported doctoral students from **scholarship programmes for the evaluation of excellent results** in doctoral studies (growing trend)
- Portfolio of **motivational tools** for doctoral students and supervisors within the **PhD academe** at MUNI
- Established system for **monitoring the employment and career paths of doctoral graduates**

3

Prestigious national and international research

STRATEGIC GOALS

- 3.1 Support key research topics and the creation of excellent results in R&D**
- 3.2 Develop applied research**
- 3.3 Support the communication and promotion of the faculty's R&D activities**
- 3.4 Involve the FEA MU in international research projects and consortia**
- 3.5 Internationalize research, including cooperation in science and research with foreign partners**

TOOLS, INDICATIVE MEASURES AND ACTIVITIES

- 3.1 Support key research topics and the creation of excellent results in R&D**
 - Support the further development of key research topics identified at individual departments and research institutes, including the creation of internal tools for securing funding;
 - In cooperation with other faculties and departments of Masaryk University, develop strategic interdisciplinary research topics identified with regard to major societal challenges – especially in the fields of biotechnology, biomedicine, pharmacy, security, health and quality of life, and environment and sustainable development, and which are described in the Strategic Development Project of Masaryk University 2021+ “Innovation for a Healthy and Safe Society”
 - In cooperation with domestic and foreign partners, seek and support long-term opportunities for key research topics with international implications, including interdisciplinary research topics;
 - Adjust the settings of research institutes at the faculty in order to support excellent results in cooperation with departments;
 - Support the development of a project support system in order to create conditions for the involvement of research teams in prestigious programme frameworks in the field of science and research;
 - Integrate new researchers, especially foreign ones, into long-term teams at the faculty, and connect support for these researchers already with their activities in the context of graduate or doctoral studies (final theses, etc.);
 - Increase the number of functioning interdepartmental and interfaculty research teams with long-term research topics;
 - Create tools for motivating researchers working at the faculty to get involved in long-term research teams already when completing their doctoral studies, with a vision to potentially pursue further work within the R&D teams established at the faculty;

- Create tools to increase the citation index of published results (indexed in the world databases WoS and SCOPUS) – especially support for visibility and dissemination;
- Support the introduction of the Open Science and Open Access concepts in cooperation with the central units of the university, and the creation of appropriate information tools for academic and non-academic staff members;
- In cooperation with university units, communicate intellectual property values (including the Open Science concept);
- Secure long-term access to electronic resources, including updates of relevant databases, etc.

3.2 Develop applied research

- Support the involvement of the faculty in platforms of cooperation with the private and public sector in order to identify opportunities for involvement in R&D (including the conclusion of long-term cooperation agreements, etc.);
- Increase research cooperation with relevant partners, including the conclusion of long-term contracts for research activities (e.g. South Moravian Region, City of Brno);
- In connection with the use of programme frameworks supporting the application of science and research outcomes (especially TA ČR), support the submission of follow-up projects with the aim of maintaining and deepening long-term cooperation with application partners;
- Create a user-friendly communication portal, used by academic staff members, centred on the possibilities of using individual programme frameworks to support the application of basic research outcomes at the faculty (e.g. developing and applying GA ČR outcomes).

3.3 Support the communication and promotion of the faculty's R&D activities

- Develop tools for implementing the effective internal evaluation of science and research outcomes, including communication with academic staff members, and tools for internal promotion;
- Support the exchange of information on the outcomes of projects and other research activities within the faculty in the form of regular workshops and conferences;
- Create a set of tools (e.g. websites) to enable the promotion of interesting outcomes and opportunities for cooperation in the field of R&D with the representatives of partners and expert circles;
- Promote the portfolios of key research topics at events in the Czech Republic and abroad (e.g. network workshops and conferences).

3.4 Involve the FEA MU in international research projects and consortia

- Increase the capacity and possibilities of the system for the project support of individual faculty departments with the aim of increasing the involvement of the faculty's research teams in international research programme frameworks;
- Within the framework of international projects, support the active role of faculty teams, including the possibility of publishing activities in prestigious international journals (Q1 and Q2);
- Support the connection of faculty research teams to units actively involved in international science and research projects, and develop tools to inform research teams at the faculty about opportunities to participate in international projects and consortia;
- Create a suitable system of motivational evaluation for individual employees and research teams to obtain an international project, or get involved in an international research framework.

3.5 Internationalize research, including cooperation in science and research with foreign partners

- Support the employment of foreign researchers, especially in the position of “postdoc” in order to support the internationalization of research teams in the long term and to further significantly reduce faculty inbreeding;
- Introduce a system of foreign trips for all academic positions (from assistants to professors) and combine it with other tools for professional development (e.g. the sabbatical system);
- Focus on creating opportunities for the long-term activities of foreign workers, even after the end of projects, create conditions for long-term activities;
- In cooperation with the central level of the university, create and develop tools for the activities of foreign postdocs at the faculty (standard selection procedures, etc.);
- Create a long-term strategy associated with internationalization in the field of R&D, including the search for relevant foreign experts and their engagement long-term in research teams at the faculty.

KEY RESULTS AND INDICATORS IN THE SP MU 2021-2028 RELEVANT FOR THE PARTICULAR STRATEGIC GOAL OF THE FACULTY

- Successful implementation of a **strategic development project** in the field of innovation for a **healthy and safe society**
- Built high-quality university facilities connecting basic and clinical research in the field of human health **and full use of the research potential of the Faculty of Pharmacy MU**
- Number of proposals and projects obtained in the grant schemes of **international funding bodies, where MU is in the role of investigator or co-investigator** (especially in Horizon Europe)
- Number of projects **in cooperation with industry/state administration/self-government** (TA ČR, M PO etc.)
- Proportion of **highly-cited publications** in Web of Science
- Number of submitted proposals and **individual international prestigious research grants** received (e.g. ERC)
- All **key infrastructure of the university** in science, informatics, social sciences and the humanities **operate in the mode of shared laboratories (so-called core facilities)**
- New, successfully established **teams** of holders of the **MUNI Award in Science and Humanities**
- Introduced **periodic evaluation of research quality as a standard part of management** at all faculties and higher education institutions (functional **peer review panels**, etc.)
- Proportion of research **outcomes** that are **indexed** by the **world’s major multidisciplinary citation databases** (Web of Science, Scopus and the like) from the total number of outcomes of MU authors (growing trend)
- Proportion of research **publications** of MU authors **published in Q1 and Q2** according to the citation index (e.g. IF, AIS) of the journals in the relevant field at **the Web of Science** (growing trend)
- Number of research **publications in 1%, 5% and 10%** of the world’s **most cited publications according to the Web of Science, with MU authors having a key role of** (first/corresponding author; growing trend)

4

Active societal role and communication

STRATEGIC GOALS

- 4.1 Introduce active communication as a tool for developing the position of the faculty within the public square**
- 4.2 Establish and support partnerships within the public and private sectors**
- 4.3 Develop the activities of the faculty as an organization fulfilling the principles of social responsibility and sustainable development**
 - a) social area
 - b) economic area
 - c) environmental area

TOOLS, INDICATIVE MEASURES AND ACTIVITIES

- 4.1 Introduce active communication as a tool for developing the position of the faculty within the public square**
 - With regard to development in other areas, update the Communication Strategy of the FEA MU;
 - Support cooperation with the central units of the university in the field of communication, whether for individual events or key topics;
 - Participate in the implementation of MU events (e.g. MjUNI, Researchers' Night, Campus Day), including their promotion;
 - Support the communication of interesting results in science and research to the general public and expert circles (access to selected specialist lectures, organizing educational lectures, appearances in the media, etc.);
 - Systematize and develop activities to promote the faculty as an entity offering opportunities and facilities for a wide range of social and professional events (with regard to the infrastructure, simultaneously as a venue with full disabled access);
 - Create and implement tools for long-term cooperation with the media, and promote faculty-related events and topics in the public square (including the use of social media, communication platforms, etc.);
 - Create tools to support the entry of students and faculty employees into the media space in order to present the values of a top-class expert unit with an impact on social affairs, in cooperation with the organizational parts of Masaryk University.
- 4.2 Establish and support partnerships within the public and private sectors**
 - Actively participate in the creation of policies and strategies at the local and central

level (in the form of an offer of cooperation between FEA MU institutes, or the membership of faculty employees in working groups and expert committees);

- Support the implementation of important events as part of national and international projects (e.g. general meetings, important conferences) and present the faculty as a reliable partner, especially on the international stage;
- Strengthen and develop long-term partnerships with secondary schools and other stakeholders in this area (create a concept of cooperation, including the systematization of offers of lectures, excursions, and other activities for secondary schools);
- Expand or intensify cooperation with other entities in the region and use their potential for the development of science and research as well as education;
- Revise the so-called partnership system implemented at FEA MU – streamline the offer of activities while making it more attractive to partners from the public and private sector;
- Create a system to monitor concluded contractual relations with partner organizations (from the fields of science and research, education/teaching, supervision of final theses, etc.) and connect it to the system of offering opportunities for further cooperation.

4.3 Develop the activities of the faculty as an organization fulfilling the principles of social responsibility and sustainable development

- Support the development of Corporate Social Responsibility (CSR) activities and thus establish the good name of the faculty as an organization fulfilling the values of long-term sustainability;
- Support initiatives and implement knowledge dissemination activities that contribute to the personal development of individuals and society (e.g. civic engagement, principles of long-term sustainability, financial self-sufficiency and financial literacy);
- Create conditions for forming and strengthening the sense that students, graduates and employees belong to the faculty (see individual areas).

a) social area

- Support the activities of student clubs at the faculty and involve them in the implementation of faculty events (e.g. Open Day, MjUNI, expert lectures);
- Use the potential of the HR Award Label project to create an overall concept for human resources development at the faculty while simultaneously fulfilling the principle of balancing professional, family and personal life (e.g. develop a support system for the further education of employees in connection with regular evaluations, workshops focused on employee rights, or the principles governing how the faculty/university functions);
- Support equal access to employees and students of the faculty, and respect the principle of non-discriminatory treatment;
- Involve students and employees in the voluntary activities of MU and the external public square, and for this purpose create a system of support and appropriate information tools (e.g. Giving Tuesday, donating blood, recruitment drives for registration in the bone-marrow donor registry, education on financial literacy);
- Expand support for cultural, sports and other social activities of the faculty's individual units for students and employees, and create a recognized space for informal events (e.g. an opening party to launch the semester for students, a Christmas party for employees, Fit Office, a chess or badminton tournament, board games);
- Develop events for family the members of employees (e.g. a St. Nicholas Party for employees' children).

b) economic area

- In cooperation with the university's units, communicate intellectual property values (including the Open Science concept);
- Create long-term conditions for student entrepreneurship, i.e. connect students with practice (cooperation with the South Moravian Innovation Centre, etc.);
- Offer high-quality and affordable lifelong learning aimed, among other things, at maintaining high professional and ethical standards;
- Create a concept for working with graduates (e.g. their participation in faculty events or involvement in teaching, the TopSec project, supervision of final theses, support in spreading the good name of the faculty);
- Continue the financially responsible behaviour of the faculty (transparency, debt-free operation).

c) environmental area

- Develop a strategy for the use of renewable resources at the faculty (purchasing "green energy", FairTrade products, saving used materials, etc.);
- Involve students and employees in volunteer activities that show consideration to the environment, e.g. Uklidme Česko (Clean Up Czechia), Sázíme na budoucnost (Planting the Future), and Do práce na kole (To Work on Bike);
- Support the implementation of projects at the faculty that are environmentally friendly (waste sorting, Filtermac project, shared bike racks, etc.);
- Develop cooperation between FEA MU research institutes and private and public sector institutions focused on environmental issues.

KEY RESULTS AND INDICATORS IN THE SP MU 2021-2028 RELEVANT FOR THE PARTICULAR STRATEGIC GOAL OF THE FACULTY

- Implemented **evaluation of the societal role of the university** as part of quality assurance
- Established **process for selecting priority topics arising from social need** and their investigation in cooperation with parts of the university
- Working tool for **mapping fulfilment of the societal role** of the university by individual students, employees, and units
- **Overview of implemented activities** as part of fulfilling the societal role, social responsibility (CSR) and the Sustainable Development Goals (SDGs), published at www.muni.cz
- Number of **statements by experts from the university** on issues being addressed in society, published in the relevant media and in public debate (growing trend)
- Created **fund to support the implementation of projects** of students and employees **with a socially beneficial impact**, and the volume of funds allocated and drawn
- **Institutionalized volunteering activities** in the structure of the university and an overview of its activities
- An established **cultural and social centre** of the university
- **Overview of and attendance** at social, cultural and sports **events** organized for the **university and the public**
- Established internal **evaluation of employees taking into account the fulfilment of the societal role of the university** within the work portfolio
- **Awards and other rewards for socially responsible initiatives** for students and employees
- Indicators of **satisfaction and sense of belonging** for students, graduates and employees, **as shown by university surveys**

5

Effective administration of the institution and successful personnel management

STRATEGIC GOALS

- 5.1 Successful personnel management
- 5.2 Management and development of the institution, including infrastructure
- 5.3 Development of information systems

TOOLS, INDICATIVE MEASURES AND ACTIVITIES

5.1 Successful personnel management

- Support the mutual cooperation of teams from the faculty's individual units and thus support cooperation between individual units, including strengthening affiliation with the faculty and personnel relations at the faculty;
- Further develop programmes to support the career and professional growth of employees, both academic and non-academic;
- Adjust the EVAK evaluation system for academic staff members in order to simplify the evaluation criteria and optimize the remuneration system in connection with the employee's annual evaluation and performance (support the motivation system, transparency of environment, etc.);
- Create a system for training members of selection committees for academic and non-academic positions in order to professionalize the entire process of recruiting and selecting employees;
- Support the system of open selection procedures for academic positions at the faculty (including advertising at other R&D units, advertising abroad, etc.) in order to prevent the effects of inbreeding (in connection to other strategic priorities of the Strategic Plan of the faculty);
- Introduce the HR Excellence in Research Award label and ensure long-term that European Commission continues to award it;
- In relation to the HR Excellence in Research Award label, create a system of basic training for academic and non-academic staff members reflecting both the need for further minimal professional training in relation to their positions, and the statutory requirements on ensuring the regular training of new and present employees and having clear records of completed courses;

- For academic and non-academic staff members, ensure the possibility of creating “packages per person” to draw support for internal and external training and further education;
- In cooperation with the central units of the university, set up and implement the adaptation process for new employees as a phase following their recruitment and selection (e.g. acquainting them with the MU Information System, intranet, travel authorization forms);
- Create a system of basic frameworks for recognizing the qualifications of foreign workers in cooperation with RMU, and create basic typological templates (clarification of what can be recognized, equivalencies in the Czech Republic, personnel categories in which employees can be classified, etc.);
- Implement career rules for academic employees;
- Create and implement an overall personnel strategy for the faculty in connection to other priorities of the Strategic Plan of the FEA MU for the years 2021–2028 (e.g. the number of employees required for individual positions);
- Define competencies for researchers (according to a comparison with the *European Framework for Research Careers*) – basic criteria for the recruitment, selection, evaluation and professional development of academic employees;
- Participate in the discussion on the systemic positions of associate professors and professors according to foreign models with relevant evaluation, and so support the long-term employment of top-class domestic and foreign experts;
- Further expand the systemic offer of employee benefits, including various packages (e.g. sports activities);
- As part of employee evaluations, start a discussion on the possibilities of a method for regularly monitoring the fulfilment of work-life balance, i.e. monitoring workloads;
- Creation and implementation of a system specifying maximum possible terms of office for heads of academic/research units.

5.2 Management and development of the institution, including infrastructure

- Create tools for the long-term provision of e-information resources in cooperation with other parts of Masaryk University (participation in a national consortium for the purchase of key electronic information resources, joint purchase of e-resources, use of state-of-the-art global terminals providing access to economic and financial data);
- Create conditions for the reconstruction of the faculty office space in accordance with modern trends (provision of places for consultations with students, job sharing, environmental responsibility, efficient management of energy, water and waste, SMART buildings, etc.);
- Create tools for the introduction of a *language policy*, including the conversion of all basic faculty agendas into a bilingual form (CZ and ENG);
- In cooperation with the affected units of Masaryk University, solve the use of parts of the Vinařská campus for the needs of the faculty (specialized unit for language teaching, etc.);
- Implement the reconstruction of library equipment and facilities which were not part of the reconstruction of SVI FEA MU in 2012 (especially: reconstructing the toilets, replacing the air conditioning units, repairing windows and replacing blinds);
- Update the faculty’s Plan of Investment Actions with an outlook to 2030.

5.3 Development of information systems

- In cooperation with MU central units, support the use of the IS MU for online education, especially for so-called compulsory courses (e.g. legislative, introductory/adaptation training);
- In relation to the concepts Open Science and Open Access, support the building of sufficient capacity for the administration and long-term storage of data at the faculty (strengthening the faculty’s network, server capacity, etc.);
- Create conditions for the further continuation of the faculty library’s computerization and the overall digitization of collections;
- In cooperation with other units of the university, create a comprehensive system to support the digitization of teaching;

- Unify the system of internal communication at the faculty using IT systems in order to eliminate ambiguities or duplications (Office 365, including Yammer and others);
- As part of the further education of academic and non-academic staff members, ensure the inclusion of a module reflecting the overall electronic processes and documents at the faculty (approval processes, uploading and managing documents, etc.).

KEY RESULTS AND INDICATORS IN THE SP MU 2021-2028 RELEVANT FOR THE PARTICULAR STRATEGIC GOAL OF THE FACULTY

- Established **system of positions for associate professors and professors** according to selected foreign practice
- A **maximum possible term of office** for heads of academic and research institutes
- **Number of foreign** academic, research, and non-academic **staff members** at MU (growing trend)
- The **proportion** of academic, research, and non-academic **staff members with work experience outside MU** - mainly acquired abroad (growing trend)
- **HR Award** acquired for all faculties and higher education institutions of the university
- Fully **implemented system for the internal evaluation of employees** in connection with other types of evaluation at the university
- **The extent to which tools are used to promote the reconciliation of work and private life** in individual constituent parts of the university (growing trend)
- Implemented **unified enterprise architecture** as a new way to manage and develop information systems and **IT MU** services
- Areas of **strategic management** of the university with full **data-driven** decision support
- Comprehensive **provision of digital services** through the **MU Information System**
- The level of security and the ability of IT MU to process **confidential information, special categories of personal data, and other data with special protection**
- The range of **digital content available to students, employees, graduates and the general public** through IT MU (growing trend)
- An overview of **fully digitized agendas within the university**
- Overview of electronic **tools communication** with applicants, graduates, and partners, for internal communication, and **for the online implementation of commercial activities**
- Overview of electronic **tools for synchronous and asynchronous teaching**
- Modified **budgetary rules** in relation to selected **qualitative parameters**, that reflect the current number of students at faculties, and the motivational system of research funding
- Greater **success for the university in competing for the institutional funding of education and research** due to improvement in the qualitative budget indicators of the Ministry of Education, Youth and Sports
- Created **financial reserves** of the university, in connection with the rules set of their creation, covering **needs for co-financing strategic development activities**
- The use of **certified procedures in accordance with environmental responsibilities** in the implementation of new constructions, reconstructions, and repairs of buildings
- Implemented strategy of **responsible public purchasing**
- **Proportion of green areas** on university campuses (growing trend)
- Implemented **strategies for energy, water, and waste management** and their measurable effects
- Proportion of so-called **SMART buildings**, monitored and **controlled by IT systems**, within the university (growing trend)
- Established system of training employees and students in the **efficient and environmentally responsible operation of the university**

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