

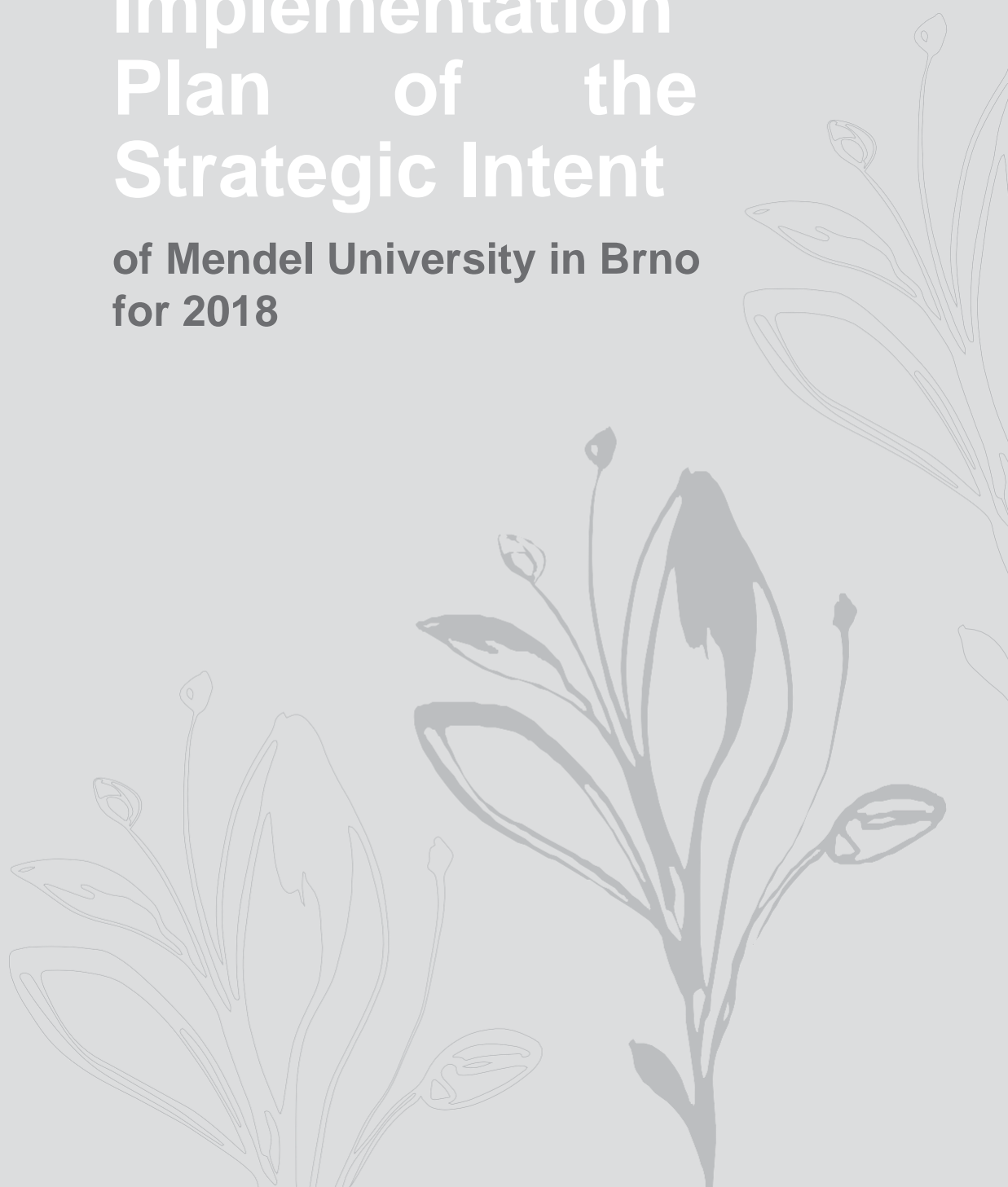


Implementation Plan of the Strategic Intent

**of Mendel University in Brno in
2018**

Implementation Plan of the Strategic Intent

of Mendel University in Brno
for 2018



2018



**Approved by the Academic Senate
of Mendel University in
Brno on 23 October 2017**

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Foundations of the Implementation Plan of the Strategic Intent

The Implementation Plan of the Strategic Intent of Mendel University in Brno for 2018 (hereinafter "the SI Implementation Intent for 2018") is an integral part of the strategic documents at the university. It follows up on the *2016-2020 Long-term Intent for Educational and Scientific, Research, Development and Innovative, Artistic as well as Other Creative Activities at Mendel University in Brno* (hereinafter "the Long-term Intent"). In the priority goals defined in the Long-term Intent, the Implementation plan 2018 sets out specific individual goals which the University wishes to achieve in the third year of the five-year reference period. Apart from the long-term intent, the SI implementation plan for 2018 was also based on the *Implementation plan of the Long-term Intent for Educational and Scientific, Research, Development and Innovative, Artistic as well as Other Creative Activities at Universities for 2018* by the Czech Ministry of Education, Youth and Sports.

Mission of the University

The university mission is to be an open university that offers education reflecting the needs of the 21st century and contributes to the general development of creative activities that are relevant for society, and also strives to be a dynamic multicultural institution that directs societal development in a wide sense of the word.

Vision of the University

Mendel University in Brno (hereinafter "MENDELU") strives to be a well-recognized university not only on the national, but also on the international level – one that offers a unique combination of educational, creative and professional activities. This balanced combination along with a wide range of options for practical education will help prepare high-quality graduates for a range of possible job opportunities.

In the area of education, the university wants to:

- equip each student with a comprehensive set of knowledge, skills and competences, including the ability to critically think about provided information – i.e., with high-quality education,
- offer relevant education reflecting the needs of the 21st century,
- be open in relation to the internal as well as external environment.

In the area of creative activities, the university wants to:

- contribute to the general expansion of knowledge relevant for society,
- collaborate with all relevant partners,
- contribute to bidirectional transfer of knowledge between the academic and application spheres.

In the area of the third role, the university wants to:

- be a multicultural environment where new values can be created,
- be a dynamic institution that helps form wider societal development in the Czech Republic as well as in the world.

PRIORITY GOAL 1

Quality assurance**Individual goal 1.1****Implementing In-house Quality Assessment**

The main goal in the field of quality assurance for 2018 is to prepare and implement in-house quality assessment of the university's educational, creative and related activities. Key to the assessment implementation will be the adjustment of the methodology consisting in redefining the quality indicators, setting of assessment scales and standards, based on the results of the pilot in-house assessment in 2017, and the implementation of adjustments to the university information system for the purposes of assessment. Also, as part of the preparation of the assessment, seminars will be organized for university staff providing them with information on changes made to the system and new assessment procedure. The goal will cover the processing of the in-house quality assessment results including the formulation of recommendations for further adjustments and additions to the system. The implementation of this goal shall include preparing maps of selected processes as well as training for in-house quality auditors.

Outputs:

- Approved in-house assessment standards and procedures.
- In-house assessment report.
- Executed cards for selected processes.
- Qualified in-house quality auditors.

Persons responsible:

Vice-rector for Strategy and IT.

Funding sources:

IP MENDELU, OP RDE

Individual goal 1.2**Increasing the Effectiveness and Success-rate of Postgraduate Studies**

In 2018, focus shall be on the creation of the concept of study plans for postgraduate study programs and motivational tools aimed at increasing the effectiveness and success-rate of postgraduate studies. Key in elements during fulfilment of this goal will include reinforcement of collaboration with research institutions in the Czech Republic and abroad in the field of postgraduate studies and bringing up new creative workers by enhancing the process of personality formation in individual disciplines, creation of motivational programmes and support of post-doctoral students with the long-term goal of assuring smooth general replacement of scientific-pedagogic workers. Attention will also focus on thorough verification of the competencies of postgraduate students in the field of independent creative activities.

Outputs:

- Elaborated concept of study plans of Postgraduate study programs.
- Created motivational programmes for Ph.D. students..
- Supported individuals participating in foreign internships, study stays, etc.
- R&D results from internships abroad.
- Supported individuals participating in programmes and competitions with the aim to enhance human resources development.

Persons responsible:

Vice-rector for R&D.

Funding sources:

IP MENDELU.

priority goals and individual goals

Individual goal 1.3

Mapping of Strategic Risks

The process of risk management at MENDELU includes the creation of a suitable infrastructure and use of a systemic approach to determine context, identify, analyse, assess, manage, monitor and report risks associated with various activities, procedures or functions in such a way that minimizes losses and maximizes gain. The aim of the implementation is to introduce a risk management concept at MENDELU that enables the university to manage potential strategic risks, i.e. to limit the probability of risks occurring and limit their impact. In 2018, the implementation of the concept of the risk management system will focus on strategic risks, their mapping, evaluation and subsequent creation of measures to minimize their impact.

Outputs:

- Identified strategic risks.
- Classification of strategic risk severity.
- Formulation of measures to limit the strategic risks.

Persons responsible:

Vice-rector for Strategy and IT.

Funding sources:

IP MENDELU.

Individual goal 1.4

Optimisation and Streamlining the Offer of Study

The aim is to streamline the structure of study programs in the context of accreditation processes and other conditions resulting from the amendment to the Higher Education Institutions Act and also to expand the number of subjects taught in English. Currently offered study programs will be supplemented by two-subject and interdisciplinary

programs and study programs responding to current requirements and trends in the labour market.

Outputs:

- Monitored ratio of courses taught in English compared to total courses offered.
- Applications for accreditation of new or innovated study programs.
- Monitored ratio of the number of students enrolled compared to the number of accepted applicants.
- Monitored ratio of the number of accepted applicants compared to the number of applications.

Persons responsible:

Vice-rector for Pedagogy.

Funding sources:

IP MENDELU, OP RDE

Individual goal 1.5

Improvement of Educational Infrastructure

The aim is to increase the quality of infrastructure for educational activity in high-profile university programmes, especially with respect to practical instruction. The high quality of practical instruction will be supported not only through infrastructure but also through the spatial and material conditions at the university. This goal is also tied to increasing access to the university for disadvantaged groups of students and increasing the quality and effectiveness of instruction.

Outputs:

- Modernized classrooms and laboratories.
- Innovative teaching resources for practical instruction.
- Expanded university licenses for information sources.
- Centralized, digitized and expanded funds for the central library.

Persons responsible:

Vice-rector for Pedagogy.

Funding sources:

IP MENDELU, OP RDE.

Individual goal 1.6

Enhancing Success-rate of Studies

Individual aim follows up on the system for monitoring and assessing study failure that was drafted in 2016 and discussed in 2017. The resulting set of key measures will lead to a reduction in study failure. The main activity will be to assess this set of measures in view of the impact and revision of the instruments used, particularly in relation to configuration of admission proceedings and active consultancy during the study course.

Outputs:

- Report on assessment of the impact of implemented measures.
- Update of the set of measures to reduce study failure.
- The observed trend of the ratio of unsuccessful students in different phases of their studies.

Persons responsible:

Vice-rector for Pedagogy.

Funding sources:

IP MENDELU.



priority goals and individual goals

PRIORITY GOAL 2

Diversity and Availability

Individual goal 2.1

Continued Support for Students with Specific Needs

The aim is to continue in the expansion of the university openness and in effective support for students with specific needs, including students with a lower socio-economic status, parents with children, members of language and ethnic minorities within the domestic and/or international environment and students who are pursuing studies during employment, and to ensure that studies at the university are as accessible as possible also to the students in the above-mentioned specific groups.

Outputs:

- Executed information campaigns for students and staff of the university.
- Supported students with specific needs.
- New educational equipment for students with specific needs.
- New diagnostic tools and equipment for working with students with specific educational needs.

Persons responsible:

Vice-rector for Pedagogy.

Funding sources:

IP MENDELU, OP RDE

Individual goal 2.2

Continued Development of the Priority Area of Lifelong Education

The aim is the development of identified priority areas of lifelong education (hereinafter "LLE") based on analysis of the educational needs of adults, seniors and the application sphere. The goal includes support for the development of the competences of LLE educators especially in the area of professional training.

Outputs:

- Supported LLE educators.
- Implemented LLE courses in priority areas.
- Report on assessment of optimization of LLE courses.
- Drafting a system of registration of participants in LLE programs.

Persons responsible:

Vice-rector for Pedagogy.

Funding sources:

IP MENDELU, OP RDE

Individual goal 2.3

Continued Development of Support for Gifted Students

The aim is to set up verified formal mechanisms for a system that will support talented students whose potential can be developed further by suitably supporting their knowledge and skills.

Outputs:

- Proven and modified methodology for supporting gifted students.
- Seminars for gifted students.
- Publications co-authored with students.

Persons responsible:

Vice-rector for Pedagogy, Bursar.

Funding sources:

IP MENDELU, the university's own resources, OP RDE.

Individual goal 2.4

Continued Development of Advisory Services in the Areas of Study, Career, Personal and Social Situations

The aim here is to continue in provision of individual and group consultation/advisory services, for students as well as for university employees. The implementation will be carried out based on an analysis of the needs of individual forms and/or areas of consultation that was carried out in 2017.

Outputs:

- Individual and group study, addicology and career consultancy carried out.
- Events focusing on the offer of job opportunities carried out.
- Counselling staff trained.

Responsibility:

Vice-rector for Pedagogy.

Funding sources:

IP MENDELU, OP RDE

Individual goal 2.5

Improving Promotion of the University in the Direction of Potential Students

The aim is to improve presentation of the university to the general public with emphasis on potential students. The implementation will take place by streamlining the website and targeted promotion with an emphasis on territories that have seen the most significant decrease in numbers of applicants for the last three years.

Outputs:

- Modified university website.
- Events focusing on promoting studies at MENDELU carried out.

Persons responsible:

Chancellor, bursar.

Funding sources:

University's own resources, IP MENDELU.

priority goals and individual goals

PRIORITY GOAL 3

Internationalisation

Individual goal 3.1

Continued Development of International Collaboration and building up the MENDELU brand

The aim is to expand international collaborations by concluding strategic partnerships with university as well as non-university entities. Foreign internships by academic workers at research and commercial institutions will take place on the basis of such concluded contracts. From the point of view of research and development, the main goal of international cooperation is to participate in international projects and contribute to building up the goodwill of MENDELU at international level.

Outputs:

- Knowledge alliances created.
- Foreign internships/stays completed.
- International conferences and summer schools organized.
- Strategic plan to build the MENDELU brand in the international environment drafted.

Persons responsible:

Vice-rector for Pedagogy, Vice-rector for R&D.

Funding sources:

IP MENDELU, CDP, OP RDE, Erasmus+, CEEPUS.

Individual goal 3.2

Implementing Targeted Marketing Campaign in Priority Territories

The aim is to maintain and develop partnerships between Mendel University in Brno and institutions and experts in priority territories and simultaneously to develop promotion of MENDELU abroad through preparation and potential implementation of a marketing campaign abroad (also by means of H2020 projects accepted for financing within the territories of partners to projects and development projects) and increase the university's attractiveness to potential foreign students.

Outputs:

- Participation in foreign trade fairs.
- Promotion events abroad implemented.
- Selection proceedings for potential students paying their own way carried out abroad.
- Increased number of students paying their own way at the University.

Persons responsible:

Vice-rector for Internationalization.

Funding sources:

IP MENDELU, OP RDE

Individual goal 3.3

Promoting a Multi-cultural Environment at the University

The aim is to promote a multicultural environment at the university by supporting the activities of foreign experts and pedagogues, expanding the international experience and language skills of the university's students and employees thanks to executed mobility abroad and language training of university workers.

Outputs:

- Student internships/stays completed.
- Mobility of academic staff implemented.
- Hosting of foreign experts and lecturers.
- Employment of foreign experts.
- Language courses completed.
- Increased number of subjects taught in a foreign language.

Persons responsible:

Vice-rector for Internationalization.

Funding sources:

IP MENDELU, OP RDE, Erasmus+, CEEPUS.



priority goals and individual goals

PRIORITY GOAL 4

Relevance

Individual goal 4.1

Supporting the Relevance of the Studies and Collaboration with Practice

The aim is to identify and set up mechanisms of effective connection of collaboration with experts from practice and education, including development of vocational programs within the context of the amendment to the Higher Education Institutions Act. The goal includes the support of students internships in companies. In 2018, a survey among employers shall be carried out to identify their opinion on the relevance of the study programs implemented.

Outputs:

- Number of practical specialists taking part in instruction recorded.
- External experts involved in the preparation of vocational study programs.
- Number of students getting practical experiences at companies registered.
- Evaluated survey among employers on the relevance of the study.

Persons responsible: Vice-rector for Pedagogy.

Funding sources: IP MENDELU, OP RDE

Individual goal 4.2

Continued Active Involvement in Activities Related to Regional Innovation Strategy of the South Moravian Region (RIS SMR)

The main goal is to continue in active involvement by the university in structures and projects in the region, especially in Regional Innovation Strategy of the South Moravian Region (hereinafter "RIS SMR").

Outputs:

- Taking part in the Excellent Science and European First-class Education working groups in RIS SMR.
- Approved project files of Action plan for RIS SMR.
- Participation in joint topics of collaboration between RIS SMR and regional universities.

Persons responsible:

Vice-rector for Pedagogy, Vice-rector for R&D.

Funding sources:

IP MENDELU, OP RDE

Individual goal 4.3

Enhanced Collaboration with Graduates

The aim is to develop mechanisms in support of collaboration with graduates and systematically involve graduates in collaboration in identified areas of interest (establishment of the university's brand, offers of practical experience, internships and job opportunities, acquiring feedback when assuring quality).

Outputs:

- Involvement of graduates in collaboration in identified areas of interest.
- Events with graduates supported.
- Providing consulting services for graduates.

Persons responsible:

Vice-rector for Pedagogy.

Funding sources:

IP MENDELU, OP RDE

Individual goal 4.4**Developing Collaboration with National and Regional Partners**

The aim is to support existing research partnerships with external entities at the regional and national level, including support for the further development of cooperation with secondary schools in order to more effectively promote and offer study programs.

Outputs:

- Functioning partnerships with external entities.
- Educational and research projects.
- Media monitoring and evaluation of impacts.
- Partnerships with secondary schools.

Persons responsible:

Vice-rector for Pedagogy, Vice-rector for R&D.

Funding sources:

IP MENDELU.



priority goals and individual goals

PRIORITY GOAL 5

High-Quality and Relevant Research, Development and Innovation

Individual goal 5.1

Continuing the Support of Excellent Teams

The aim is to support excellent scientific research teams at MENDELU by professional preparation of academic workers and post-graduate students for the area of scientific-research activities or by creation of the essential facilities for executing project proposals, particularly those submitted to external (especially foreign) grant agencies.

Outputs:

- Submitted and researched projects in international R&D programmes, particularly H2020.
- Submitted and researched project in national grant agencies.
- High-quality outputs of creative activities.

Persons responsible:

Vice-rector for R&D.

Funding sources:

IP MENDELU, CDP, OP RDE.

Individual goal 5.2

Further Enhancing the Project Absorption Capacity of MENDELU

The aim in 2018 will be to first and foremost apply verified methodology for preparation, research and finalization of major (university) projects with a specific focus on operational programmes. Activities will include organization of training in regard to individual calls, distribution of the R&D newsletter and also publishing methodological instructions regarding calls on the Project group support website.

Outputs:

- Trained persons in regard to project calls.
- A regularly distributed R&D newsletter.
- Regularly prepared methodological instructions published on the Project group support website.

Persons responsible:

Vice-rector for R&D.

Funding sources:

IP MENDELU.

Individual goal 5.3

Continued Support of Technology Transfer

Interlinking research activities with companies is often prevented by a lackluster process for verifying the application potential of achieved results in cases where their final commercial use is not yet clear or a concrete partner in the application sphere is not known. Thus one of the main priorities in the technology transfer development is the systematic provision of a set of activities that will ensure the transfer of research results to commercial use (proof-of-concept activities). The goal also includes the creation of a network between thematically related companies and industrial entities, where the transfer of know-how, experts and results will serve as the foundation for smooth cooperation.

Outputs:

- Educational and information seminars and workshops implemented.
- Analysis of the effectiveness of various types of industrial/legal protection of R&D results carried out.
- Projects from applied research programs investigated.

Persons responsible:

Vice-rector for R&D.

Funding sources:

IP MENDELU.



priority goals and individual goals

PRIORITY GOAL 6

Data-based Decision-making

Individual goal 6.1

Continued Modernizing of ICT for Support of the Relevant Decision-making Processes

The aim of rebuilding and modernizing information and communication technology (ICT) at the university is primarily to create conditions to achieve excellence in research and teaching. Specifically, in 2018 it will be a continuing specification of the IT Institute competencies linked to the coordination of investments in ICT, introduction of the role of security manager and monitoring of the level of services, including those provided by third parties.

Outputs:

- Competence model established.
- Role of security manager established.
- Modernised ICT at the university.

Persons responsible:

Vice-rector for Strategy and IT, Bursar.

Funding sources:

IP MENDELU, the university's own resources, OP RDE.

Individual goal 6.2

Optimizing Auxiliary Information Systems to Improve Internal Activities

In 2018 the aim of the modernization of ICT at the university will be to continue using information systems (hereinafter "IS") to simplify the workload of handling individual administrative paperwork. Individual applications will also be gradually added to the University Information System. These will enable summarization of existing data and other work with this data. Also the implementation of new sub-agendas (e.g. travel order paperwork) into the existing IS will continue, and the gradual launch of the university's business centre which will enable all payments to be made by electronic methods, will continue.

Outputs:

- Innovated application of the electronic file service.
- IS modifications enabling data summarization.
- New administrative paperwork implemented in IS.

Persons responsible:

Vice-rector for Strategy and IT.

Funding sources:

IP MENDELU, CDP, OP RDE.

PRIORITY GOAL 7

Effective Financing**Individual goal 7.1****Continued Reinforcement of Multi-source Financing**

The aim is to identify suitable input indicators of budgeting that will strengthen the multi-source financing, including the increase of revenue from additional activities through maximum use of the potential of faculties and the university institute. Also, part of the goal is to increase revenue from contract research and ensure its use as a non-public source for funding co-financing of projects and grants.

Outputs:

- Regular assessment of multiple-source university financing.
- Regular assessment of performance indicators of university departments.
- Regular assessment of the university's performance based on university quality indicators.
- Implemented measures taken to strengthen multi-source financing.

Persons responsible:

Bursar, Vice-rector for Pedagogy, Vice-rector for Strategies and IT.

Funding sources:

Systemic funding from the MEYS, OP RDE, university's own resources.

Individual goal 7.2**Continued Support of Development of the University's Special-purpose Facilities**

The goal is to reinforce usage of special-purpose facilities in all areas of activity of the university and to develop and support renewal of the material and technical bases of university enterprises and the Dormitories and Catering Centre. The goal includes creation of a plan and assurance of implementation of expansion of the qualifications of employees of special-purpose facilities. The goal is also to carry out a presentation event for the purpose of increasing the public's awareness of the activities of special-purpose facilities.

Outputs:

- Special-purpose facilities staff with increased qualifications.
- Teaching activities in special-purpose facilities implemented.
- Promotion events on the activities of special-purpose facilities.
- Modernization and revitalization of special-purpose facilities premises carried out linked up to teaching activities.
- Preparation carried out of construction events for systemic subsidies.

Persons responsible:

Vice-rector for Special-purpose Facilities, Bursar.

Funding sources:

University's own resources, systemic funding from the MEYS, Rural Development Programme.

priority goals and individual goals

Individual goal 7.3

Continued Modernisation of the MENDELU University Campus and Infrastructure

The modernization of the university's campus is an ongoing activity. In 2018, the university will focus on the reconstruction of large-capacity auditoriums and classrooms. The goal includes implementation of additional minor construction events, including events reacting to current unplanned needs.

Outputs:

- Commencement of the reconstruction of large-capacity auditoriums and classrooms.
- Planned minor construction projects implemented and projects which react to needs that are not currently included in the plan.
- Preparation carried out of construction events for systemic subsidies.

Persons responsible:

Bursar, Vice-rector for Strategies and IT.

Funding sources:

Systemic funding from the MEYS, OP RDE, university's own resources.



List of Abbreviations

CEEPUS	Central European Exchange Program for University Studies
CDP	Centralized Development Project
LLE	Lifelong Education
H2020	HORIZON 2020 – 8 th Framework Programme for Research and Innovation
ICT	Information and Communication Technology
IP MENDELU	Institutional Plan of Mendel University in Brno for 2016-2018
IS	Information systems
IT	Information technology
MENDELU	Mendel University in Brno
Ministry of Education, Youth and Sports	Czech Ministry of Education, Youth and Sports
OP VVV	Operational Programme Research, Development and Education
RIS SMR	Regional Innovation Strategy for the South-Moravian Region
ITI	IT Institute (MENDELU-wide centre)
R&D	Research and Development (or Research and Science in a broad sense)

