



Plan for the Implementation of the Strategic Intent

**of Mendel University in Brno
for 2020**



● Mendelova
● univerzita
● v Brně
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for 2020**

Approved by the Academic Senate
of Mendel University in Brno
on 21 October 2019

Brno October 2019
ref. no.: 22823/2019-929



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Foundations of the Plan for the Implementation of the University's Strategic Intent

Plan for the Implementation of the Strategic Intent of Mendel University in Brno for 2020 (hereinafter "Implementation of SI 2020") is an integral element of the University's strategic documents. It follows up on the *Long-term plan of educational and scientific, research, developmental and innovative, artistic and other creative activities at Mendel University in Brno for the 2016–2020 period* (hereinafter the "Long-term plan"). Within the framework of the priority goals defined in the Long-term plan, the Plan for the implementation of SI 2020 describes specific individual goals, which the University wishes to achieve in the next year of the monitored period. The Plan for the implementation of SI 2020 was executed on the basis of the *Plan for the implementation of the Long-term plan for educational and scientific, research, developmental and innovative, artistic and other creative activities for the field of universities for 2020* by the Ministry of Education, Youth and Sports of the Czech Republic, in addition to the University's Long-term plan.

The University's mission

The University's mission is to be an open University offering education reflecting the requirements of the 21st century and contributing to the general development of creative activities relevant to society and simultaneously to be a dynamic, multi-cultural institution shaping the broader development of society.

The University's visions

Mendel University in Brno wishes to be an acknowledged university not only on a national, but also on an international level. A university providing a unique combination of educational, creative and professionally focused activities. This balanced combination, linked to extensive opportunities for practical training, will be used to bring up high-quality and highly employable graduates.

In the area of education, the University wants to:

- equip each student with a complex sum of knowledge, skills and competence, including critical thinking skills, i.e. a 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

Develop a quality management system

In compliance with the basic principle for quality management, which consists of constant improvement, the system implemented at MENDELU must also be supplemented by new elements contributing to improvement of quality in individual areas of activity. In 2020 the goal will be to identify missing elements in the system and propose a concept for their integration into the system, particularly in crucial areas, which are educational and creative activities. Activities will include Implementation of additional in-house quality assessment and execution of an amendment to the report on in-house assessment. In relation to improvement of the quality of studies, publication ethics (the origin of final theses, correct citation, elimination of plagiarism) will be accentuated and students will particularly be guided to adhere to this ethical code from their first year of studies by means of additional education (seminars, lectures).

Outputs:

- A concept for integration of identified new elements of the quality management system.
- Amendment to the report on in-house assessment.

Responsibility:

Pro-rector for Quality Management and Human Resources

Sources of financing:

IP MENDELU, OP RDE, CDP.

Individual goal 1.2

Develop a risk management system

The entire system must continue to be implemented on the basis of the risk management concept and methodology executed at MENDELU. The methodology will be worked up into individual procedures and used for work with identified and catalogued risks. The goal for 2020 in the field of risks is verification of the functionality and relevance of the methodology

and execution of complete risk documentation, including periodical assessment. Configuration of communication with the owners of processes, arising from the realized restructuring of school-wide offices and rector's offices, and their methodological support during work with process risks, will be an independent activity.

Outputs:

- Methodological materials for identification, assessment and treatment of risks.
- Risk management system documentation.

Responsibility:

Pro-rector for Quality Management and Human Resources

Sources of financing:

IP MENDELU.

Individual goal 1.3

Prepare institutional accreditation

The goal is to complete preparation of the application for institutional accreditation and its subsequent submission in cooperation with rector's offices and university sections. This goal includes implementation of rules and assurance of conditions for the implementation of processes within the framework of institutional accreditation.

Outputs:

- A prepared and submitted application for institutional accreditation in identified areas of education.
- Implemented rules for awarding authorization to execute study programmes.

Responsibility:

Pro-rector for Educational Activities.

Sources of financing:

IP MENDELU, OP RDE.

Individual goal 1.4 Develop an educational infrastructure

The goal is to support development of an educational infrastructure, which plays a crucial role in assurance of a high-quality foundation for executing study programmes. Activities will focus mainly on assurance of materials for practical tuition and on support of assurance of sources of information.

Outputs:

- Modernized classrooms and laboratories.
- Expanded university license for sources of information.
- Centralized, digitized and expanded funds in the central library.

Responsibility:

Pro-rector for Educational Activities.

Sources of financing:

IP MENDELU, OP RDE.

Individual goal 1.5 Introduce and implement measures to reduce study failure

The goal is to reduce study failure, which is one of the performance indicators of the University's educational activities. The system for monitoring and assessing study failure prepared in previous years works with a set of key measures, it will therefore continue to assess this set from the aspect of impact and revision of the used instruments, particularly in relation to configuration of admission proceedings and active consultancy during the study course.

Outputs:

- Assessment of study failure.
- Identification of the causes of study failure.
- Measures to reduce study failure.

Responsibility:

Pro-rector for Educational Activities.

Sources of financing:

IP MENDELU, OP RDE.

Individual goal 1.6 Introduce and implement a concept for development of human resources

The goal is development of human resources at MENDELU (particularly in the field of personnel development, ethics, and also in the field of processes for selecting/recruiting employees: creation and implementation of an OTM-R policy – *Open, Transparent and Merit-based Recruitment of Researchers*) in compliance with the HR AWARD plan. The Code of Ethics will be revised in 2020 in compliance with the principles set out in the Charter for Research Workers and in the Code of Behaviour for employment of research workers. A number of selection proceedings will be revised, support for adaptation and integration of new employees will be created and a concept for a university-wide system for assessment of work performance and planning personal development will also be created.

Outputs:

- Creation and implementation of an OTM-R policy: revised rules for selection procedures.
- Revised Code of Ethics.
- Creation of Support of adaptation and integration of new employees (manual, web-guide).
- System for assessment of work performance and planning the personal development of academic and non-academic workers in relation to assessment and interconnection of the overall goals of the University's workplaces and its long-term strategy.

Responsibility:

Pro-rector for Quality Management and Human Resources

Sources of financing:

OP RDE.

PRIORITY GOAL 2

Diversity and availability

Individual goal 2.1

Continue supporting students with specific needs

The goal is to continue increasing the openness of the University and feasible support of students with specific needs, including students with a lower social-economic status, parents with children, members of language and ethnic minorities in the domestic and foreign environment and students acquiring further education while employed, and to thereby ensure that university studies are as accessible as possible also to students of the above-mentioned specific groups.

Outputs:

- Executed information campaigns for students.
- Support of students with specific needs.
- New educational equipment for students with specific needs.
- Offer of subjects for students with specific needs.

Responsibility:

Pro-rector for Educational Activities.

Sources of financing:

University's own funds, OP RDE.

Individual goal 2.2

Continue to support lifelong learning

The goal is to systematically create system conditions allowing a flexible response to demand for lifelong learning (hereinafter

"LLL") by the adult and senior population. From this aspect this particularly means selected groups of professionals in regulated occupations, for which Mendel University

in Brno can create relevant educational products, as well as for subjects of the application sphere and also for university workers.

Outputs:

- Prepared courses for professional groups and MENDELU employees.
- Creation of study materials and innovated study support for LLL.
- Innovated LLL courses, including education for seniors.
- Support of the people implementing LLL, MENDELU employees and the public.
- An implemented proposal for a system of LLL records.

Responsibility:

Pro-rector for Educational Activities.

Sources of financing:

IP MENDELU, OP RDE.

Individual goal 2.3

Continue developing support for gifted students

The goal is to develop collaboration with relevant partners, such as secondary schools and representatives of regional government administrations and local governments in the field of education. Another goal is to acquire and support potential gifted students.

Outputs:

- An executed system in support of work with gifted students.
- Seminars for gifted students.
- Support of specialized activities by secondary schools.

Responsibility:

Pro-rector for Educational Activities.

Sources of financing:

University's own funds, OP RDE.

Individual goal 2.4 Continue developing consultancy services in the field of studies, careers, personal and social situations

The goal is to increase the competence of students for life in a dynamically developing world, provide help in difficult situations in life, improve the availability of consultancy services and support projects focusing on establishment of the professional careers of uUniversity students and graduates (job fairs, career days, etc.). Another goal is to improve the availability of consultancy services to potential students and University employees.

Outputs:

- Carried out individual and group study and career counselling.
- Carried out individual psychological counselling and performance of diagnostics.
- Realized projects focusing on the offer of job opportunities.
- Realized seminars focusing on development of soft skills.
- Training of consultancy workers.

Responsibility:

Pro-rector for Educational Activities.

Sources of financing:

IP MENDELU, OP RDE.

Individual goal 2.5 Improve promotion of the University to potential students

The goal is to improve presentation of the University to the general public with emphasis on potential students from the Czech Republic and from abroad. Implementation of this goal will take place by making the offer of study courses clearer on the University website and by targeted promotion with emphasis on collaboration with secondary schools. Fulfillment of this goal will include discussion of potential implementation of new elements of effective collaboration with secondary schools.

Outputs:

- Realized projects focusing on promoting study courses at MENDELU.
- Effective collaboration with secondary and potentially primary schools (website, open days).

Responsibility:

Pro-rector for Internationalization and External Relations.

Sources of financing:

University's own funds, IP MENDELU.

PRIORITY GOAL 3

Internationalization**Individual goal 3.1****Continue developing international collaboration**

The goal is development of international collaboration by concluding strategic partnerships with university and non-university subjects, with the subsequent increase in the number of incidents of international mobility of academic, scientific-research and administrative workers and long-term mobility of students, primarily thirty-days and longer. Internships by post-graduate students at research workplaces and their active participation in professionally focused conferences, will be supported with special emphasis. Internships by students in developing areas and multidisciplinary collaboration within the framework of the UNIDA consortium will also be supported. Education of academics in preparation of Erasmus+ projects will also contribute to development of international collaboration. The goal also includes promotion of MENDELU at foreign trade-fairs for the purpose of increasing the University's attractiveness to potential foreign students.

Outputs:

- Coordination of strategic partnerships (KA2).
- Realized developing collaboration projects.
- Creation of an Erasmus+ contact point.
- Realized internships by post-graduate students at research workplaces.
- Realized practical internships by students in developing areas.
- Implementation of a new method of promoting studies in English.
- Realized participation at trade-fairs abroad.

Responsibility:

Pro-rector for Internationalization and External Relations.

Sources of financing:

University's own funds, IP MENDELU, OP RDE, Erasmus+, CEEPUS.

Individual goal 3.2**Support a multi-cultural environment at the University**

The goal is to develop a multi-cultural environment at the University by supporting employment of and activities by foreign experts and pedagogues at MENDELU, holding summer schools and International Weeks, and also by involving the University in the STUDY IN BRNO project. A multi-cultural environment will also be promoted by collaboration with an international student club. Translations of key documents and selected priority regulations into English will continue to be assured in order to assure easier orientation and integration of foreign employees and students, in addition to organization of English courses for administrative workers.

Outputs:

- Held international conferences and summer schools.
- Realized projects for foreign students and experts.
- Guest foreign experts and pedagogues.
- Key documents and regulations available in English versions.

Responsibility:

Pro-rector for Internationalization and External Relations.

Sources of financing:

University's own funds, IP MENDELU, CRP, OP RDE, Erasmus+, CEEPUS.

PRIORITY GOAL 4

Relevance

Individual goal 4.1

Support the relevance of studies and collaboration with practical experience

The goal is to increase the interest of students in finding employment while they are still studying, increase opportunities for employers to contact students and create the concept of a web portal offering students and graduates work, experience and internships.

Outputs:

- Workshops for employers focusing on communication with students and establishing collaboration with students while they are still studying.
- Concept of a MENDELU web portal for Collaboration with experience.

Responsibility:

Pro-rector for Educational Activities.

Sources of financing:

OP RDE.

Individual goal 4.2

Develop collaboration with regional partners

The main goal for 2020 is to continue the University's active involvement in regional structures and projects, particularly in the Regional innovation strategy of the South Moravian Region (hereinafter the "RIS SMR") and support existing partnerships with external subjects on a regional level. And also to reinforce collaboration with the South Moravian Centre for international mobility (hereinafter the "SMCIM"), local action groups (LAG) and regional governments, particularly with the City of Brno (Strategy Brno 2050).

Outputs:

- Active involvement in RIS SMR work groups.

- Participation in other regional government advisory bodies (Environmental Advisory Committee of the Council of the City of Brno).
- Discussion of strategic topics with regional partners and active participation in common topics within the region.

Responsibility:

Vice-rector for Strategy, Development and Special-purpose Facilities, Vice-rector for Creative Activities.

Sources of financing:

IP MENDELU, OP RDE.

Individual goal 4.3

Expand collaboration with graduates

The goal is to obtain feedback from graduates regarding their employability on the job market and to use these findings within the framework of improving the quality of educational activities.

Outputs:

- Realized questionnaire surveys among graduates.
- Evaluation of realized questionnaire surveys.
- Use of the results of the graduates' assessment of their employability on the job market during improvement of the quality of educational activities.

Responsibility:

Pro-rector for Educational Activities.

Sources of financing:

OP RDE.

PRIORITY GOAL 5

High-quality and relevant research, development and innovation

Individual goal 5.1 Continue supporting excellent teams

The goal is to support excellent scientific-research teams at MENDELU, by professional preparation of academic workers and post-graduate students for working in the field of management of scientific-research activities or creation of the essential facilities for executing project proposals, particularly those submitted to external (especially foreign) grant agencies. The goal will also include establishment of a network between thematically close enterprises and industrial subjects, where transfer of know-how, experts and results will work as a basis for functional collaboration in applied research. The activities of the international multidisciplinary council, which will evaluate the results of the University's excellent research, must be supported as an essential element of excellent research.

Outputs:

- Conclusions and recommendations from meetings of the international multidisciplinary council.
- Submitted and researched projects in international R&D programmes, particularly H2020.
- Submitted and researched project in national grant agencies.
- Projects with an application sphere - supported collaboration.
- High-quality outputs of creative activities.
- Support of industrial legal protection of the results of R&D.
- Support of effective collaboration with domestic research organizations.

Responsibility:

Pro-rector for Creative Activities.

Sources of financing:

IP MENDELU, CDP, OP RDE.

Individual goal 5.2 Support the activities of the MENDELU project centre

The goal in 2020 will be to continue applying verified methodology for preparation, research and finalization of major (university) projects, focusing particularly on OP RDE. Activities will include organization of instruction in regard to individual calls, distribution of the R&D Newsletter and also publishing methodological instructions in regard to calls on the Support of project groups website.

Outputs:

- Seminars, workshops regarding announced project calls with successful project researchers.
- Training people in regard to project calls.
- Regular distribution of the R&D Newsletter.
- Support of project groups, Call guardian web applications.
- Regularly executed methodological instructions published on the Support of project groups website.
- Prepared strategic OP RDE projects (ESF and ERDF II, Development of R&D II, Mobility II).
- Assurance of the sustainability of OP EC and OP RDI projects.

Responsibility:

Pro-rector for Creative Activities.

Sources of financing:

IP MENDELU.

Individual goal 5.3 Increase the effectiveness and success-rate of post- graduate studies

In 2020 attention will again be focused on post-graduate study programmes and motivational instruments directed towards increasing the effectiveness and success-rate of post-graduate studies. Key elements during fulfillment of this goal will be reinforcement of collaboration with research institutions in the Czech Republic and abroad in the field of post-graduate studies and bringing up new creative workers by reinforcing the process of formation of personality 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 competence of post-graduate students in the field of independent creative activities.

Outputs:

- Created and applied motivational programmes for Ph.D. students.
- Supported individuals (students of post-graduate programmes) on foreign internships, study stays, international conferences, etc.
- Supporting activities in relation to post-graduate studies, seminars, workshops.
- Support of collaboration with the Czech Academy of Sciences during the execution of post-graduate study programmes.

Responsibility:

Pro-rector for Creative Activities.

Sources of financing:

IP MENDELU, University's own funds.



PRIORITY GOAL 6

Data-based decision-making

Individual goal 6.1

Continue supporting electronization of processes at MENDELU

The goal of supporting electronization using information and communication technologies (hereinafter "ICT") at the University is to significantly simplify and support administration of the University's economic, study, science-research and other operating paperwork. Support will be provided in the form of expansion of applications in existing information systems - UIS, OBD, etc. A key condition for electronization of processes, particularly in the economic sphere, is the process and technological upgrade of the existing economic information system at MENDELU. Technical preparation for digitization of document circulation will also be carried out. A high-quality network and server infrastructure is an essential element of this support.

Outputs:

- Implementation of a digital workflow of documents for selected economic paperwork.
- Application support of new accreditation in the information system.
- Mobile application for students and employees.
- Automation of reporting economic and operating data for the University's requirements.
- A centralized system for support of records of project administration and management.
- Expansion of the network and server infrastructure, increased data storage capacity.

Responsibility:

Rector.

Sources of financing:

IP MENDELU, University's own funds, OP RDE.

Individual goal 6.2

Increase ICT security at MENDELU

The goal of increasing the security of ICT is increased protection of user and operating data against individual types of cybernetic attack. Using implementation of suitable security instruments, the goal is to increase technical security on all layers of the IT architecture and its integration into a unified security concept. Education of individual groups of users in the field of IT security with regard to GDPR is an integral element of security.

Outputs:

- Implementation of an IT security concept.
- Creation of in-house legislation in support of ICT security.
- Instructing key groups of users on modern security risks.
- Creation of electronic support materials as methodological user manuals.

Responsibility:

Rector.

Sources of financing:

IP MENDELU, OP RDE.

Individual goal 6.3 Increase the ranking of MENDELU

The goal is to carry out external evaluation of the University's results on the basis of the used indicators using rankings. International evaluation will be performed by experienced teams of foreign assessors within the framework of three important world rankings (THE World University Rankings, U-Multirank, QS World University Rankings). On the basis of the results of this evaluation trends and recommendations will be identified, regarding which associated areas of indicators have the strongest impact in the strategy of MENDELU. The results will be implemented into managing processes and strategic decisions so that MENDELU's position in the rankings is improved and reinforced with effective utilization of the University's current strong points and current opportunities.

Outputs:

- Evaluation of indicators and their trends according to THE World University Rankings.
- Proposal of measures in relation to individual indicators (associated areas).
- Proposal of various strategies (scenarios) for relative changes to rankings in comparison to similar institutions.
- Evaluation of the University within the framework of three world rankings: THE World University Rankings, U-Multirank, QS World University Rankings.

Responsibility:

Vice-rector for Strategy, Development and Special-purpose Activities.

Sources of financing:

IP MENDELU, University's own funds.



PRIORITY GOAL 7

Effective financing

Individual goal 7.1

Support controlling processes in the economic sphere

The need for the creation of an independent Controlling Department, as a key system change in the approach to creation and monitoring of the budgets of all sections of the University and all projects, was identified on the basis of a process audit, which was performed at MENDELU in 2018. The goal for 2020 will be to continue preparing budget methodologies, create the concept of managerial accounting, along with implementation of instruments supporting controlling processes and managerial reporting in the economic sphere.

Outputs:

- Configured regular evaluation of the executed asset renewal plan and adherence to planned financial limits.
- Creation of a methodology for creating various budget categories and assessment of drawing of these budgets.
- Creation of a methodology for interlinking ordinary and project budgets on individual levels of the University's structure.
- Proposed and implemented technical instruments for monitoring the current use of all types of budget.

Responsibility:

Rector.

Sources of financing:

IP MENDELU, University's own funds.

Individual goal 7.2

Optimize the architecture of economic information systems

In 2020 the main goal will be the continued electronization of economic processes and implementation of a new economic system during development of existing solutions. The goal is to reduce the technical and operating complexity of economic information systems caused by legislative and technological changes in the field of universities and optimization of administrative processes by means of standardization of electronic information systems (hereinafter the "EIS"). Especial attention shall be devoted to more effective use of data in the EIS to improve economic management of individual parts of the University and the University as a whole. We will continue upgrading the EIS infrastructure in the direction of gradual standardization of the systems of public universities and their mutual unification.

Outputs:

- Analysis and launch of implementation of the EIS.
- Analysis and implementation of an information system for financial management of projects and the entire project portfolio.
- Technological upgrade of the infrastructure for operational support of University systems.
- Preparation of a new generation of EIS component user interfaces.

Responsibility:

Rector.

Sources of financing:

CRP, University's own funds.

Individual goal 7.3 Modernize the University campus and the school farms

Modernization of the University campus is a on-going activity, which is why the University will continue to focus on renovation and modernization of its campus and other school-wide and special-purpose facilities in 2020. The goal includes investments in renovation of the infrastructure, particularly network mains, and implementation of other construction projects, including projects reacting to current unplanned needs. Financing project preparation and implementation of construction projects within the framework of systematic subsidies is an important element. The concept of modernization of the university campus includes projects with a positive environmental impact and in 2020 the University will continue preparing these particular studies and project documentation. Attention is particularly focused on achieving savings in energy and water, use of renewable resources, use of vegetation for improving the campus micro-climate, etc.

Outputs:

- Renovation of laboratory and administrative areas.
- Realized planned minor construction projects and projects reacting to current unplanned needs.
- Realized preparation of construction projects for systemic subsidies.
- Realized studies for modernization of parts of the university campus.

Responsibility:

Bursar, Vice-rector for Strategy, Development and Special-purpose Activities.

Sources of financing:

Systematic subsidies by MEYS, OP RDE, University's own funds.



Investment plan for Mendel University in Brno for 2020

Annex 1

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Foundation and contents

The University's plan of investment activities for the specific year is executed as Annex 1 to the *Plan for the Implementation of the Strategic Intent of Mendel University in Brno in 2020*. This plan originated on the basis of the need to assure a minimum level of strategic planning in the field of investment development, and the scope and depth of its reflection into strategic documents.

The submitted Plan of investment activities of Mendel University in Brno for 2020 is divided into two areas:

a) investment projects (construction, software etc.), in which all planned investment projects in 2020 with an estimated investment value of over CZK 1 million are given individually, and which also contains a summary of other investment projects the estimated financial costs of which per each individual project do not exceed CZK 1 million. A description of the current status, progress and plan of work in 2020 is given, the estimated value of investment costs for 2020 is defined and the sources of financing are identified, in addition to the name of each investment project. The investment project is also described as a whole, the total estimated financial costs are given in addition to a brief description, the periods of preparation and actual implementation of the specific project are specified and reasoning for the project, including its relationship to the priorities of the Long-term plan or University's plan of implementation, are also supplemented.

b) machine and instrument equipment, whereas planned investments for this activity are given as collective information in a structure for individual sections of the University and special-purpose facilities. In the event that investments using various sources (internal, project) are planned for a specific section of the University, a more detailed structure is applied to the planned investments according to the source of financing itself. The list of planned investment activities according to the section of the University is supplemented by the estimated value of financial costs, the source of financing and reasoning for the defined investment activities.

The rector's office Department of Strategy and Analyses participated in preparation of the plan in cooperation with individual sections of the University (faculties, university institute), affected rector's offices and university-wide workplaces (particularly the Building Department, Operations Department, Department for Support of Creative Activities, Institute of Scientific-Pedagogic Information and Services, Department of Information Technologies, Dormitory and Catering Centre) and special-purpose facilities (School Forestry Enterprise in Křtiny, School Agricultural Enterprise in Žabčice)

Plan of investment activities for Mendel University in Brno for 2020 – investment projects (construction, software, etc.) apart from machine and instrument equipment

Name of investment project	A. Current state of investment project				
	Description of the current state of settlement	Plan of work for 2020	Estimated value of inv. costs in 2020 (thous. CZK)	Sources of financing	
Faculty of Forestry and Wood Processing					
Laboratory for practical tuition of pedology and geology	Project documentation complete, preparation of ST, etc.	Tender, construction and purchase of equipment	6,210	OP RDE – ERDF	
Faculty of Horticulture					
Renovation of classrooms in building C	Project documentation complete, preparation of VZ, etc.	Tender, construction and purchase of equipment	5,927	OP RDE – ERDF	
Mendel University in Brno - University-wide investment project					
Building modifications, attic area and offices 6. floor, building B	Project documentation (PD) executed, building permit acquired, preparation of the investment plan (IP)	In the event of registration of the project, selection tender (ST) and implementation	30,500	Estimate: MEYS programme 133220 – CZK 25.9 mil. ; MENDELU sources – approx. CZK 4.6 mil.	
Renovation of corridors in building A - 1st phase	Concept proposed for discussion with the University management and affected subjects	Completion of the ST for the author of the project documentation (PD), project work, engineering activities for acquisition of a building permit	4,890	MENDELU sources	
Road in the Černá Pole Complex	Completed ST for the author of the PD	Execution of project documentation	1,200	MENDELU sources	
Renovation of the structured cabling and IT technology – 1st phase	Project documentation for the 1st phase nearly completed	In the event of registration of the project announcement of the ST and commencement of implementation	35,000	Estimate: MEYS programme 133220 – CZK 29.750 mil.; MENDELU sources – CZK 5.25 mil.	
Renovation of laboratories in building D	Project documentation completed, preparation of the ST	Completion of project implementation	2,000	MENDELU sources	
Renovation of corridors and classrooms in building B	Completed ST for the author of the PD	Execution of project documentation, in the event of registration of the IP, ST for construction work, commencement of implementation	4,500	Estimate: MEYS programme 133220 – CZK 0.5 mil. ; MENDELU sources – CZK 4 mil.	
Renovation of the air-conditioning system – branch 1a, 1c, building Q	Executed PD	In the event of registration of the project, announcement of an ST and Implementation	6,156	Estimate: MEYS programme 133220 – CZK 5,338 thous. ; MENDELU sources – approx CZK 818 thous.	
Rear entrance to building C	PD is being executed	ST and project implementation	1,200	MENDELU sources	
Building R – chassis dynamometer technology	PD is executed, IP submitted to MEYS	In the event of registration of the project, announcement of an ST and Implementation	11,043	Estimate: MEYS programme 133220 – CZK 9,344 thous. ; MENDELU sources – approx. CZK 1,656 thous.	

B. Information about the project as a whole					
Brief description of the project	Total costs (thous. CZK)	Deadlines for preparation (from-to)	Deadlines for implementation (from-to)	Reasoning for the project (inc. relationship to the priorities of the M NDELU Long-term plan and Implementation Plan)	
Faculty of Forestry and Wood Processing					
Renovation of the laboratory for practical tuition of pedology and geology	6,210	05/2019 – 11/2019	12/2019 – 08/2020	Investments related to innovation of study programme (ESF/ERDF)	
Faculty of Horticulture					
Renovation of classrooms in building C	5,927	05/2019 – 11/2019	12/2019 – 05/2020	Investments related to innovation of study programmes (ESF/ERDF)	
Mendel University in Brno - University-wide investment project					
Replacement of roof covering, insulation of the attic, reinforcement of the rafters, installation of air-conditioning and electrical wiring in the offices	31,200	12/2016 – 03/2020	03/2020 – 11/2020	Necessary renovation of roof structure, improvement of the quality of the work environment in offices on the 6th floor in relation to the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Complete renovation of administrative areas on the 1st floor and 2nd floor in building A (corridor for the HR and economic departments and corridor for the rector's offices) - must be executed in phases	37,600	01/2018 – 10/2021	11/2021 – 12/2022	Necessary renovation of areas and necessary complete renovation of electrical wiring, improvement of the quality of the work environment, need for centralization of individual offices. This project follows on to the MENDELU Long-term plan and Implementation Plan – Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Renovation and modernization of the infrastructure in the areas - North-east entrance, A - courtyard, area between A-X, phasing	10,500	11/2017 – 03/2021	03/2021 – 12/2022	Necessary renovation and modernization of utility networks, roads and green areas. The project follows on to the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Execution vertical central mains for building A and B and installation of the related IT elements	35,550	12/2017 – 05/2020	05/2020 – 12/2020	Necessary modernization particularly of weak current electrical wiring and related IT elements in building A and B in the Černá Pole Complex. This project follows on to the MENDELU Long-term plan and Implementation Plan – Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Modernization of chemical laboratories in building D	4,200	06/2018 – 10/2019	10/2019 – 02/2020	Modernization of areas and laboratory equipment. This project follows on to the MENDELU Long-term plan and Implementation Plan – Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Renovation and modernization of communication and teaching areas and sanitary facility areas in building B	32,000	04/2018 – 10/2020	10/2020 – 06/2021	Necessary renovation of areas and necessary complete renovation of electrical wiring, improvement of the quality of the teaching environment and related facilities. This project follows on to the MENDELU Long-term plan and Implementation Plan – Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Renovation of part of the system for cooling and heating in building Q	6,280	01/2018 – 03/2020	03/2020 – 12/2020	This concerns modernization of the last branch of the system in building Q in relation to preceding phases. The project follows on to the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal	

Modification of the entrance and construction of a turnstile	1,400	06/2018 – 03/2020	03/2020 – 10/2020	Necessary modification of a busy entrance into the building and modification of the area with necessary drainage in front of the building. The project follows on to the MENDELU Long-term plan and Implementation Plan - Priority goal 7.3 Modernization of the University campus and school farms
Modernization of chassis dynamometer technology in building R	11,600	06/2018 – 10/2019	12/2019 – 07/2020	Necessary modernization of technology used to teach technical subjects at the Faculty of AgriSciences. Additional related renovation of the electrical wiring and installation of security elements. The project follows on to the - Priority goal 7, individual goal 7.3 Modernization of the University campus and school farms

Name of investment project	A. Current state of investment project				
	Description of the current state of settlement	Plan of work for 2020	Estimated value of inv. costs in 2020 (thous. CZK)	Sources of financing	
Superstructure to building D	Work commenced on the PD – surveys, structural assessment, studies	Completion of PD, preparation of the IP, in the event of registration preparation of the ST	3,000	MENDELU sources	
Laboratory P1091 building C	PD nearly completed	Project implementation	1,200	MENDELU sources	
Superstructure to building P – compressor station	PD executed , planning permission acquired, preparation of the ST for building contractor	Completion of the project	1,100	MENDELU sources	
Electrical wiring work in building Q	PD is being executed	Completion of the project	1,800	MENDELU sources	
Other investment activities - assumption of additional construction work and school-wide FRIM	Preparation	Project preparation, minor construction investments, participation in the DCC project	2,000	MENDELU sources	
Other investment activities – IP MENDELU	Investment activities are planned in six individual projects of the University's Institutional plan for 2019-2020, which focuses on the IT infrastructure and also support of digitization and increased ICT security, and on development of individual section (faculties) of the University.	Acquisition of SW and HW in support of security (security instruments, e.g. support of two-phase authentication, bio-metric data scanners, chip card scanners, etc., advanced network monitoring instruments); acquisition of disk capacity for archiving digitized data; building modifications to the areas of the FA Career Centre, purchase of a mobile promotional device; improving the quality of technical facilities for the creative activities of the team of supported postdoc workers at the FFWT (R&D laboratory or field equipment); innovation of computer laboratories at the FBE + acquisition/renewal of software and database licences for the purpose of developing creative activities at the FBE; development of technical facilities for teaching collections and related activities in the creative sphere at the HF.	3,519	MENDELU institutional plan 2019–2020	
Dormitories and Catering Centre					
renovation of block B at JAC Hall	Project documentation has been completed, the selection tender for the supplier of the construction work is currently being dealt with	Implementation	52,246	MENDELU sources	
Renovation of the boiler room at the Academia Hall	Project documentation has been completed	Implementation	6,026	MENDELU sources	
Renovation of the boiler room at JAC block C	Preparation of the selection proceeding for a supplier of project documentation	Implementation	4,700	MENDELU sources	
Renovation of the boiler room at P. Bezručů Hall	Preparation of the selection proceeding for a supplier of project documentation	Implementation	4,200	MENDELU sources	
Other investment activities by the DCC	Project documentation has been completed, a selection tender for a contractor is being held	Implementation	230	MENDELU sources	

B. Information about the project as a whole					
Brief description of the project	Total costs (thous. CZK)	Deadlines for preparation (from–to)	Deadlines for implementation (from–to)	Reasoning for the project (inc. relationship to the priorities of the MENDELU Long-term plan and Implementation Plan)	
Superstructure and annex to building D and partial renovation of the building of the Faculty of AgriSciences - Institute of Chemistry and Biochemistry	62,000	01/2019 – 03/2021	03/2021 – 03/2022	Necessary renovation of the building, increased capacity of administrative, teaching and laboratory areas in the Institute of Chemistry and Biochemistry of the Faculty of AgriSciences. This project follows on to the Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Establishment of laboratories for analysis of mycotoxins - technical mains and related building work, establishment of a hygienic loop	1,406	06/2019 – 12/2019	01/2020 – 05/2020	Necessary renovation of laboratories, modernization of outdated technology, compliance with hygiene requirements This project follows on to the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Construction of an annexe - compressor station by building B	1,265	01/2019 – 02/2020	02/2020 – 06/2020	Necessary with regard to installation of new wood-turning machines in building P. This project follows on to the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Renovation of the existing electrical wiring, supply lines to new equipment and instruments and the related building modifications	2,750	01/2019 – 02/2020	02/2020 – 06/2020	Necessary renovation of electrical wiring and its expansion. This project follows on to the Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Project preparation, minor building investments, participation in the DCC project	2,000	01/2020 – 12/2020	01/2020 – 12/2020	The project complies with the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
IP MENDELU 2019–2020 projects category A (two-year): Increasing ICT security; Development of the IT infrastructure in support of digitization; 4 projects for development of faculties: Support of FA competitive ability; Reinforcement and development of creative activities at the FFWT by creating postdoc positions; Development of the FBE; Development of education and creative activities at the HF in Lednice; comment: investment funds additionally within the framework of the Origin of the MENDEL DESIGN LAB project in 2019	7,127	01/2019 – 12/2020	01/2019 – 12/2020	The project complies with the MENDELU Long-term plan and the Plan for its Implementation - Priority goal 6 Data-based decisions; Priority goal 7 Increasing the effectiveness of financing (individual goal 7.3)	
Dormitories and Catering Centre					
Renovation of block B of J. A. Comenius Hall– modification of rooms with shared sanitary facilities into a cell system	52,706	03/2018 – 09/2019	02/2020 – 07/2020	Improvement of quality for accommodated students	
Replacement of unsatisfactory boilers, including mains in the boiler room	6,308	02/2019 – 05/2019	07/2020	Boiler room not meeting emission limits	
Replacement of unsatisfactory boilers, including mains in the boiler room	5,000	09/2019 – 11/2019	07/2020	Boiler room not meeting emission limits	
Replacement of unsatisfactory boilers, including mains in the boiler room	4,500	09/2019 – 11/2019	07/2020	Boiler room not meeting emission limits	
Renovation of reception at block C in JAC Hall – modification of the work environment for reception workers	248	06/2019 – 08/2019	01/2020	Improvement of the work environment for employees	

Name of investment project	A. Current state of investment project			
	Description of the current state of settlement	Plan of work for 2020	Estimated value of inv. costs in 2020 (thous. CZK)	Sources of financing
School forestry enterprise in Křtiny				
Modernization of the Dyk tree nursery operation 3rd phase	The entire project will be realized in 2020, it is estimated that construction work will take 7 months	Building modifications will be made and an annexe to the Dyk tree nursery administrative building will be built. Two new structures will be built: a dyneman and a roofed teaching polygon	12,024	85% MEYS programme 133 220; 15% MENDELU
Revitalization of the Křtiny research station centre building	The entire project will be realized in 2020, it is estimated that construction work will take 7 months	Demolition work (windows, part of the roof), additional masonry work, insulation of the facade - new roof covering, replacement of windows, exterior doors and gates	5,939	85% MES programme 133 220; 15% MENDELU
Other investment activities by the School Forestry Enterprise in Křtiny	Both projects will be realized in 2020	1. An air-conditioning system will newly be installed in the kitchen and restaurant at Křtiny Chateau; 2. The pressure of the fire water at the Útěchov Complex will be increased	1,000	MENDELU sources
School Agricultural Enterprise in Žabčice				
Renovation of the zoology classrooms	Modernization and improvement of the layout of the interiors of existing classrooms	Depends on approval within the terms of the OP RDE	5,500	OP VVV
Project and additional equipment of the multi-functional hall with technology	Necessary demonstration boxes for teaching students of zoology subjects and for rearing calves	Project preparation	6,000	MENDELU sources
Lednice Winery project	Necessary demonstration winery operations with integration of teaching of students of the Horticultural Faculty	Project preparation	1,800	MENDELU sources
Construction of a paved road to the sil. pits - part	Improvement of access to the silage pits	Construction of and repairs to roads	1,000	MENDELU sources
Insulation of administrative building II.	Improvement of the appearance of the enterprise	Performance of repairs	1,200	MENDELU sources
Other investment activities by the School Agricultural Enterprise in Žabčice	1. Field dung heap project (necessary improvement of the storage capacities of the dung heaps); 2. Feed storage shed project (improvement of storage of feed at the SAE in Žabčice)	Project preparation	700	MENDELU sources (CZK 400 thous. field dung heap; CZK 300 thous. feed storage shed)
MENDELU – total construction and software investment activities			223,810	

B. Information about the project as a whole					
Brief description of the project	Total costs (thous. CZK)	Deadlines for preparation (from-to)	Deadlines for implementation (from-to)	Reasoning for the project (inc. relationship to the priorities of the MENDELU Long-term plan and implementation Plan)	
School Forestry Enterprise in Křtiny					
The project includes building modifications and construction of an annexe to the administrative building. A dyneman (outdoor cold-frame) and roofed teaching polygon will newly be built	12,024	11/2016 – 01/2019	03/2020 – 09/2020	This is the last phase of Modernization of the Dyk tree nursery complex, which follows on to the completed 1s and 2nd phase. Implementation of this plan will create the necessary expanded teaching areas for assurance of scientific-pedagogic activities by pedagogic workers and students	
This concerns insulation of the frame of the building and the related work - replacement of windows, doors and gates	5,939	12/2014 – 10/2018	03/2020 – 09/2020	The building is part of the existing complex used for science, research and teaching MENDELU students. The current condition of the building is unsatisfactory, there is significant heat loss, which has a substantial impact on the value of operating costs for heating	
Air-conditioning system in the kitchen and restaurant at Křtiny Chateau; increased pressure of the fire water at the Útěchov complex	1,000	05/2019 – 03/2020	04/2020 – 06/2020	Implementation of both projects is essential for the functioning of the technical facilities of the affected centres - Křtiny Chateau and the Útěchov Complex	
School Agricultural Enterprise in Žabčice					
Changes to the layout of partitions and overall modernization	5,500	10/2018 – 04/2019	05/2020 – 12/2020	This project complies with the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms. This concerns essential preparation for future accredited disciplines at the FA	
Equipment of the multi-functional hall with modern technologies used to teach students	6,000	8/2019 – 12/2019	05/2020 – 12/2020	This project complies with the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms. This concerns essential preparation for future accredited disciplines at the FA	
Project preparation and settlement of the planning and building proceeding	1,800	01/2019 – 12/2019	01/2020 – 12/2020	This project complies with the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Project preparation and settlement of the planning and building proceeding	1,000	10/2019 – 04/2020	05/2020 – 12/2020	This project complies with the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Simple repairs	1,200	10/2019 – 04/2020	05/2020 – 12/2020	This project complies with the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	
Project preparation and settlement of the planning and building proceeding	700	10/2019 – 04/2020	05/2020 – 12/2020	This project complies with the MENDELU Long-term plan and Implementation Plan - Priority goal 7, individual goal 7.3 Modernization of the university campus and school farms	

Plan of investment activities of Mendel University in Brno for 2020 – machine and instrument equipment

Description of the included inv. activities (machine and instrument equipment)	Estimated value of inv. costs (thous. CZK)	Sources of financing	Reasoning for inv. activities
Faculty of Agricultural Science			
Purchase of machine and instrument equipment according to the individual requirements of individual institutes at the FA	2,000	MENDELU sources	Assurance of pedagogic and science-research activities at the FA
Faculty of Forestry and Wood Processing			
1. Technological division for surface treatment; 2. Technological division for surface treatment of parts	19,550	OP RDE – ERDF	Investments related to innovation of study programmes (ESF/ERDF)
1. Vehicle fleet; 2. Laboratory instruments	2,000	MENDELU sources	Modernization of equipment
Faculty of Economic Operation			
1. + 2. Equipment for economic and IT departments; 3. Development of network technology laboratories; 4. Establishment of a multimedia commercial communication laboratory; 5. Functional set of hardware and software equipment for classrooms for practising quantitative and selected economic subjects; 6. Equipment of a room for student teamwork	21,572	OP RDE – ERDF	Investments related to innovation of study programmes (ESF/ERDF)
1. IT equipment; 2. Equipment of the faculty building	2,000	MENDELU sources	Modernization of equipment
The Faculty of Regional Development and International Studies			
1. Geoinformatics laboratory; 2. Centre for environmental studies and landscape management; 3. Modernization of computer classrooms Z1, Z13 + department computers	9,550	OP RDE– ERDF	Investments related to innovation of study programmes (ESF/ERDF)
Rector's offices and school wide offices			
1. Expansion of the UIS by the "quality management" module; 2. Replacement of IT technology in school-wide classrooms; 3. Acquisition of security equipment for protecting the computer network and data	4,200	OP RDE– ERDF	Investments related to innovation of study programmes (ESF/ERDF)
1. Printer with extended print time; 2. Digital mixer, lighting equipment, equipment for video-conferences, cameras and lenses	3,430	MENDELU sources	Printing materials of non-standard dimensions (A4 landscape), printing letter envelopes Renewal of audio-visual equipment, acquisition of equipment for video-conferences
Vehicle fleet	3,000	MENDELU sources	Necessary modernization
Calculation clusters (HW)	2,000	MENDELU sources	Implementation of the "Desktop virtualization" project
Dormitories and Catering Centre			
1. Utility vehicle for transporting food; 2. Catering technologies	1,900	MENDELU sources	Equipment at the end of its service life, increased costs for vehicle and gastro-equipment repairs and maintenance
School Forestry Enterprise in Křtiny			
1. Hammer soil crusher; 2. Tractor for tree nursery activities; 3. Fertilizer spreader; 4. Sapling root trimmer; 5. Skidder tractor; 6. Chopping machine; 7. Log trailer; 8. All-terrain vehicle (16x)	15,440	CZK 11,980 thous. MENDELU sources; CZK 2,185 thous. PRV; CZK 1,275 thous. PGR LF	Increasing the effectiveness of the activities of individual SFE Křtiny centres
School Agricultural Enterprise in Žabčice			
1. Self-propelled sprayer; 2. Tractor 340 kW; 3. Monitoring collars for cattle; 4. Corn sowing machine; 5. Disc harrow; 6. Mulcher and tractor up to 100 kW	20,500	MENDELU sources / OP RDE	Necessary modernization of school agricultural enterprise equipment
Total on behalf of MENDELU – investments into machine and instrument equipment	107 142		

Framework of research activities Mendel University in Brno

Annex 2

FRAMEWORK OF RESEARCH ACTIVITIES		28
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FRAMEWORK OF RESEARCH ACTIVITIES

The purpose of this Annex to the Plan for the Implementation of the Strategic Intent of Mendel University in Brno in 2020 is to determine the framework of the vision of the general direction of the University as a whole in the field of research, experimental development and innovation (hereinafter R&D&I) in the upcoming period. A detailed description will subsequently be the topic of a self-evaluation report in compliance with Methodology 2017+ (Module M5 - Strategies and concepts) and will also be part of the Strategic Plan for the 2021+ period.

Missions and visions in the field of R&D&I

The University's vision

MENDELU wishes to be a renowned university, not only on a national, but also on an international level, providing a unique combination of educational, science-research and professionally focused activities in a continuously developed range of disciplines. This balanced combination, linked to a wide range of practical training opportunities, will be used to bring up high-quality and highly-employable graduates. The 21st century is distinguished by ground-breaking discoveries and also great changes, including climatic changes. As well as studying climatic changes the University will continue to devote itself to utilization of the editing of modern genomes, which were discovered in 2012 and which it endeavours to apply in the field of agriculture, forestry and horticulture. The main directions that will be the key focus of the University's attention are adaptation to climatic changes, increased yield and protection against pathogens.

The University's mission

The University's mission is to acquire the results of basic and applied research in natural, biological, economic, social-political, environmental, agricultural, forestry and food disciplines and reflect these in educational programmes of European quality. The University's key values particularly include quality and complexity. MENDELU wishes to be an open university offering education reflecting the requirements of the 21st century and contributing to general development of creative activities relevant to society, and simultaneously be a dynamic multi-cultural institution shaping general social development.

Goals and strategies and their achievement in the field of R&D&I

Science-research vision

Mendel University in Brno intends to become a renowned European university, providing a balanced combination of educational, science-research and professionally focused activities in a continuously developed range of sciences on the level of basic and applied research and its utilization from the engineering, technological and managerial aspects.

Scientific-research profile

Execution of science-research tasks is based on long-term prognoses and the scientific orientation of the University, faculties and university institute, and includes the spheres of agricultural, forestry, biological, economic, technical and pedagogic sciences.

The University's research programme pursues current trends in the present-day development of basic scientific disciplines, particularly biology, and their application in practice. This concerns targeted management of biological processes, effective use of non-renewable resources and creation of renewable natural resources, during development of sustainable, multi-functional agriculture and agro-business, and management of the educational process of preparation of university graduates with professional competence to carry out pedagogic activities in compliance with the newest findings and trends in both Europe and the Czech Republic. Emphasis is placed on the quality and safety of agricultural products in general and foods in particular. In compliance with the findings of the *Common EU Agricultural Policy* the University prefers topics devoted to multi-functional agriculture and forestry as a priority.

In the field of support of foreign collaboration MENDELU chiefly focuses on collaborating with foreign partners, by establishing

common teams, creating a basic infrastructure for this collaboration and supporting knowledge alliances for transfer of know-how. Internationalization of research and expert teams across disciplines promotes achievement of excellence and increases the contribution of science-research and pedagogic activities to society. International collaboration allows involvement of important foreign capacities in establishment of excellent research teams, provides more opportunity for participation in projects financed from multi-national sources and increases publication success, which is then reflected in perception of the University's standing at home and abroad.

Establishment of the needs of society, or more precisely the market, and

collaboration with the application sphere and putting knowledge into practice, are crucial instruments for increasing the competitive ability of universities and research institutions in general. From the aspect of reinforcement of the University's position as a strategic partner on a regional and national scale, activities in 2018 for example focused on supporting existing research partnerships with independent subjects and also on support of further development of collaboration with secondary schools for the purpose of more effective promotion and a more effective offer of study programmes.

National and international context of R&D&I

The link to the fulfillment of higher national and multinational strategic goals and measures in the field of R&D&I

The *Long-term plan for educational and scientific, research, developmental and innovative, artistic and other creative activities at Mendel University in Brno for the 2016–2020 period* (hereinafter the "Long-term plan") is essentially based on several strategic documents, which particularly includes the *Long-term plan for educational and scientific, research, developmental and innovative, artistic and other creative activities for the field of universities for the 2016–2020 period* of the Ministry of Education, Youth and Sports of the Czech Republic and Act No. 111/1998, on higher education and on amendments and supplements to other acts as amended, and finally also the *Long-term plan for educational and scientific, research, developmental and innovative, artistic and other creative activities at Mendel University in Brno for the 2011–2015 period* and its

annual updates, which the currently valid Long-term plan is based on.

The Long-term plan also takes into consideration and reflects other documents on both the national and international level. On the national level this particularly includes the *Strategy for the educational policy of the Czech Republic up to 2020*, which intends to reduce the imbalance in education, promote high-quality tuition and teachers as its key prerequisite and responsibly and effectively manage the educational system by means of three key goals. Other documents are the *Framework for development of higher education up to 2020* and also the *Strategy for international competitive ability 2012–2020*. On an international level the Long-term plan follows on to the principles of the *European space for higher education*, i.e. a document including the Bologna Declaration dated 19 June 1999 and the related communiques titled *Europe Strategy 2020* and *Strategic framework for European collaboration in education and professional training*.

During the execution of the Long-term plan a crucial role is played by the outputs of the realized Individual national KREDO project (*Quality, relevance, effectiveness, diversification and openness of higher education in the Czech Republic. Strategy for higher education up to 2030*; hereinafter "IPN KREDO"). IPN KREDO has been realized at MENDELU since 2013 and was used to create basic analytical documents such as SWOT analyses, risk analyses, source balance sheets, self-evaluation according to EFIN methodology and others. Thanks to these materials the Long-term plan is based on the actual needs of the University and is supported by auxiliary plans for successful fulfillment of the set goals.

Strategies and strategic management instruments for increasing the international or disciplinary competitive ability of a university's research activities and its quality

MENDELU has profiled itself in the long-term as a research university with a tradition in scientific-research activities since it was established in 1991. Scientific-research activities were initially linked mainly to the biological basis of keeping farm animals, growing crops and agricultural activities in general, however, there has been significant disciplinary diversification over the decades.

We can now state that science and research are a permanent and traditional component of the academic activities

of university workers. The breadth and diversification of research activities is manifested in the subjects that research projects focus on, which covers a sphere from agricultural, horticultural, forestry and wood production (soil, water and other living and non-living inputs), the relationship between the productive and non-productive functions of agriculture and forestry, the processing and utilization of primary production, organization and management of processes linked to assurance of the relevant activities throughout the entire food chain and assessment of their economic efficiency, up to the impact of these activities in the broader economic context, with emphasis on the rural area. Specific topics are sustainable development of regions, public administration, nanotechnologies, biotechnologies, omic sciences and conservation and creation of the environment.

There are a number of first-class researchers of national and international quality at MENDELU. Science teams are traditionally involved in research financed by national grant agencies (GA CR, TA CR, NAZV, NAKI) and they increasingly endeavour to acquire subsidies in international grant programmes, including Horizont 2020, where in relation to the size of our University we are a successful applicant with over ten projects acquired from H2020.

Areas towards which the available scientific-research capacities of University workplaces (research programme) are directed include research centres, grant financed research, specific research (particularly research by students of post-graduate and master's study programmes) and involvement in international research programmes, which represent one activity of the internationalization priority of the University's activities. MENDELU considers the *Strategic plan for development of MENDELU up to 2020 with an outlook until 2030*, which is worked up every year for the specific calendar year and the priorities of which are achieved mainly by means of MEYS development projects, to be its key strategic document. Its compliance with the innovation strategy of the South-Moravian Region also allows transfer of knowledge to the benefit of the region and transfer into practice. The strategic plan is an output of the MEYS KREDO project.

It especially identifies the weak points of the current development of MENDELU and also contains activities to remedy them. However, it must be added that this is not a specific strategic document for the sphere of science and research, but a strategic document for the University's overall development. Two aspects are devoted to science and research, which identify the following as priority goals:

- implementation of support of excellent research in the defined areas,
- increase in project absorption capacity,
- development of technology transfer.

In the following five to ten-year period MENDELU wishes to focus on the following in particular in the field of R&D&I:

- increasing participation in international networks, platforms and projects,
- support for excellent research in defined areas,
- development of technology transfer at MENDELU,
- increasing the project absorption capacity at MENDELU.

Tools for fulfilling the research strategy

With regard to changes in the evaluation of research organizations, MENDELU has focused on supporting quality over quantity. The subsidy for long-term conceptual development of a research organization will be divided into five parts, these being:

1. evaluation of the outputs of research activities,
2. external national projects,
3. external international projects,
4. contractual research,
5. The Grant agency of Gregor Johann Mendel (Grantová agentura Gregora Johanna Mendela).

It is clear from the above that MENDELU focuses on support of research directions that are capable of succeeding not only in the national, but particularly in the international research sphere.

CAS	Czech Academy of Sciences
CEEPUS	Central European Exchange Program for University Studies
CDP	centralized development project
LLL	lifelong learning
EFIN	The EFIN methodology is the main output of the IPN EFIN project (" <i>Systematic support of effective management of tertiary education institutions and research and development organizations</i> ") and is used to improve processes and increase economic savings at target institutions
EIS	economic information system
ERP	Enterprise Resource Planning
GDPR	General Data Protection Regulation H2020 HORIZONT 2020 – 8th framework programme for research and innovation
HR AWARD	HR Excellence in Research Award
ICT	information and communication technology
IP MENDELU	Institutional plan of Mendel University in Brno for the 2019–2020 period IT information technology
JCMM	South Moravian Centre for International Mobility LAG local action groups
MENDELU	Mendel University in Brno
MEYS	Ministry of Education, Youth and Sports of the Czech Republic
OBD	application for collecting and administering records of publication activities and other results of creative activities at the university
OP RDE	Operational Programme Research, Development and Education
OTM-R	Open, Transparent and Merit-based Recruitment of Researchers
RIS JmK	Regional Innovation Strategy of the South Moravian Region (RIS SMR)
SAP	economic information system used at MENDELU SOČ secondary school professional activities
THE	Times Higher Education - a company engaged in data analysis and executing rankings of universities, creating strategic recommendations for interested universities
UIS	University information system
UNIDA	United for the Development of the Amazon - a multidisciplinary platform of universities and the non-profit sphere active in the fight against deforestation of the Amazon Rain Forest
R&D	research and development
R&D&I	research, development and innovation

Title: Plan for the Implementation of the Strategic
Intent of Mendel University in Brno for 2020
Published by: Mendel University in Brno, Zemědělská 1, 613 00 Brno
Printed by: Mendel University in Brno publishing house
Year published: 2019
1. issue
Number of pages: 32
Circulation: 100
copies

