# Update of the Strategic Plan

for Scholarly, Scientific, Research, Development, Innovation, Artistic and Other Creative Activities of
**Mendel University in Brno**

## 2016

Mendelova
univerzita
v Brně

# Update of the Strategic Plan

for Scholarly, Scientific, Research, Development, Innovation, Artistic and Other Creative Activities of **Mendel University in Brno**

**2016**

# 2016

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of Mendel University in Brno on
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OTHER CREATIVE ACTIVITIES OF MENDEL

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## Basis for Updating the University's Strategic Plan

*Update of the Strategic Plan for Scholarly, Scientific, Research, Development, Innovation, Artistic and Other Creative Activities of Mendel University for 2016* (hereinafter referred to only as "Update of the SP for 2016") builds on the *Strategic Plan for Scholarly, Scientific, Research, Development, Innovation, Artistic and Other Creative Activities of Mendel University in Brno for the period 2016–2020* (hereinafter referred to only as "Strategic Plan"). Within the framework of the priority goals defined in the Strategic Plan, the Update of the SP for 2016 describes the specific partial goals which the university wants to achieve in the first year of the following five-year period. Apart from the university's Strategic Plan, use was also made of *Update of the Strategic Plan for Scholarly, Scientific, Research, Development, Innovation, Artistic and Other Creative Activities for the field of higher education institutions for the period 2016-2020* of the Ministry of Education, Youth and Sports of the Czech Republic as a basis for elaboration of the Update of the SP for 2016.

## University Mission

The university's mission is to be an open university that offers education which reflects 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 the wider sense of the word.

## University Vision

Mendel University in Brno strives to be a respected university, not only on a national, but also on an international level, providing a unique combination of educational, creative and professionally focused activities. This balanced combination together with the wide options for practical education will help us shape high-quality graduates with a variety of occupational opportunities.

In the field 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 information which is provided to them – i.e. with 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 towards 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

**Partial goal 1.1**

## Prepare and launch a project for introduction of quality management at MENDELU

The goal is to prepare and elaborate a project for introduction of comprehensive evaluation and management of quality at MENDELU and to launch its implementation. The goal includes the establishment of a centre for ensuring quality management and determination of basic related processes.

### Outputs, indicators:

- Issued decision of the rector on introduction of a system of management and comprehensive evaluation of quality at MENDELU.
- Project implementation commenced.
- Quality standards defined in the determined fields of competence of the university.

### Persons responsible:

Rector, Bursar, Vice-Rector for Strategy, Internationalisation and IT, Deans, Director of the Institute of Lifelong Learning.

### Resources:

OP RDE, Institutional Plan, university's own resources.

**Partial goal 1.2**

## Elaborate a concept for the development of human resources at MENDELU

The goal is to elaborate a concept for the development of human resources and plan for its fulfilment.

### Outputs, indicators:

- Uniform concept for development of human resources created.

### Persons responsible:

Rector, Bursar, Vice-Rector for Strategy, Internationalisation and IT, Vice-Rector for R&D, Deans, Director of the Institute of Lifelong Learning.

### Resources:

OP RDE, Institutional Plan, university's own resources.

**Partial goal 1.3**

## Elaborate a concept for risk management

The goal is elaboration of a concept for risk management. The goal includes identification of operational and strategic risks in the university, determination of their significance, and a elaboration of a proposal for measures to eliminate, minimise or accept them.

### Outputs, indicators:

- Elaboration of a catalogue of operational risks.
- Elaboration of a catalogue of strategic risks.

### Persons responsible:

Rector, Bursar, Vice-Rector for Strategy,

Internationalisation and IT, Deans, Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, Institutional Plan, university's own resources.

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**Partial goal 1.4**

## Map overlapping areas of study programmes and ensure optimisation of their structure

The goal is to perform mapping of overlapping areas of study programmes between individual parts of the university with primary emphasis on excellence of activities and to perform optimisation on the basis of this mapping. The goal includes proposal of specific options for accreditation of multidisciplinary or university-wide study programmes and programmes with international participation in the context of the anticipated changes of accreditation rules in the Higher Education Act.

### *Outputs, indicators:*

- Mapping of overlap of study programmes performed.

### *Persons responsible:*

Rector, Vice-Rector for Pedagogy, Deans, Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, Institutional Plan, university's own resources.

**Partial goal 1.5**

## Modernise the educational infrastructure

The goal is to continue with modernisation of the educational infrastructure for practically focused tuition and to ensure access for disadvantaged groups of students.

### *Outputs, indicators:*

- Number of modernised classrooms and laboratories.
- Number of students using the infrastructure.
- Number of interconnected educational infrastructures for practical tuition.
- Number of innovated teaching aids for practical tuition.
- Number of university licences for information sources and library funds.
- Number of devices needed for compensation of disadvantaged groups of students.

### *Persons responsible:*

Rector, Bursar, Vice-Rector for Pedagogy, Deans, Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, Institutional Plan, university's own resources.

**Partial goal 1.6**

## Create a set of measures to ensure reduction of study failure and elaborate a plan for their implementation

The goal is to create a set of measures based on the identified causes of study failures which will lead to reduction of the occurrence these failures. The goal includes elaboration of a plan for implementation of the proposed measures and also proposal of a system for monitoring and regular evaluation of student failure and, above all, of the measures which are implemented.

### *Outputs, indicators:*

- Elaboration of a proposal of a system for monitoring and evaluation of study failure and the impacts of the measures implemented.

### *Persons responsible:*

Rector, Vice-Rector for Pedagogy, Deans,

Director of the Institute of Lifelong Learning.

### Resources:

OP RDE, Institutional Plan, university's own resources.

# priority goals and partial goals

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## PRIORITY GOAL 2
# Diversity and availability

**Partial goal 2.1**

## Implement an information campaign and other forms of support for students in specific groups

The goal is to implement an information campaign on the issue of students in specific groups, i.e. in particular students with specific educational needs, students with a lower socio-economic status, parents with children, members of linguistic and ethnic minorities of a domestic and foreign environment, students improving their level of education while working, and other forms of support for these students.

### Outputs, indicators:

- Number of information campaigns.
- Number of information activities for university employees.
- Number of students from specific groups who are supported.

### Persons responsible:

Rector, Vice-Rector for Pedagogy, Deans, Director of the Institute of Lifelong Learning.

### Resources:

OP RDE, Institutional Plan, university's own resources.

**Partial goal 2.2**

## Perform analysis of educational requirements in the field of lifelong learning and innovate and optimise the offer of educational courses on the basis of this

The goal is to analyse the professional educational requirements of adults, senior citizens and application sphere. The goal includes support for development of qualifications and competences of the employees of MENDELU engaged in particular in the field of professional education.

### Outputs, indicators:

- Analysis of educational requirements performed.
- Priority areas of lifelong learning defined.

### Persons responsible:

Rector, Vice-Rector for Pedagogy, Deans, Director of the Institute of Lifelong Learning.

### Resources:

OP RDE, Institutional Plan, university's own resources.

**Partial goal 2.3**

## Identify gifted students and elaborate a system to support them

The goal is identification of gifted students whose potential can be developed with the provision of the right support

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for their skills and knowledge. The goal includes elaboration of a system of support for these students.

### *Outputs, indicators:*

- Elaboration of a system of support for gifted students.
- Number of instances of participation by students in domestic and foreign student competitions.
- Number of research projects with participation by gifted students.
- Number of gifted students participating in creative activities.

### *Persons responsible:*

Rector, Vice-Rector for Pedagogy, Deans, Director of the Institute of Lifelong Learning.

### *Resources:*

Institutional Plan, university's own resources.

**Partial goal 2.4**

## Provide advisory services in fields of study, careers, personal and social situations

The goal is to ensure provision of individual and group advisory services, both for students and also for employees of MENDELU.

### *Outputs, indicators:*

- Number of hours of individual and group study advice.
- Number of job fairs.

### *Persons responsible:*

Rector, Vice-Rector for Pedagogy, Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, Institutional Plan, university's own resources.

# priority goals and partial goals

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PRIORITY GOAL 3
# Internationalisation

## Partial goal 3.1

### Support development of international collaboration by participating in international networks, platforms and projects

The goal is to create a concept for internationalisation at MENDELU, to continue in development of international collaboration, to focus on establishment of joint teams, creation of basic infrastructures for this collaboration and support for knowledge alliances for transfer of know-how. The goal includes building up the good reputation of MENDELU on an international level.

#### *Outputs, indicators:*

- Number of instances of participation in international networks and platforms.
- Number of knowledge alliances created.
- Number of instances of foreign exchanges.
- Creation of a concept for internationalisation of MENDELU.

#### *Persons responsible:*

Rector, Vice-Rector for R&D, Vice-Rector for Strategy, Internationalisation and IT, Deans, Director of the Institute of Lifelong Learning.

#### *Resources:*

OP RDE, ERASMUS, CEEPUS, Leonardo da Vinci, Jean Monet, Institutional Plan, university's own resources.

## Partial goal 3.2

### Identify and evaluate the potential of priority territories for international collaboration and its development

The goal is, on the basis of detailed analysis of potential, to identify international priority territories for the university and to develop international collaboration in the fields of pedagogy and creative activities in these territories.

#### *Outputs, indicators:*

- International priority territories identified.
- Number of partners in priority territories.

#### *Persons responsible:*

Rector, Vice-Rector for Strategy, Internationalisation and IT, Vice-Rector for R&D, Vice-Rector for Pedagogy, Deans, Director of the Institute of Lifelong Learning.

#### *Resources:*

OP RDE, ERASMUS, CEEPUS, Leonardo da Vinci, Jean Monet, Institutional Plan, university's own resources.

Partial goal 3.3

## Prepare materials for performance of external evaluation of the university

The goal is to prepare materials for implementation of external evaluation of both pedagogical and also creative results at the university. International evaluation will be performed by a team of experienced foreign evaluators and its result will be a list of recommendations for the university in both above-mentioned areas. The resulting impacts will be implemented in university management in both key areas.

### *Outputs, indicators:*

- Decision of the university on implementation of external evaluation.
- Selected external evaluator.

### *Persons responsible:*

Rector, Vice-Rector for Pedagogy, Vice-Rector for Internationalisation and IT, Vice-Rector for R&D, Deans, Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, Institutional Plan, university's own resources.

Partial goal 3.4

## Build a multicultural environment at the university

The goal is to support the internationalisation of the internal environment at the university through implementation of international student activities and knowledge alliances. The goal includes preparation of accreditation for international study programmes and implementation of marketing to support awareness of their existence.

### *Outputs, indicators:*

- Numbers of student exchanges performed.
- Numbers of academic exchanges performed.
- Length of stay of a visiting academic worker.
- Number of visiting academic workers staying for more than 30 days.
- Average length of stay of a visiting academic worker.
- Numbers of foreign graduates of study programmes.

### *Persons responsible:*

Rector, Vice-Rector for Pedagogy, Vice-Rector for Strategy, Internationalisation and IT, Deans, Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, ERASMUS, CEEPUS, Leonardo da Vinci, Jean Monet, Institutional Plan, university's own resources.

# priority goals and partial goals

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PRIORITY GOAL 4
# Relevance

## Partial goal 4.1

### Support connection of educational activities with practical experience

The goal is to provide work experience and internships for students using the maximum potential of university enterprises in cooperation with the application sphere. The goal includes completion of the Portal for Collaboration with the World of Work in all parts and to continue to support the creative work of students leading towards innovation of the practical part of educational activity.

### Outputs, indicators:

- Number of final theses carried out in collaboration with the application sphere and university enterprises.
- Numbers of work experiences, internships and excursions at home and abroad.
- Portal for Collaboration with the World of Work completed.

### Persons responsible:

Rector, Vice-Rector for Pedagogy, Vice-Rector for R&D, Vice-Rector for Special-Purpose Facilities, Director of the Institute of Lifelong Learning.

### Resources:

OP RDE, Regional Development Projects, Institutional Plan, university's own resources.

## Partial goal 4.2

### Perform analysis of the current requirements of society and the region in areas of interest and create a plan for implementation of changes in educational and research fields

The goal is to analyse the requirements of society, the region and all population groups, to evaluate these requirements considering the options open to the university in educational and research activities, and to create a plan for implementation of changes.

### Outputs, indicators:

- Defined areas of interest.
- Analysis performed of requirements of society and the region in areas of interest.

### Persons responsible:

Rector, Vice-Rector for Pedagogy, Vice-Rector for R&D, Deans, Director of the Institute of Lifelong Learning.

### Resources:

OP RDE, Regional Development Projects, Institutional Plan, university's own resources.

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Partial goal 4.3

## Improve collaboration with graduates and introduce evaluation of graduates by the most important employers in the areas of interest

The goal is to implement activity for support of collaboration with graduates, e.g. in the form of offers of professional internships, excursions or job opportunities of our graduates in companies or organisations. The goal is also to prepare materials to ensure feedback in the form of evaluation of our graduates by leading employers.

### Outputs, indicators:

- Number of collaborating graduates.
- Number of events with graduates supported.
- Number of employers participating in evaluation of graduates.

### Persons responsible:

Rector, Vice-Rector for Pedagogy, Deans, Director of the Institute of Lifelong Learning.

### Resources:

OP RDE, Regional Development Projects, Institutional Plan, university's own resources.

Partial goal 4.4

## Review existing and create new, functioning partnerships between MENDELU and leading research centres and institutions

The goal is to perform review of existing partnerships with national and regional research centres and institutions, to determine partnership quality parameters and on the basis of these, to then identify possible opportunities for creation of new partnerships. The goal is also to continue building the MENDELU brand. The goal includes collaboration with secondary and primary schools in consolidation of the required and actual level of technical knowledge and skills of their graduates.

### Outputs, indicators:

- Number of functioning partnerships.
- Partnership quality determined (mobility, educational projects, research projects).
- Number of educational and research projects.
- Media monitoring and evaluation of impact.
- Number of partnerships with secondary and primary schools.
- Elaboration of a strategic plan for MENDELU brand building.

### Persons responsible:

Rector, Vice-Rector for R&D, Vice-Rector for Strategy, Internationalisation and IT, Deans, Director of the Institute of Lifelong Learning.

### Resources:

OP RDE, Regional Development Projects, Institutional Plan, university's own resources.

# priority goals and partial goals

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PRIORITY GOAL 5

## High-quality and relevant research, development and innovation

### Partial goal 5.1

### Create a system of centres of excellence

The goal is to determine excellent creative directions in individual parts of the university and to identify centres of excellence on the basis of criteria defined for determination of their excellence.

### *Outputs, indicators:*

- Excellent creative directions determined at each faculty.
- Criteria defined for centres of excellence.
- Centres of excellence defined in the university.
- Number of incidences of participation in international projects.
- Number of incidences of participation in international consortia.
- Number of excellent research teams supported.

### *Persons responsible:*

Rector, Bursar, Vice-Rector for R&D, Deans, Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, HORIZONT, Institutional Plan, community and development projects, commercialisation fund, university's own resources.

### Partial goal 5.2

### Increase the project-absorption capacity of MENDELU

The aim is to support development and improvement of advisory and administrative services for applicants and recipients of various types of grants (European programmes, structural funds, most important Czech grant programmes). The goal also includes education of workers in this area and creation of a group of professionals focused on individual grant programmes. The goal is also to ensure a conceptual solution for settlement of non-eligible expenses on university projects and financing of their sustainability.

### *Outputs, indicators:*

- Defined system of acquiring and distributing non-public funds.
- Number of projects proposed for public tenders.
- Number of successful projects.
- Ratio of foreign to domestic external projects.
- Number of participants in seminars and workshops for calls which have been announced.
- System of records for projects at the university introduced.
- Fund established for settlement of non-eligible expenses for university projects.
- Fund established for financing the sustainability of university projects.

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### *Persons responsible:*

Rector, Vice-Rector for R&D, Vice-Rector for
Strategy, Internationalisation and IT, Deans,
Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, HORIZONT, Institutional Plan,
community and development projects,
commercialisation fund, university's own
resources.

Partial goal 5.3

## Introduce a system for managing relations with companies

The goal is to create and implement
methodology for management of relations with
companies. The goal includes completion of
set-up of processes for establishment of spin-
off companies. The goal is also to finalize the
methodology for applying the results of
research in the commercial sphere (proof-
-of-concept activities).

### *Outputs, indicators:*

- Elaboration of a methodology for activities
  done in collaboration with companies.
- Regulations relating to creation and
  monitoring of spin-off companies modified.

### *Persons responsible:*

Rector, Vice-Rector for R&D, Director of the Centre of Te

### *Resources:*

OP RDE, HORIZONT, Institutional Plan,
community and development projects,
commercialisation fund, university's own
resources.

# priority goals and partial goals

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PRIORITY GOAL 6

# Decision-making based on data

**Partial goal 6.1**

## Create a concept for the ICT architecture at MENDELU and introduce a system of managing services in this field

The goal is to set IT processes, organisation and relationships, to determine system architecture, introduce change management and management of user requests, management of service levels and management of services provided by third parties. The goal also includes purchase of essential new equipment and performance of the corresponding reconstruction.

### *Outputs, indicators:*

- Competence model introduced.
- System architect and security manager roles introduced.
- Architectural map of the system created.

### *Persons responsible:*

Rector, Bursar, Vice-Rector for Strategy, Internationalisation and IT, Deans, Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, Institutional Plan, university's own resources.

**Partial goal 6.2**

## Determine a process for data collection

The goal is to ensure continuous collection of extensive and integrated data comprising relevant sources of quantitative and qualitative information to ensure the quality of internal processes and information systems at the university.

### *Outputs, indicators:*

- Key data identified for strategic management.
- Analysis performed of the condition and administration of servers with proposal for a new concept.

### *Persons responsible:*

Rector, Vice-Rector for Strategy, Internationalisation and IT, Deans, Director of the Institute of Lifelong Learning.

### *Resources:*

OP RDE, Institutional Plan, university's own resources.

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PRIORITY GOAL 7
# Effective financing

## Partial goal 7.1

### Modify and supplement indicators with an impact on budget creation

The goal is to increase the share of the budget distributed according to performance which will better reflect the quality of activities of individual parts of the university. The goal is also to reinforce multi-source financing of parts, involve own resources and to strive towards an increase in profit in the case of additional activities via maximum utilisation of the potential of faculties and university institutes. The goal is also to strive to increase earnings from contractual research and to ensure use of such earnings as a non-public source when financing participation in projects and grants.

#### *Outputs, indicators:*

- Evaluated quality and performance indicators of parts of the university.
- Evaluated numbers and structure of students.

#### *Persons responsible:*

Rector, Bursar, Deans, Director of the Institute of Lifelong Learning.

#### *Resources:*

University's own resources, investment projects and grants.

## Partial goal 7.2

### Support 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 also includes ensuring increase in the qualifications of human resources in the fields of marketing, IT and language skills. The goal is also to hold presentation events for the purpose of increasing public awareness of the activities of the special-purpose facilities.

#### *Outputs, indicators:*

- Number of trained employees.
- Volume of savings achieved in the field of purchasing services, construction work and deliveries.
- Volume of accommodation capacity used within the framework of additional activities.
- Number and volume of catering contracts performed.
- Number of investment projects implemented.
- Number of student-hours implemented in special-purpose facilities.

#### *Persons responsible:*

Rector, Bursar, Vice-Rector for Special-Purpose Facilities, Directors of Special-Purpose Facilities, Director of the Institute of

Lifelong Learning.

### *Resources:*

University's own resources, OP RDE, investment projects.

# priority
# goals and
# partial goals

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**Partial goal 7.3**

## Modernise the university campus and infrastructure of MENDELU

The goal is to implement investment projects in relation to the outputs of energy audits and in relation to the need for continuous renewal and modernisation of university property, or the need to increase capacity by new construction. The goal includes elaboration of a project for long-term investment development of the university campus and infrastructure.

### Outputs, indicators:

- Elaboration of a comprehensive project for long-term investment development of the university campus.
- Updated university investment plans.
- Number and volume of reconstruction jobs performed, modernisation or new construction.
- Number and volume of machinery and equipment purchased.

### Persons responsible:

Rector, Bursar.

### Resources:

University's own resources, OP RDE and investment projects.