

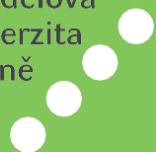
Long-term plan

for educational, scientific, research,
development, innovative, artistic and other
creative activities of

Mendel University in Brno

2016–2020

Mendelova
univerzita
v Brně





Long-term plan

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

2016–2020



2016
2020



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of Mendel University in Brno on
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Basis of the university's long-term plan

The long-term plan for educational, scientific, research, development, innovative, artistic and other creative activities of Mendel University in Brno for the period of 2016-2020 (hereinafter the "Long-Term Plan") is a fundamental document of Mendel University in Brno that defines the priorities and goals of the following five-year period. The basis of the Long-Term Plan consists of several strategic documents, namely the Long-term Plan for Educational, Scientific, Research, Development, Innovative, Artistic and Other Creative Activities of Universities for the Period of 2016-2020 drafted by the Ministry of Education, Youth and Sports of the CR, and Act No. 111/1998 Coll. on Higher Education and changes to certain related acts, as subsequently amended, and last but not least, the Long-Term Plan for Educational, Scientific, Research, Development, Innovation, Artistic and Other Creative Activities of Mendel University in Brno for the Period of 2011-2015 and its annual updates, to which the Long-Term Plan relates.

The Long-Term Plan also takes into account and reflects other documents on both the national and international level. *At the national level this includes the Strategy for the Educational Policy of the Czech Republic up to 2020*, which sets three basic goals of reducing inequality in education, supporting quality instruction and teachers as the key requisite for this, and responsibly and effectively managing the education system. In addition, there is the *Framework for Developing Higher Education up to 2020* as well as the *Strategy for International Competitiveness 2012-2020*. At the international level, the Long-Term Plan incorporates principles of the *European Space for Higher Education*, which includes the Bologna Declaration of 19 June 1999 and related communiqué, *Strategy Europe 2020* and the *Strategic Framework of European Cooperation in*

Education and Vocational Training. A key role in drafting the Long-Term Plan was played by the findings of the IPN KREDO project (*quality, relevance, effectiveness, diversification and openness of higher education in the CR. Strategy of Higher Education up to 2030.*). IPN KREDO has been implemented at Mendel University in Brno since 2013, resulting in the creation of basic analytical documents such as a SWOT analysis, risk analysis, resource balance sheet, EFIN self-assessment and others. Thanks to these materials, the following Long-Term Plan is based on the real needs of the university and backed up with support plans to successfully meet the established goals.

Standing of the university in the tertiary sphere of education.

As one of the 26 public universities in the country, Mendel University in Brno (MENDELU), is the oldest agriculture and forestry university in the Czech lands. It was founded in 1919 as the University of Agriculture in Brno and continued to operate under this name until 1994. Until 2010 it was called the Mendel University of Agriculture and Forestry in Brno. The name was changed to Mendel University in Brno as of 1. 2. 2010. The founding of the university was the culmination of efforts for many years to establish an agricultural university in Moravia, which has long been among the most advanced agricultural regions in Central Europe.

Mendel University in Brno has been active in the sphere of tertiary education for nearly 100 years. During its existence, it has undergone a number of organizational changes and prepared tens of thousands of specialists for work in various economic fields.

Mendel University in Brno consists of five faculties: The Faculty of Agronomy, Faculty of Regional Development and International Studies, Faculty of Forestry and Wood Technology, Faculty of Business and Economics, Faculty of Horticulture, as well as one university institute, the Institute of Lifelong Learning.

The university provides instruction at all three levels of higher education and bestows habilitation and professorships. University departments provide instruction in the following areas: *Architecture and urbanism, biology and ecology, economic fields, chemistry, information technologies, cybernetics and informatics, forestry, political science, food industry, construction, teaching, art, and agriculture through more than 90 accredited programs of study.*

The university places great emphasis on internationalization. This is facilitated by the mobility of academic staff and students. After meeting certain conditions, each student can study abroad at one of over 200 partner organizations spread throughout 52 countries of the world. Study abroad enables students to learn new, valuable knowledge and practical experience. As part of our exchange programs, students and staff can study and lecture abroad or get internships at universities in France, Austria, Germany, Poland, UK, USA and many other countries. MENDELU is a member of major European organizations and cooperating networks of similarly focused institutions. Expanded opportunities for study abroad are afforded by the university's participation in programs such as ERASMUS+, CEEPUS, AKTION and other international projects.

MENDELU also offers lifelong learning, which rounds out the courses it offers in all areas of education. At MENDELU, seniors can obtain degrees through the adult education program or enrol in various short-term courses. Attention is also

devoted to assisting specific groups of students and providing psychological, career, educational, social and legal counselling.

Tasks are approached based on the university's focus and specialization of the faculty and university institute. The university's research program follows current development trends in basic scientific disciplines.

The Žabčice School Agricultural Company, the Masaryk les Křtiny School Forestry Company and the Botanical Gardens and Arboretum all play a role in teaching students, conducting research and verifying scientific knowledge in practice. Students and staff can take advantage of an extensive library, periodical reading room and modern information centre. The audio-visual centre makes video recordings for instruction and research and manages the university-wide library of films and videos. An extensive university archive ensures these valuable resources are maintained and kept available for future generations.

The university carries out its mission and vision (see *Strategic Declarations of the University*) by preparing graduates to specialize in various fields of study. A specific priority of the university relates to its position in the tertiary sphere of education as a **research university**.

MENDELU considers its greatest asset to be its graduates and the work they pursue. Integral parts of this process include:

- applicants,
- students,
- graduates,
- the employers of graduates
- those using the results of science and research - the private sector
- those using the results of science and research - the public sector (academia, research institutes, government agencies).

Strategic declarations of the university

Mission of the university

The mission of the university is to be an open university offering education reflecting the needs of the 21st century and contributing to the general development of creative activities relevant for society while at the same time being a dynamic multi-cultural institution fostering broader societal growth.

The university's vision

Mendel University in Brno aspires to be an institution of renown at both the national and international level by providing a unique combination of educational, creative and professionally focused activities. This balanced combination in conjunction with broad opportunities for practical instruction will serve to train high-quality graduates with skills that are in demand.

In the area of education, the university wants to:

- equip each student with comprehensive general knowledge, skills and competence, including the ability to think critically,
- 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.

Overview of the university's priority goals and strategic measures

Mendel University in Brno has defined a total of seven priority goals for 2016-2020. These will be achieved through 25 strategic measures.

1		PRIORITY GOAL 1: QUALITY ASSURANCE
STRATEGIC MEASURES	1.1	Establishing and developing a system for evaluating and ensuring quality and strategic management at MENDELU
	1.2	Introducing and implementing a concept to develop human resources at MENDELU
	1.3	Introducing and implementing a concept for risk management
	1.4	Increasing the quality of education at MENDELU and its relevance for the global labour market and society
	1.5	Improving the education infrastructure at MENDELU to ensure high-quality, effective instruction
2		PRIORITY GOAL 2: DIVERSITY AND ACCESSIBILITY
STRATEGIC MEASURES	2.1	Reducing inequality in education (support specific groups of students)
	2.2	Improving the conditions for lifelong education at the university and its implementation
	2.3	Identifying and supporting gifted students
	2.4	Supporting the provision of quality counselling services for studies, careers, personal and social situations
3		PRIORITY GOAL 3: INTERNATIONALIZATION
STRATEGIC MEASURES	3.1	Increasing participation in international networks, platforms and projects
	3.2	Identifying and evaluating potential priority areas to develop international cooperation
	3.3	Conducting external evaluation and integrating impacts in the strategic management of the university
	3.4	Supporting and utilizing the potential of a multi-cultural environment at the university

4		PRIORITY GOAL 4: RELEVANCE
STRATEGIC MEASURES	4.1	Improving specialized counselling and the correlation between theoretical and practical instruction with an emphasis on active collaboration and applications both here and abroad.
	4.2	Tailoring the university's teaching and research activities to the current needs of society and the region.
	4.3	Improving cooperation with graduates and introducing graduate evaluations with the most important employers in areas of interest.
	4.4	Strengthening the position of MENDELU as a strategic partner on the national and regional scale.

5		PRIORITY GOAL 5: HIGH-QUALITY, RELEVANT RESEARCH, DEVELOPMENT AND INNOVATION
STRATEGIC MEASURES	5.1	Introducing support for excellent research in defined areas
	5.2	Increasing the project absorption capacity at MENDELU
	5.3	Development of technology transfer at MENDELU

6		PRIORITY GOAL 6: DATA-BASED DECISIONS
STRATEGIC MEASURES	6.1	ICT reconstruction and modernization to create relevant decision-making processes
	6.2	Optimization of auxiliary information systems to improve internal activities

1		PRIORITY GOAL 7: EFFECTIVE FINANCING
STRATEGIC MEASURES	7.1	Introducing a direct relationship between level of financing and results of university departments
	7.2	Achieving stable management and financing for special university facilities
	7.3	Developing and modernizing the university campus and infrastructure

SWOT analysis

STRENGTHS	<ul style="list-style-type: none"> • tradition and good name of the university • multi-disciplinary focus of the university • comprehensive courses offered at all levels of higher education • central university campus • ECTS Label and DS Label certificates • continuing integration of education and creative activities • creation of top research centres and teams • cooperation with the application sphere • university involvement in exchange programmes • active cooperation with partner organizations abroad 	<ul style="list-style-type: none"> • quality instruction in foreign languages • process of instituting changes too slow • insufficient restructuring of the university • low share of financing from the private sector • central quality control system lacking • central risk management system lacking • lag in identifying and commercializing technology • insufficient support for internationalization and university promotion 	WEAKNESSES
	OPPORTUNITIES	<ul style="list-style-type: none"> • interdisciplinary education • creation of new centres of excellence • development of cooperation with domestic and foreign partners • focus on applied research • opportunity to apply the results of the IPN KREDO and IPN KVALITA and other projects • technology transfer • demographic trends in society • opportunity to get involved in JMK innovation activities • intensifying internationalization of educational and creative activities • increased consulting • potential to carry out prestigious projects 	

PRIORITY GOAL 1

Quality assurance

The university will play a fundamental role in assuring the quality of its activities.

Strategic measure 1.1

Establishing and developing a system to evaluate and assure quality and strategic management at MENDELU

The aim is to introduce comprehensive quality assessment and management at MENDELU, enabling the university to assess the current level of quality achieved, and monitor it both over time and in relation to other universities. The introduction of a quality management system will also make it possible to assess the measures introduced at MENDELU to improve quality.

Results, indicators:

- Rector's guidelines issued to introduce a comprehensive quality assurance system at MENDELU
- Internal assessment system implemented at MENDELU.
- Plan to implement improvement and development compiled.
- Transparent internal quality assurance system created and implemented at MENDELU.
- Capacity secured to monitor and assess quality at MENDELU.
- Standards for institutional accreditation introduced.
- Effective management principles introduced.
- Internal process assessment system improved.
- Competence model created.

Responsibility:

Rector, quaestor, pro-rector for strategy, internationalization and IT, deans, ICV director.

Strategic measure 1.2

Introducing and implementing a concept for human resources development at MENDELU

The aim is to create a concept to develop human resources, both non-academic staff and faculty, where emphasis will be placed on both basic components of their activity. Competencies will be developed and increased through a uniform methodology with continual monitoring and assessment of the relevance of the activities of faculty and non-academic staff.

Part of the goal is to create study plans for postgraduate study programmes and organizational regulations to improve the effectiveness and success of postgraduate study. Key elements will include fostering cooperation with research institutions here and abroad for postgraduate study, training new creative staff through personality forming in individual fields, motivational programmes, and smooth transition between generations of researchers and teachers while supporting postdoctoral fellows. Attention will also be devoted to thoroughly verifying competencies in individual creative activities.

When introducing human resources strategy emphasis will also be placed on improving effective time management.

Results, indicators:

- Uniform methodology for developing human resources.
- Process established for career development at MENDELU.
- Motivational programmes created for various groups of employees and Ph.D. students.
- System created for positions of post-doctoral fellows.
- Support given for study abroad and internships, etc.
- R&D results from internships abroad.
- Support for programmes announced and competitions to bolster human resources.

Responsibility:

Rector quaestor, pro-rector for strategy, internationalization and IT, pro-rector for R&D, deans, ICV director.

Strategic measure 1.3

Introducing and implementing a concept for risk management

The process of risk management at MENDELU will include the creation of suitable infrastructure and use of a systematic approach to determine context, identify, analyse, assess, manage, monitor and report risks associated with various activities, procedures or functions in such a way that minimizes losses and maximizes gain. The aim is to introduce a risk management concept at MENDELU that enables the university to manage potential risk, i.e. to limit the chance of risks occurring and limit their impact.

Results, indicators:

- Compilation of a catalogue of operative risks.
- Compilation of a catalogue of strategic risks.
- Classification of risk severity.
- Formulation of risk reduction measures.
- Implementation of risk management process.

Responsibility:

Rector, quaestor, pro-rector for strategy, internationalization and IT, deans, ICV director.

Strategic measure 1.4

Increasing the quality of education at MENDELU and its relevance for the needs of society and the global labour market

The aim is to optimize the structure of study programmes at MENDELU, and in particular to map the overlap between individual university departments with primary emphasis on the excellence of activities and ensuring the maximum effectiveness of funds spent on teaching while ensuring the long-term accreditation of strategic faculty disciplines. Inter-disciplinary overlap will lead to the possible accreditation of multi-disciplinary or university-wide study programmes with international participation in the context of new accreditations proposed for the Higher Education Act. Teaching will systematically include top experts from here and abroad. Goals include adapting study programmes to include soft competencies with an emphasis on their actual relevance. The aim is to improve the quality of instruction in accordance with ECTS Label requirements.

priority goals and strategic measures

Results, indicators:

- Increased number of accredited multi-disciplinary and international programmes (joint degrees).
- Number of students from other countries.
- Ratio of student hours to teacher hours.
- Number of innovative and multi-disciplinary study programmes.
- Number of students taking part in newly created or innovative study programmes.
- Number of joint degree and multiple degree programmes.
- Number of students getting practical experiences at companies.
- Number of foreign specialists taking part in instruction.
- Number of practical specialists taking part in instruction.
- Share of courses taught in English compared to total courses offered.
- Number of students paying their own way.

Responsibility:

Rector, pro-rector for teaching, deans, ICV director.

Strategic measure 1.5

Improving education infrastructure at MENDELU to ensure high-quality, effective instruction

The aim is to increase the quality of infrastructure for educational activity in high-profile university programmes, especially with respect to practical instruction. The university plans to modernize and improve current infrastructure; new infrastructure will be planned for emerging inter-disciplinary and international study programmes in accordance with the needs of the labour market and society, possibly

to expand capacities in relation to labour market demand. This will ensure the high quality of practical instruction not only through infrastructure but also through the spatial and material conditions at the university. This goal is also tied to increasing access to the university for disadvantaged groups of students and increasing the quality and effectiveness of instruction.

Results, indicators:

- Number of modernized classrooms and laboratories.
- Mutually integrated education infrastructure for practical instruction.
- Amount of innovative teaching resources of practical instruction.
- Number of students using infrastructure.
- Expanded university license for information resources.
- Centralized, digitized and expanded library fund.
- Amount of equipment required to compensate disadvantaged groups of students.
- Set of measures to reduce academic failure.

Responsibility:

Rector, quaestor, pro-rector for teaching, deans, ICV director.

Resources to implement priority goal 1:

Research, Development and Education Operational Programme, Institutional plan, internal university resources

PRIORITY GOAL 2

Diversity and accessibility

The university will offer a broad and diversified approach to quality education.

Strategic measure 2.1

Reducing inequality in education (support for specific groups of students)

The aim is to increase the openness of the university and declare real support for specific groups of students, i.e. especially students with specific learning needs, students from poor socio-economic backgrounds, parents with children, members of linguistic and ethnic minorities here and abroad, students continuing their education while working, and to ensure that university studies are as accessible as possible for students in the aforementioned specific groups.

Results, indicators:

- Number of information campaigns.
- Number of information activities for university employees.
- Number of students from specific groups supported.
- Number of new teaching aids for students of specific groups.
- Number of diagnostic tools and teaching aids to work with students with specific learning needs.
- Scope of adaptation of teaching spaces to assist students with specific learning needs.

Responsibility:

Rector, pro-rector for teaching, deans, ICV director.

Strategic measure 2.2

Improving the conditions for lifelong learning at the university

The aim is to analyse the professional educational needs of adults, seniors and application spheres, to improve the qualifications of MENDELU staff and increase the support and motivation for these employees to create and offer lifelong learning courses, especially in the area of vocational training.

Results, indicators:

- Analysis of educational needs.
- Definition of priority areas in lifelong learning.
- Number of innovative lifelong learning courses, including senior education.
- Number of development seminars to help implement lifelong learning.
- Number of innovative and interactive fields of study for lifelong learning.
- Number of lifelong learning courses and seminars held.
- Functioning evaluation system.

Responsibility:

Rector, pro-rector for teaching, deans, ICV director.

priority goals and strategic measures

Strategic measure 2.3

Identifying and supporting gifted students

The aim is to identify gifted students and develop their potential by supporting their skills and knowledge. The knowledge and skills of gifted students can be further developed by involving them in the creative activities of workplaces where their personal growth will be further motivated. The goal is also to support the participation of gifted students in domestic and foreign competitions.

Results, indicators:

- Number of gifted students identified.
- Number of students participating in domestic student competitions.
- Number of students participating in foreign student competitions.
- Number of research projects in which gifted students are participating.
- Number of gifted students involved in creative activities.
- Developed system to support gifted students.

Responsibility:

Rector, pro-rector for teaching, deans, ICV director.

Strategic measure 2.4

Supporting the provision of quality academic, career, personal and social counselling services.

The aim is to increase the ability of students to live in a dynamically changing world, improve the qualifications of students on the labour market, help with difficult life

situations and improve the availability of counselling services to prospective students and university employees. In addition to academic knowledge and skills, emphasis at the university must also be placed on instilling students with transferrable soft skills, creativity, problem solving, independent learning, teamwork etc.

Results, indicators:

- Number of hours of individual psychological counselling and number of diagnoses carried out.
- Number of hours of individual and group academic counselling.
- Number of hours of individual and group counselling for mental and physical health (addiction counselling) and social/legal counselling.
- Number of hours of individual and group career counselling.
- Number of job fairs.
- Number of seminars to develop soft skills.
- Number of educational activities carried out by counsellors.

Responsibility:

Rector, pro-rector for teaching, ICV director.

Resources to carry out priority goal 2:

Research, Development and Education Operational Programme, Institutional plan, internal university resources

PRIORITY GOAL 3

Internationalization

Teaching and creative activities at the university will have a clear international character.

Strategic measure 3.1

Increasing the involvement in international networks, platforms and projects

Support for foreign cooperation will focus primarily on collaboration with foreign partners through the creation of joint teams and basic infrastructure for this cooperation and support for knowledge alliances to transfer know-how. The internationalization of expert research teams across fields achieves excellence and increases the contributions of scientific research and teaching for society. International cooperation enables the involvement of significant foreign capacities in the creation of excellent research teams, increasing the share of project financing from international sources, and increasing publication success, which in turn is reflected in the standing of the university both at home and abroad. The goal also includes building up MENDELU's international reputation.

Results, indicators:

- Number of strategic partnerships concluded with excellent foreign teams.
- Degree of involvement in international networks and platforms.
- Number of knowledge alliances formed.
- Number of foreign exchanges.
- Number of foreign staff employed.
- Number of international conferences,

seminars and summer schools held.

- Drafting of a strategic plan to build the MENDELU brand in the international environment.

Responsibility:

Rector, pro-rector for R&D, pro-rector for strategy, internationalization and IT, deans, ICV director.

Strategic measure 3.2

Identifying and assessing priority areas for international cooperation and developing these

Based on a detailed analysis of potential, the goal is to identify international priority areas for the university and in these territories foster international cooperation in education and creative activity. Emphasis will also be placed on increasing the potential of international territories where there is cooperation.

Results, indicators:

- Identification of international priority areas.
- Number of partners in priority areas.
- Number of admissions in priority areas.
- Number of development cooperation projects carried out.
- Number of foreign students.

Responsibility:

Rector, pro-rector for strategy,

internationalization and IT, pro-rector for R&D, pro-rector for teaching, deans, ICV director.

priority goals and strategic measures

Strategic measure 3.3

External evaluation and integration of its impacts in the strategic management of the university

The aim is to conduct an external evaluation of both the teaching standard and creative output at the university. An international evaluation will be carried out by a team of foreign evaluators who will compile a list of recommendations for the university in both areas mentioned. These recommendations will be adopted by university management in key areas.

Results, indicators:

- International evaluation of both teaching and creative results.
- List of measures compiled based on the evaluation.
- Number of proposed measures implemented leading to improvement in teaching activities.
- Number of proposed measures implemented leading to improved creative activities.

Responsibility:

Rector, pro-rector for teaching, pro-rector for internationalization and IT, pro-rector for R&D, deans, ICV director.

Strategic measures 3.4

Supporting and utilizing the potential of a multi-cultural environment at the university

The aim is to support internationalization of the campus environment at the university, which will continue to develop

the linguistic skills of teachers, researchers and administrators and their ability to participate in exchange programmes,

global research, and to create conditions to receive foreigners at the university. The potential of a multi-cultural environment will also be used to support international student activities and knowledge alliances, and to develop and market international study programmes. A multi-cultural environment will be fostered through internationalization of the campus and full integration of visiting students and academics from various countries.

Results, indicators:

- Number of student exchange trips.
- Number of academic exchange trips.
- Number of accredited international study programmes.
- Number of foreign study programme graduates.
- Length of stay of academic being hosted.

Responsibility:

Rector, pro-rector for teaching, pro-rector for strategy, internationalization and IT, deans, ICV director.

Resources for achieving priority goal 3:

Research, Development and Education Operational Programme, ERASMUS, CEEPUS, Leonardo da Vinci, Jean Monet, Institutional plan, internal university resources.

PRIORITY GOAL 4

Relevance

In its activities the university will reflect current social developments, the latest scientific advances and partner needs.

Strategic measure 4.1

Improving the correlation between theoretical and practical instruction with an emphasis on active collaboration and applications both here and abroad along with professional consulting.

The aim is to strengthen the "third role" of the university by developing cooperation with entities in the application sphere both at home and abroad, and with local and regional government. The purpose is to promote public knowledge and create space for discussion guided by expertise, critical thinking, openness and respect. The goal is also to improve the correlation between theoretical and practical instruction, making maximum use of school companies and cooperation with the application sphere based on student internships. The purpose is to provide graduates with marketable skills, foster cooperation in joint concepts and strategies and combine creative activity with practical application at home and abroad. Goals include supporting the creative work of students involving practical innovation.

Results, indicators:

- Defined scope of practical instruction.
- Number of theses completed in cooperation with the application sphere and school businesses.

- Number of practical internships and excursions here and abroad.
- Number of cooperating entities from the application sphere here and abroad.
- Marketability of graduates here and abroad.
- Creation of a practical collaboration website.

Responsibility:

Rector, pro-rector for teaching, pro-rector for R&D, pro-rector for special facilities, deans, ICV director.

Strategic measure 4.2

Adapting the education and research activities of the university to the current needs of the region and society

The aim is to analyse the needs of society, the region and groups of inhabitants, to assess these needs with respect to the university's capabilities in education and research and to make changes in these areas to adapt to identified needs.

Results, indicators:

- Analysis of the needs of society and the region in areas of interest.
- Evaluation of this analysis and proposal of an implementation plan.
- Number of changes made in areas of education.
- Number of changes made in research areas.
- Number of innovations tailored to meet the

needs of specific areas.

- Number of professional consulting contracts.
- Number of regional development projects.

priority goals and strategic measures

Responsibility:

Rector, pro-rector for teaching, pro-rector for R&D, deans, ICV director.

Strategic measure 4.3

Improving cooperation with graduates and introducing graduate evaluations with the most important employers in areas of interest

The aim is to systematically maintain contact with graduates and foster cooperation with them. Provide graduates information on the plans and activities of university departments, hold professional and social gatherings, provide mutually beneficial services and obtain material support for the activities of the university and its departments. Take advantage of offers for professional internships, excursions and work opportunities for our graduates in companies and organizations. Ensure feedback through evaluation of our graduates from employers. This goal will include introducing a system for involving employers and their organizations in the evaluation of study programmes and continuing education programmes (e.g. study programme evaluation committees including employer representatives, regular evaluations through IT systems, cooperation with Job Fairs).

Results, indicators:

- Number of cooperating graduates.
- Number of events supported with graduates.
- Number of employers taking part in graduate evaluations.
- Results of evaluations conducted by employers.

Responsibility:

Rector, pro-rector for teaching, deans, ICV director.

Strategic measure 4.4

Strengthening the position of MENDELU as a strategic partner on a national and regional scale

The aim is to create and strengthen strategic partnerships with national and regional research facilities and institutions. The university's reputation should be founded on effectively functioning and sustainable research teams, centres and projects, quality research by individuals or concentrated into smaller scientific teams. The goal is also to build up the MENDELU brand. Part of the goal on the national level is to gain support in the application sphere to pursue the interests of state and local government and define the potential of further growth in fields within the CR.

There will also be cooperation with elementary and secondary schools to define uniform standards for desired technical knowledge and skills of their students.

Results, indicators:

- Number of functioning partnerships.
- Specification of quality partnerships (exchanges, educational projects, research projects).
- Number of educational and research projects.
- Media monitoring and evaluation of impacts.
- Number of partnerships with elementary and secondary schools.
- Preparation of a strategic plan to build up the MENDELU brand.

Responsibility:

Rector, pro-rector for R&D, pro-rector for strategy, internationalization and IT, deans, ICV

director.

Resources for achieving priority goal 4:

Research, Development and Education
Operational Programme, regional
development projects, Institutional plan,
internal university resources.

PRIORITY GOAL 5

Quality, relevant research, development and innovation

The results of research and development at the university will be internationally relevant and effectively transferred to the application sphere.

Strategic measure 5.1

Introducing support for excellent research in defined areas

The determination of basic scientific research goals and artistic direction is an integral part of strategically managing creative activity. It is generally necessary to concentrate support for creative activities in those areas which have sufficient capacity and potential in the research, artistic and application sphere. Areas of scientific research must be defined for both basic and applied research. When defining basic scientific research there will be an effort to support excellence in research, give it preferential treatment, and ensure the practical use of results. The same model will be applied to support artistic endeavours, except here emphasis will be placed on criteria acknowledged in the field. Directions of excellence in the scientific-research as well as artistic areas will be pursued by worksites which will also focus on the further development of these directions.

Results, indicators:

- Determination of excellent creative directions at every faculty.
- Criteria defined for excellent worksites.
- Reward system created for excellent worksites.
- Definition of excellent university worksites.
 - Number of modernized and reconstructed laboratories.
 - Involvement in international projects.
 - Participation in international consortiums.
 - Number of excellent research teams supported.

Responsibility:

Rector, quaestor, pro-rector for R&D, deans, ICV director.

Strategic measures 5.2

Increasing the project absorption capacity at MENDELU

The development and improvement of counselling and administrative services focused on persons proposing and conducting the most important types of grant projects (European

programs, structural funds, most important Czech grant programs) is an essential step leading to improved university activities through more targeted funding for the university. The aim is to expand the knowledge base of professionals working on the most important individual grant programmes during all phases of the project cycle. Special emphasis will be placed on preparing project applications in the international context (community and development projects).

priority goals and strategic measures

and providing administrative assistance for approved projects.

Coordination of preparation for university projects will involve identification of main research and artistic directions and the areas in which the university will subsequently establish itself. Main emphasis will be placed on the creation of interdisciplinary teams with international impact.

Results, indicators:

- Defined system for obtaining and allocating non-public funding.
- Defined management system.
- Number of projects submitted to public competitions.
- Number of successful projects.
- Number of seminar and workshop participants in response to calls.
- Established system for keeping records of projects at the university.
- Fund established to cover ineligible expenditures for university projects.
- Fund established to finance the sustainability of university projects.

Responsibility:

Rector, pro-rector for R&D, pro-rector for strategy, internationalization and IT, deans, ICV director.

Strategic measure 5.3

Development of technology transfer at MENDELU

One of the long-term goals of the university is to support active participation with the application sphere. However, linking research activities to companies often encounters problems with determining the application potential of results achieved if the final commercial use is not clear or there is no specific partner in the application sphere. One of the main priorities in developing

the transfer of technologies is to establish a systematic set of activities to ensure research results find commercial use (proof-of-concept activity). Other questions concerning technology transfer include the introduction of a system to manage relationships with companies and transfers through spin-off companies. The goal also includes the creation of a network between thematically related companies and industrial entities, where the transfer of know-how, experts and results will serve as the foundation for smooth cooperation. We also intend to introduce a system of support for spin-off companies and a functional system to manage relationships with companies.

Results, indicators:

- Documents to implement proof-of-concept activities (guidelines, methodology).
- Methodology for cooperating with companies.
- Adjustment of internal regulations based on this methodology.
- Creation of a map showing inter-institutional cooperation and relationships.
- Adjustment of regulations related to the creation and monitoring of spin-off companies.
- Number of educational and informational seminars and workshops held.
- Analysis of the effectiveness of various types of industrial/legal protection of R&D results.
- Introduction of a functional database of MENDEL's contractual relations with the application sphere.
- Number of projects from applied research programmes.

Responsibility:

Rector, pro-rector for R&D, CTT director.

Resources to achieve priority goal 5:

Research, Development and Education

Operational Programme, HORIZON,
Institutional plan, community and
development projects, commercialization
fund, internal university resources.

PRIORITY GOAL 6

Data-based decisions

University management will be strategic, transparent, and based on data.

Strategic measure 6.1

ICT reconstruction and modernization for create relevant decision-making processes

The point of rebuilding and modernizing information and communication technology (ICT) at the university is primarily to create conditions to achieve excellence in research and teaching. Specific goals are to set IT processes, organizations and relationships, determine system architectures, introduce management for changes and user requests, manage the level of services and manage services provided to third parties.

Results, indicators:

- Introduction of a competence model.
- Introduction of the roles of system architect and security manager.
- Creation of a map of system architecture.
- Amount of reconstruction and modernization carried out.
- Introduction of a uniform Service Desk and documentation system

Responsibility:

Rector, quaestor, pro-rector for strategy, internationalization and IT, deans, ICV director.

Strategic measure 6.2

Optimizing auxiliary information systems to improve internal activities

The aim is to ensure the continual collection of extensive and integrated data encompassing relevant sources of quantitative and qualitative information to ensure the quality of internal processes and information systems at the university. Emphasis will also be placed on systematic data collection, which will be key for ensuring institutional accreditation standards.

Results, indicators:

- Identification of key data for strategic management..
- Number of data surveys performed.
- Number of integrated data analyses performed.
- Number of changes in information systems.
- Analysis of the status and management of servers and storage with proposal of a new concept.

Responsibility:

Rector, pro-rector for strategy, internationalization and IT, deans, ICV director.

Resources to achieve priority goal 6:

Research, Development and Education Operational Programme, Institutional plan, internal university resources

priority goals and strategic measures

PRIORITY GOAL 7

Effective financing

University financing will be stable, transparent and effective.

Strategic measure 7.1

Introducing a direct relationship between level of financing and results of university departments

The aim is to introduce direct relationships between the level of financing and the results of university departments. The budget will be established based on new input indicators to increase allocations based on performance and better reflect the quality of the activities of the individual university departments. The goal is also to increase multiple-source financing, include internal resources, and to increase revenue from additional activities through maximum use of the potential of faculties and the university institute. We will also seek to increase revenue from contract research and ensure its use as a non-public source for funding co-financing of projects and grants.

Results, indicators:

- Regular assessment of the number of structure of students.
- Regular assessment of multiple-source university financing.
- Regular assessment of quality indicators and performance of university departments.
- Regular assessment of the university's performance via university quality indicators.
- Regular assessment of the asset improvement plan and adherence to planned financial limits.

- Number of measures implemented in conjunction with effective financing.

Responsibility:

Rector, quaestor, deans, ICV director.

Strategic measures 7.2

Achieving stable management and financing for special university facilities

The aim is to achieve stable management of school companies, dormitories and food service, and to use revenue they generate to invest in and improve the infrastructure and operation of these special facilities. Emphasis will be placed in increasing the qualifications of human resources in the areas of marketing, IT and language skills, and the quality of supplier/client management of school companies, dormitories and food service.

Results, indicators:

- Volume of internal funding invested in the development of special university facilities.
- Number of trained employees.
- Volume of savings achieved in the purchasing of services, construction work and deliveries.
- Volume of accommodation capacity used during events.
- Number and volume of catering contracts.
- Number of students using special facilities.
- Number of university events.

LONG-TERM PLAN FOR EDUCATIONAL, SCIENTIFIC, RESEARCH, DEVELOPMENT, INNOVATIVE, ARTISTIC

AND OTHER CREATIVE ACTIVITIES OF MENDEL
UNIVERSITY IN BRNO FOR THE PERIOD OF 2016–
2020

Responsibility:

Rector, quaestor, pro-rector for special facilities,
director of special facilities, ICV director.

Strategic measure 7.3

Developing and modernizing the university campus and infrastructure

The goal is to effective finance investment based on the findings of energy audits and in relation to the need to continually renew and modernize current university assets, or possibly expand capacities with new construction. These requires setting apart a major portion of funding to restore and develop university infrastructure to improve teaching, research and the academic environment. Preparation of projects receiving funding from outside the university (systemic grants, development projects, European grants) must be supported and transparency in this area of funding must be enhanced.

The goal is also to make the university environment more attractive for prospective students, researchers, expert teams and others and to generally promote the university image.

Results, indicators:

- Preparation of a comprehensive project for long-term investment into the university campus.
- Updated investment plans of the university.
- Total number and volume of reconstruction, modernization and possibly new construction.
- New purchases and refurbishing of machinery and equipment.

Responsibility:



Resources to achieve priority goal 7:

Internal resources of the university,
investment projects and subsidies.

