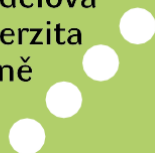


Plan for the Implementation of the Strategic Intent

**of Mendel University in Brno
for 2019**

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univerzita
v Brně

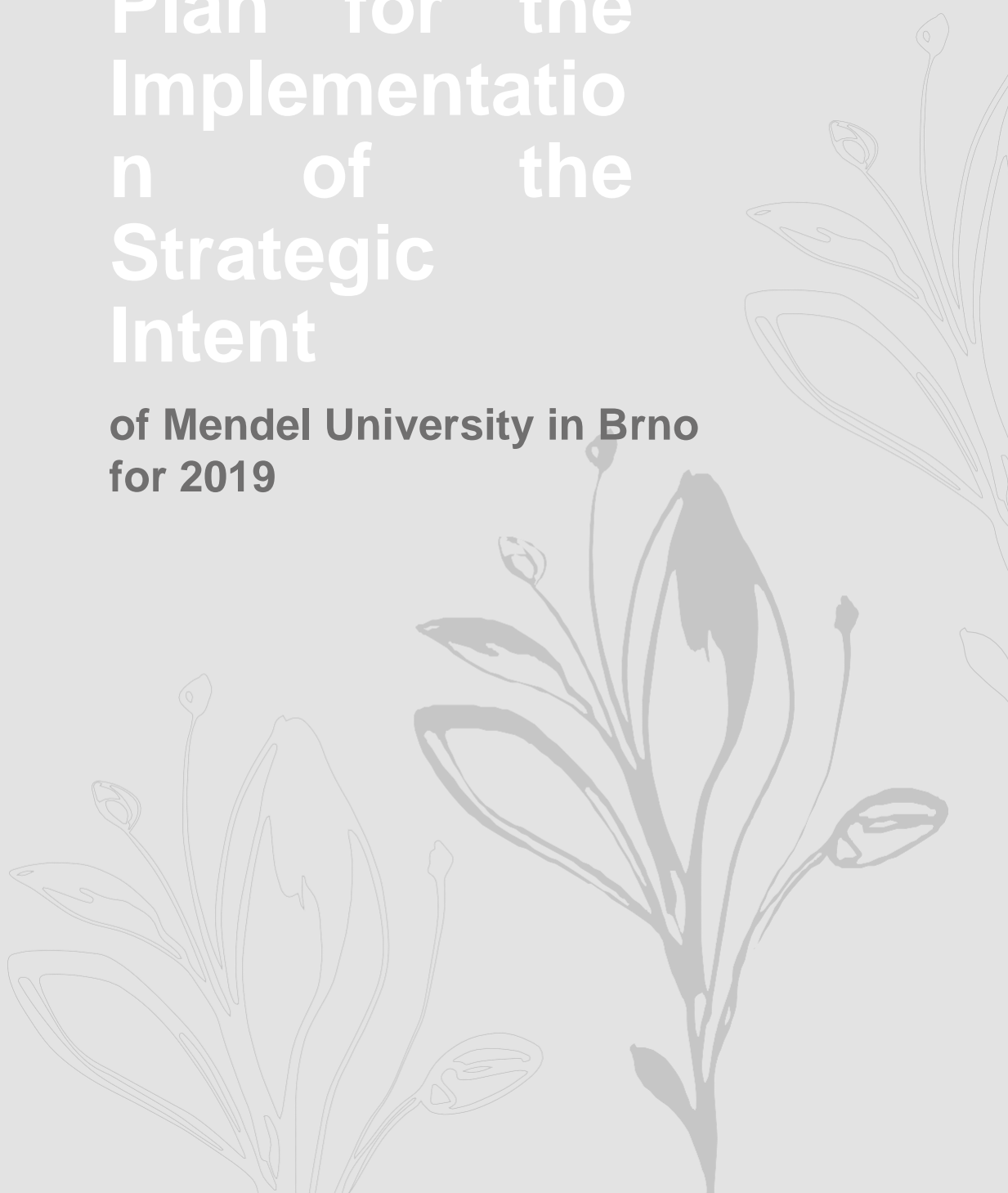


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**of Mendel University in Brno
for 2019**





2019



**Approved by the academic senate
of Mendel University in
Brno on 22 October 2018**

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

The Plan for the Implementation of the Strategic Intent of Mendel University in Brno for 2019 (hereinafter "the SI implementation plan for 2019") is an integral part of the strategic documents of the university. It follows up on the *2016-2020 Long-term plan for educational and scientific, research, development and innovative, artistic as well as other creative activities at Mendel University in Brno* (hereinafter "the long-term Intent").

Within terms of the priority goals defined in the long-term intent, the SI implementation plan for 2019 describes specific goals which the university wishes to achieve in the next year within the reference period. Apart from the long-term intent, the SI implementation plan for 2019 was also based on the *plan for the implementation of the long-term intent of educational and scientific, research, development and innovative, artistic and other creative activities at universities for 2019* of the Czech Ministry of Education, Youth and Sports.

University Mission

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

University Vision

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

In the area of education, the university wants to:

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

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

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

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

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

PRIORITY GOAL 1

Quality assurance

In compliance with the basic principles of quality management systems, ie. continuous improvement, the quality management system of MENDELU implemented in 2016-2018 also needs to be expanded with new elements that contribute to improving the quality of individual areas. In 2019, the goal will be to identify missing elements of the system and to propose a concept of incorporating these into the system, especially in key areas such as educational and creative activities. The activities will include the implementation of more internal quality assessments and the preparation of an amendment to the report on internal evaluation. One related activity will also be the continuation of discussions pertaining to unsuccessful students, the evaluation of unsuccessful studies are the implementation as well as evaluation of measures aimed at reducing these. In relation to improvement of the quality of studies, further focus will also be placed on publication ethics (originality of theses, correct citations, elimination of plagiarism) and especially on guiding of students towards adherence to these ethical code from their first year of studies by means of additional education (seminars, lectures).

Outputs:

- A concept for the integration of identified new elements in the quality management system.
- Attachment to the report on in-house assessment.
- Recorded measures to reduce study failure and evaluating the impacts.

Responsibility:

Pro-rector for Quality Management and Human Resources

Funding sources:

IF (Institutional Funding of) MENDELU, OP RDE, CDP (Central Development Plan)

Individual goal 1.1

Developing the quality management system

Individual goal 1.2

Developing the Risk Management System

Based on MENDELU's prepared risk management concept and methodology, it is necessary to proceed with the implementation of the whole system. The methodology will be divided into subprocedures and be used for working with identified and catalogued risks. The goal for 2019 in the area of risks is to verify the functionality and relevance of the methodology and to use the templates to prepare a complete documentation of the risks. 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 documents for the identification, evaluation and handling of risks.
- Documentation for the risk management system.

Responsibility:

Pro-rector for Quality Management and Human Resources

Funding sources:

IP MENDELU.

priority goals and individual goals

Individual goal 1.3

Preparing the MENDELU Institutional Accreditation

The aim is to, in collaboration with rector's offices and faculties, complete preparations for the institutional accreditation and its submission. The aim includes the implementation of the rules and guarantees for the conditions of the institutional accreditation processes.

Outputs:

- Prepared and submitted application for institutional accreditation.
- Implemented rules for the awarding of the right to carry out study programmes.

Responsibility:

Pro-rector for Educational Activities.

Funding sources:

IF (Institutional Funding of) MENDELU, OP RDE.

Individual goal 1.4

Developing Educational Infrastructure

The goal is to support the further development of educational infrastructure, which plays a key role in ensuring that high-quality facilities are available for study programmes. In 2019, the activities here will focus primarily on materials required for practical education and also on support for securing information sources.

Outputs:

- Modernized lecture rooms and laboratories.
- Expanded university licenses for information sources.
- Centralized, digitized and expanded funds for the central library.

Responsibility:

Pro-rector for Educational Activities.

Funding sources:

IF (Institutional Funding of) MENDELU, OP RDE.

Individual goal 1.5

Implementing and realizing a Concept for Development of Human Resources

The goal is to build up the HR of the MENDELU brand (making recruitment processes in the Czech Republic more efficient, advertising of work opportunities for foreign applicants, creation of a concept of HR marketing in line with the PR department), creation and implementation of an OTM-R (Open, Transparent and Merit-based Recruitment of Researchers) policy including the training of participants in selection procedures. The Code of Ethics will be revised in 2019 in compliance with the principles set out in the Charter for Research Workers and in the Code of Behaviour for employment of research workers and the awareness of ethics principles will be increased. A concept will be prepared for adaptation and integration programs for new employees and an evaluation system will be created for evaluating performance and planning of personal development. Furthermore, an analysis will be carried out of the training needs of employees and its results will be used to develop a concept for university-wide employees education and training plans (concept for the system of management trainings for leading employees and a comprehensive proposal for a professional training system for scientific-research employees).

Outputs:

- Creation and implementation of an OTM-R policy.
- Training of participants in selection procedures on the OTM-R policy (also includes the ability to lead an interview during a selection procedure).
- Revised Code of Ethics.
- A created concept for the programs for adaptation and integration of new employees.

- A system for evaluating work performance and for planning the personal development of academic as well as non-academic R&D employees depending on the evaluation and in connection to the overarching goals of the worksites and university's long-term strategy.
- Analysis of the education needs for university-wide education and training

plans for employees.

Responsibility:

Pro-rector for Quality Management and Human Resources

Funding sources:

OP RDE

PRIORITY GOAL 2

Diversity and Accessibility

Individual goal 2.1

Continued Support for Students with Specific Needs

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

Outputs:

- Executed information campaigns for students.
- Supported students with specific needs.
- New educational equipment for students with specific needs.
- New diagnostic tools and aids for working with students with specific educational needs.

Responsibility:

Pro-rector for Educational Activities.

Funding sources:

University's own resources, OP RDE.

Individual goal 2.2

Continued Development of the Priority Area of Lifelong Education

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

Outputs:

- Support for LLE educators.
- Carried out LLE courses in priority areas.
- Report on an evaluation of the optimization of LLE courses.
- Design of a system to help keep track of participants of LLE education programs.
- Innovative and interactive study aids for LLE.
- Innovated LLE courses including courses designed for seniors.

Responsibility:

Pro-rector for Educational Activities.

Funding sources:

IF (Institutional Funding of) MENDELU, OP RDE.

INDIVIDUAL GOAL 2.3

Continued Development of Support for Talented Students

The goal for 2019 is to set up verified formal mechanisms for a system that will support talented students whose potential can be developed further by suitably supporting their skills and know-how.

Outputs:

- Seminars for talented students, a platform for supporting work with talented students.
- Publications co-authored with students.
- Support for SSSA, optimization of the system for collaborating with high schools in the area of creative activities.

Responsibility:

Pro-rector for Educational Activities.

Funding sources:

University's own resources, OP RDE.

Individual goal 2.4

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

The goal here is to continue in provision of individual and group consultation/advisory services, for students as well as for university employees. The implementation will be carried out based on an analysis of the needs of individual forms and/or areas of consultation that was carried out in 2017. This goal also includes support for actions aimed at career building (job fairs, career days) which allow students and graduates to meet with attractive employers and find out what are the possible directions for their future careers.

Outputs:

- Carried out individual and group study and career counselling.
- Carried out individual psychological counselling and performance of diagnostics.
- Carried out events focusing on job opportunities (Job Fair, Job Challenge, Career Days).
- Completed seminars focusing on the development of soft skills.
- Training of counseling employees.

Responsibility:

Pro-rector for Educational Activities.

Funding sources:

IF (Institutional Funding of) MENDELU, OP RDE.

Individual goal 2.4

Improving Promotion of the University in the Direction of Potential Students

The aim is to improve presentation of the university to the general public with emphasis on potential students from the Czech Republic and from abroad. The implementation of this goal will take place by making the offer of study programmes more easy to navigate on the university website and also by targeted promotion with emphasis on collaboration with secondary schools. Meeting this goal will include discussing the possible implementation of effective collaboration initiatives with secondary schools (Academic Days). This individual goal will also include a reflection of the 100th anniversary of the university foundation in 2019 and a related change of the visual style.

Outputs:

- Carried out events focusing on advertising studies at MENDELU.
- Effective collaboration with secondary / elementary schools (websites, open days).

Responsibility:

Pro-rector for Internationalization and External Relations.

Funding sources:

University's own resources, IP MENDELU.

PRIORITY GOAL 3

Internationalization**Individual goal 3.1****Continuing development of international collaboration**

The aim is to expand international collaborations by concluding strategic partnerships with university as well as non-university entities. Based on the concluded contracts, academic staff and students will take international internships at research as well as commercial institutions – with respect to research and development, a basic goal is to actively participate in international projects. The goal will also include the promoting MENDELU abroad (also via the H2020 projects accepted for funding in territorial partners of projects and development projects) with the aim of making the university more attractive for potential international students.

Outputs:

- Completed foreign internships/stays.
- Organization of international conferences and summer schools.
- Participation in foreign trade fairs.
- Promotion events abroad.
- Number of concluded memoranda on cooperation.
- Carried out development/collaborative projects.

Responsibility:

Pro-rector for Internationalization and External Relations.

Funding sources:

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

Individual goal 3.2**Supporting a Multicultural Environment at the University**

The goal is to create a multicultural environment at the university by supporting the employment and activities of foreign experts and lecturers and by collaborating with the international student club and faculties (International Weeks, Welcome Weeks). For simpler navigation and to allow the involvement of foreign employees and students, key documents and selected priority regulations will continue to be translated into English (including their potential updates).

Outputs:

- Completed student internships/stays.
- Events for foreign students and experts.
- Hosting of foreign experts and lecturers.
- Key documents and regulations available in English.

Responsibility:

Pro-rector for Internationalization and External Relations.

Funding sources:

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

PRIORITY GOAL 4

Relevance

Individual goal 4.1

Supporting the Relevance of the Studies and Collaboration with Practice

The aim of this 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 a concept of a web portal offering students and graduates work, practice and internships.

Outputs:

- Workshops for employers focusing on communication with students and establishing collaboration with students while they are still studying.
- Concept design of the MENDELU Career web portal.
- Organizing the MENDELU Career Day.
- Concluded memoranda on cooperation.

Responsibility: Pro-rector for Educational Activities.

Funding sources: OP RDE.

Individual goal 4.2

Developing Collaboration with Regional Partners

The main goal for 2019 is to continue with the active participation of the university in the structures and projects of its region, notably the regional innovation strategy of the South-Moravian Region (hereinafter RIS SMR) and support current partnerships with external students on a regional level. It also includes

the aim to strengthen collaboration with the south-Moravian center for international mobility, local action groups and regional administration, most prominent that of the city of Brno (the Brno 2050 Strategy).

Outputs:

- Active participation in RIS SMR work groups.
- Approved project fiches within the RIS SMR action plan in relation to strategic university projects (especially OP RDE).
- Collaboration in joint topics with regional partners.

Responsibility:

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

Funding sources:

IF (Institutional Funding of) MENDELU, OP RDE.

Individual goal 4.3

Improving Cooperation with Graduates and Evaluation of Graduates by the Most Prominent Employers in the Areas of Interest

The aim of the survey carried out between graduates and employees is to determine what kind of graduates are in demand among employers, and to also communicate the findings within the study quality management system.

Outputs:

- Realized questionnaire surveys among graduates.
- Results of evaluations conducted by employers.
- Examining the job situation for graduates one year after their presence on the job market.

Responsibility:

Pro-rector for Educational Activities.

Funding sources:

OP RDE.

PRIORITY GOAL 5

High-Quality and Relevant Research, Development and Innovation

Individual goal 5.1

Continuing the Support of Excellent Teams

The aim is to support excellent scientific research teams at MENDELU by professional preparation of academic workers and post-graduate students for the area of scientific research activities or by creation of the essential facilities for the executing project proposals, particularly those submitted to external (especially foreign) grant agencies. The aims will also include establishment of a network between thematically related companies and industrial entities with a high potential for the transfer of know-how, experts and results, specifically as a foundation for a working 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 collaborations.
- High-quality outputs of creative activities.
- Support for industrial legal protection of R&D

results.

Responsibility:

Pro-rector for Creative Activities.

Funding sources:

IP MENDELU, CDP, OP RDE.

Individual goal 5.2

Supporting the Activities of the MENDELU Project Center

The aim in 2019 will be to first and foremost apply verified methodology for preparation, research and finalization of major (university) projects with a specific focus on OP RDE programmes. The activities will include training for individual calls, sending of the R&D newsletter and also publishing methodological instructions in regard to in on the Support of project groups website.

Outputs:

- Seminars, workshops for announced project calls with successful project investigators.
- Trained persons for project calls.
- A regularly distributed R&D newsletter.
- A web application for the support of project groups, call tracker.
- Regularly prepared methodological instructions published on the website for the support of project groups.
- Prepared strategic projects within OP RDE (ESF and ERDF II, Development of R&D II, Mobility II).
- Ensuring sustainability of OP EC and OP RDI

programmes.

Responsibility:

Pro-rector for Creative Activities.

Funding sources:

IP MENDELU.

priority goals and individual goals

Individual goal 5.3

Increasing the Effectiveness and Success-rate of Post-graduate Studies

In 2019, attention will be paid especially to post-graduate programmes and motivational tools aimed at strengthening the effectiveness and success-rate of post-graduate studies. Key elements will include strengthening the collaboration with research institutes in the Czech Republic and abroad in the area of post-graduate studies and educating new creative employees by improving the process of personality forming in individual areas, creation of motivational programmes and support for postdocs with the long-term aim of securing a continuous generational replacement of scientific-educational employees. Attention will also focus on thorough verification of the competence of post-graduate students in the field of independent creative activities.

Outputs:

- Creation and application of motivational programmes for Ph.D. students.
- Support for persons (doctoral students) on foreign internships, study internships, international conferences etc.
- Supporting activities of doctoral studies, seminars, workshops.
- Support for collaboration with the Czech Academy of Sciences within doctoral study programmes.

Responsibility:

Pro-rector for Creative Activities.

Funding sources:

IP MENDELU, the university's own resources.



PRIORITY GOAL 6

DATA-BASED DECISION-MAKING

Individual goal 6.1

Continued Support of Electronization of MENDELU Processes

The aim of support of electronization using information and communication technologies (hereinafter "ICT") at the university is to significantly simplify and support the administration of economic, study, scientific-research and other operating agendas at the university. Support will be provided by extending applications within existing information systems – especially SAP, UIS, OBD. Technical preparation for digitization of document circulation will also be realized. A high-quality network and server infrastructure is an essential element of this support.

Outputs:

- Implementation of a digital workflow for documents for selected economic agendas.
- Application support of new accreditations in the information system.
- Mobile apps for students and employees.
- Automation of reporting economic and operating data for the university's requirements.

Responsibility:

Rector.

Funding sources:

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

Individual goal 6.2

Increasing 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. The aim is to improve technical security on all layers of the IT architecture using the implementations of suitable security tools and their 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.
- Instructing key groups of users on modern security risks (e.g., social engineering methods).
- Creation of electronic support materials as methodological user manuals.

Responsibility:

Rector.

Funding sources:

IF (Institutional Funding of) MENDELU, OP RDE.

priority goals and individual goals

Individual goal 6.3

Improving MENDELU's Ranking

The aim is to carry out external evaluation of the university's results based on the indicators used in rankings. An international evaluation will be carried out by a team of experienced international reviewers (THE World University Rankings) and its output will be the identification of trends and recommendations of which aggregate indicator areas have the strongest impact on MENDELU's strategy. The results will be implemented into management 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 as per THE World University Rankings.
- Proposal of measures for individual indicators (aggregated areas).
- Proposal of various strategies (scenarios) for relative changes of the ranking and a comparison with similar institutions.

Responsibility:

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

Funding sources:

IP MENDELU, the university's own resources.



PRIORITY GOAL 7

Efficient Funding**Individual goal 7.1****Supporting of the Controlling Processes in the Economic Sphere**

Based on the process audit which took place at MENDELU in 2018, the need for an independent controlling department was identified. The activities of this new department are key for ensuring systemic changes to the approach for creating and adhering to the budgets in all parts of the university and for all projects that the university is involved in. The aim for 2019 will be, first and foremost, the creation of budget methodologies, the design and implementation of technical tools supporting controlling processes in the economic area.

Outputs:

- Setup of a regular assessment of the asset improvement 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 tools for monitoring the current utilization of all types of budgets.

Responsibility:

Rector.

Funding sources:

IP MENDELU, the university's own resources.

Individual goal 7.2**Optimizing the Architecture of Economic Information Systems**

In 2019, MENDELU will continue in the electronization of economic processes and documents meeting the requirements by generally binding legal regulations or the instructions of state administration bodies which adjust the internal organization and systems of universities and the requirements designated by internal university regulations adjusting its organization and activities in the area of economics and administration.

The aim is to minimize negative impacts of legislative and technological changes on universities and the optimization of administrative processes using the standardization of electronic information systems, technological upgrades to the infrastructure in the direction of gradual standardization of systems used in public universities and their unification.

Outputs:

- Analysis of the possibility of implementing electronic invoicing ("eFaktura").
- Preparation for the implementation of a new standard for electronic invoicing.
- Technological upgrade of the infrastructure for the operation and support of SAP.
- Formulating the best practices of working modern EIS interfaces.
- Preparation of a new generation of EIS component user interfaces.

Responsibility:

Rector.

Funding sources:

CDP, the university's own resources.

priority goals and individual goals

Individual goal 7.3

Modernizing the university campus and the school farms

The modernization of the university's campus is an ongoing activity. In 2019, the university will focus primarily on the redevelopment of laboratory and administrative buildings. Furthermore, an extensive redevelopment of Pavilion C in Lednice is currently planned, assuming that the selection procedure is successfully completed. The aim also includes investments into the redevelopment of infrastructure, especially networks, and the implementation of further minor construction projects including those which react to needs which are not currently planned for. One prominent item is funding for the preparation of construction projects for systemic funding. Investment projects approved in the first quarter of the year will be carried out.

Outputs:

- Renovation of laboratory and administrative areas.
- Redevelopment of Pavilion C in Lednice.
- v Implementing the planned minor construction projects and projects which react to needs that are not currently included in the plan.
- Realized preparation of construction events for systemic subsidies.

Responsibility:

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

Funding sources:

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



List of Abbreviations

AS CZ	Czech Academy of Sciences
CEEPUS	Central European Exchange Program for University Studies
CDP	Centralized Development Project
LLE	Lifelong Education
EIS	Economic Information System
GDPR	General Data Protection Regulation
H2020	HORIZON 2020 – 8th Framework Programme for Research and Innovation
ICT	Information and Communication Technology
IP MENDELU	Institutional Plan of Mendel University in Brno for 2019-2019
IT	Information Technology
MENDELU	Mendel University in Brno
MEYS	Czech Ministry of Education, Youth and Sports
OBD	application for the collection and administration of records on 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 SMR	Regional Innovation Strategy for the South-Moravian Region
SAP	The economic information system used at MENDELU
SSSA	Student Scientific Specialized Activities
THE	Times Higher Education
UIS	University Information System
R&D	Research and Development (or Research and Science in a broad sense)

