



## Brief proposal for updating the Strategic Plan of the Faculty of Science

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Motto:

„Špatné překonávat dobrým – to není tak těžké,  
ale těžko je překonávat dobré lepším.“

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Dear Senators,  
Dear colleagues, Dear students,

I am presenting a brief proposal based on the key priorities and principles contained in the Strategic Plan of Masaryk University and in the strategic document of the Faculty of Science MU, with an emphasis on fulfilling its mission, values, and vision. The faculty's strategy should focus primarily on those areas that simultaneously increase research capacity, the attractiveness of teaching, and the contribution of the third role.

## **Teaching and study**

The development of education is based on updating existing programs. The faculty will focus on increasing the attractiveness and relevance of bachelor's and master's degree programs. A key objective will be to ensure alignment with labor market needs and societal challenges, including sustainability, digital transformation, and interdisciplinary competencies.

Special attention will be paid to identifying and supporting talented and inquisitive students already at the secondary and high school level. In addition to traditional support for participants in Olympiads and SOČ (Student Scientific Work), the faculty will support motivational and popularization activities such as Bioskop.

The internationalization of studies remains a cross-cutting priority across all levels of teaching and study. The faculty will increase the number of courses and programs taught in English, support the mobility of students and teachers, and actively involve foreign experts in teaching.

**T**his goal will be achieved in cooperation with the relevant vice-deans, department heads, study program guarantors, and teachers.

### **Links to the strategy of MU and the Faculty of Science:**

- Improving the quality of educational activities and study conditions
- Internationalization of education
- Revision and innovation of study programs, internationalization, and mobility

## **Science, research, and doctoral studies**

In science, nothing can replace high-quality data, so the primary goal will be to develop excellence in scientific and research activities while strengthening the quality and attractiveness of doctoral studies as an integral part of the faculty's research environment. The aim is also to increase international visibility, support open science, interdisciplinary cooperation, and research responding to social and environmental challenges.

Significant attention will be paid to supporting scientific teams in the preparation of projects financed from national and international sources – in particular Horizon

Europe 2028-2034, ERC, EXPRO, JUNIOR STAR, and others. The faculty will create motivational and organizational tools for researchers seeking excellent grants, including mentoring and sharing of good practices. Special emphasis will be placed on identifying and developing young scientists with the potential to establish their own research groups and lead projects.

Doctoral studies will be further developed as an environment for educating new generations of researchers. The faculty will continue to implement modern approaches to doctoral training, including the development of soft skills, career planning, and securing stable funding for doctoral students. Selection procedures for doctoral programs will be more consistently focused on the motivation, research potential, and international profile of applicants.

The development of research infrastructure, sharing of equipment, and availability of support services (project support, statistical consulting, language editing) will remain an integral part of the research support system.

The faculty will also continue to develop tools for motivating and evaluating scientific performance with the aim of transparently distributing institutional support and ensuring an effective research environment. The faculty will also actively develop the role of faculty and university evaluation panels as tools for internal evaluation of the quality of research and scientific teams. The outputs of these panels will be systematically used in setting strategic priorities, deciding on institutional support, and managing professional development.

In line with the university framework, the faculty will participate in the revision of habilitation and professorship criteria, considering the requirements of scientific quality, internationalization, team leadership, open science, and social contribution.

**T**his goal will be achieved in cooperation with the vice-dean for science, the vice-dean for development and quality, the directors of departments, the heads of research groups, the guarantors of doctoral programs, and others.

[Links to the MU and Faculty of Science strategy:](#)

- Strengthening excellence in research
- Open science and international cooperation
- Modernization of doctoral studies
- Development of young research talent
- Strengthening support for students, including doctoral students
- Support for research priorities (health, environment, technology), young scientists, PhD platforms, grant success, and infrastructure
- HR Management and Staff Development
- Support for academic careers, motivation, evaluation

### **Administration, infrastructure, and support functions**

In the coming period, the Faculty of Science will strengthen the quality of its internal management, support services, infrastructure, and communication facilities so that it

can fulfil its strategic goals in the areas of education, research, and the university's third role. The strategic goal is to create an efficiently functioning, sustainable, and professionally managed environment that supports both the day-to-day operations and long-term development of the faculty.

### **Digitization and effective management**

The faculty will continue to systematically digitize its agendas, improve internal processes, and reduce the administrative burden. Emphasis will be placed on user-friendliness, cyber security, the unification of data flows, and the streamlining of internal communication.

### **Sustainability and infrastructure**

In line with the principles of sustainability, the faculty will optimize the management, operation, and maintenance of buildings, energy management, and waste management systems to support a high standard of working and learning environments.

### **Strategic management and human resources**

The faculty's development will be supported by consistent planning, strategic management, and human resources management. The faculty will build on the principles of the HR Award, strengthen transparency, professional growth, and team leadership support. Internal evaluation systems (including evaluation panels) and strategic grant management will be further integrated into decision-making processes. Special attention will be paid to supporting young academics, the quality of supervisors, and the modernization of the career development.

### **PR, third role, and cooperation with partners**

The effective functioning of the faculty is also a prerequisite for developing its visibility and social impact. The faculty will support professional communication (PR, media outputs, visibility strategies), both towards the public and towards partners within and outside the academic environment. It will further strengthen its third role, including offering lifelong learning courses, popularization activities, and cooperation with regional and national institutions and schools.

**T**his goal will be achieved through the cooperation of all members of the faculty council, the extended dean's council, and the academic community.

### **Links to the MU and Faculty of Science strategy:**

- Strategic management and economic stability
- Sustainable management of infrastructure and the environment
- Effective use of resources and responsible operation
- Transparent evaluation and motivation of employees
- Digitization, faculty management, HR strategy, infrastructure
- Support for PR, popularization of science, cooperation with schools, third role

## Conclusion

Dear Senators,  
Dear colleagues, Dear students,

thank you for taking the time to read this proposal. This is not an exhaustive proposal for amendments to the Strategic Plan, but rather a selection of several areas that I consider key and worthy of attention. Several important topics have not been addressed, and others will certainly emerge in the ensuing discussion and in our future joint work.

I believe that strategy is not just about documents, but above all about daily cooperation, open communication, and the joint efforts of all of us. Only in this way can we fulfil the potential of our faculty and move it forward—with respect for its past and confidence in its future.

Yours sincerely!

Karel Kubíček