UNIVERSITY
OF OSTRAVA

STRATEGIC PLAN 2016 – 2020

Development Strategy of the University of Ostrava

The 2020 Implementation Plan

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prof. MUDr. Jan Lata, CSc., Rector of the UO

Content

Introduction

The 2020 Implementation plan of the Strategic plan of the University of Ostrava is based on the Strategic Plan of the University of Ostrava designed in 2015 for 2016 – 2020.

This Implementation Plan covers, in one document, not only a review of the measures and activities on which the University of Ostrava will focus on in 2020, including the proposal of new measures, but it also captures a review of the measures which are ongoing from the previous years or which were successfully implemented.

For this reason, this document uses colour distinction to clearly display the progress of the University of Ostrava in fulfilling its strategic priorities:

- newly proposed measures are marked in red colour
- already completed measures are marked in green colour
- ongoing measures from previous years are marked in blue colour
- not yet started measures, whose implementation will start in 2020 are marked in violet colour
- measures which will not be implemented due to changed conditions are marked in black colour.

Nevertheless, the main priorities of the University of Ostrava remain the same:

Priority 1: Education through Quality Study

Priority 2: Development of Knowledge through Excellence in Science

Priority 3: University FOR Society

Priority 4: SMART University

Priority 5: Communication as a Basis for Cooperation

Internationalization, as one of the fundamental instruments to improve the quality of all university activities, permeates through these priorities. Our goal is to achieve an international dimension of education and research work. We will also utilize our foreign experience in the areas of cooperation with practice and graduates and in efficient management of the university and its external presentation.

Priority 1: Education through Quality Study

Sub-objective 1: Implementation of the Requirements for Obtaining Institutional Accreditation in Key Areas of Education

Measures:

- 1. 1. 1: Establishing the necessary institutions for institutional accreditation, including adequate facilities, in accordance with the requirements of current legislation of the Czech Republic.
- 1. 1. 2: Analysis of the existing degree programmes of the UO with respect to modified and new requirements of the accreditation process (in accordance with the amended Universities ACT and subordinate legislation) and subsequent systematic support of:
- 1. 1. 2a: quality academic degree programmes, in particular, by further strengthening the link between research and creative activities and education, especially at the level of postgraduate master and doctoral studies, which will profile each faculty and the whole university as an academic institution developing the defined main directions of research;
- 1. 1. 2b: quality vocational degree programmes which reflect the requirements of the region and market and, if necessary, creating new ones (e.g., stomatology).
- 1. 1. 3: Innovation of information systems for the purpose of monitoring the quality of educational activities.
- 1. 1. 4: Innovation of the evaluation method of educational activities.
- 1. 1. 5: Development of a measure to enable recognition of secondary education obtained abroad by the university for the areas of education with valid institutional accreditation.
- 1. 1. 6: Establishing methodologies and IT support for the process of degree programme evaluations at the time of its valid accreditation.

Indicators:

- Quality assurance system of educational activities.
- Number of accreditations in the profiling areas of education.
- Qualification structure of degree programme guarantors.
- Qualification structure of academic stuff.
- Number of accredited degree programmes.
- Number of doctoral programmes.
- Proportion of actively publishing doctoral students in the total number of doctoral students of the UO.

Sub-objective 2: Higher Quality of Study through Internationalization

Measures:

1. 2. 1: Expansion of the offer of courses taught in foreign languages.
1. 2. 2: Introduction of a period in the curriculum dedicated to students' foreign mobility.
1. 2. 3: Introduction of an obligation to undertake a foreign mobility or complete a profiling course taught in a foreign language at the doctoral degree level and, as appropriate, also at the postgraduate master/master level.
1. 2. 4: Introduction of compulsory subjects taught in a foreign language (mostly in English).
1. 2. 5: Accreditation and implementation of joint/multiple degree programmes.
1. 2. 6: Supporting involvement of foreign experts in the educational process.
1. 2. 7: Creating facilities for foreign students.
1. 2. 8: Elaboration of an international marketing strategy for defined foreign target groups in priority territories.
1. 2. 9: Expansion of the offer of selected degree programmes taught in language combinations, especially at the Faculty of medicine and in doctoral programmes.
1. 2. 10: Creating organizational, administrative, and personnel infrastructure to deliver these degree programmes primarily intended for fee-paying students.
1. 2. 11: Preparation and implementation of the concept for the development of language skills among students and staff of the UO (with particular emphasis on English).
1. 2. 12: Development and implementation of a system for regular monitoring of foreign students' satisfaction with the services and educational activities received at the UO.
1. 2. 13: Supporting offering of short-term degree programmes in English for foreign students and summer schools students, including Czech language summer school.
1. 2. 14: Setting a system of complex care of international fee-paying students.
1. 2. 15: Supporting expansion of the offer of foreign internships for UO students, also outside the programme Erasmus+.
1. 2. 16: Expansion of the UO's mobility programme called To Be In with other activities.
1. 2. 17: Creating a scholarship programme to support internationalisation.

Indicators:

- Proportion of Slovak and other foreign students in the total number of students of the UO.
- Proportion of students participating in a student exchange programme/internship of at least 28 days and less than 28 days in the total number of students of the UO.
- Number of academic staff from abroad working at the UO (full time, other contractual relationship, arriving through a mobility programme, etc.).
- Number of accredited degree programmes in a foreign language.
- Number of courses taught in a foreign language.
- Number of completed joint/multiple degree programmes.
- Amount of funding paid for the study by fee-paying students.
- Proportion of foreign experts and practitioners involved in educational activities.
- International marketing strategy.
- Concept for the development of language skills of students and staff of the UO.

- System for regular monitoring of foreign students' satisfaction with the services and educational activities received at the UO.
- Number of students supported from a scholarship programme to support internationalization.
- Number of students supported from UO's mobility programmes.

Sub-objective 3: Employable Graduate = Flexible Graduate

Measures:

1. 3. 1: Expansion of the offer of educational modules for the development of selected soft skills.
1. 3. 2: Systematic support of academic staff enriching their teaching skills and ability to transfer selected soft skills (such as by sharing good practices).
1. 3. 3: Creating a system to involve relevant partners in the process of innovation and evaluation of degree programmes (regular surveys of employed graduates, involvement of graduates in the evaluation of their programmes, involvement of relevant employers, definition of competencies for individual positions, etc.).
1. 3. 4: Establishment of a system of "specializations" within degree programmes with the possibility of marking the specialization in the Diploma Supplement.
1. 3. 5: Systematic support for student exchange stays in order to gain experience in companies, institutions, and universities abroad.
1. 3. 6: Implementation of selected vocational degree programmes by means of lifelong learning and distance and part-time forms of education.
1. 3. 7: Strengthening the infrastructure focused on education and vocational training, in particular by establishing simulation centres.

Indicators:

- Unemployment rate of UO graduates.
- Regular questionnaire surveys of employability of graduates.
- Establishment of regular evaluation of degree programmes by UO graduates.
- System of involvement of relevant partners in the innovation of degree programmes.
- Number of educational modules developing soft skills and of their graduates.

Sub-objective 4: Strengthening the Quality of Education by Focusing on the Student

Measures:

1. 4. 1: Revision of the wide range and output profiling of degree programmes at all levels of study while observing the ratio of students optimal for our university type: 60 % (bachelor) : 36 % (master and postgraduate master) : 4 % (Ph.D.).
1. 4. 2: Systematic development of cooperation with secondary schools (building on the existing cooperation at selected sites).
1. 4. 3: Creation of a system of regular monitoring and analysis of drop-out rate, including measures aimed at its prevention (including doctoral studies).
1. 4. 4: Promotion of educational approaches focused on the student (student-centred learning).
1. 4. 5: Improvement and further development of a comprehensive study support system, including related support activities, reflecting individual needs of students (motivational scholarships, research cooperation, collaboration with institutions of practice, educational counselling, career counselling, psychological counselling, service measures to ensure compensation of specific restrictions, etc.). Implementation of a supporting system – older students help newcomers – to increase the degree of study success at the beginning.
1. 4. 6: Methodical support of e-learning for part-time and full-time forms of study and promotion of online teaching as a supplement to full-time study.
1. 4. 7: Creation and modernization of a technical, organizational, and administrative structure of counselling, career, and information services with a particular focus on students from socio-economically and culturally disadvantaged groups and students with special educational needs.
1. 4. 8: Development of an international environment at the UO with aim to increase the attractiveness of the study for international students through the activities of the Centre for International Affairs of the UO.
1. 4. 9: Methodological support for the development of scholarship programmes for students with high study prerequisites and with internationally recognizable results of creative activity.
1. 4. 10: Expansion of cooperation with student associations: Student's Union, International Student Club, IFMSA, etc.

Indicators:

- Number of students and graduates with special educational needs.
- Proportion of students from other universities at higher levels of study at the UO.
- Number of students supported from scholarship programmes of the UO.
- Drop-out rate.
- Number of cooperating secondary schools.
- Ratio between the number of candidates and accepted students.
- Number of students accepted into postgraduate master's degree programmes who had completed bachelor's degree programmes at another university in the Czech Republic or abroad.

Sub-objective 5: Strengthening the Quality of Education by Focusing on the Teacher

Measures:

1. 5. 1: Finalization and implementation of the university HR strategy based on regular, comprehensive evaluation of academic staff.
1. 5. 2: Development and implementation of a strategy in the field of lifelong learning of the academic staff of the UO.
1. 5. 3: Promotion of development of the pedagogical –psychological, didactic, linguistic, and other skills and competencies of the UO academic staff.
1. 5. 4: Support of professional development of the academic staff.
1. 5. 5: Introduction of regular evaluation of the main activities of sites by academics and implementation of its results in future development.
1. 5. 6: Introduction of an award for innovation in pedagogical activities/for excellent pedagogical activity.

Indicators:

- Qualification structure of the academic and non-academic staff.
- Average salary of the academic and non-academic staff.
- Results of internal evaluations of education by students of the UO.
- Results of self-evaluation of the main activities of university sites.
- Career and working rules.

Priority 2: Development of Knowledge Through Excellence in Science

Sub-objective 1: Sustainable Excellence – Analysis, Stabilization, and Support of Quality Research

Measures:

- 2. 1. 1: Modification of the current system and creation of complex analytical tools for evaluation of R&D trends at individual faculties tailored to the specifics of individual fields and new Methodology for Evaluating Research Organisations and RD&I Purpose-tied Support Programmes (Methodology 17+).
- 2. 1. 2: Development of criteria for the inclusion of research teams into the major research directions at the UO with a clear emphasis on the quality of the results of scientific and creative activities and their international impact.
- 2. 1. 3: Expansion or modernization of the infrastructure for leading research teams which are involved in addressing current challenges under the operational programmes of the UO (especially IRAFM, Environmental Centre, Life Science Centre, Centre for Obesity Research) and to increase their competitiveness.
- 2. 1. 4: Support for development of excellent teams with an emphasis on mobility of top-class foreign experts, interdisciplinary and inter-institutional collaboration, and possibly international cooperation with leading institutions.
- 2. 1. 5: Support sustainability of top teams – ensure bridging of short-term fluctuations in their funding in the form of projects (IRAFM, LSRC, Vivarium, etc.).
- 2. 1. 6: Support of establishment of interdisciplinary research structures, in particular in the field of comprehensive research of quality of life (from the medical, environmental, social, and historical point of view), increase of number and variability of teams that achieve excellent results, including support for thematic expansion of existing teams and the use of the potential of existing teams to start new interdisciplinary teams.
- 2. 1. 7: Establishing and developing strategic partnerships between promising researchers and the world's most prestigious scientific institutions.
- 2. 1. 8: Accession to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Preparation for obtaining the HR Excellence in Research Award.
- 2. 1. 9: Raising awareness of excellent research teams and launching a discussion on new strategies in R&D at the UO in the form of regular meetings with guarantors of main directions of research.
- 2. 1. 10: Support of prospective research directions in the form of grant competition.
- 2. 1. 11: Support of cooperation with the Moravian-Silesian region on creation of a biomedical cluster.

Indicators:

- Modified system of quality assessment.
- Excellent results (with an emphasis on publications in prestigious professional databases and publishing houses).
- Amount of funding for excellent teams under OP RDE.
- Number of new research teams.

- Number of researchers from abroad working at the UO (full time or other contractual relationship).
- Proportion of international strategic partnerships of teams of the main research directions in the total number of teams of the main research directions.
- Proportion of joint research results with foreign co-authors in the total number of publications.
- Grant competition to support prospective research directions.
- Grant competition to support postdoctoral students.
- Number of postdoctoral students.

Sub-objective 2: Science in Education – Education in Science (linking research to education)

Measures:

2. 2. 1:   Creation and implementation of a system of training of academic staff and students (especially in doctoral studies) in the methodology of science, presentation of results, and work with scientific information. Development of soft skills of doctoral students, especially pedagogical.

2. 2. 2:   Simplification of the university administration for the implementation of internationalization of science and research at all levels of the system.

2. 2. 3:   Support for the infrastructure providing information support for teams of scientists and students (acquiring new electronic resources for R&D support – full-text databases, citation software).

2. 2. 4:   Modification of the current system of student grant competition with an emphasis on monitoring outcomes.

2. 2. 5:   Introduction of an electronic system for the management of doctoral studies allowing better continuous control of results.

2. 2. 6:   Promoting interdisciplinary workshops and conferences presenting cutting-edge research at the UO.

2. 2. 7:   Identification of high-quality doctoral programmes aimed at producing results of scientific and creative activities and their systematic support.

2. 2. 8:   Development of minimum standards for working with doctoral students according to field specifics in order to increase the success of the studies.

2. 2. 9:   Modification of the system of financing doctoral studies with an emphasis on attracting quality professionals with the prospect of qualification growth.

2. 2. 10: Creating jobs for young researchers with experience from other (especially foreign) universities.

2. 2. 11: Financial support for incoming and outgoing doctoral students with an emphasis on the development of high quality international cooperation.

2. 2. 12: Draft of a system for submitting, evaluating and checking the projects aimed to support doctoral students (e.g. MSK (Moravian- Silesian region), SMO (city of Ostrava) support of talented students).

2. 2. 13: Design and implementation of a mentoring system for new employees.

Indicators:

- Proportion of students in the publication output registered in reputable databases (WOS, Scopus, ERIH plus).
- Proportion of students in the results according to RIV.
- Designing a system for awarding successful students of master, postgraduate master, and doctoral studies.
- Modified SGS system.
- Minimum standards for the work with doctoral students.
- Methodical guidelines for administrative and management staff in the employment of foreign scientists and foreign students study.
- Proportion of foreign doctoral students in the total number of doctoral students.
- Proportion of doctoral students who have completed long and medium-term international mobility in the total number of doctoral students.
- Number of educational activities for doctoral students.

Sub-objective 3: Science for Society (transfer of knowledge to the application sphere)

Measures:

2. 3. 1.　Active dissemination and promotion of cooperation opportunities of quality teams through a new PR strategy, including a new communication tool embedded into the structure of the new university website (exchange of in/out cooperation, team presentation).

2. 3. 2.　 Establishment of a centre of innovation and transfer of scientific findings into practice (within the existing structure of science and creative activity) ensuring and actively seeking opportunities.

2. 3. 3.　Close cooperation with institutions and stakeholders involved in the formation of public policies.

2. 3. 4.　Organization of workshops, roundtables, and discussion forums with representatives of the applied sector.

2. 3. 5.　Systematic support of research activities of students oriented on practice and the needs of local region.

2. 3. 6.　Creation of a support system Proof of Concept.

2. 3. 7.　Evaluation of applicability of applied results attained at the UO.

Indicators:

- Volume of contract research.
- A new communication tool for presenting the possibility of transfer of R&D into the application sphere and information about high quality research outputs at the UO.
- Number of applied research projects.
- Number of partners from applied sector.

Priority 3: University FOR Society

Sub-objective 1: Improving Management Activities of the University of Ostrava FOR Society

Measures:

3. 1. 1.   Analysis of the offer of LLL and other activities for the public, private, non-profit, and civic sector and subsequent systematic monitoring and evaluation of the quality of these activities.

3. 1. 2.   Effective and comprehensive presentation of the offer of services of the third role.

3. 1. 3.   Systematic support of employee involvement and student in third-role activities.

3. 1. 4.   Mapping the HR capacities in order to create a database of employees with potential to be involved in third-role activities.

3. 1. 5.   Designation of positions at the faculties or departments to coordinate and manage the university activities of the third role.

3. 1. 6.   Creation of a flexible LLL management structure with a methodical and coordinating role of the rector's office and application and organizational role of the faculties (with the possibility of sharing capacities at the level of the rector's office/faculty and faculty/faculty).

3. 1. 7.   Centralization of services offered on the portal and website of the UO through a service catalogue.

3. 1. 8.   Development of methodologies for pricing and paid publishing of offers of services in the catalogue of services of the UO.

3. 1. 9.   Creating new business positions for direct offering of the services to potential customers.

Indicators:

- Catalogue of services.
- Number of completed services ordered through the catalogue.
- System of evaluation of third-role services.
- Amount of funds the UO or its faculties receive for services rendered.
- Number of representatives of each target group who participate in the activities.
- Results of the evaluation of completed services.
- Number of UO staff engaged in the completed activities.
- Number of students engaged in the completed activities.

Sub-objective 2: Better Regional Competitiveness through Networking and Cooperation

Measures:

3. 2. 1. Development of various forms of mutually beneficial cooperation with external entities.
3. 2. 2. Formalization of the existing long-term relationships with external entities and creation of a system of benefits for these entities.
3. 2. 3. Systematic involvement of graduates as intermediaries to establish cooperation.

Indicators:

- Number of contracts and agreements with external entities.
- Number of projects implemented in cooperation with external entities.
- Number of employees engaged in third-role activities of the university.
- Number of students engaged in third-role activities of the university.
- Number of contracts and agreements with external entities in which UO graduates are involved.

Sub-objective 3: Regional Development and Social Cohesion through Social Involvement

Measures:

3. 3. 1.   Creation of a database of activities of the university employees in the third role (according to the model of the existing database of publications).

3. 3. 2.   Creation of a system of evaluation of the activities of the academic staff in the third role and its interconnection with evaluation of staff (formation of a working group for the purpose of evaluation of the third-role activities).

3. 3. 3.   Introduction of a system of financial support for the organization of cultural, social, and sporting events (concerts, exhibitions, curatorial activities, dramaturgy) contributing to strengthening of the third role of the university.

3. 3. 4.   Introduction of an organizational structure for active search for opportunities to participate in activities at major institutions (NGOs, commissions, committees set up by the public sector – the City of Ostrava and the Moravia-Silesia Region, and other regions or central government authorities).

3. 3. 5.   Expansion of the system for support of voluntary and non-profit activities of students.

3. 3. 6.   Systematic support for involving students in international activities under "Capacity Building" and in the implementation of key activities KA3 and Jean Monet (all under Erasmus+).

Indicators:

- Number of events organized for the public.
- System for recording activities of employees/students in the third role.
- Number of students who volunteered to carry out activities implemented with the support of the UO.
- Number of conferences and workshops on socially relevant topics.

Sub-objective 4: The UO as an Important Regional Lifelong Learning Institution

Measures:

    3. 4. 1.   Coordination and methodological support of lifelong learning activities.

    3. 4. 2.   Development of a strategy for further development of lifelong education in relation to the region.

    3. 4. 3.   Preparation of professional and didactic long-term training of teachers in the context of the forthcoming career structure for teachers at elementary and secondary schools.

    3. 4. 4.   Expansion of the offer of part-time and paid studies (Section 60).

    3. 4. 5.   Preparation of an offer of retraining courses in cooperation with labour offices and major employers in the region.

    3. 4. 6.   Development of further postgraduate education in medical and paramedical degree programmes in terms of specialist education, accredited training courses, and certified courses with an emphasis on increasing theoretical knowledge and practical skills, and therefore the competence for a given position.

    3. 4. 7.   Development of further postgraduate education in social degree programmes.

    3. 4. 8.   Preparation and implementation of a strategy for increasing the skills of the academic staff of the UO for teaching part-time and LLL programmes.

Indicators:

- Number of LLL programmes.
- Number of LLL programmes participants.
- Strategy for increasing the skills of the academic staff of the UO for teaching part-time and LLL programmes.

Priority 4: Smart University

Sub-objective 1: Information Technologies as a Tool for Effective Management

Measures:

4. 1. 1.   Identification of areas for further computerization of administrative tasks.
4. 1. 2.   Implementation of computerization for selected tasks, including modification of internal legislation.
4. 1. 3.   Regular evaluation of satisfaction with computerized management of the tasks.
4. 1. 4.   Introduction and implementation of online courses for work with information systems of the university.
4. 1. 5.   Adoption of standardized methodology for CIT management in order to ensure its objective management, including the ability to objectively measure the performance and quality of services provided.
4. 1. 6.   Increase of operational efficiency of the existing infrastructure and of related services, including its development and reconstruction.
4. 1. 7.   Securing investment and non-investment funds from OP RDE, FRIM or IRP for restoration of infrastructure elements.

Indicators:

- State of IT infrastructure.
- CIT (Centre for Information Technology) management methodology in the form of a university regulation.
- Results of evaluation of CIT services.
- CIT staffing structure.

Sub-objective 2: Strategic Decisions Based on Relevant Data

Measures:

4. 2. 1.   Personnel strengthening of the Department of Strategic Analysis and ensuring regular training of staff of the department in the field of latest methods of analysis and presentation of data (in collaboration with university experts).
4. 2. 2.   Evaluation of the existing sources of data on the activities of the university.
4. 2. 3.   Creation of electronic tools for the evaluation of the main activities of the university based on a questionnaire survey.
4. 2. 4.   Creation of description of the existing information systems (UMAP, Systemization, etc.) and of the methodology of collecting, analysing, and evaluating data in various fields of the university activities.
4. 2. 5.   Evaluation of the Long-Term Plan of the UO for 2011 – 2015.
4. 2. 6.   Creation of a single Management Information System.
4. 2. 7.   Coordination of data collection with the strategy of the Ministry of Education and cooperation with other universities on the form and method of collection of data.
4. 2. 8.   Preparation of a report on internal quality assessment in cooperation with the Department of Strategic Analysis.

Indicators:

- Methodology of data collection and analysis for evaluating the quality of university activities.
- Management Information System (MIS).
- Number of decision-making processes backed by relevant data (number of links to relevant data in strategic and conceptual documents of the university).
- Report on internal quality assessment.

Sub-objective 2: Strategic Decisions Based on Relevant Data

Sub-objective 3: Greater Quality of Services through Professionalization of Administration

Measures:

4. 3. 1.   Systematization of positions of the university administrative apparatus, including qualification and skill requirements for each position.
4. 3. 2.   Introduction of a system of regular evaluation of services provided by the administrative departments, i.e., determination of performance standards (quantitative assessment) and evaluation of services based on users' satisfaction (qualitative assessment).
4. 3. 3.   Introduction of regular payroll and HR audit of the university administration components.
4. 3. 4.   Introduction of a system of regular training of administrative staff.
4. 3. 5.   Revision of division of administrative tasks between university-wide components, faculties, and institutes based on the evaluation of previous experience with organization and needs of the university components and subsequent update of the organizational systems.
4. 3. 6.   Launching of a systematic support to increase skills of administrative apparatus.

Indicators:

- System for the evaluation of activities of the administrative staff.
- Evaluation of the services of the university administrative components in the newly introduced evaluation system.
- Payroll and HR audit.
- Update of organizational systems.

Sub-objective 4: Increase of the Quality of the University Main Activities through Internationalization

Measures:

4. 4. 1.   Establishment of the Centre for International Affairs of the University of Ostrava, which will allow to initiate and shape the vision of the University of Ostrava in international affairs.

4. 4. 2.   Creation of methodology for the evaluation of the results of international cooperation and of the international status of the UO and its implementation.

4. 4. 3.   Creation of rules for admission of foreign experts and practitioners to systemic positions of extraordinary professors.

4. 4. 4.   Involvement of the UO in international university networks.

4. 4. 5.   Creation of a quality website presentation of the UO in English.

4. 4. 6.   Establishment of cooperation with recruiting organizations in order to gain greater number of foreign students.

4. 4. 7.   Regular participation of the UO in international education fairs (EAIE, NAFSA, etc.).

4. 4. 8.   Creation of a central registry of international treaties of the UO and its components.

4. 4. 9.   Creation of an advisory body with international participation – International Advisory Board – which will include employees of foreign universities from respective international cooperation department and foreign experts on internationalization.

4. 4. 10.   Setting up motivational distribution of financial resources allocated for internationalization.

4. 4. 11.   Creation of rules for conclusion and evaluation of contracts with partner universities in order to exchange the students.

4. 4. 12.   Initiation and support of preparations for the formation of a consortium with the participation of the UO according to the concept of the European universities.

4. 4. 13.   Implementation of recruitment campaigns for degree programmes accredited in foreign language.

Indicators:

- Rules for admission of foreign experts and practitioners to systemic positions of extraordinary professors.
- Centre for International Affairs of the University of Ostrava.
- International Advisory Board.
- Central registry of international treaties.
- Proportion of centrally registered contracts.
- Website presentation of the UO in English.
- Number of visited international fairs.
- Proportion of active international treaties.
- Number of candidates applying to the UO via a recruitment agent.

Sub-objective 5: Further Development of the University through Quality and Modern Infrastructure

Measures:

4. 5. 1. Analysis, evaluation, and updating of the Master Plan of the University of Ostrava (in order to increase efficiency of the use of university objects).

4. 5. 2. Computerization of the building passport system and the use of software applications for facility management.

4. 5. 3. Reconstruction of building B (Českobratrská street) for the needs of the FSS.

4. 5. 4. Modernization of buildings A and C (30. dubna street) for the innovation needs of informatics, mathematics, and teaching fields (construction of a training centre and an educational model of an intelligent building, modernization of teaching facilities for the teaching of physics).

4. 5. 5. Reconstruction of the premises of the Faculty of Medicine for the construction of a training hospital.

4. 5. 6. Reconstruction of the premises of the Faculty of Arts in order to improve the quality of language teaching at the university.

4. 5. 7. Reconstruction and modernization of the premises of the Faculty of Fine Arts (a training centre for teaching music and art disciplines – galleries, concert halls, practice studios).

4. 5. 8. Continuing the modernization of the university premises to ensure wheelchair access.

4. 5. 9. Continuing the modernization of facilities for students and university employees (dormitories, canteen, counselling centre, library).

4. 5. 10. Modernization of instrumentation and other equipment for the purpose of improving the quality of education, creative activity, and third-role activities of the university.

4. 5. 11. Construction of facilities for students and employees in the area of sport and leisure activities in cooperation with regional authorities.

4. 5. 12. Modernization of buildings of the Faculty of Arts for the needs of philosophical, historical and social fields.

4. 5. 13. Preparations for construction of joint R&D premises for more effective use of instrumentation.

Indicators:

- Updated General Plan of the University of Ostrava.
- Software support for facility management.
- Completed construction, reconstruction, and modernisation of the university and its components.

Sub-objective 6: Greater Efficiency through Quality Evaluation in the Context of Academic Environment

Measures:

4. 6. 1. Update the risk analysis and implement the analysis results into the internal control system of the university.
4. 6. 2. Strengthen the internal control system of the university as part of a system of internal quality assessment.
4. 6. 3. Evaluate the existing elements of quality assessment, modify and supplement them in accordance with the requirements of the amendment to the Higher Education Act.
4. 6. 4. Link elements of quality assessment to the career structure and working rules of the employees of the university.
4. 6. 5. Link elements of quality assessment to the university payroll regulation.
4. 6. 6. Evaluate the existing system of strategic direction of the faculties (U-map) and upgrade it.
4. 6. 7. Introduce elements of external evaluation into the evaluation of the quality of the main activities of the university.

Indicators:

- Updating the risk analysis.
- Career structure and working rules.
- Updating the wage regulations.
- Comprehensive system of internal quality assessment according to applicable legislation.

Priority 5: Communication as a Basis for Cooperation

Sub-objective 1: Strengthening the University Togetherness through Internal Communication

Measures:

5. 1. 1. Regular analysis of internal communication.
5. 1. 2. Creation of a concept of internal communication, including its subsequent implementation.
5. 1. 3. Regular organization of inter-faculty social activities.
5. 1. 4. Creation of an internal university magazine.
5. 1. 5. Introduction of an integrated internal communication system using modern communication technologies (e.g., Office 365 tool).
5. 1. 6. Creation of a single environment for the sharing of internal university activities (events calendar, portal modification for communication at the departmental, faculty, university level).
5. 1. 7. Introduction of regular informing of employees and students about the news and changes implemented by the UO which are important for their work/studies.

Indicators:

- Analysis of internal communication at the university.
- Number of new internal university communication channels and inter-faculty social activities.
- Integrated internal communication system.
- Modified portal for sharing of internal university activities.

Sub-objective 2: External Communication as a Gateway into Society

Measures:

5. 2. 1. Creation of a database of academic staff for the needs of expert opinions in the mass media and its modern presentation on the university website.
5. 2. 2. Increasing the skills of the university academics in the field of representation in mass media (introduction of regular training).
5. 2. 3. Creation of a network of specialized editors across faculties for periodic popular science presentation of the university education and scientific activities.
5. 2. 4. Creation of a network of strategic partnerships and selected mass media (such as exclusive access to information, systematic cooperation in the production of new programme formats, provision of expert advice).
5. 2. 5. Systematic use of a full range of social networks to communicate with relevant target groups.
5. 2. 6. Establishment of an efficient system of information transmission and coordination of PR activities across departments/faculties and the rector's office PR unit.
5. 2. 7. Professionalization in provision of services in the area of organizing university PR events.
5. 2. 8. Professionalization in popularization of educational and creative activities of the university.

Indicators:

- Number of records about the University of Ostrava in media databases.
- Number of new programmes created in cooperation with mass media.
- Regular surveys of awareness of the brand the University of Ostrava by different target groups.
- Number of trained personnel in media presentation.
- Number of academic staff providing expert consultation to the media.
- Activity on social networks.

Sub-objective 3: Marketing as a Tool to Promote Quality Science and Study

Measures:

5. 3. 1. Establishment of a marketing section within the PR department of the rector's office.
5. 3. 2. Creation of a university marketing strategy for its individual main areas of activity (including their international dimension – in collaboration with the Centre for International Affairs).
5. 3. 3. Regular innovation of the university website.
5. 3. 4. Application of modern marketing tools (virtual open days, LinkedIn profile, etc.).
5. 3. 5. Implementation of regular marketing surveys.
5. 3. 6. Creation and updating of marketing profiles in the main research directions of the university.
5. 3. 7. Creation of a fundraising concept.

Indicators:

- University marketing strategy.
- Innovated website presentation.
- Outputs of Google Analytics for the main website presentations of the university.
- Evaluation on the basis of brand marketing surveys.
- Questionnaire surveys among prospective students.

Annex no. 1: framework plan for the development of RDI (Research, Development and Innovation) at the UO

1. Mission and vision of the university in RDI

Excellent, responsible, ethical and socially relevant research comparable at national and international level.

UO – attractive workplace for talented researchers, top teams and partner institutions.

Motto: *"Strong teams including PhD students, high-quality results of basic and applied research with high social relevance, successful international cooperation projects, connection with top research workplaces and applied sector."*

In the previous period, the University of Ostrava was consolidating the position of main research directions and was developing new prospective directions, was enhancing cooperation with applied sector and was striving for closer interlinking of research and education. The crucial step in the area of research at the UO was the analysis of human resources management (Gap analysis) and creation of the HRS4R action plan, which is currently being fulfilled. We are convinced that the implemented actions have led to a positive development of the UO in the area of RDI and we can monitor it also according to the new Methodology of RDI Evaluation.

In the area of the creative activity, the UO will keep seeking to develop **strong and stable research directions in the area of (natural) scientific, medical, social sciences and humanities** involved in in **international projects** and strategic projects of development of the region. We want to strongly support **the internalisation**, especially in a way of cooperation with the institutions from abroad and of increasing the involvement of quality researchers from abroad. We will keep on working on the strategy of **human resources development** in the RDI area and with regards to increasing third role of the UO in the region, we will place emphasis on the impact of the results in a way of its **applicability, social relevance and cooperation with applied sector**.

2. Goals and strategies to attain them in the RDI area for the period of next strategic plan

- Intense development of selected research directions in the form of:
  - change in the system of the organization, evaluation and funding of research teams;
  - enlarging the teams with researchers coming from quality institutions from abroad;
  - motivation to win international projects and to cooperate with quality institutions from abroad;
  - support of building complex interdisciplinary workplaces and laboratories for more effective use of human resources and instrumentation;
  - raising awareness about UO results in the area of RDI inside and outside the university.

- Increasing the quality of doctoral students in the form of:
  - creating doctoral school as a complex tool to increase doctoral students' competencies in the RDI area and soft skills;
  - developing financial remuneration for talented students involved the research;
  - new support system for grant activities and mobilities of doctoral students.
- Supporting the results with high social relevance:
  - by changing the evaluation system of activities related to the transfer of knowledge and technology;
  - by further development of activities of newly created Knowledge and Technology Transfer Centre of the University of Ostrava;
  - by the development of cooperation with partners from the applied sector based on newly designed Marketing Strategy of the UO on the Transfer;
  - by the dissemination and popularization of the results with high social impact.
- Quality and complex strategy of human resources management in the RDI area based on the principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers:
  - increasing the competencies of the leaders of the research teams in the area of the research management and support of the career development of the research team members;
  - mentoring of new workers;
  - support of good practice exchanges in research and of open access to research with the emphasis on the policy Open Access and Open Data;
  - emphasis on a responsible approach and fight against unethical practices in research.

3. National and international context of RDI

In the national context, the activities follow the Action Plan of the Czech Republic's International Cooperation in Research and Development and Internationalisation of the Research and Development Environment in the Czech Republic for 2017 – 2020, Innovation Strategy of the Czech Republic 2019 – 2030, Realization Plan of the Long-Term Intention of Educational and Scientific, Research, Development and Innovative, Artistic and Other Creative Activities for the Universities for 2020 and Long-Term Plan of Education and Development of Education System of the Czech Republic 2019 – 2023. A number of the measures is based on requirements of the Evaluation Methodology of Research Organisations in the University Segment.

In the European context, the strategy of human resources management is based on the Europe 2020 strategy, HRS4R Action Plan for the UO, which is designed based on the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers and on the Code of Conduct for Research Integrity.

4. Institutional tools to fulfil the research strategy with the emphasis on the support of quality research

Main institutional tools, that the UO wants to employ in the upcoming period, are the following:

- new, more effective mechanism of reallocation of Institutional Support for the Long-Term Conceptual Development of a Research Organisation (DKRVO) with the emphasis on the quality of results, winning the international projects and social relevancy of the results.
- new system of a complex evaluation of workers, including the implementation of the performance evaluation of workers in the area of creative activities respecting field specifications, M17+ requirements and using modern electronic information sources and benchmarking tools (SciVal, Incites).
- HRS4R Action Plan for the UO, which fulfil the principles of the Charter and Code, and which has been approved to the UO by the European Commission in May 2019 and will be periodically prepared also in the next period.
- now project challenges targeted at the support of the transfer, mobility and support of the research of doctoral students.
- Development Plan of the Doctoral School at the UO.
- Implementation of new measures related to the creation of the research teams, their organization and financing.