# UNIVERSITY
### OF OSTRAVA

# LONG-TERM
# PLAN **2016-2020**

## Development strategy of
## the University of Ostrava

# PREAMBLE
## MISSION AND VISION

## A university with a mission, open to the world, working for the region.

The University of Ostrava is an institution which sees its role in the development of the humanities and medical, science, and artistic fields in the local region, which has been traditionally associated with industrial and technological spheres.

It aims to contribute to solving urgent problems of the Moravia-Silesia Region in social, environmental, and health areas and to shape Ostrava as a truly university town. To this end, it intends to continue using its potential to reflect the identity, culture, and history of the region as well as to cultivate it through artistic creative activities.

The University of Ostrava is ready to bring progressive tendencies of European science and scholarship in the region and to create favourable conditions for internationalist cooperation and a friendly environment for foreign academics and students.

The university strives to be an institution that purposefully promotes quality scientific activities while systematically seeking out new research areas and teams with a potential to achieve excellent results.

The University of Ostrava opens itself to the challenges of contemporary society and develops a responsible, individual approach to a wide variety of students, including specific groups (seniors, socially disadvantaged students, students with special needs), and advocates equal access to education and friendly communication with the public.

UNIVERSITY
OF OSTRAVA

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# 01 INTRODUCTION

This strategic plan develops the university as a unified community interlinked by a culture of cooperation and adhering to the following common values:

- Openness;
- Professionalism;
- Individual approach;
- Social responsibility and commitment;
- Inclusion;
- Diversity.

For the University of Ostrava, an emphasis on the promotion of common goals and values is essential. The spatial fragmentation with which our university had to learn to live might induce decentralization even in areas where it is unnecessary. This handicap of spatial fragmentation should be compensated by means of tools of modern management, development of the university communality and collaboration, and consistent use of modern trends in information technology.

The fundamental mission of the university management is to serve the university community, provide professional services for the main university activities, coordinate operation of its individual components, and support new ideas and innovations. The management must also seek to build a positive image of the university, both inward and outward.

This strategic plan elaborates on the objectives that we, as a university, wish to achieve in the following five years in the following priorities:

**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.

For monitoring the implementation of this strategic plan, we will use an evaluation framework which emphasizes both the need for a) using a combination of qualitative and quantitative indicators and b) the belief that the actual evaluation of development should not increase bureaucracy or burden on anyone at the university more than necessary.

The development activities contained in the strategic plan will be financed, in particular, from the funds earmarked for institutional development of the University of Ostrava (IRP) from the Central Development Projects of the Ministry of Education of the CR (CRP), from EU structural funds (especially OP RDE), from programme funding of the Ministry of Education of the CR, and from regional and municipality subsidies.

The presented strategic plan should be seen as a „living document" that will be subject to regular discussions about the meaningfulness of the measures set out therein, and, if necessary, it will be at least annually updated and supplemented. During its development, we used the following strategic documents:

- Long-Term Plan of the UO for 2011 – 2015
- Annual activity reports of the UO for 2011 – 2015
- Long-Term Plan of the Ministry of Education of the CR for 2016 – 2020
- Strategy of Education Policy for 2020
- Framework for the Development of Tertiary Education by 2020
- Strategy RIS3
- Strategic documents of the operational programmes, especially OP VVV
- Long-term Plan for Education of the Moravia-Silesia Region
- Current legislation (particularly the Universities Act)
- Forthcoming amendment of the Universities Act
- SWOT analysis of the development of the University of Ostrava prepared under project IPN KREDO
- First and second-level strategy developed under project IPN KREDO

Development of this strategic plan was participated by the academic staff and other employees across all faculties of the University of Ostrava.

In Ostrava on 3 November 2015

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

# 02 PRIORITY 1
# EDUCATION THROUGH QUALITY STUDY

## SUB-OBJECTIVE 1: Implementation of the Requirements for Obtaining Institutional Accreditation in Key Areas of Education

### CURRENT STATE

In 2014, the University of Ostrava had 136 accredited degree programmes and 362 branches of study, offering education at all levels – bachelor, master, postgraduate master, and doctoral. In terms of its educational character, the UO ranks among young, medium-sized universities based on the Humboldtian model with a specific range of branches of study – from the humanities, to scientific, artistic, social, and medical disciplines. Further development of this university model will be particularly imperilled by a demographic decline in the number of potential students, continuing reduction in the number of students financed by the Ministry of Education, and an increasing number of potential students with lower study prerequisites. Nevertheless, the University of Ostrava, given its specific educational character, plays an important role in the wider region and therefore must continue to maintain it. One of the ways to combat the aforementioned external threats is putting greater emphasis on the quality of the educational process and completing the requirements for obtaining institutional accreditation in the profiling 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 for:

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.

**INDIKÁTORY:**

- 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 staff.
- 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

**CURRENT STATE:**

The University of Ostrava seeks to provide a level of quality of education which is comparable with the European standard, which is evidenced by the fact that it is a holder of DS Label and ECTS Label certificates. In 2014, the range of programmes and courses taught in foreign (especially English) languages has been expanded. Yet, the University of Ostrava is characterized by a low share of outgoing and incoming students in the total number of students at the university, as well as by a low number of foreign academics, researchers and creative staff involved in the education process. Overcoming this unfavourable status quo is a prerequisite for strengthening the quality of study.

The aim of the University of Ostrava is to create an international academic environment and to increase the mobility of students and academic staff.

**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 llanguage 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.

## 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.

# SUB-OBJECTIVE 3:
## Employable Graduate = Flexible Graduate

### CURRENT STATE:

The University of Ostrava offers a diverse range of academic and vocational-oriented degree programmes. The unemployment rate of its graduates is given mainly by the unemployment in the region where it is located. It was the dramatic transformation of the employment structure in this region during the last 25 years which caused the University of Ostrava to systematically build up a broad range of branches of study with greater emphasis on flexibility. This decision was taken particularly out of the belief that the majority of currently available jobs might not exist in several years. Concurrently, we can only hardly predict what economic activity people will perform in the future. The university should prepare its graduates for such a labour market.

In the future, therefore, the aim of the University of Ostrava will be an emphasis on developing soft skills and high flexibility of its students/graduates. To this end, the university will focus mainly on the following soft skills: creativity, critical thinking, teamwork, promotion of a culture of lifelong learning, command of modern technologies, problem-solving, and self-representation on the labour market.

As regards vocational-oriented degree programmes, the University of Ostrava is well aware of the need for cooperation with potential employers of the graduates of these programmes. So far, however, this cooperation has not had an institutionalized form.

The aim of the University of Ostrava will therefore be to develop and implement a strategy for the involvement of relevant stakeholders in the process of creation, innovation, and evaluation of degree programmes oriented on future occupation. In these programmes, a greater stress must be placed on modern forms of education with an emphasis on simulation and training in vocational skills.

The objective of the University of Ostrava is to improve the educational infrastructure for vocational training with regard to the above modern forms of education.
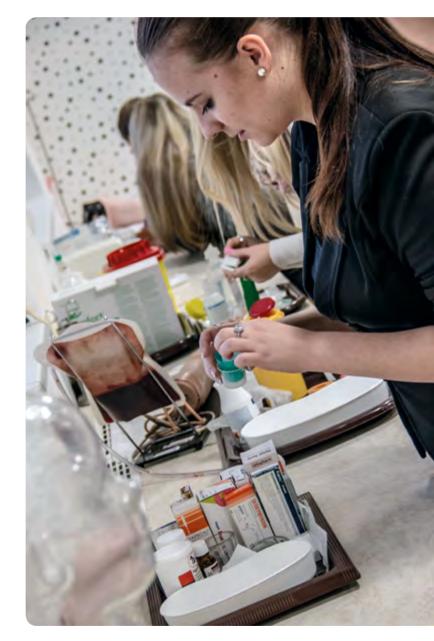
**MEASURES:**

1. 3. 1: Expansion of the offer 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 (suchas by sharing best 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 OU 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

## CURRENT STATE:

The University of Ostrava responds to a demographic decline in the young population, competitive behaviour of higher education institutions, diversity of educational and socio-cultural needs, and interests and capabilities of candidates (potential students) by offering a wide range of degree programmes (in the fields of the humanities, social, natural, medical sciences, pedagogical psychology, teaching, or art) which create opportunities for a diverse range of candidates. Recently, the university has faced with a higher level of drop-out rate, particularly in the first year of study. This may be caused by insufficient preparedness of the candidates in certain areas of study, lack of counselling services offered by the university, absence of a system for acquisition and support of students with high study pre-requisites, and low attractiveness of the studies in the region.

The aim of the university is to ensure high quality of accepted students and of their subsequent study, while respecting the principle of equal opportunities in education and reflecting the needs and interests of both gifted students and students with special educational needs, including those from adverse socio-economic conditions.

Another objective in this area is to offer a quality internal learning environment, including internal support activities, that which would affect graduates' decision to continue their studies at the UO at higher levels of education and which would attract students from other universities (including foreign ones).

## 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:  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: Students' Union, International Student Club, IFMSA, etc.

- 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

## CURRENT STATE:

Currently, the university environment is facing pressure from two sides. On the one hand, the state keeps putting more and more emphasis on the quality and professionalism of university education and research while on the other hand it has constantly decreased budgetary subsidies in this area. Moreover, the emphasis on the quality of university education and research is linked to increasing bureaucratic burden caused by the obligation to report on this quality. Pressure on efficiency, in turn, leads to an increase in the number of students per academic staff.

The University of Ostrava must therefore identify a model of a motivating work environment and professional development which would balance these two pressures while striving to stabilize interference in the academic environment by the state through it representatives in the Council of Universities.

## 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.

## 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.

# 03 PRIORITY 2

## DEVELOPMENT OF KNOWLEDGE THROUGH EXCELLENCE IN SCIENCE

A quality university must reflect the current momentum of development in science and research. This reflection is needed not only in order to maintain the trend in the quality of scientific work (basic research) but is also associated with transfer of its applicable results into the economic sphere (applied research). Finally, it is crucial for education itself. It increases the employability and competitiveness of graduates at all levels of university studies, while playing an absolutely crucial role in doctoral studies. An analysis of trends in R&D points to a growing share of larger research teams in the production of leading scientific outputs with an international impact, including the increase in citations in the literature. Creating and ensuring sustainability of such teams (either at the university or in collaboration with other institutions) must remain a top priority as based on previous experience (IRAFM, LSRC, Vivarium, etc.), it can be stated that the existing teams bring the university considerable financial resources from national, but mostly international grants and institutional funding. At the same time, it would be very risky to focus exclusively on few partial areas that are currently popular and to neglect new areas of research that could become trends in the future or areas that apparently help solving social problems of our region, with their applicability extending into other countries. It is therefore necessary to have such quality assessment tools that will enable us to identify and develop strategic areas in which we can achieve excellence and thus results with a high social benefit. This notion is entirely in line with the concept of the Long-Term Strategic Plan of the Ministry of Education of the CR (and also reflects the newly developed IPN methodology), which reflects the efficiency of spending on R&D with respect to the quality, utility, and relevance of such activities. These criteria are most likely to be increasingly reflected in the funding of tertiary education and in the accreditation of degree programmes. In addition, it is assumed that the priorities of the support for excellence in research will be largely based on a strategy based on key international, national, and regional documents.

Therefore, the main objective of the university for the following periods must be active creation of conditions and opportunities for intensive development and sustainability of promising scientific teams with results at the international level. Such conditions can help the University of Ostrava to obtain permanent foreign researchers and to involve them in international networks and research and

development projects (for instance, the current priorities are the challenges of Horizon 2020). Another strategic objective is to prepare a system solution enabling transfer of high-quality scientific results into educational activities (particularly in doctoral studies) and into the application sphere. We aim to purposefully create an image of the University of Ostrava as an academic workplace producing top scientific results. The UO must become an equal partner of top-ranking universities and other scientific institutions both in the Czech Republic and abroad. To this end, the university will promote cooperation with other universities and research institutions in the Czech Republic and abroad with aim to transfer experience and to share teaching, research, and development capacities. Although it is important to focus predominantly on the main directions of research in which the UO achieves excellent results at an international level, it is also necessary to promote creative areas which are capable of solving crucial social problems.

# SUB-OBJECTIVE 1:
## Sustainable Excellence – Analysis, Stabilization, and Support of Quality Research

### CURRENT STATE:

Results to date show that targeted support for the development of research teams leads to an increase in the amount of excellent results and the amount of funding for R&D. But it is equally clear that the financing in the form of projects does not necessarily guarantee stability of such teams, which means that it will be necessary to establish sustainable system tools in order to ensure long-term development of excellence at the UO. For these purposes, the university should have more precise quality control tools that can reliably evaluate trends and potential risks. The system must also contain clearly stated specifics of individual fields. In the previous period began development of a quality control system which builds on the information database of the university. However, current assessments based on this system face a number of problems associated with interconnectedness of database systems, with internal and external sources, and the fact that a new evaluation methodology is being prepared by the Ministry of Education of the CR, which will need to be reflected. Currently, the main directions of research at the UO have been determined based on the selected criteria. However, they do not clearly accentuate the emphasis on the impact of international creative results and do not specify support for these main directions by the university. Teams included in the main directions of research significantly contribute to fund-raising, and so it is also necessary to create conditions for their development and sustainability. At the same time, in many cases these team do not fully use the potential for interdisciplinary collaboration that can lead to emergence of new teams (such as collaboration between mathematics, informatics, or humanities teams).

The aim of the university is to develop objective tools of quality control and on their basis to build a system of support for teams with excellent scientific results so as to ensure their sustainability and development.

### 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.

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.

- 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.

# SUB-OBJECTIVE 2:
## Science in Education – Education in Science (linking research to education)

### CURRENT STATE:

University students can obtain valuable education only from high-quality scientific and educational staff who know current trends in the field and are able to methodically supervise final theses at all levels of tertiary education. The relatively low number of productive scientists and academics leads to inadequate transfer of their competencies, while an important role here is played by staff with experience from top foreign universities. This is aggravated by the lack of competence among some academics to contribute to the internationalization of creative and educational activities of the University of Ostrava. Currently, a number of new doctoral programmes have been accredited at the UO. With the increase in the number of doctoral students, we could also expected an increase in publication output and in the amount of funds received from scientific projects. Requirements for final theses in various fields, however, differ considerably, as well as the awareness of students about the potential possibilities of raising funds, publishing opportunities, and interdisciplinary collaboration. Awareness of students in science and research is a key factor in their quality and work efficiency. Students must be lead by competent teachers and also through workshops in science and research. This, in particular, involves regular contact with top scientists and educators, other research teams from the UO, and other institutions. Students and their trainers should be encouraged not to view their doctoral study merely as fulfilment of the basic requirements for obtaining the degree. In the form of scholarships and other benefits, students must be kept in healthy competition and supported to pursuit of excellence.
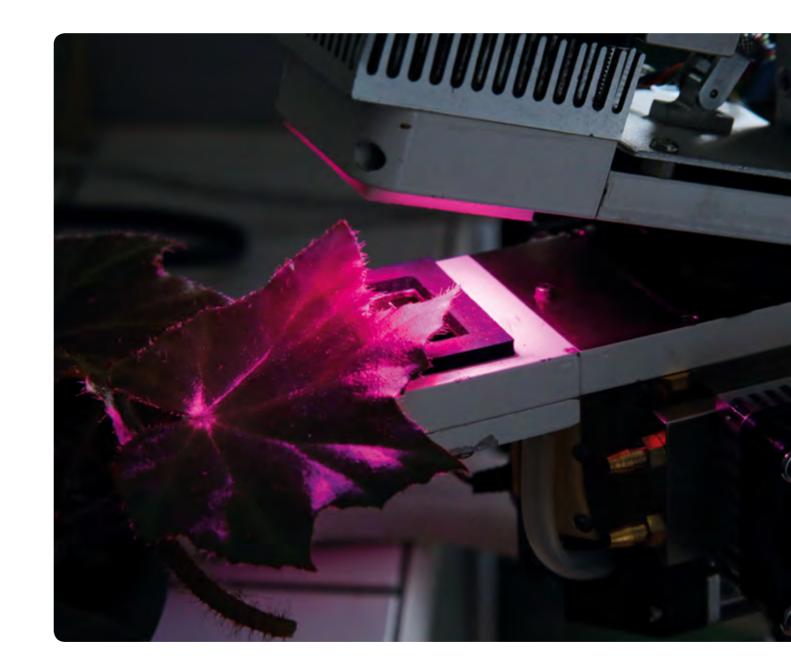
The aim of the university is to strengthen the work of students and academics in the field of general trends in science, in management of science teams and projects; to increase student motivation to improve the quality of the final thesis and to increase the volume of high-quality scientific results; to increase the total volume of the mobility of doctoral students related to their research; and to ensure a higher number of highly qualified guarantors of courses, branches, and programmes to meet the requirements for accreditation.

### 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.

## 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.

# SUB-OBJECTIVE 3: Science for Society
## (transfer of knowledge to the application sphere)

## CURRENT STATE:

Based on the evaluation of the volume of funds raised from regional sources, we can state that the position of the university has become stronger compared to previous periods. The university works closely with governmental authorities and other educational institutions in the region, nevertheless, the volume of funds derived from the commercial sector is still very low compared with universities of similar size and focus. Although the university intensively worked on the development of conditions for the transfer of results into practice, we did not succeed in creating a system that would increase the share of contract research and other commercial activities. Moreover, a current analysis of the UO brand suggests that awareness of the results of the University of Ostrava in R&D is insignificant from a global point of with, and very low even in the local region.
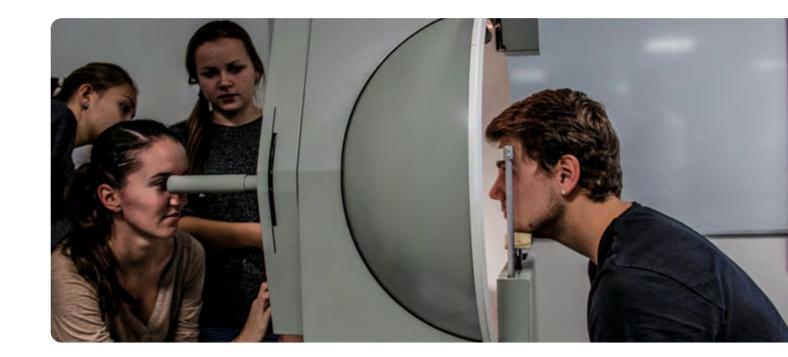
The aim of the university is to significantly enhance the attractiveness of the university as a responsible partner in research and innovation for partners in the application sphere and to increase the volume of funds derived from contract research and other commercial activities.
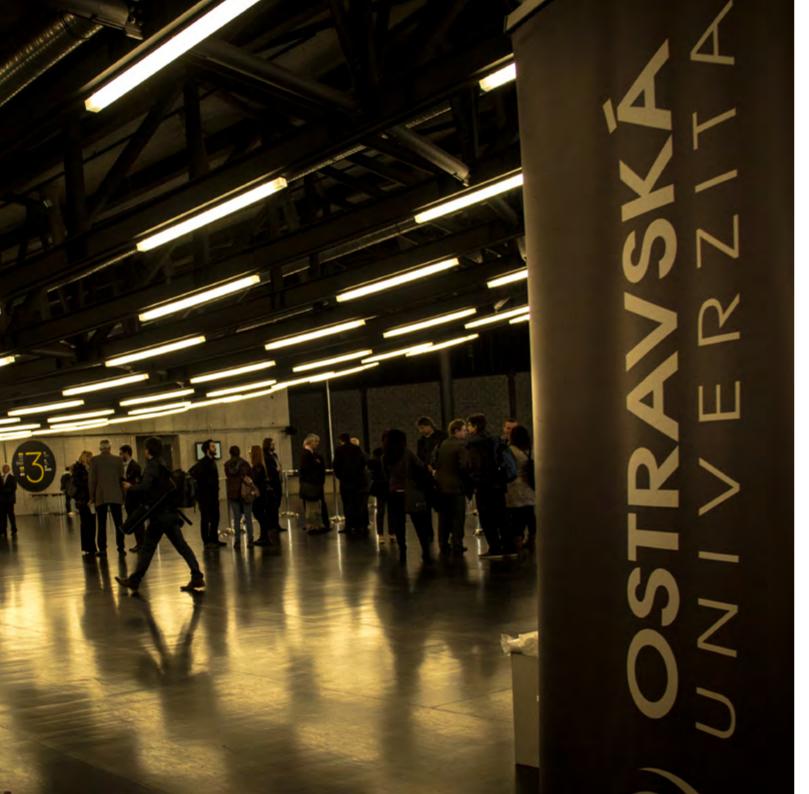
## MEASURES:

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 stakeholder 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.

## 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.

# 04 PRIORITY 3
## UNIVERSITY FOR SOCIETY

The name of the third priority indicates that one of the main missions of every university is to influence the direction of society and to provide services „FOR" society. Here, the uppercase letters symbolically emphasize that this activity complements the standard university activities, which are educational and creative activities. The University of Ostrava is an important scientific and educational institution in the Moravia-Silesia Region with their activities extending into other countries. The UO aspires to become one of the major players in activities contributing to the economic, environmental, and social development of the region. Its third role lies in the humanization and restructuring of the region, which was formerly dominated by an industrial socio-economic structure. By Initiating and organizing many activities and projects, as well as by critical evaluation of social phenomena, the university contributes to the creation of new value-sand attitudes that arise in the interaction between people of different ages, nationalities, social status, and various scientific and educational focus. This diversity makes the University of Ostrava a platform for conflict and refining different views on socially desirable development with a positive impact on the wider society. The UO deems desirable further development and dynamization of its activities for society within broadly understood regional, supra-regional, and international engagement, from popularization of science and research results towards civil society, to provision of services to public, private, and voluntary sectors, to organizational security of activities enhancing desirable social cohesion and competitiveness of the region in the Czech Republic and internationally. In order to increase the effectiveness of activities of the University of Ostrava in this third role, three sub-objectives have been defined.

# SUB-OBJECTIVE 1:
## Improving Management Activities of the University of Ostrava FOR Society

### CURRENT STATE:

Today, the University of Ostrava implements a full range of activities (contract research, popularization activities, LLL activities, counselling, cooperation with secondary and elementary schools, or collaboration with foreign universities and partners). Despite their high number, however, they are not sufficiently aligned (often implemented in an uncoordinated manner by faculties, departments, and offices) and adequate positions are not established and capacities defined to coordinate and methodically manage this area and therefore a relatively limited number of staff and students is thus involved in them. At the UO, there is no systematic monitoring and evaluation of the quality of activities for society. As regards their presentation, the university suffers from deconcentration and therefore from a lack of clarity of their offer for specific target groups. The form of the presentation of these service to society is neither sufficiently attractive nor proactive. Moreover, the UO often does not fully utilize the high added value of these services to promote its brands, motivate secondary school students to study at the UO, attract foreign students, or ensure additional financial resources.

The objective of the university is to increase efficiency of services provided within its third role by means of their coordination and methodological support. The UO will further develop its position as one of the initiators and leaders of activities for the knowledge society in the Moravia-Silesia Region, especially in the regional city of Ostrava, in the area of continuing education, contract research, consulting, popularization, social engagement through volunteering, and organizing events. To meet these objectives, the UO will create a comprehensive system of offering its services (through the website or portal tools), ensure the necessary staffing level at the rector's office and faculties, and expand the number of academic and non-academic staff and students involved in activities in this area.

### MEASURES:

3. 1. 1:  Analysis of 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 UO staff engaged in the completed activities.
- Number students engaged in the completed activities.

# SUB-OBJECTIVE 2:
## Better Regional Competitiveness through Networking and Cooperation

**CURRENT STATE:**

Our university includes six faculties offering a broad spectrum of branches of study, which create significant potential for collaboration with external entities in the city, region, and abroad. In our case, the third role of the university includes collaboration with external entities which can be divided into the following target groups:

1) cultural institutions, 2) educational institutions, 3) media and the general public, 4) business sector, 5) public sector and administration, 6) non-profit and civic sector, 7) medical facilities, 8) physical education and sports organizations.

Currently, cooperation with these institutions often takes place on an individual basis, sometimes even without stating the university affiliation. There is no institutional framework to coordinate and promote collaboration activities. Here, the university seeks to be actively involved in the life of the region, and thus to offer its potential to develop it and solve its many problems.

The aim of the University of Ostrava is to take a more active role in the life of the region by further developing cooperation with stakeholders form business, public, non-profit, cultural, medical, and education sectors.

**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

**CURRENT STATE:**

UO academics and students contribute to development, inclusion, and social cohesion in Ostrava and the whole region through social engagement and innovation. The UO is one of the major leaders in the field of broadly understood regional development, especially through voluntary and non-profit activities of academics and students, as well as their commercial activities. Still, however, new social challenges and needs of target groups keep emerging, and there is significant room for further improvement of the quality and scope of such activities. The UO and its faculties are aware of their responsibility in implementing the third role, and they adequately respond to new needs and emerging social challenges.

The aim of the University of Ostrava is to strengthen its position as a significant partner, particularly, in the field of social innovation and inclusion through strong social engagement and both voluntary and commercial activities of its academics and students. Social engagement of its academics and students in broadly understood development of the region is the unmistakable feature of the UO.

**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 Monnet (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

### CURRENT STATE:

The University of Ostrava has a number of programmes intended for a wide range of listeners participated in lifelong learning. In terms of the structure, these are predominantly profession-oriented long-term courses. In LLL, the University of Ostrava currently faces problems with its fragmented range of decentralized activities at individual faculties and with the absence of a strategy for further development of lifelong learning in relation to the region and current needs of the labour market and public sector.

The aim of the University of Ostrava is to become one of the important LLL regional stakeholders in the areas which profile the educational activities of the UO.

### 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.

## 05 PRIORITY 4
# SMART UNIVERSITY

The name of the fourth priority symbolically indicates the intention of the university to address current problems and future challenges through smart, modern, innovative, and non-traditional approaches with an emphasis on the quality of strategic decision-making and management of the university, with greater involvement of information and communication technologies and stress on quality and modern infrastructure. As one of the weaknesses of the university, spatial fragmentation of its components (faculties, institutes, service centres) has been identified, which increases administrative costs and often prevents better cooperation between separated workplaces. This spatial handicap can be eliminated through a high degree of computerization of administrative tasks and improvement of administrative facilities, methodical management of the university, regular updating its general plan, and by careful planning of further development of the infrastructure. The decision-making processes at the university can be improve by systematic use of data for the evaluation of previous university activities and strategic planning.

## SUB-OBJECTIVE 1: Information Technologies as a Tool for Effective Management

### CURRENT STATE:

The University of Ostrava administers a wide range of interconnected information systems, which are available to internal users primarily via intranet – the Portal. At the same time, it operates an extensive telecommunications infrastructure, including applications controlling this infrastructure (central firewall, antispam, backup, etc.). The quality of the main activities of the university is largely dependent on the quality of its information technology facilities.

The aim of the university is to maximize the use of and develop its information infrastructure to improve the efficiency of administrative processes in the context of constant development of information and communication

technologies and to provide all users with integrated, safe, and intuitive information base for the implementation of all activities. Advanced communications and information technology will be systematically used to reduce the administrative burden on staff and students of the university and, in particular, to overcome the handicap of spatial fragmentation of its components.

**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 for 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

**CURRENT STATE:**

The University of Ostrava has a large amount of data produced in connection with its main and supplementary activities. This data has started to be systematically exploited until recently, along with the introduction of the system of internal quality assessment.

The aim of the university for the next period is to evaluate the existing data sources propose their modification and expansion for future evaluation of the quality of the main and supplementary activities, and implement a Management Information System (MIS). The UO also seeks to supplement the data base with qualitative data and to establish a system of its regular collection and assessment for the needs of strategic decision-making of the university/faculties.

**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 3:  Greater Quality of Services through Professionalization of Administration

**CURRENT STATE:**

The university has responded to the increasing demands on the quality of its main activities by introducing systematization of the positions of academics and scientists, which became the basis for evaluating the quality and effectiveness of their activities. A similar system, however, still does not exist in relation to administrative employees.

The aim of the University of Ostrava is to improve the quality and efficiency of the administrative facilities and methodical management. The UO will promote a culture of professional, proactive, solution-based administration which will be an equal partner to academics and researchers.

**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.

**INDICATORS:**

- System for the evaluation 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

## CURRENT STATE:

The section of International Relations at the University of Ostrava is mainly engaged in ensuring normal operation of mobility under Erasmus+ programme. Currently, it is not possible, for reasons of capacity, to initiate new processes, respond to project challenges in the Czech Republic and abroad, provide advice and marketing support in internationalization, or effectively collaborate with institutions in the Region. Presently, the UO does not maintain intensive contacts, synchronize, or harmonize its management processes with any group of universities, making it difficult to find potential partners and implementation joint projects.

## 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.

## 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.

# SUB-OBJECTIVE 5: Further Development of the University through Quality and Modern Infrastructure

### CURRENT STATE:

The University of Ostrava currently conducts its operation in 37 buildings in various parts of the city of Ostrava. In the past year, the university systematically sought to modernize its facilities and at least partially increase concentration within individual faculties. Using the funds from programme funding and from the Operational Programme RDI, the university renovated or newly built facilities for the Pedagogical Faculty and the Faculties of Science and Medicine.

The aim of the University of Ostrava for the next period is future is to continue the concentration, modernization, and increased efficiency in the use of spatial facilities of the university and its components to ensure its further development based on the assessment of the needs and possibilities of funding under the EU operational programmes and programme funding of the Ministry of Education.

### MEASURES:

4. 5. 1:   Analysis, evaluation, and updating of the Master Plan of the University of Ostrava (in order to increase the 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 (□eskobratrská) for the needs of the FSS.

4. 5. 4:   Modernization of buildings A and C (30th April) 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.

**INDICATORS:**

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

# SUB-OBJECTIVE 6:
# Greater Efficiency through Quality Evaluation in the Context of Academic Environment

**CURRENT STATE:**

In the previous period, the University of Ostrava began to build elements of the system of internal evaluation of the quality of the main activities. An internal accreditation committee was established, systematization of positions of academic and scientific personnel was introduced, and a system of educational and creative activities and a system of monitoring the strategic direction of the faculties (U-map) were created.

The aim of the University of Ostrava for the next period is to complete the system, fully implement the strategic management of the university, and supplement elements of external evaluation. The quality evaluation system will contribute to greater efficiency of the main activities of the university and will respect the specifics of the 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 Universities 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 payroll regulation.
- 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

**CURRENT STATE:**

In a questionnaire survey, a lack of cooperation and low level of identification with the university as a whole were revealed as one the weaknesses of the institution. One of the reasons for this is a lack of awareness of the university scientific and educational activities across the faculties/departments. So far, the university has not implemented an audit of internal communication nor implemented any measure in this area . Also, the wider academic community has not yet been involved in the strategic direction of the university through bottom-up collection of proposals.

The aim of the university is to strengthen inter-faculty collaboration, create a culture of solidarity, and to consolidate professional honour. Therefore, in the next period, a system of internal communication will be introduced along with activities leading to greater awareness of faculty/department activities among staff and students across the university. Newly created channels of communication should also be used systematically to collect information on the quality of the main activities of the university and the effectiveness of measures introduced.

**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).

**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

**CURRENT STATE:**

External presentation has remained a weakness of the university. The University of Ostrava arose from the transformation of the Faculty of Education in 1991, and for the nearly 25 years of its existence, it has managed to grow into a full-fledged university with a wide range of branches of study and high quality research. The university, however, still faces shortcomings as regards external presentation, manifested, for example, in little awareness of its existence and activities, even in the nearest region. This fact complicates the implementation of the main strategic goals of the university, not only in terms of difficulty in establishing international and regional partnerships, but also as regards recruitment of quality employees (domestic and foreign) and students or the impact of the university's activities on the wider public. The aim of the university for the next period will therefore be to improve its external communication and presentation, especially in relation to mass media as one of the most important channels of communication today.

**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.

**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

**CURRENT STATE:**

The University of Ostrava is viewed by its current students, graduates, and employees as a friendly, dynamic university with an individual approach to students, diverse types of courses, excellent research in unique fields in the context of the Czech Republic, and a strong mission of humanizing an originally industrially oriented region on the border of three countries. This view from the „inside" is one of the largest so-far unused opportunities of the university as it has not been adopted by the general public, whether lay or professional. One reason for this is non-existence of a marketing strategy. Creation of this strategy and its mutations for education, science, and third-role activities (including their international dimension) will enhance the unique position of the university not only in the Czech tertiary education, but also in the entire Central European region.

**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.

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