



Palacký University
Olomouc

Genius loci ...

PALACKÝ UNIVERSITY OLMOUC

STRATEGIC PLAN

for Educational and Creative Activities

for the Period 2021+

Olomouc 2021

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Palacký University Olomouc Strategic Plan of Educational and Creative Activities (Strategic Plan or SP2021+) is elaborated in compliance with the strategic and conceptual documents of the Ministry of Education, Youth and Sports (MEYS), the Higher Education Act, and the Statutes of Palacký University Olomouc.

Palacký University Olomouc Internationalization Strategy for the period 2021+ is a document complementary to SP2021+; together they constitute the fundamental conceptual document, and they significantly contribute to the fulfilment of priorities in the area of international cooperation by the year 2030. The Internationalization Strategy constitutes a separate chapter of SP2021+. In view of the fact that internationalization is an area that spreads in a comprehensive way across a range of activities, procedures, processes, and agendas at the University, it intermingles cross-referentially across the whole document.

Palacký University Mission

The mission of Palacký University Olomouc (UP) is to disseminate education, pursue independent scientific research and artistic work, and care for the cultural and educational development of human society.

The tradition of a successful university, beginning in approximately 1573, and its mission have motivated the academic community to maintain the quality of the institution and all its activities and strive for its further improvement. The development of the University is supported at all levels, particularly concerning high-quality educational work, the interconnection of theory and practice, and development and further enhancement of the state of knowledge; these activities are focused particularly on extension and refinement of students' competences necessary not only for their subsequent success on the labour market but also for their life in a dynamically developing society, in accordance with the European concept of quality in university education and creative activities.

Palacký University Vision

By the year 2030, Palacký University Olomouc shall maintain its position of a prominent research university, ranking in the top five higher education institutions in the Czech Republic and top five hundred universities worldwide. It shall remain one of the most attractive Czech universities, with its prestige based on a wide range of programs and high-quality teaching and scientific staff at the individual workplaces of its eight faculties. By the year 2030, the University shall be an institution providing high-quality and flexible study of appropriate difficulty, with a significant proportion of digitized and other support environments using state-of-the-art digital technologies (Priority 1). It shall be a scientifically open university for the coming generation of scientists in doctoral programs as well as for prominent experts achieving excellent results in research and development (Priority 2). It shall become more friendly with regard to management and administration through improving strategic management, decreasing administrative load, and optimizing the infrastructure (Priority 3). It shall act as a healthy university supporting and ensuring equal opportunities, and a socially responsible and sustainable university developing the culture of common identity (Priority 4). It shall be a university firmly positioned in the global academic network through systematic improving of internationalization in the globalized world and building of international strategic partnerships (Priority 5).

Palacký University Values

We proudly acknowledge the long and successful history of the oldest university in Moravia, established in 1573. Bearing in mind the responsibility arising from the 447-year-long tradition of good practice, we strive for perfection, innovation, team work, transparency, academic freedom, and integrity in all activities taking place at the University:

- We emphasize **seeking excellence** in both education and research and development, and building **quality culture** in all activities.
- We accentuate the utilization of **virtual space** as an integral support component for education, research, administration, cooperation, and communication.

- We support the **international element** in educational and creative activities and systematically build international strategic partnerships.
- We strive for maintaining a **friendly and stimulating environment** for our students and staff by supporting a friendly atmosphere and creating a support community identifying with **the UP brand**.
- We acknowledge the values of **social responsibility** involving the awareness of responsibility towards the region and **sustainable development** including the establishment and development of a healthy community.
- We emphasize **personal responsibility and the freedom of thought** of every individual while performing the duties within the University and while participating in public life.

Principles of Development of the Document

The development of the *Palacký University Strategic Plan for the Period 2021+* was preceded by in-depth preparation of information and discussion of the University management at both the central and the faculty levels. In the second semester of 2019, a detailed SWOT analysis of UP was created (the SWOT excerpt provided on page 25 is based on this analysis). Among other things, this analysis reflected and evaluated the results of implementation of the *Palacký University Long-Term/Strategic Plan for the Period 2016-2020*. The SWOT analysis was elaborated for individual faculties as well as for the University as a whole. The results of the individual SWOT analyses were discussed by representatives of individual faculties and the University SWOT analysis was reflected on at meetings of the UP Quality Committee.

The next stage of preparation was aimed at achieving the greatest possible consensus on the wording of the text; for this reason, it involved participants from the central level as well as from the individual faculties. Four working groups were established: three commissions led by Vice-Rectors for the individual areas and represented by Vice-Deans of individual faculties responsible for the respective areas (educational activities, creative activities, and related activities); the fourth one, the Commission of the UP Academic Senate, was constituted by selected representatives from the UP Academic Senate. The activity of these working groups was begun in February 2020, and discussions regarding strategic objectives in individual areas took place as part of

their activities throughout 2020. The results achieved by individual working groups were continuously presented at the faculties by the respective Vice-Deans involved in the activities of the working groups and at the central UP management level. Simultaneously, the faculties commented on these sub-documents in the form of written reviews that were dealt with in the written form as well. The document was subsequently unified and discussed at the meeting of the UP management with the Deans of the individual faculties. The final document was presented at the meeting of the UP Academic Community on 9 December 2020 and subsequently sent for the final round of reviewing to the faculties and units of the UP Rectorate. The document was then discussed by the UP Scholarly Board (29 January 2021) and approved by the UP Academic Senate (17 February 2021) and the UP Board of Trustees (22 March 2021).

Starting Points for the Palacký University Strategic Plan

Supporting Documentation

Supporting documentation for development of this strategic plan comprised an extensive data series particularly concerning the period 2014-2019; in addition, it also included analyses of a significantly longer period. The part of this document focusing on the starting points required gathering required information provided in European, national, and regional strategic documents – particularly *Europe 2020; Renewed EU agenda for higher education; Towards a 2030 vision on the future of universities in the field of R&I in Europe; Strategický záměr MŠMT pro oblast vysokých škol na období od roku 2021* [MEYS Strategic Plan for Higher Education from 2021]; *Strategie vzdělávací politiky ČR do roku 2030+* [Strategy for the Education Policy of the Czech Republic up to 2030+]; *Dlouhodobý záměr vzdělávání a rozvoje vzdělávací soustavy České republiky na období 2019–2023* [Long-term Plan for Education and the Development of the Education System of the Czech Republic 2019–2023]; *Inovační strategie České republiky 2019–2030* [Innovation Strategy of the Czech Republic 2019–2030]; *Národní priority orientovaného výzkumu, experimentálního vývoje a inovací* [National Priorities of Oriented Research, Experimental Development, and Innovations] (2012–2030); *Národní politika*

výzkumu, vývoje a inovací České republiky 2021+ [National Research, Development and Innovation Policy of the Czech Republic 2021+]; *Národní výzkumná a inovační strategie pro inteligentní specializaci 2021+* [National Research and Innovation Strategy for Smart Specialization of the Czech Republic 2021+] (*Národní RIS3 strategie* [National RIS3] + *the regional annex for the Olomouc Region*); *Strategie rozvoje Olomouckého kraje 2021–2027 s výhledem do roku 2030* [The Olomouc Region Development Strategy for 2021-2027 with the Outlook until 2030]; *Strategický plán rozvoje města Olomouce do roku 2023* [Strategic Plan for the Development of the City of Olomouc until 2023]; *Strategie ITI Olomoucké aglomerace* [ITI Strategy for the Olomouc Agglomeration].

In addition, internal sources of data were used, particularly data from SWOT analyses concerning UP and its faculties, UP annual reports, UP quality assessment reports, UP maps of strategic and process threats, observed data series from 2014-2019 (in some cases, analyses of a significantly longer period were used as well), as well as data from national and international benchmarking, and results of international rankings. The document also takes into account the recommendations from external evaluations achieved by UP in the last three years – particularly the external evaluation by the European University Association (EUA, 2018), as well as recommendations provided in the *Monitoring Internationalization of Czech Higher Education* (MICHE), within which UP received a prestigious award for excellence in internationalization in 2019, and also an external evaluation from the Ministry of Industry and Trade (MIT) within the National Corporate Social Responsibility Award (2019) – UP was also granted the award in 2019.

Sources of information and discussion about the strategic objectives of UP also involved comments submitted by UP staff throughout the academic year via an online form available to UP staff and students at all times on the website strategie.upol.cz [in Czech], which serves for submission of ideas and comments concerning problem-solving or increasing the quality of individual processes and activities at UP. These comments are addressed in the [Newsletter of the Strategy and Quality Office](#) [in Czech]. Another source of information taken into account were the results of a 2018 questionnaire survey on employee satisfaction across the entire UP involving 1,222 UP employees, and a 2019 questionnaire survey addressing 29 subjects cooperating with UP.

More detailed information related to preparation and development of strategic documents linked to this conceptual document is available at the [website of the Strategy and Quality Office](#) [in Czech].

The UP Strategic Plan is structurally linked to key strategic documents of MEYS, and reflects the respective national strategies and objectives as well as the objectives of the regional educational strategy and the strategy for development of the Statutory City of Olomouc; these are created in cooperation with UP. The future UP course of activities also reflects the objectives set by projects currently in progress or in preparation.

Position of UP

Being the second oldest university in the Czech Republic, Palacký University Olomouc ranks among the most prestigious Czech higher education institutions, and is among the prominent Central-European education and research centres. The role of the University is important even on the regional scale: UP is one of the biggest employers in the Olomouc Region and the Statutory City of Olomouc. UP is fundamentally linked to regional development and its economic growth in the areas of public life and humanitarian activities as well as the commercial sector.

In recent years, Palacký University has been regularly placed in international university rankings assessing the scientific performance of universities based on data from databases (such as Scopus or Web of Science) and, in most cases, evaluating also the quality of education, internationalization of the university environment, cooperation with the industry and non-academic sector, etc. The so-called reputation of the university's science, research, and education is also frequently an important part of the assessment.

Year to year, Palacký University has been improving its position (ARWU, QS, QS EECA, CWUR), or maintaining its ranking (THE), despite the fact that the number of universities assessed worldwide has been increasing. The only ranking where the position of UP has dropped, is the U.S. News Best Global Universities Rankings; this ranking does not evaluate the performance of UP in all its activities, but only its performance in scientific activities.

Evidence of the prestige and impact of these rankings is for instance the fact that the number of universities evaluated within THE World University Rankings has almost doubled since 2015 (THE World University Rankings 2016 edition), and more than

tripled since 2014. Palacký University therefore uses selected indicators from international rankings as part of its benchmarking.

Development of UP's position in selected international rankings, according to the year of publication of the ranking¹						
	2014	2015	2016	2017	2018	2019
Academic Ranking of World Universities (ARWU)	-	-	-	601–700th	601–700th	501–600th
U.S. News Best Global Universities Rankings	488th	473rd	494th	479th	489th	519th
THE World University Rankings	-	501–600th	601–800th	601–800th	601–800th	601–800 th
QS World University Rankings	-	-	651–700th	701–750th	651–700th	601–650 th
The Center for World University Rankings (CWUR)	804th	724th	658th	600th	610th	572 nd
QS Emerging Europe and Central Asia Ranking (QS EECA)	71–80th	64th	59th	56th	46th	44th

Source: THE World University Rankings; Academic Ranking of World Universities; U.S. News Best Global Universities Rankings; QS World University Rankings; The Center for World University Rankings; QS Emerging Europe and Central Asia Ranking.

One of the benchmarking parameters observed is the citation score in one of the most prominent international rankings, THE World University Rankings. Palacký University has been regularly ranked in this evaluation since 2015 (entitled THE World University Rankings 2016) and concerning the citation score indicator, which constitutes 30% of the final score, it has traditionally maintained the second position within the Czech university system, following Charles University. For its citation score parameter, the Times Higher Education takes data from the bibliography database Scopus for the period of five years, thus normalizing the data so as to reflect the changes in the volumes of citations across various areas of individual scientific fields. In this way, institutions conducting research activities in fields with high volumes of citations are not overrated.

¹ *UP's position in the rankings is provided according to the year of publication of the particular ranking, not according to the year stated in the title.*

Citation Score Parameter according to the International Ranking THE World University Rankings					
	THE 2016	THE 2017	THE 2018	THE 2019	THE 2020
University	data for 2013	data for 2014	data for 2015	data for 2016	data for 2017
Charles University	41.0	54.6	56.3	55.9	53.0
University of South Bohemia					46.1
Masaryk University	27.8	34.3	42.8	34.6	36.3
Palacký University	42.9	40.8	45.0	42.5	46.9
University of Ostrava			24.1	26.4	29.2
Czech Technical University in Prague	46.5	36.4	28.5	28.3	23.4
University of Chemistry and Technology Prague	17.4	23.4	20.9	18.4	17.8
Brno University of Technology	55.8	30.1	24.0	24.9	21.7
Czech University of Life Sciences Prague		9.1	12.1	16.8	18.7
University of Pécs	23.4	33.1	39.3	37.6	40.9
Eötvös Loránd University	30.6	34.8	42.2	44.5	48.2
University of Szeged	20.5	30	34.0	41.2	36.6
University of Alcalá	28.3	31.8	45.9	37.5	43.2
University of Westminster	21.1	22.2	32.2	36.5	36.7
University of Tartu	64.2	80.9	83.6	81.1	82.4
Bar-Ilan University	42.3	49.0	44.9	52.3	44.2
Beihang University			21.0	30.7	38.1
Zhejiang University	36.1	44.5	45.1	47.9	50.6
University of Oxford	99.8	99.2	99.1	99.1	98.4

Source: THE World University Rankings

The development of UP over time including data series is provided in the Annual Report on UP Activities; its main part also reviews the fulfilment of the UP Long-Term/Strategic Plan for 2016–2020.

Management-Related Recommendations Obtained from National and International Evaluations

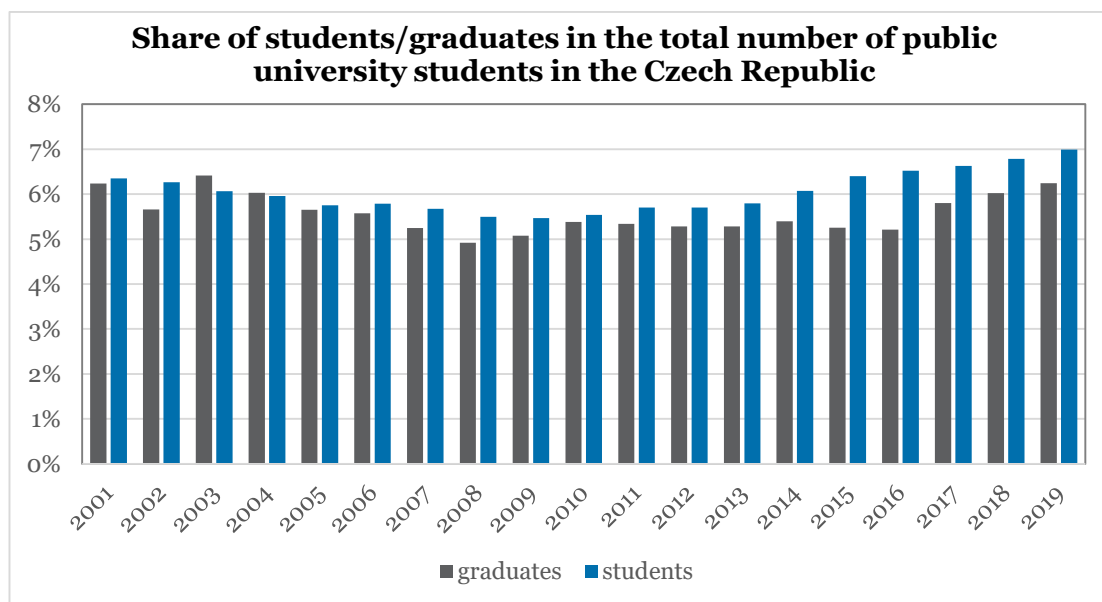
- Improvement of strategic planning by setting priorities – specifying numbers, deadlines/terms, the budget, and responsible persons; a more meaningful linkage of the strategic plan to the faculty level, including its incorporation in the annual action plans of individual faculties.
- Clear division of liabilities for main activities.
- Assessment of individual UP units and departments and determining a way to reduce their number – achieving the greatest possible extent of integration and centralization of quality management, research management, and strategic management.
- Determination and clear description of internal tools for quality assurance – ensuring their complete integration in the entire university structure.
- Implementation of benchmarking, identification of key performance indicators, and their incorporation into processes of quality assurance – their observation, and utilization of results for improvement in order to close the PDCA cycle (*Plan-Do-Check-Act*).

Educational Activities

Palacký University is a modern educational institution offering a wide range of study programs and educational activities. In 2019, it provided a total of 749 Bachelor, follow-up Master, Master, and Doctoral study programs. From this number, 23% were foreign-language study programs/subject-areas and 4% were programs/subject-areas linked to excellence research. In addition, 4% were programs/subject-areas taught only at three universities in the Czech Republic (including UP), and 2% were programs/subject-areas taught only at UP. The university also offered 12 study programs implemented in cooperation with a foreign university in the form of a Double/Joint/Multiple Degree. As of 31 December 2019, the University had the total of 20,449 students (or studies), 10% of which were foreign students (excluding exchange students).

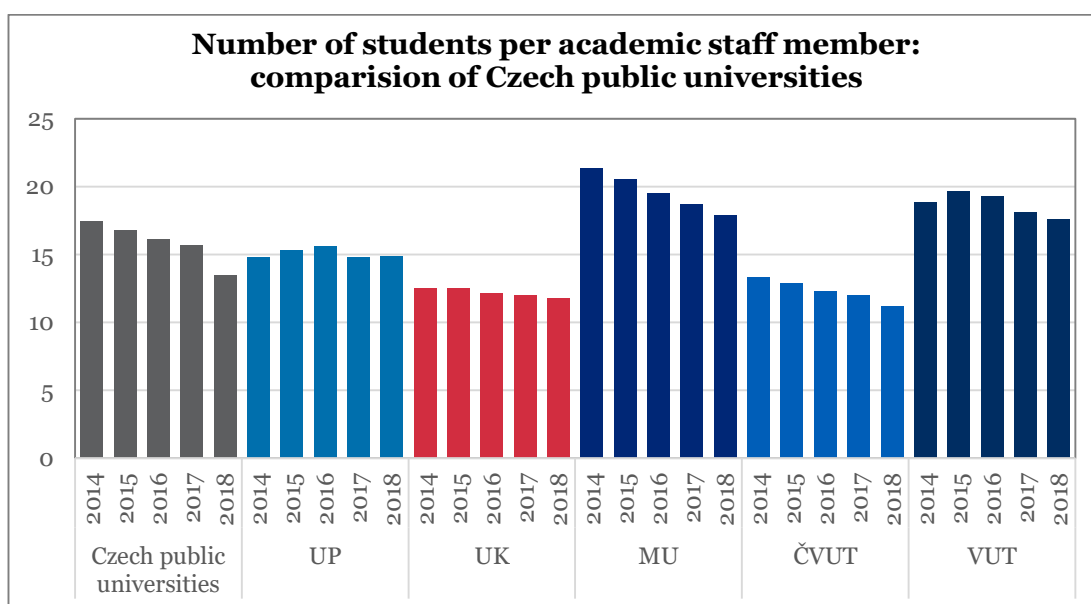
The proportion of UP students from the total number of public university students has been slightly increasing in recent years, and its value has been steadily above 6% (in 2019, it equalled 7%). A similar trend may be observed in graduates: the

proportion of UP graduates has been steadily exceeding 5.5% from the total number of graduates of Czech public universities (in 2019, it reached 6.2%).



Source of data: MEYS – Basic statistics of higher education institutions 2001–2019, Department of Informatics and Statistics

An integral aspect in the quality of education is the number of students per one member of academic staff. One of the recommendations by EUA, which elaborated an external evaluation of UP in 2018, was to decrease the number of students per one academic worker. A comparison with four selected higher education institutions in the Czech Republic shows a general trend of a decreasing number of students per one academic worker, which is caused to a certain extent by the gradually decreasing numbers of university students. Compared to UP, there are universities with fewer students per member of academic staff, such as Charles University (UK) and the Czech Technical University in Prague (ČVUT); in contrast, universities with a greater number of students per one academic worker are for instance Masaryk University (MU) and the Brno University of Technology (VUT). When assessing this parameter, there is a need to take into account the overall specialization of the respective university. At UP, the number of students per one member of academic staff ranges between 15 and 16 students. These numbers have long been comparable to the national-level figures for public universities. The year 2018, however, saw a decrease in the number of students per academic worker at the national level.



Source of data: MEYS – Annual reports of the respective universities

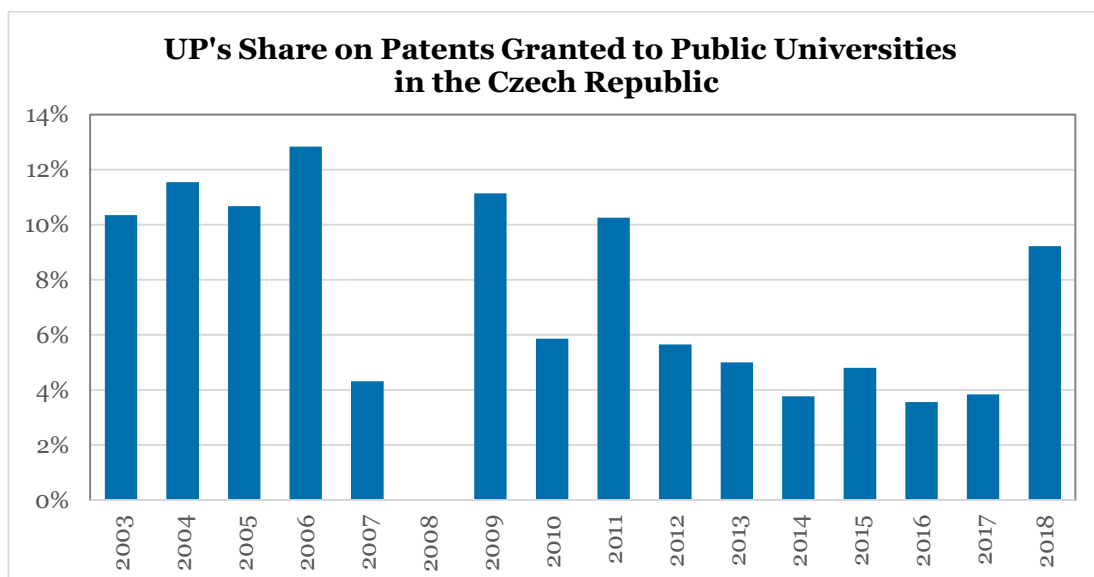
Education-Related Recommendations Obtained from National and International Evaluations

- Perception of the institutional accreditation as an opportunity for decreasing the number of study programs (SP) and for integration of existing SPs, possibly involving their innovation.
- Provision of the maximum number and a greater range of the free-elective courses in study plans.
- Ensuring evaluation of education results at the level of SPs.
- A central and systemic solution to the high study dropout rate.
- Considering the greater incorporation of skills related to IT and digitization in various study plans.
- Support for innovative approaches in teaching and learning – facilitating of the process through provision of adequate support to academic staff in order to develop the related skills and link the development of innovative approaches to resources for development of staff at the central level, which would be beneficial for all staff.
- Monitoring and identification of viable opportunities for applicability in education, research, and related activities, in relation to the development.
- Transparency of results regarding perception from students, employers, graduates, and other parties interested (it shall be considered whether an internal or external form of evaluation is more appropriate).

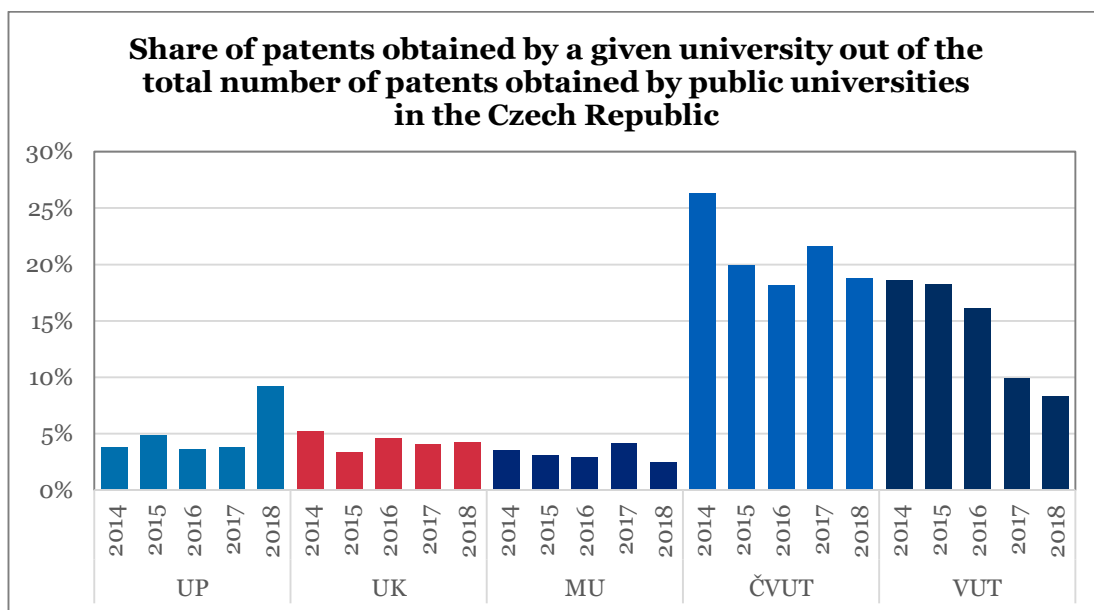
- Assessment of external feedback on UP activities (possible indicators).

Creative Activities

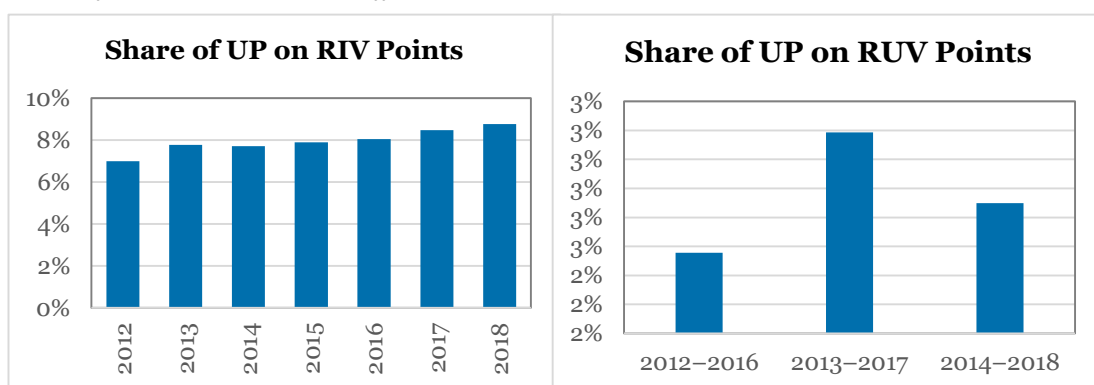
There is a range of subject-areas where UP has achieved world-class excellence. The quality of the University in a global context is documented even by its position in international rankings, and participation in international projects. Every year, the majority of results of basic and applied research are presented in the form of articles in domestic as well as foreign scientific journals. Publications authored by UP staff have annually had a strong presence in the databases of Web of Science and Scopus. A significant proportion of the published results come from cooperation with prominent research teams from other Czech research institutions as well as international scientific teams from the majority of the developed countries worldwide. In the last five years, the share of UP on patents achieved by public universities in the Czech Republic has been around 4%; in the year 2018, it increased significantly to 9.2%. Compared to the four selected universities, UP's annual performance is comparable to MU and UK. The remaining two universities are focused on the technical sector and therefore achieve a significantly higher number of patents. In 2018, however, UP's share was comparable to the results achieved by VUT in 2017 and 2018.



Source of data: Czech Statistical Office



Source of data: Czech Statistical Office



Source of data: Database of RIV

Source of data: Database of RUV

The quality of UP's creative activities is also documented by its long-increasing share on the points granted within the Registry of Information about Results (RIV); in 2018, it reached almost 9% of RIV points achieved by universities.

Although UP is not an art-oriented university, it is one of the most successful non-artistically oriented schools within the Registry of Artistic Performances (RUV) assessment; its share in the RUV points is on average 2.7%.

Recommendations Related to Creative Activities Obtained from National and International Evaluations

- UP shall focus on the current priorities in high-quality research.
- Consideration of development of general mechanisms for management of interdisciplinary and cooperative research, establish teams.

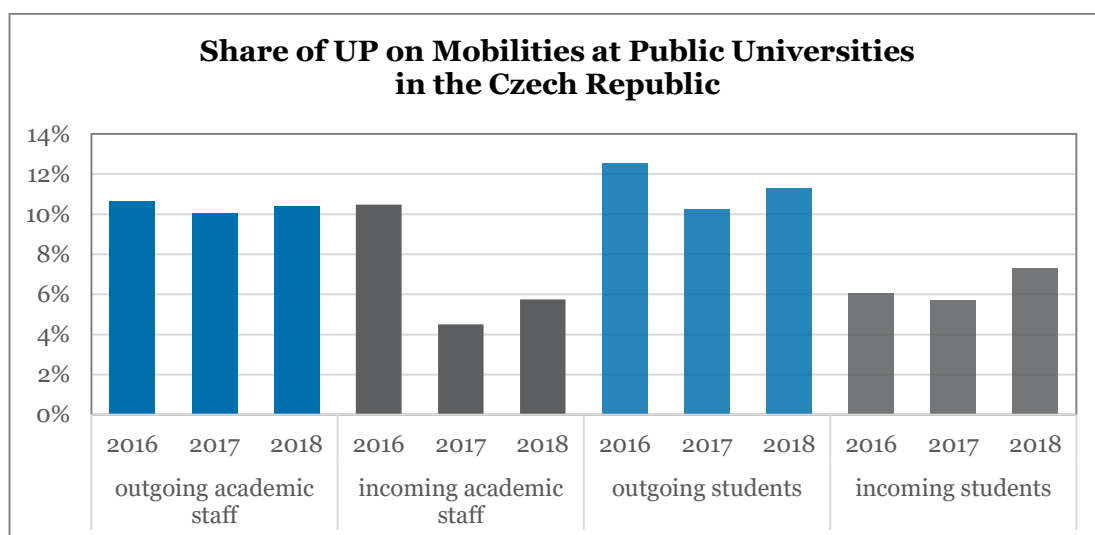
- Consideration of integration/centralization of research management at UP, particularly in relation to support services with the aim of scaling up resources and good practices.
- Development of pro-active research management led by a single research manager.
- Implementation of benchmarking with international institutions – utilization of UP's international network and learning from others.
- Monitoring of research revenues, analysing trends, and formulating the expectations for the near future in order to enhance the research policy.
- Making Doctoral education a topical issue at UP and establishing a community of doctoral study program (DSP) students – e. g. establishment of a doctoral school with clear rules, shared supervision, and research training.
- Monitoring and identification of viable opportunities for applicability in education, research, and related activities, in relation to the development.
- Assessment of external feedback on UP activities (possible indicators).
- Identification of the impact of UP's activities on society (internally and externally).

Internationalization

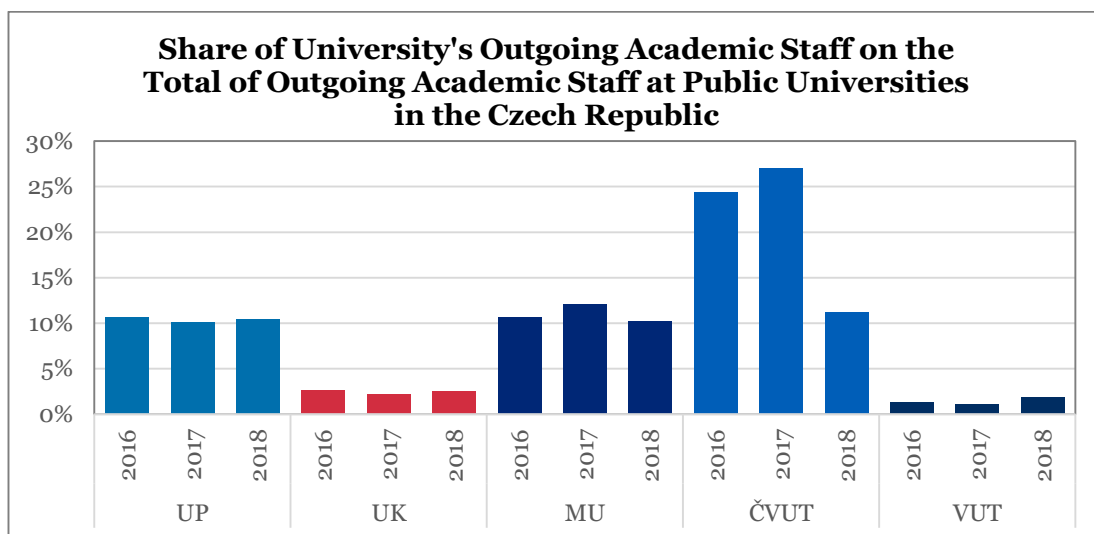
Palacký University intensively supports internationalization in the educational as well as scientific and research environments. Extension of international activities and the overall development of internationalization at UP is pursued through support for foreign scholarship and study stays and official travels abroad, as well as education fairs, international promotion of UP, strengthening of existing strategic partnerships and establishment of new ones, and support for the establishment of attractive foreign-language programs/courses/modules. Efforts are made for constant improvement in administrative support for foreign staff as well as domestic staff on official stays abroad. The University also enhances the language skills of its employees and expands foreign-language modules of its information systems and websites, as well as foreign-language signs and marking of buildings.

An important achievement strengthening the position of UP in the international context has been the launching of its activities in Erbil within the project Czech Academic City, which has been providing high-quality education for Kurd students – presently in the form of lifelong education. In addition, the year 2020 also saw the

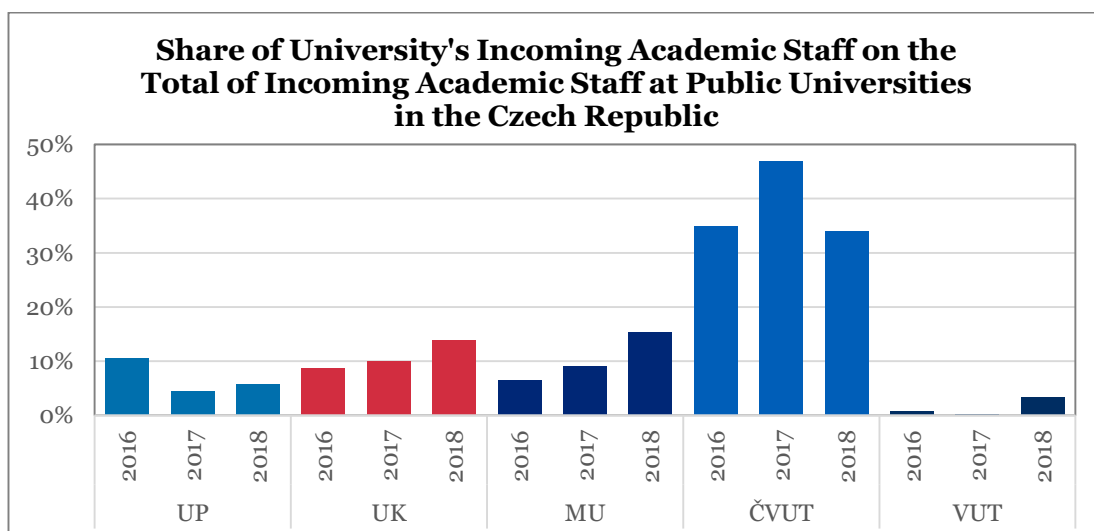
approval of a Bachelor study program Petroleum Engineering by the National Accreditation Bureau for Higher Education. The future course of activity of UP shall also be based on the preparation of a project within the consortium Aurora, creating an infrastructure that will strengthen mutual cooperation among the individual institutions of the university alliance, which will in turn enable easier contact with various university environments for both students and academic staff. In addition, this step will strengthen excellence and increase competitiveness. The share of UP on mobilities at public universities in the Czech Republic is 10% for incoming scholars and around 6% for outgoing scholars, with the exception of the year 2016 when the number of academic workers coming to UP equalled 10%. Compared to the four selected universities in the Czech Republic, UP has been achieving a similar share in outgoing academic workers as MU. Regarding outgoing students, its share is comparable to UK, but this institution has a significantly higher number of students. For incoming students, UP'S share is comparable to MU.



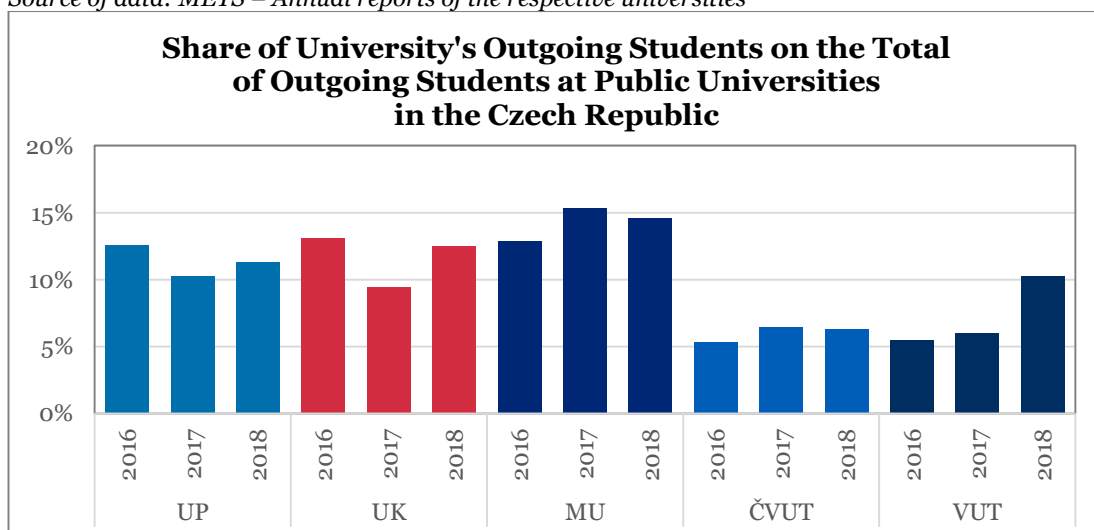
Source of data: MEYS – Annual reports of the respective universities



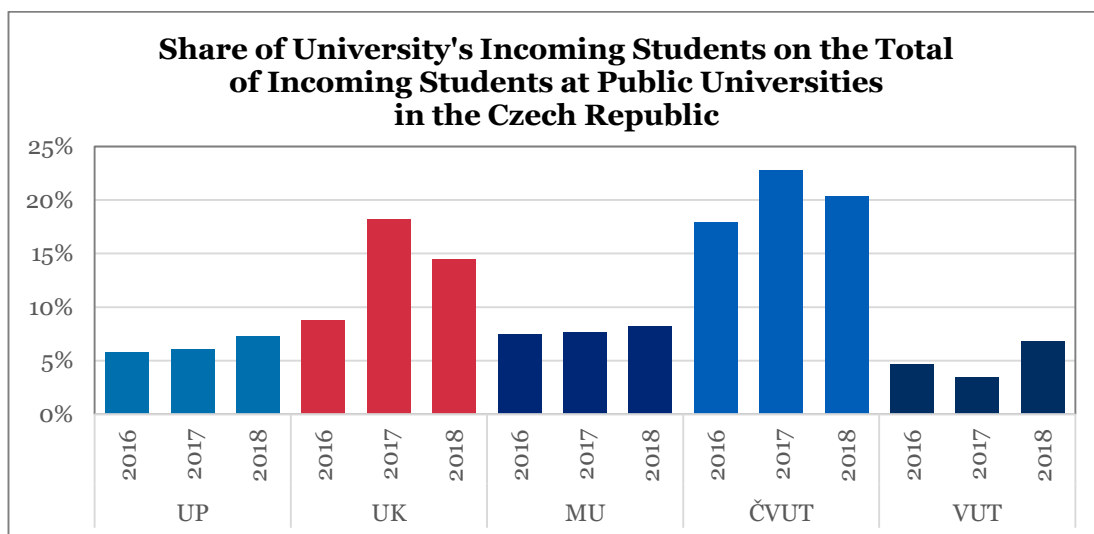
Source of data: MEYS – Annual reports of the respective universities



Source of data: MEYS – Annual reports of the respective universities



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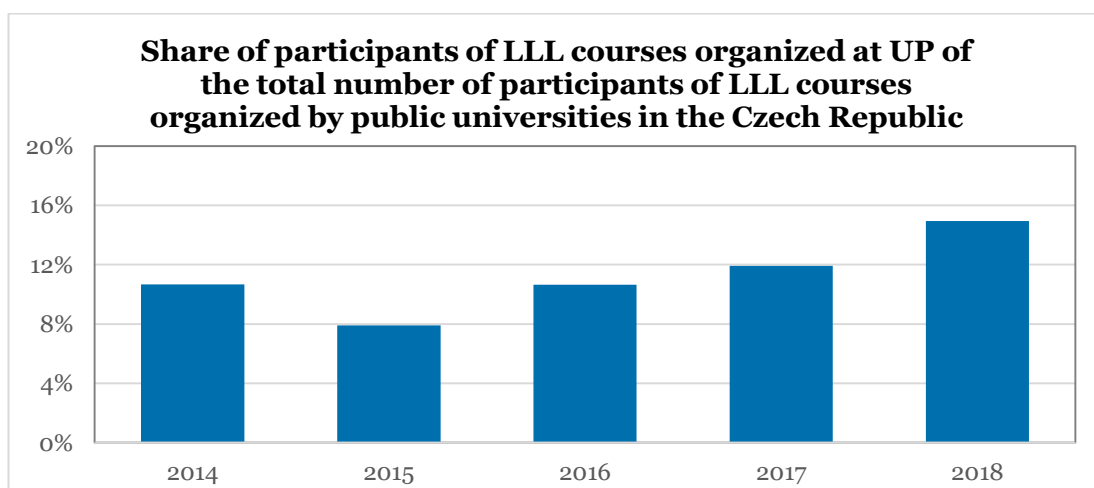
Internationalization-Related Recommendations Obtained from National and International Evaluations

- Increasing the number of outgoing scholars within international mobilities.
- Continuing efforts for a conceptual delimitation of internationalization as an integral part of all main activities.
- Monitoring and systematic analysis of mobilities, international students, international cooperation, etc. in relation to institutional objectives and trends: overcoming inconsistent/fragmented approaches.
- Centralization of language education – in the sense of pooling of resources and an increase in efficiency.
- Establishment of new strategic partnerships.
- Determination of objectives for implementation of new Double Degree programs.
- Pursuing better interconnection of English-language and Czech-language study programs.
- Further adaptation of the portfolio of services offered to international students based on their developing needs and expectations.
- Cooperation with the city of Olomouc in order to ensure that it will remain a pleasant environment for foreign students.
- Seeking partners for strategic partnerships through the consortium Aurora Universities Network.

- Improving and further development of strategic partnerships related to the UP campus in the Czech Academic City in Erbil.

University Culture and the Third Role of UP

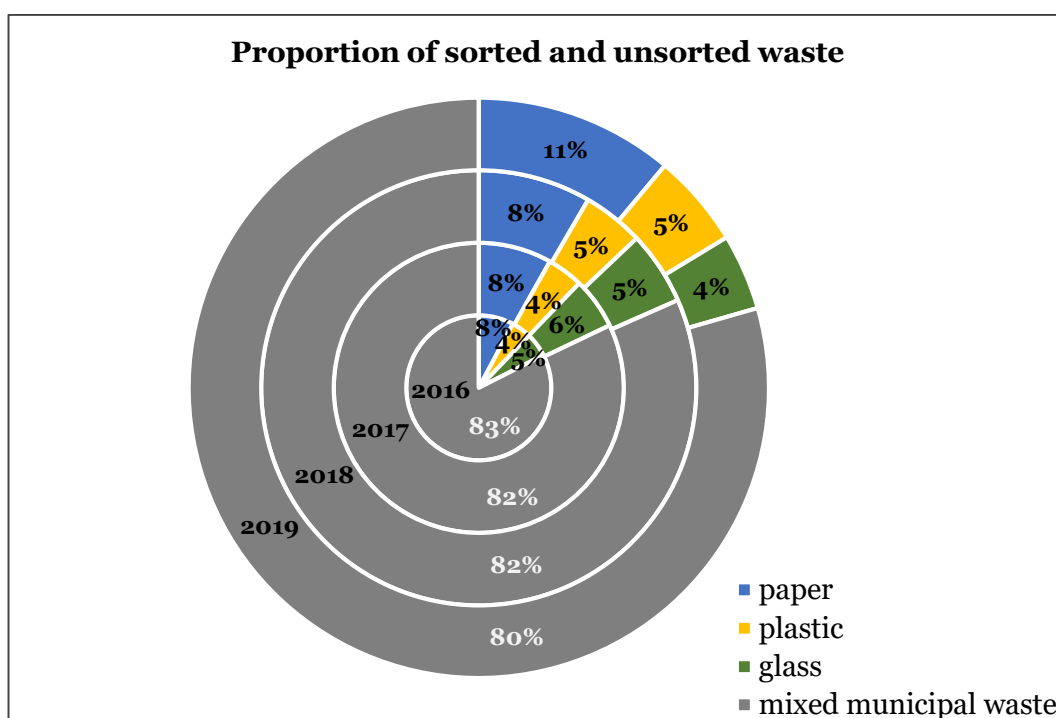
Palacký University stresses a unified visual style and communication with the region and focuses on promotional activities targeted at study candidates, using especially new media and advertising in them, as well as content marketing. In addition, it also focuses on extending contacts with its alumni, using particularly the alumni portal registering more than ten thousand UP graduates. Within further and lifelong learning (LLL), UP organizes a range of lifelong learning courses and summer and winter schools. In addition, UP organizes the children's university for every term and the language school UPLIFT operated by the UP Faculty of Arts. UP provides consultancy for students, staff, and the general public in accordance with the specifics of individual faculties. It also promotes volunteering activities within the UP Volunteering Centre. Since 2015, the proportion of participants of LLL courses organized at UP from the total of participants in LLL organized by public universities has been increasing. In 2018, participants of LLL at UP constituted 15% of all LLL participants at public universities.



Source of data: MEYS – Annual reports of the respective universities

The University is aware of the necessity to operate in a sustainable and socially responsible way, with the solar panels installed on several buildings being an example. In addition, UP has made efforts for continuous improvement of facilities for UP staff, for instance enabling them to sort waste and behave in an eco-friendly way. In light of the fact that the current solutions are not satisfactory, the questionnaire survey for UP

staff taking place in early 2020 included questions focused on the workers' preferences and needs in relation to sorting of waste. Palacký University decreases the carbon footprint, as it creates new opportunities for online education and meetings and promotes active mobility (for instance by providing facilities for cyclists). Concerning this area, UP also supports student organizations addressing sustainable behaviour. With respect to the matter of sustainability, the operations of individual faculties are focused on refinement of the waste management system, particularly consistent and strict measures for disposal of hazardous waste and chemicals.



Source of data: UP internal database

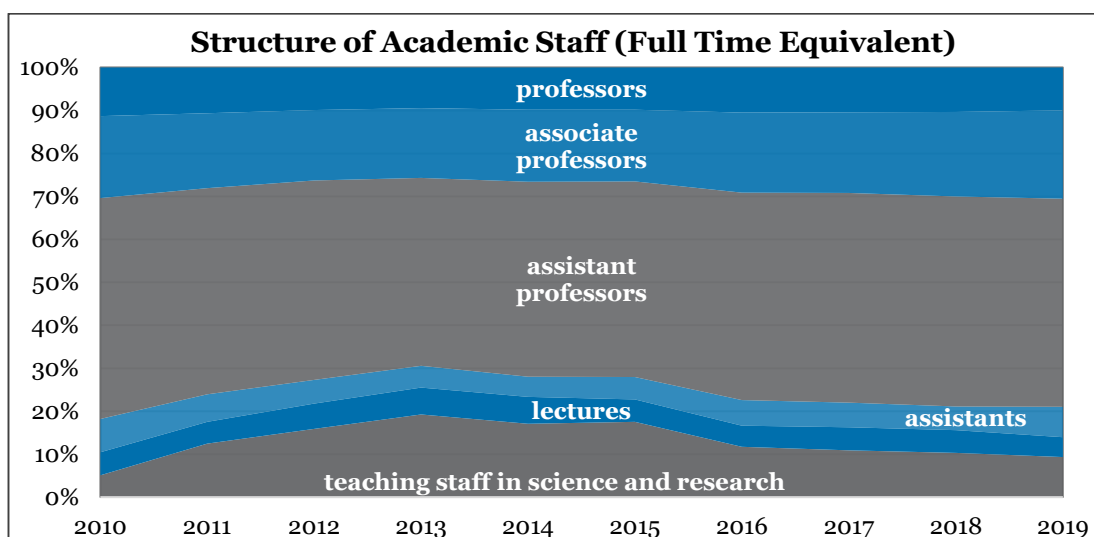
Development of ICT involves monitoring of current trends; UP subsequently responds to them by developing the UP information system with regard to both hardware and software. In order to achieve the vision of data-driven decision-making, UP has been intensively building systems for data collection and processing. Attention is also drawn to computer security.

Recommendations Related to the Third Role Obtained from National and International Evaluations

- Establishment of a student parliament and a student platform associating student societies.
- Greater utilization of university activities, assessment, and measurement of UP's impact on society.
- Identification of UP's values, achieving greater benefit from external interested parties compared to the present condition.
- Transfer of orientation from the input/output to results and impacts at the institutional level; UP shall particularly make greater efforts to promote transfer of knowledge and technologies, spin-off, contractual research, and results in general – education and learning, research results.
- Identification of the impact of UP's activities on society (internally and externally).
- Adoption of a strategy for social responsibility including objectives for other relevant areas.
- A detailed formulation of the strategy for the social responsibility management system.
- Determination of objectives/indicators for demonstration of achievements in the area of social responsibility, including observation of trends.
- Reviewing the efficiency of cooperation with partners based on analysis of environmental and social impacts.
- Appointing a person in charge for the social responsibility management system.
- Consideration of extension of UP's involvement in other relevant sustainable development goals (UN).
- Consideration of UP's involvement in the Corporate Social Responsibility platform (the national portal) – as a member.
- Consideration of UP'S involvement in the United Nations Global Compact.
- A review of reports on social responsibility (either separately or as part of annual reports).
- Increased promotion of the UP brand.

Employees

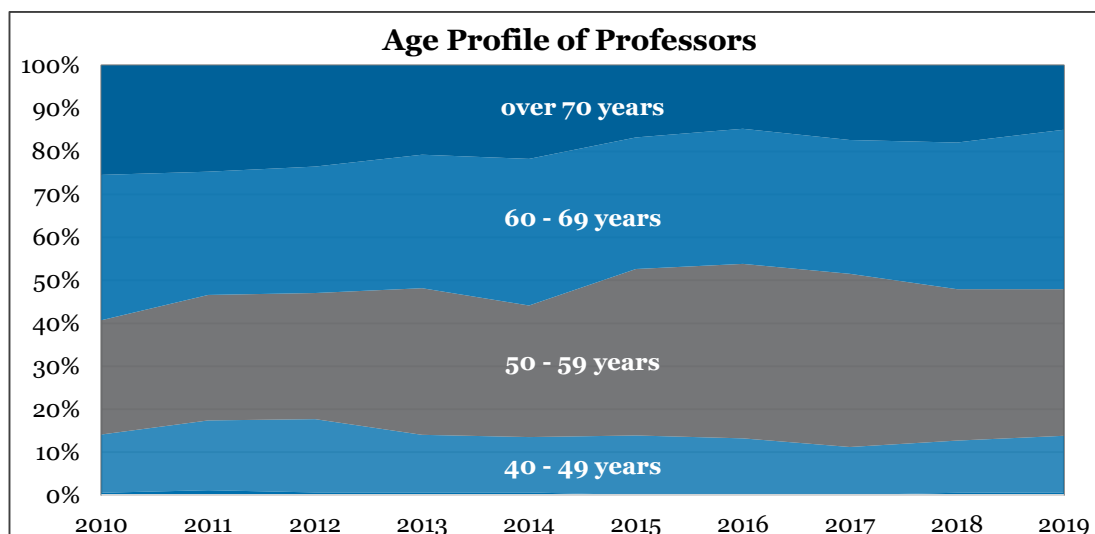
In recent years, UP has focused primarily on systematization of evaluation of its employees; it has implemented a comprehensive information system for evaluation of academic staff (IS HAP®), which is also used for assessment of scientific staff. At the same time, the existing system of evaluation has been revisited even with regard to other employees, and discussion has been started regarding the form of evaluation in v IS HOP®. The aim of UP is to ensure high-quality educational and scientific activities. As a consequence, the faculties focus on the matter of motivation and acquisition of high-quality workers including post-docs in accordance with their particular specifics. In addition, UP also strives to maintain the optimal structure of the academic staff to ensure that the preconditions for accreditations of individual programs are not threatened. In the period of 2010-2019, the most represented group of academic staff were assistant professors. Recent years saw a slight increase in the number of associate professors. In contrast, the proportion of professors remained fairly stable, constituting approximately 10%; there was merely a slight decrease in the last years. After 2015, the proportion of scientific, research, and development staff participating in educational activities decreased.



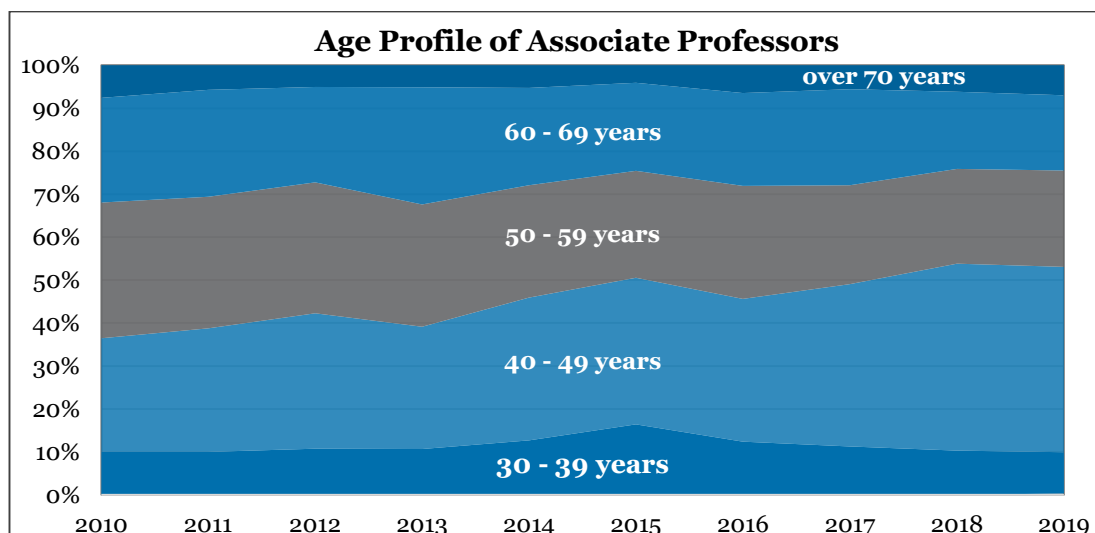
Source of data: UP information systems

The age profile of UP professors has been gradually decreasing. After 2014, the age structure has again included a professor in the age category 30-39. The greatest proportion of professors falls into the age categories 50-59 and 60-69. The age structure of associate professors has also seen a gradual increase in the proportion of younger age categories, particularly the age category 40-49; in 2015, there was a

significant increase even in the age category 30-39. In 2019, UP also had one assistant professor in the age category up to 29 years.



Source of data: UP information systems



Source of data: UP information systems

HR Management-Related Recommendations Obtained from National and International Evaluations

- Greater focus on HR development and establishment of clear structures supporting academic and administrative staff in their development; greater focus on education of chief managing staff.
- Minimizing the workload of academic staff in chief management; ideally the chief management positions should be full-time.
- Consideration of age management with regard to the statistics of the age profile of staff.

- Determination of a set of relevant employee satisfaction indicators (not only benefits) including perception of social responsibility and their regular assessment.
- Establishment of a system for detection of possible corruption.
- Supplementary social responsibility objectives for staff.

SWOT Analysis

UP SWOT Analysis				
		supporting attainment of objectives	threatening attainment of objectives	
internal origin	id	Strengths	id	Weaknesses
	S1	A wide range of study programs/subject-areas in all types of study, following the traditional portfolio as well as current demand	W1	Imbalanced composition of academic staff in certain subject areas
	S2	Study programs in foreign languages	W2	Insufficient language skills of part of academic staff
	S3	High employability of graduates	W3	High administrative load, not only regarding academic staff
	S4	High-quality science and research – state-of-the-art research centres and high-quality scientists, orientation on excellent outputs, success in grant calls, popularization of science and research results	W4	A small number of contractual research deals, low interest in contractual cooperation with the application sector, insufficient methodology, low staff motivation, underdeveloped marketing
	S5	A wide network of partner universities abroad	W5	Decreasing interest of students in foreign mobilities
	S6	A large portfolio of free-of-charge consultancy services including support from UP Project Service	W6	Failure to participate in European consortia and procure European projects within the program Horizon
	S7	attainment of institutional accreditation	W7	Wages policy issues
external origin	id	Opportunities	id	Threats
	O1	Demand for cooperation with UP from employers within and outside the region	T1	Decreased interest in study on the part of study candidates.
	O2	Utilization of mobilities of academic and scientific staff and students for acquisition of foreign contacts, participation in international organizations and networks, procurement of foreign projects	T2	Difficult conditions for obtaining residence permit and visa for the purpose of study in the Czech Republic
	O3	Demand for contractual research in new areas and topics (not only) within the region	T3	Underfinancing of university study, unstable system of financing
	O4	Taking advantage of the offer for computerization of services from external suppliers	T4	Competition of the working environment
	O5	Using results from benchmarking within international rankings for further development resulting in the improvement in UP's position in worldwide rankings	T5	Competition regarding offers from other universities and educational institutions
	O6	Establishment of international cooperation in education	T6	Changes to legislation having negative impacts on universities
	O7	Finding competent managers experienced in transfer of scientific and research findings	T7	Continuous societal marginalization of performance regarding humanities and social-science subject areas
O8	Further education of chief managerial staff			

Note: An excerpt from the UP SWOT Analysis 2019

Palacký University Strategic Priorities and Objectives 2021+

1 Highly Digitized University	<ul style="list-style-type: none">•SO 1 Flexible Study and Education
2 Scientifically Open University	<ul style="list-style-type: none">•SO 2 Support for Doctoral Students•SO 3 Excellence in Research and Development
3 Administratively Friendly University	<ul style="list-style-type: none">•SO 4 Improving Strategic Management•SO 5 Decrease in Administrative Load and Optimization of Infrastructure
4 Healthy, Socially Responsible, And Sustainable University	<ul style="list-style-type: none">•SO 6 Systematization of Tools Fulfilling the Third Role•SO 7 Support for a Common Identity
5 University In A Global Academic Network	<ul style="list-style-type: none">•SO 8 Internationalization in a Globalized World•SO 9 Strategic Partnerships

HIGHLY DIGITIZED UNIVERSITY

Objective 1: Flexible Study and Education

Responsibility: Vice-Rector for Study

Present state: For almost 450 years, students, high-quality education, and successful graduates have been at the centre of Palacký University's interest. The year 2020 proved that UP can ensure high-quality education in all circumstances and teach in the most efficient way possible. Academic staff have been modifying contact teaching so that it is fully functional in the virtual space. They have been intuitively using their experience from classrooms, lecture halls, and laboratories in the digital environment in order to fulfil the planned teaching outcomes. The year 2020 also demonstrated that teaching in a complementary and supportive virtual environment is efficient not only when applied to specialized programs and courses, but for the wide study and educational portfolio offered by UP. It showed the availability of education for students from the Czech Republic as well as foreign countries and easy global accessibility despite the crisis. The great potential for non-face-to-face education of students and LLL participants was confirmed.

Target state: Palacký University shall intensively support all its forms of education. Study programs shall be innovated with an emphasis on the maximum efficiency of education and competence acquisition and in view of the needs of the region and the situation on the labour market. The capacity of existing study programs and the establishment of new ones shall be in accordance with the current societal demand. UP shall develop robust support for establishment of study programs, methodological support for innovations in education, and continuous support of lecturers. The design of curricula shall be systemized as they are created across all types of programs, meaning optimization of educational activities so that they enable the fulfilment of the educational objective to the greatest extent possible. In addition, the design of curricula shall be gradually algorithmized.

With regard to the present situation involving restrictions related to the COVID-19 pandemic and based on a review of modern trends and its existing experience, Palacký University shall extend the options provided by the **online university environment**. In 2021-2026, the University shall offer high-quality distance study programs, strengthen the competences of lecturers concerning teaching in the virtual environment, and ensure robust methodological, systemic, and technological support with continuous monitoring of quality. This highly-digitized university shall be a

global player in the area of education, providing a wide range of online study programs and lifelong learning courses. It shall be efficient and environmentally friendly.

The traditional educational model of Palacký University with an advanced online environment shall be further developed after 2026. By 2031, Palacký University Olomouc shall achieve full flexibility.

In order to achieve these objectives, it shall develop **five pillars** in the area of education:

- 1) Flexibility of education (1.1.1),
- 2) Continuous development of teaching competences of lecturers (1.1.2),
- 3) Curricular design (1.1.3),
- 4) Development of hands-on training (1.1.4),
- 5) Support for candidates, students, alumni, and student activities (1.2).

UP shall make greater use of the students' potential in the newly established **Student Centre** and establish the **Centre for Excellence in Teaching and Learning** that shall ensure comprehensive methodological support for UP lecturers. Both centres shall be interlinked into a hybrid unit; both parts shall complement each other in their activities.

Expected financial support:

- University Strategic Management Support Program (PROPOST),
- Grants from the Olomouc Region,
- Grants from the Statutory City of Olomouc,
- ESF OP JAC.

1.1 Establishment and Development of the Centre for Excellence in Teaching and Learning

Related to the operational objective of the MEYS Strategic Plan 2021+: 5.B, 6.A, 6.C, 6.D

Allocated amount of finance from PROPOST: 81,233,449 CZK

The Investment Plan (IP) 2019/2020 includes the plan for the establishment of the Centre for Excellence in Teaching and Learning. At present, UP has rich experience regarding flexible forms of education, particularly implementation of LLL programs and study programs in a combined study form, as well as online teaching due to the COVID-19 situation. IP 2019/2020 and other development projects involve the education of UP staff focused on support of educational competences. Basic

methodological support for creation and evaluation of SPs is implemented at the level of the Continuing Education and Teaching Innovations Office and faculty methodologists. In addition, there are individual IT tools for evaluation of SPs. Hands-on training is an integral part of a number of SPs; there are several IT systems enabling record keeping of hands-on training. There is not a unified procedure for drafting of contracts for students' hands-on training.

At the end of the set period, UP shall have a functional Centre for Excellence in Teaching and Learning. This centre shall provide comprehensive services and its staffing shall be stable. There shall be functional methodological and IT support for online and flexible or hybrid forms of SPs. Teaching competences of UP lecturers shall be continuously developed, and improvement of their language and soft skills shall be supported. Innovations in education shall receive methodological support. Further education of university lecturers of UP as well as other staff shall be linked to the UP Career Code. A system for awarding the best UP lecturers shall be implemented.

UP shall implement a functional and unified system of methodological and IT support for creation and evaluation of SPs, including tools for checking of possible duplications and overlaps between SPs. The curricular design shall be standardized and the quality of SPs shall be promoted (reviewing, innovations, evaluation). UP shall support cooperation with employers on implementation of hands-on training. Hands-on training and internships shall be part of the majority of SPs. The recording and administration of hands-on training and internships shall be unified; it shall receive a newly established unified methodological and IT support. UP shall unify the form of evaluation of hands-on training and internships, taking into account the specifics of hands-on training in individual programs and subject-areas of education. Compared to the current state of affairs, UP shall make staffing arrangements in order to strengthen the methodological and administrative support.

In order to establish the Centre for Excellence in Teaching and Learning, there will be a need to create respective legislative measures within UP internal regulations and make necessary staffing and spatial arrangements. The basic indicator of attainment of the above-described state is the establishment of a new organization unit – the Centre for Excellence in Teaching and Learning. The following operational objectives are set in relation to it:

1.1.1 Support for Flexible Forms of Study and Lifelong Learning

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.B, 1.C, 1.D, 1.G, 2.A, 2.B, 2.C, 2.D, 2.E, 2.G

Allocated amount of finance from PROPOST: 44,620,449 CZK

Tools for attainment of the objective:

- 1.1.1.1 Development of methodology for online and flexible or hybrid education.
- 1.1.1.2 Comprehensive support for IT platforms for online and flexible or hybrid education, LMS and evaluation, including proctoring.
- 1.1.1.3 A portfolio of educational activities for UP staff regarding flexible education forms.
- 1.1.1.4 Innovation of study programs and support for development of study support materials.
- 1.1.1.5 Development of virtual and hybrid mobility within international cooperation and exchange programs.
- 1.1.1.6 Development of the internal system for recognition of previous study results including study abroad.
- 1.1.1.7 Support for implementation of retraining courses and cooperation with the Labour Office concerning their promotion.

Indicators of attainment of the objective:

- A1.1 Existence of a methodology for online and flexible or hybrid education.
- A1.2 Procurement of IT tools for online and hybrid evaluation and education (equipment for classrooms, purchase of technologies, etc.).
- A1.3 The number of educational activities in the area of flexible forms of education – at least 20 events per year.
- A1.4 The number of study courses for virtual and hybrid mobility – at least 300 study courses.
- A1.5 Existence of methodology and IT tools for recognition of previous study results.

1.1.2 Support for Teaching Competences of Academic Staff and Other UP Workers

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.A, 1.C, 2.B

Allocated amount of finance from PROPOST: 15,813,000 CZK

Tools for attainment of the objective:

- 1.1.2.1 Support for UP staff's educational competences including language, intercultural, and soft skills.
- 1.1.2.2 Methodological support for teaching competences in university lecturers and their career development.
- 1.1.2.3 Evaluation and awarding of university lecturers.
- 1.1.2.4 Methodology for innovative approaches in education, including education in foreign languages.
- 1.1.2.5 Informal sharing of good practice in innovations and student engagement innovations in education.
- 1.1.2.6 Continuous offers of educational activities for UP workers in the area regarding innovative teaching approaches in Czech-language and foreign-language SPs.
- 1.1.2.7 Increase in the quality of practical teaching training within doctoral study programs.

Indicators of attainment of the objective:

- A1.6 The number of education programs supporting university teachers – at least 25 programs.
- A1.7 The number of education programs supporting teaching skills of UP staff – at least 10 programs.
- A1.8 The number of academic workers trained in teaching skills – at least 50 trained workers per year.
- A1.9 The number of other UP staff trained in teaching skills – at least 30 trained workers per year.
- A1.10 Development of a methodology for career development of academic staff in cooperation with the UP Personnel Management Office.
- A1.11 Determination of criteria for peer evaluation and awarding of university lecturers.

1.1.3 Support for Curriculum Design and Study Program Assessment

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.B, 1.C, 1.E, 1.G, 2.F

Allocated amount of finance from PROPOST: 10,440,000 CZK

Tools for attainment of the objective:

- 1.1.3.1 Analysis of processes of establishment and evaluation of Czech-language and foreign-language SPs.
- 1.1.3.2 Optimization and unification of methodology for establishment and evaluation of Czech-language and foreign-language SPs.
- 1.1.3.3 Providing background for creating/optimizing information systems.
- 1.1.3.4 Regular evaluation of Czech-language and foreign-language SPs.

Indicators of attainment of the objective:

- A1.12 Existence of a methodology for establishment and evaluation of SPs.
- A1.13 Existence of an information system for establishment and evaluation of SPs.

1.1.4 Support for Hands-On Training and Internships

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.A, 1.C, 1.D, 1.E

Allocated amount of finance from PROPOST: 10,360,000 CZK

Tools for attainment of the objective:

- 1.1.4.1 Development of a methodology for record keeping and management of statistical outputs from hands-on training and internships with regard to the specifics of hands-on training/internships in individual SPs or subject-areas.
- 1.1.4.2 Evaluation of the quality of implemented hands-on training.
- 1.1.4.3 Involvement of UP staff in operations of education centres located on the premises of employers collaborating on the professional training of students and provision of their hands-on training and internships.
- 1.1.4.4 Development of cooperation with post-secondary vocational schools and secondary schools, particularly concerning Bachelor SPs.
- 1.1.4.5 Development of inter-faculty and interdisciplinary cooperation aimed at increasing the graduates' prospects on the labour market.

Indicators of attainment of the objective:

- A1.14 Existence of a methodology for record keeping of hands-on training and internships.
- A1.15 Functional evaluation of hands-on training and internships.
- A1.16 The number of UP staff cooperating on professional training of students and provision of their hands-on training and internships – at least 8 UP employees.
- A1.17 The number of cooperating post-secondary vocational schools and secondary schools per total number of SPs – at least 40 institutions.

1.2 Establishment and Development of the Student Centre (SC)

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.E, II.1, II.2, II.3, II.5, II. 6, II.7, II.11

Allocated amount of finance from PROPOST: 32,165,235 CZK

At present, UP operates consultancy workplaces such as the UP Centre for Students with Special Needs, the UP Career Centre, and others at the central level as well as the faculty level. The UP Career Centre provides consultancy in the areas of career development and training for the future occupation; among other things, it organizes workshops, webinars, and individual consultancy. It focuses particularly on the modern area of digital marketing and other progressive areas. The Centre uses its platforms to advertise job offers and actively seeks candidates for the external partners from the commercial sector. The UP Centre for Students with Special Needs offers its services to study candidates, students, employees, as well as secondary-school teachers interested in the area. It offers courses focused not only on particular special needs of individuals, but also on counselling and training in approaches towards persons with special education needs.

The existing UP Student Club is used by almost four dozen student organizations who use its premises and technical equipment, organizing club meetings and expert lectures.

Students receive support from a range of scholarship programs (including scholarships for socio-economically disadvantaged students) and may apply for funding of their projects from the UP Endowment Fund. In addition, individual support for talented students is provided at individual faculties. There are, however, no standards regarding services for students with special needs. Students-parents are

provided with individual support from their faculties concerning organization of their study as well as facilities at individual faculties – some of the faculties provide nursing rooms, changing tables, or relaxation rooms. Individual faculties organize preparatory courses for UP study candidates within lifelong learning. The programs of LLL also involve further education of teaching staff, specialized education of medical doctors, and further education for the professional and lay public. The UP Alumni Club associates graduates from UP and organizes alumni reunions.

At the end of the observed period, UP shall have a functioning UP Student Centre providing comprehensive services and cooperating with the existing UP Centre for Students with Special Needs, the UP Career Centre, and the UP Alumni Club activities of the latter organizations shall be further developed. The UP Career Centre shall see an increase in the number of individual consultancy sessions, including preventive consultancy dealing with the phenomenon of enrolment for study in order to achieve student advantages, extension of topics covered in the courses and webinars, and an increase in hands-on training mediated by the Centre. The motivation and expertise of graduates of the particular SPs at individual faculties shall be used as examples of good practice. The role of the coordinator of the UP Student Club shall be strengthened, and the international aspect of student organizations at UP shall be emphasized. The quality of record keeping concerning student organizations shall be increased, and programs for financial support of volunteering and inter-faculty student activities shall be implemented.

UP shall also establish systematic cooperation with secondary schools on preparation of study candidates for UP. Attainment of some courses of SPs shall be enabled for candidates prior to admission to UP within LLL. Services for students with special needs shall be standardized, and a system for support of talented students shall be elaborated. In addition, UP shall increase the support provided for socio-economically disadvantaged students, and prepare a portfolio of LLL courses for students (including students with special needs) focused on development of communication and soft skills. For students-parents, the portfolio of services shall be extended not only with regard to nursing facilities, but also concerning flexible forms of study.

Palacký University intends to continue the development of the UP Endowment Fund, which is designed to support young scientific talents through fundraising from private sources and comprehensive care for selected projects and their investigators (mentoring, feedback, establishment of contacts between donators and investigators, development of presentation skills, and communication of scientific results).

Compared to the current state of affairs, UP shall increase the support of student organizations regarding the material, financial, and organizational aspects. UP shall establish a single unified student platform and increase cooperation with student organizations. Students (including students with special needs) shall be involved in university activities. There shall be support for student start-up activities and student initiatives, as well as support for students when entering the workforce. In addition, there shall be a comprehensive and interlinked system of career consultancy offering mentoring and coaching focused on further career, expert, and personal development available particularly for UP students and graduates. UP shall have a systemized and stable offering of LLL programs for graduates, particularly ones at the beginning of their professional career. The portfolio of LLL programs shall be accessible even for the expert and lay public. Personalized services shall facilitate the graduates' entry into the labour market and provide them with better access to further education; in addition, these services shall strengthen the link between the University and the practical sector.

The Student Centre will necessitate the adjustment of internal regulations and norms and possible arrangements regarding staffing and premises. The basic indicator of attainment of the above-described state is not the establishment of a new organizational unit, but further development and support of existing counselling centres that shall be coordinated by the Student Centre. This involves the following operational objectives:

1.2.1 Support for Study Candidates

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.C, 2.E, 2.G, II.1

Allocated amount of finance from PROPOST: 610,000 CZK

The promotional activities targeted at study candidates are described in detail in the operational objective *1.7 Efficient Communication of Study Offering*.

Tools for attainment of the objective:

- 1.2.1.1 Establishment of a system for the support of existing and new educational events within LLL designed for support of secondary-school students' preparation for studies at UP in a SP of their choice.

Indicators of attainment of the objective:

- A2.1 Number of LLL programs focused on preparation of study candidates for university entrance exams – at least 20 programs.
- A2.2 Number of events promoting study at UP among secondary-school students and the general public – at least 40 events per year.
- A2.3 Number of courses enabling participation of potential study candidates within LLL – at least 15 courses.

1.2.2 Support for Student Activities and Organizations

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.C, 1.E, 2.G, II.3

Allocated amount of finance from PROPOST: 2,050,000 CZK

Tools for attainment of the objective:

- 1.2.2.1 Support of the UP Student Club and its development.
- 1.2.2.2 Establishment of a grant program for student organizations, including integration of foreign students (for the purpose of financial, material, or organizational support).
- 1.2.2.3 Increase in promotion of activities of individual student organizations.
- 1.2.2.4 Support for existing workshops and seminars and preparation of a cycle of new ones conducted by students (including students with special needs).

Indicators of attainment of the objective:

- A2.4 Amount of funding for student organizations – at least 2 million CZK.
- A2.5 Number of student lectures – at least 8 lectures per year.

Common indicators for multiple objectives:

- A2.6 Position of coordinator of the UP Student Club and volunteering activities.

1.2.3 Support for Services for Students with Special Needs, Exceptionally Talented Students, and Socio-Economically Disadvantaged Students

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.C, 1.E, II.1, II.2, II.3, II.4, II.5

Allocated amount of finance from PROPOST: 6,145,551 CZK

Tools for attainment of the objective:

- 1.2.3.1 Assurance of quality standards of services provided to students with special needs.
- 1.2.3.2 Set of courses focused on communication and soft skills for students (including foreign students and students with special needs).
- 1.2.3.3 Extension of services offered to socio-economically disadvantaged students.
- 1.2.3.4 Establishment of a system for support of talented Czech and foreign students.
- 1.2.3.5 Student mentoring and coaching.

Indicators of attainment of the objective:

- A2.7 Determined standards of services for students with special needs.
- A2.8 Number of courses targeted at improvement of skills offered to students – at least 10 courses.
- A2.9 Number of students taking courses targeted at improvement of skills – at least 50 students per year.

1.2.4 Support for Services for Students-Parents

Related to the operational objective of the MEYS Strategic Plan 2021+: 2.C, 2.D

Allocated amount of finance from PROPOST: 1,000,000 CZK

Tools for attainment of the objective:

- 1.2.4.1 Student-parent mentoring and coaching.
- 1.2.4.2 Establishment of a system of more comprehensive care for students-parents.
- 1.2.4.3 Arrangement of nursing facilities at individual faculties.
- 1.2.4.4 Option of taking courses in the flexible study form.
- 1.2.4.5 Mapping of arrangements supporting students-parents at domestic and foreign universities as a source of inspiration.

1.2.4.6 Utilization of a computerized form of contact with the faculty.

Indicators of attainment of the objective:

A2.10 Existence of a list of support services for students-parents.

A2.11 Development of examples of good practice regarding services for students-parents.

1.2.5 Support of Career Consultancy

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.C, 2.G, II.1, II.2

Allocated amount of finance from PROPOST: 6,849,684 CZK

Tools for attainment of the objective:

1.2.5.1 Support and development for activities of the UP Career Centre focused on students, graduates, and prospective participants in LLL.

Indicators of attainment of the objective:

A2.12 Number of clients of the UP Career Centre – at least 1,000 registered clients per year.

A2.13 Number of LLL programs offered to UP graduates for their career, expert, and personal development – at least 13 programs.

A2.14 Increase in the number of individual consultancy sessions – by 30% compared to the year 2020.

A2.15 Expansion of the range of topics covered in courses and webinars – by 30% compared to the year 2020.

A2.16 Increase in the number of mediated hands-on trainings – by 30% compared to the year 2020.

1.2.6 Alumni Support

Related to the operational objective of the MEYS Strategic Plan 2021+: 2.G, II.1

Allocated amount of finance from PROPOST: 1,100,000 CZK

Tools for attainment of the objective:

1.2.6.1 Well-conceived system of continuous education for UP graduates within LLL programs.

1.2.6.2 Consultancy centre for UP graduates interested in development of their skills at a high qualification level, personal and career development.

Indicators of attainment of the objective:

- A2.17 Establishment of a consultancy centre for UP graduates.
- A2.18 Number of UP graduates as clients of the UP Career Centre – at least 50 clients.
- A2.19 Number of LLL programs offered for UP graduates targeted at their career, expert, and personal development – at least 3 programs.

1.3 Internationalization of Education

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.G

Related to the operational objective of the MEYS Internationalization Strategy 2021+: 2.A

Allocated amount of finance from PROPOST: see Objectives 8 and 9

Palacký University focuses on extension and enhanced quality of the portfolio of offered study programs and courses in foreign languages and their promotion among foreign study candidates. It supports the establishment of Double/Joint/Dual Degree SPs and Cotutelle programs with foreign partners and development of international cooperation with foreign academic and other staff. UP has been systematically promoting the development of summer and winter schools and short-term programs for foreign students. All of these activities contribute to higher internationalization of UP as an institution as well of its individual faculties.

The end of the observed period shall see an increase in the number of SPs offered in foreign languages, study candidates, students and graduates of foreign-language SPs, as well as the number of joint SPs offered in foreign languages, students and graduates in joint foreign-language SPs. In addition, the number of guest academic workers and science and research professionals at UP shall be increased.

The tools for attainment of the objective and the particular indicators of the attainment related to this activity are described in detail in the UP Internationalization Strategy, the strategic priority *University in a Global Academic Network*.

1.4 Systematization of Educational Activity Evaluations

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.A

Allocated amount of finance from PROPOST: 1,000,000 CZK

At present, UP conducts evaluations of educational activities through electronic or printed questionnaire forms. The results of the evaluations are reflected on by the particular lecturers and feedback is thus provided to students. UP does not implement, however, any comprehensive and summarized analysis of issues arising from the evaluation questionnaires, which could provide valuable material for SP guarantors concerning optimization of SP and increase in their quality. The performance of lecturers is monitored through the IS HAP system, which also provides valuable information about the quality of educational activities (the number of theses supervised by a lecturer, the number of supervised doctoral students, etc.).

At the end of the period, UP will have established a systematic way of collecting data from IS evaluations at UP and IS HAP enabling identification of repeated problems in the area of educational activities and identification of good practice at individual faculties, which may serve as a tool for increasing the quality of educational activities at UP.

Tools for attainment of the objective:

- 1.4.1 Creating an electronic interface enabling collection of data from evaluation questionnaire forms.
- 1.4.2 Creating a functionality of IS HAP enabling the generation of outputs from IS HAP in the form of management information summaries of stored data (here in particular data related to educational activities).

Indicators of attainment of the objective:

- A4.1 Digitized tool for collection of data from evaluation questionnaires.
- A4.2 Functionality of IS HAP enabling generation of management information summaries of data stored in the system in accordance with the requirements of the UP management, particularly data related to educational activities.

1.5 Monitoring of Plausible Employment Prospects of Graduates

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.C

Allocated amount of finance from PROPOST: 960,000 CZK

At present, UP's evaluation questionnaires do not systematically monitor the success of graduates on the labour market in a way that would enable adequate innovation of SP based on the current needs of society. In light of the fact that information and communication technologies are currently involved in all areas of human life, it is important that the SPs offered by UP react to this societal need; it is particularly important to reflect on Industry 4.0, robotics, and automation.

At the end of the period, UP shall monitor long-term changes in the requirements from the labour market and reflect on these requirements while innovating SPs and updating the study content. Monitoring shall also involve systematic evaluation from graduates who have already entered the workforce, as well as from UP partners, especially companies cooperating in the area of Industry 4.0, automation, robotics, and other technological branches.

Tools for attainment of the objective:

- 1.5.1 Innovation of the existing evaluation questionnaire concerning implementation of the topic of applicability of the acquired competences on the labour market.
- 1.5.2 Innovation of the existing evaluation questionnaire for partners concerning implementation of the topic of the requirements UP graduates shall meet.
- 1.5.3 Setting of mechanisms for collection of data from the protagonists on the labour market (the Labour Office, regional strategies for public administration, RIS3, etc.).

Indicators of attainment of the objective:

- A5.1 Existence of output from the evaluation questionnaire for graduates.
- A5.2 Existence of output from the evaluation questionnaire for partners.
- A5.3 Systematic collection and analysis of data obtained from protagonists on the labour market (the Labour Office, regional strategies for public administration, RIS3, etc.).

1.6 Support for the Alumni Program

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.C

Allocated amount of finance from PROPOST: 1,000,000 CZK

Palacký University already has an Alumni Program involving alumni lectures, regular alumni meetings, a portfolio of benefits, a newsletter, and functional profiles on the social networks Instagram and Facebook. It aims to strengthen the bond with UP graduates and use continuous feedback to enhance the quality of education of UP students.

By 2030, the number of members of the UP Alumni Club shall increase and the international aspect of the program shall be strengthened (Alumni Clubs in selected countries). The frequency of alumni lectures shall be increased, and a platform for their virtual presentation shall be established. A greater number and range of success stories concerning UP alumni, including foreign ones, shall be presented on its website. The alumni benefit program shall be updated. On the occasion of the anniversary of UP's establishment in 2023, a major alumni meeting shall be organized.

Tools for attainment of the objective:

- 1.6.1 Extension and improvement of the bond with graduates.
- 1.6.2 Organizing a major alumni meeting.

Indicators of attainment of the objective (the indicators are identical even for objective 6.3):

- A6.1 Increased number of UP Alumni Club members – by 1,000 graduates per year.
- A6.2 Organizing ten alumni lectures per year and existence of a platform for its virtual presentation.
- A6.3 An updated program of alumni benefits compared to the year 2020.
- A6.4 Presentation of thirty stories of success of UP graduates on the website.
- A6.5 Organization of a major alumni meeting in 2023 on the occasion of the anniversary of UP's establishment.

1.7 Efficient Communication of the Study Offering

Related to the operational objective of the MEYS Strategic Plan 2021+: 2.B, II.1

Allocated amount of finance from PROPOST: 9,150,000 CZK

At present, UP has an extensive campaign targeted at study candidates and prospective study candidates. The campaign is run in the form of promotion (online, offline, production and distribution of promotional items), as well as presentation at the education fairs Gaudeamus, Kam na vysokú, and Gaudeamus – Akadémia in the Czech Republic and Slovakia. The general public's awareness of UP is increased, among other things, by organizing social and cultural events. Crucial points of contact between the public and the UP academic sector are the UPoint Information Centre and Shop.

At the end of the observed period, the role of online platforms, the professional communication from the University, and the focus of Master and Doctoral SPs shall be strengthened. In addition, UP shall also strengthen the role of LLL and communication through LLL participants (secondary-school teachers, experts from individual fields). The reach of national and international communication campaigns shall be increased.

Tools for attainment of the objective:

- 1.7.1 Support and development for structured promotion campaigns.

Indicators of attainment of the objective (the indicators are identical for objective 7.2):

- A7.1 New-generation virtual communication platform including technological solutions.
- A7.2 Annual participation of UP at education fairs – at least 4 fairs.
- A7.3 Operations of UPoint –UP Information Centre and Shop.
- A7.4 Comprehensive campaign targeted at study candidates 2021–2026.
- A7.5 UP Journal Editorial Office 2021–2026 – publication of six issues in Czech and English per year (four issues in Czech and two in English).
- A7.6 Functioning mobile app (Uplikace, Moje Olomouc) and their continuous development.
- A7.7 Updated and uniform web presentation of UP.
- A7.8 Series of promotional videos – at least 30 videos.
- A7.9 Program of social and cultural events within content marketing – organization of at least 10 events.

1.8 Development of IT Infrastructure for Education

Related to the operational objective of the MEYS Strategic Plan 2021+: 4.B

Allocated amount of finance from PROPOST: 2,300,000 CZK

By 2020, UP built a central metropolitan area network connecting individual UP facilities at the speed of approximately 1 gigabit with connection to the academic network CESNET with a capacity equalling 10 gigabits. This network layer is complemented with two data centres and three computation centres located at tř. Svobody and Zbrojnice.

Particularly over the period up until 2015, the central IT budget stagnated or decreased. After 2015, this trend was changed thanks in particular to implementation of the project ERDF and allocation of finances within the institutional plan, which enabled the beginning of the renewal of the IT infrastructure. Concerning software support for education with LMS systems, UP has experience with implementation of several platforms – commercial (Unifor), its own (EDIS) as well as community ones (Moodle). Over the last five years, UP has decided to focus on a single centrally supported and developed LMS system Moodle. This trend has been universally accepted, however, its implementation is not yet fully accomplished.

Establishment of a digitized university and an e-campus is dependent on a robust and modern IT infrastructure that enables the efficient combination of local computing resources and cloud solutions. This involves specifically the establishment, operations, and gradual renewal of modern data and computation centres connected to the metropolitan area network with high-capacity data connections. The hardware infrastructure shall be complemented with a high-quality set of software tools for distance online teaching, where the LMS system shall be complemented with videoconference platforms, platforms for file sharing, streaming of videos, etc. UP aims to keep this set of software tools compact and use the global community-based solutions building on open-source platforms. Apart from the development of a digitized university environment, UP shall continuously emphasize the development and modernization of the existing university infrastructure and its equipment necessary for the University's main and supplementary activities.

Tools for attainment of the objective:

- 1.8.1 Establishment of the UP Data Centre.
- 1.8.2 Upgrading of Internet connectivity of individual facilities to tens of gigabits.
- 1.8.3 Upgrading of UP Internet connection to hundreds of gigabits.

- 1.8.4 Support for innovations in LMS platforms.
- 1.8.5 Development of tools enabling electronic cooperation.
- 1.8.6 Increasing the education of academic and other staff in the area of IT.

Indicators of attainment of the objective:

- A8.1 Existence of the UP Data Centre.
- A8.2 Average maximum connection speed of university facilities – 3 Gbps.
- A8.3 Speed of UP's connection to the academic network CESNET – 40 Gbps.
- A8.4 Purchase of 2 redundant backup arrays – 450 TB.
- A8.5 Average age of server system hardware – maximum 8 years.
- A8.6 Average age of data storages – maximum 7 years.
- A8.7 Average age of active network components – maximum 6 years.
- A8.8 Number of innovations in LMS platforms – at least 6,000 innovations.
- A8.9 Number of employees who have participated in training in IT – at least 500 employees per year.

SCIENTIFICALLY OPEN UNIVERSITY

Objective 2: Support for Doctoral Students

Responsibility: Vice-Rector for Science and Research

Present state: UP doctoral study programs have been newly accredited within the institutional accreditation. Among other things, emphasis was put on integration of foreign mobilities of students and modernization of SPs. The University has been focusing on extension and increase in the quality of the portfolio of SPs and courses in foreign languages and their promotion among foreign study candidates. In 2019, there were 12 UP Double/Joint/Dual Degree/Cotutelle programs, and the University has been continuously looking for new foreign partners for cooperation within this type of study. At the same time, however, UP manifest a rather high degree of inbreeding, and the central support for doctoral study and DSP students has not been fully accomplished. In the last period, UP has been tackling a low degree of interdisciplinary and inter-university mobility.

Target state: By the year 2030, UP shall focus on development of support services for DSPs, centralization of these services, and support at the central level. This shall involve establishment of a university-level system of care for doctoral students, including motivation of excellent DSP students and the subsequent work with these human resources, particularly concerning the area of foreign mobilities, career services, psychological help, as well as support of doctoral students' social integration and improvement of interdisciplinary cooperation. For the purpose of information support of doctoral study management, the option of special implementation of IS HAP that could serve for monitoring of doctoral students' professional activities and the scientific results achieved by them; the system shall contain other functionalities supporting identification of excellent DSP students – the interest of individual faculties in implementation and their specific requirements shall be determined. The number of DSPs offered in foreign languages and the number of DSPs implemented in cooperation with foreign partners shall be increased and the number of candidates, students, and graduates of this type of study shall increase. Promotion of doctoral study shall involve a functional interdisciplinary, inter-faculty, inter-university, and international campaign informing about the DSPs offered by UP and the related conditions using a centralized platform.

Expected financial support:

- The University Strategic Management Support Program,
- Igráček,
- Grants provided by the Olomouc Region,
- Grants provided by the Statutory City of Olomouc.

2.1 Systematization of Doctoral Study and DSP Student Support

Related to the operational objective of the MEYS Strategic Plan 2021+: 3.A, 3.B, 3.C, 3.D

Allocated amount of finance from PROPOST: 12,801,592 CZK

In the period until 2020, UP focused on the transfer of DSPs under the institutional accreditation. Doctoral study programs were newly accredited within the institutional accreditation, and focus was drawn, among other things, on integration of foreign mobility of students and modernization of SPs. Double/Joint Degree and Cotutelle programs were supported. However, central support for doctoral study and DSP students has not been fully accomplished yet.

By the year 2030, UP shall focus on development of support services for DSP and centralization of these services, as well as support at the central UP level. Focus shall be put on establishment of a space for mutual cooperation of DSP students across individual subject-areas, establishment of a university-level system of care for DSP students, including motivation of excellent students and the subsequent work with these human resources, the system for protection of DSP students, and a university-level offer of courses for development of teaching, project, language, and soft skills.

Tools for attainment of the objective:

Support for students in Czech-language and foreign-language DSPs

- 2.1.1 Linking of DSP students with the UP Student Centre.
- 2.1.2 Support of balancing the academic and the family life.
- 2.1.3 Support of establishment of social facilities, including adequate working space for DSP students.
- 2.1.4 Support for graduates and career development.
- 2.1.5 Integration of DSP students and support of their cooperation.
- 2.1.6 Organization of a university-level conference of doctoral students.
- 2.1.7 Support of student organizations.

- 2.1.8 Support of establishment of mechanisms for protection of doctoral students.
- 2.1.9 Mentoring for DSP students, i. e. engagement of other experts from UP and possibly from external institutions (for instance the Academy of Sciences of the Czech Republic) into supervision of DSP students in the form of co-supervision and multi-supervision.
- 2.1.10 Analysis of options for special implementation of IS HAP for doctoral students; evaluation of interest and requirements of individual faculties in relation to the existing options and potential development of IS HAP.
- 2.1.11 Support of DSP students' internships in companies and organizations.

System support and motivation of excellent DSP students

- 2.1.12 Granting of special motivational scholarships.
- 2.1.13 Granting of student awards.
- 2.1.14 Support for identification and financing of foreign research internships and stays for the DSP students' future career.
- 2.1.15 Establishment of a scholarship fund providing financial support for foreign students within the J. L. Fischer scholarship system.

Support of establishment of a unified university-level offer of additional education for doctoral students

- 2.1.16 Implementation of additional education for doctoral students, particularly concerning teaching, language, and soft skills, including Czech language for foreign doctoral students.

Indicators of attainment of the objective:

- B1.1 The number of measures taken to establish social facilities and balance the academic career and family life of DSP students – at least 4 measures.
- B1.2 Existence of a career consultancy system for DSP students.
- B1.3 Existence of a mechanism for the protection of DSP students.
- B1.4 Establishment of the position of a mentor within the system of DSP student supervision.
- B1.5 The number of supported excellent DSP students – at least 230 students.
- B1.6 Organization of a university-level conference of DSP students.
- B1.7 The number of additional education courses for DSP students offered within the university-level portfolio – at least 2 courses.

- B1.8 The number of DSP students participating in the university-level additional education courses for DSP students – at least 5 students per year.

2.2 Internationalization and Systemic Support of Doctoral Study

Related to the operational objective of the MEYS Strategic Plan 2021+: 3.C

Related to the operational objective of the MEYS Internationalization Strategy 2021+: 2.A

Allocated amount of finance from PROPOST: 6,570,000 CZK

At present, UP focuses on extension and increase of quality of the offered portfolio of study programs and courses in foreign languages and their promotion among foreign study candidates. It has been supporting Double/Joint/Dual Degree/Cotutelle with foreign partners. In addition, it has been promoting university mobility programs for DSP students, such as internships within the UP Scholarship Program or cooperation with the USA within the Merrill Program.

The end of the observed period shall see an increase in the number of DSPs offered in foreign languages, study candidates, students, and graduates in foreign-language DSPs compared to the present state, as well as the increase in the number of joint DSPs offered in foreign languages and student and graduates in joint foreign-language DSPs.

The tools for attainment of the objective within this activity are described in detail in the UP Internationalization Strategy, a strategic priority *University in a Global Academic Network*.

Indicators of attainment of the objective:

- B2.1 The number of DSPs offered in foreign languages – at least 50 DSPs.
- B2.2 The number of study candidates in foreign-language DSPs – at least 10 candidates.
- B2.3 The proportion of DSP students in foreign-language SPs – at least 15%.
- B2.4 The proportion of DSP graduates in foreign-language SPs – at least 4%.
- B2.5 The number of joint DSPs offered in foreign languages – at least 11 DSPs.
- B2.6 The number of DSP students in joint foreign-language SPs – at least 10 students.
- B2.7 The number of DSP graduates in joint foreign-language SPs – at least 2 graduates.
- B2.8 The number of outgoing DSP students – at least 138 outgoing mobilities.

- B2.9 Templates and a methodology for establishment of joint Double/Joint Degree and Cotutelle SPs.
- B2.10 The number of foreign and external experts participating in evaluation of DSP study results – at least 5 experts per year.
- B2.11 Definition of requirements for tutors set in the UP legislation, taking into account the specifics of individual faculties and study programs.
- B2.12 Formulation of principles for acceptable forms of dissertation theses, taking into account the specifics of individual faculties and study programs.

2.3 Promotion of and Motivation for Doctoral Study

Related to the operational objective of the MEYS Strategic Plan 2021+: 3.D, II.3, II.10

Allocated amount of finance from PROPOST: 240,000 CZK

At present, UP manifests a relatively high degree of inbreeding, a low degree of interdisciplinary and inter-university mobility, a low degree of internationalization, and insufficient motivation program.

The target state shall be communication of standardized programs including their motivational factors, as well as an interdisciplinary, inter-faculty, inter-university, and international campaign informing about the DSPs offered by UP and the related conditions using a centralized platform.

Tools for attainment of the objective:

- 2.3.1 Promotion and development of the community of doctoral students and its presentation.

Indicators of attainment of the objective:

- B3.1 Existence of a centralized multi-language presentation platform in the form of a website prepared in cooperation with individual UP workplaces.

Objective 3: Excellence in Research and Development

Responsibility: Vice-Rector for Science and Research

Present state: Until 2020, UP focused on increasing the quality of scientific and creative activities and, consequently, on employment of highly qualified professionals. An important factor in monitoring and support of the quality of creative activities was implementation of the information system for evaluation of academic staff (IS HAP), developed at UP. The system was consecutively implemented at all UP faculties. The same period also saw the establishment of systems for internal assessment of science and research at individual faculties focused on assessment of the performance of their organization units related to this area. The University also worked on the methodology for internal evaluation of scientific and research activities of the individual UP facilities. UP also underwent external evaluation from EUA concerning the management of creative activities.

Over the monitored period, UP continuously achieved very good results in assessment of scientific outputs registered in RIV conducted in compliance with the national methodology (over the last years in compliance with Methodology 2017+). Apart from research in individual subject areas, UP also developed highly interdisciplinary research. It set a mechanism for support of newly established teams of junior scientific employees. In addition, UP educated its academic staff and students in protection and commercial utilization of research and scientific results. Science popularization was conducted through a number of public events, such as the Researchers' Night, the Science and Research Fair, and AFO. Fort Science was an important centre of science popularization.

Up until the present, the system of measures for the university-level strategic management of science and research and the systematization and full support of commercialization regarding the results of creative activities have not been completely accomplished. A significant proportion of research at UP still remains atomized and takes place within individual subject areas.

Target state: By the year 2030, UP shall continue developing the evaluation of its academic and scientific staff in IS HAP. It shall finalize its system for internal quality assessment of its scientific and research activities. Over the relevant period of this strategic plan, emphasis shall continue to be put on the high quality of creative activities, and staffing arrangements shall be focused on employment of highly

qualified professionals. UP shall ensure the linking of research and education, as well as the participation of students, especially DSP students, in research. Emphasis shall be placed on integration of research capacities and orientation towards research topics reflecting societal needs. UP shall integrate the managerial structure for the establishment of conditions for the support of excellence in science and research. UP shall create mechanisms for support of interdisciplinary and inter-faculty cooperation and propose mechanisms for strategic management of its science and research. UP shall continuously review the outputs of external evaluations and consider societal needs in order to give priority to research topics with high added value for society and the economy. Systemic administrative and methodological support for grant schemes shall be developed, including support during preparation of applications for prestigious international grants, protection of intellectual property, and transfer of knowledge. Palacký University shall be active in regional structures supporting innovation. In addition, the support system for transfer of knowledge and commercialization of creative activity outputs shall be completed; together with the system of intellectual property protection. It shall be further developed in compliance with the national innovation strategy and the RIS3. Concerning popularization of science, UP shall focus more on prestigious programs, shows, and national press. It shall also increase the efficiency of popularization through leisure activities (for instance AFO and Fort Science).

Expected financial support:

- University Strategic Management Support Program,
- Long-Term Research Organization Conceptual Development (DKRVO),
- Specific University Research,
- Igráček,
- Revenue from commercialization of UP's industrial property.

3.1 Monitoring and Support of the Quality of Creative Activities

Related to the operational objective of the MEYS Strategic Plan 2021+: 4.A, 4.C, 4.D

Allocated amount of finance from PROPOST: see Objective 4.2

Up until the present day, an important factor in monitoring and support of the quality of creative activities was the implementation of IS HAP. This information system uses data from other information systems used by the University (SAP, STAG, and OBD) and other relevant external information sources (RUV, CRP). IS HAP also enables monitoring of the linking of the creative and educational activities of a particular member of staff. The parameters within the academic staff evaluation model were set individually, in accordance with the conditions at the individual faculties; particularly high requirements regarding the results of creative activities were set for the staff of research centres. Over the same period, UP established systems for internal evaluation of science and research at individual UP facilities, focused on evaluation of the performance of its organizational units concerning this area (in relation to the allocation of financing). Up until the present day, UP has not fully accomplished the system of measures ensuring university-level strategic management of science and research.

By the year 2030, UP shall continue developing the evaluation of its academic and scientific staff in IS HAP, and this tool shall be subsequently implemented and systemically used at all UP facilities. At the same time, IS HAP shall be optimized for comfortable browsing on mobile phones and further improved concerning its accessibility (e. g. for blind users). UP shall complete the system for internal evaluation of the quality of its scientific and research activities in compliance with the Methodology 2017+. A new IS enabling monitoring and analysis of results of creative activities at individual UP workplaces (IS HUP) shall be created. This system is aimed at providing the above set data in a form reflecting the needs of its users (heads of workplaces, university and faculty managements), assess their significance (in correspondence with the university assessment methodology and the Methodology 2017+), create managerial summaries of stored data, and other analysis such as identification of excellent research teams, analysis of the development of subject-area focus on publication activities in individual workplaces, etc. Although the University may benefit from significant experience achieved from the establishment of IS HAP and while creating the new IS HUP, and both systems shall be base on the same line of thought, technically it will be an autonomous system. Retrieval of data from the

BOD system, where UP data on results of scientific and research activities are gathered, is conducted in a different way for each of the two systems. Other reasons for autonomous technical implementation are the already high complexity of IS HAP, the intention to use other programming tools for IS HUP compared to IS HAP, the delimitation of the subject of protection concerning academic staff evaluation with the European trademark, etc.

In the period of this strategic plan under consideration, UP shall continue its focus on high quality of creative activities and on employment of highly qualified professionals. It shall ensure the linking of research and teaching, as well as participation of students, especially DSP students. UP shall design mechanisms for strategic management of science and research capable of providing support to research teams with a high potential for the development of science and research at UP, including subject-areas of social science and humanities. It shall continuously reflect on the outputs from external evaluations and take into account the societal needs in order to give priority to research topics with high added value for the society and the economy. UP shall develop systemic administrative and methodological support for grant schemes, including support during preparation of applications for prestigious international grants, protection of intellectual property, and transfer of knowledge.

Tools for attainment of the objective:

- 3.1.1 internal monitoring and evaluation of creative activities of academic/scientific workers and subsequently also research teams constituted from these workers; internal monitoring and evaluation of creative activities of doctoral students (IS HAP).
- 3.1.2 Internal monitoring of evaluation, and further analyses of creative activity outputs from UP facilities and their organizational units (IS HUP).
- 3.1.3 Systematization concerning implementation of recommendations provided in external evaluations according to Methodology 2017+ and other external evaluations.
- 3.1.4 Establishment and support of systemic incentives for promotion of high-quality science and research, and an update of the strategy for utilization of institutional support to DKRVO.
- 3.1.5 A system for determination of research priorities taking into account societal needs.
- 3.1.6 Support of establishment of new research teams.

- 3.1.7 Methodological and administrative project support.
- 3.1.8 Support of participation of DSP students in research and development activities and their publication activities.

Indicators of attainment of the objective:

- C1.1 Optimized IS HAP respecting the national assessment methodology and reflecting the UP internal system for evaluation of creative activities; the system shall also be optimized for browsing on mobile phones and accessible for users with special needs.
- C1.2 Implementation of IS HUP for monitoring and evaluation of creative activities of individual university workplaces.
- C1.3 Existence of a system for implementation of recommendations provided in external evaluations.
- C1.4 The number of adopted measures based on recommendations provided in external evaluations.
- C1.5 The number of external evaluations besides the International Evaluation Panel within Methodology 2017+.
- C1.6 Existence of a strategy for utilization of institutional support within DKRVO.
- C1.7 Increased number of scientific publications in the 1st decile (D1) according to AIS in the database WoS and according to SJR in the database Scopus.
- C1.8 Increased number of scientific publications in the 1st quartile (Q1) according to AIS in the database WoS and according to SJR in the database Scopus.
- C1.9 Increased number of publications in open access journals.
- C1.10 Increased number of citations in scientific publications according to PP top 10%, CNCI, and JNCI.
- C1.11 Increased number of results achieving the score 1 in peer review within the module M1 of the Methodology 2017+.
- C1.12 Increased number of results achieving the score 1 or 2 in peer review within the module M1 of the Methodology 2017+.
- C1.13 Increased number of results achieving the score 1, 2, or 3 in peer review within the module M1 of the Methodology 2017+.
- C1.14 Existence or a system for determination of research priorities.
- C1.15 Increased number of achieved internal junior projects.

- C1.16 Increased number of achieved Horizon international projects.
- C1.17 Increased number of achieved other international projects.
- C1.18 Increased number of achieved national projects.
- C1.19 Increased number of DSP students participating within Science and Research in investigation of grant projects.
- C1.20 Increased number of scientific publications authored by DSP students – the number of scientific publications.
- C1.21 Increased number of scientific monographs authored by DSP students – the number of monographs.
- C1.22 Increased number of chapters in monographs authored by DSP students – the number of chapters in monographs.
- C1.23 Increased number of applied research results achieved by DSP students – the number of applied research results (certified methodologies, patents, and other areas of industrial property).

3.2 Integration of Research Capacities and Support of Interdisciplinarity

Related to the operational objective of the MEYS Strategic Plan 2021+: 4.A

The present orientation in research and development on areas that are topical for the society and for economic development necessitates a high degree of interdisciplinarity and mutual cooperation across many fields of science. A considerable proportion of UP research is, however, still atomized and takes place within individual subject areas. Up until the present day, UP has not made full use of the potential for interdisciplinary overlaps and inter-faculty cooperation.

By the year 2030, UP shall focus on integration of its research capacities and orientation on research topics reflecting societal needs. It shall create mechanisms enabling support for interdisciplinary and inter-faculty cooperation, including integration of a certain proportion of the individual scientific and research centres' research capacities in the newly established university institute. In addition, UP shall support inter-sector cooperation and participation in major research infrastructures.

Tools for attainment of the objective:

- 3.2.1 Support for interdisciplinary and inter-faculty cooperation.
- 3.2.2 Improving national and international interdisciplinary research teams.
- 3.2.3 Integration of research capacities.

Indicators of attainment of the objective:

- C2.1 Increase in the number of inter-faculty grant projects.
- C2.2 Increase in the number of outputs of creative activities (scientific publications, monographs, chapters in monographs, and applied research results) created based on inter-faculty cooperation.
- C2.3 Establishment of interdisciplinary teams.

3.3 Commercialization of Scientific and Research Results and Transfer of Knowledge

Related to the operational objective of the MEYS Strategic Plan 2021+: 4.A, 4.C, II.9

Up until 2020, Palacký University focused on systematization of the management of intellectual property and its own know-how, education of academic staff and students in relation to protection and commercial utilization of scientific and research results and establishment of interactions between research workplaces and the application sector. Up until the present day, however, systematization and support concerning commercialization of creative activity results have not been fully accomplished.

By the year 2030, UP shall complete the support system for transfer of knowledge and commercialization of creative activity results. This system, along with the system of protection of intellectual property, shall be further developed in compliance with the national innovation strategy and RIS3. UP shall provide full support for the establishment of spin-offs with or without UP's equity participation. It shall develop contacts with the application sector and support contractual research and transfer of knowledge into practice. Palacký University shall be active in regional structures supporting innovations.

Tools for attainment of the objective:

- 3.3.1 Support of intellectual property protection.
- 3.3.2 Support of transfer of knowledge.
- 3.3.3 Support of linking with the application sector.

Indicators of attainment of the objective:

- C3.1 Existence of an intellectual property registration system
- C3.2 Trained staff in relation to intellectual property protection.
- C3.3 Increased number of established spin-offs with UP's equity participation.

- C3.4 Increased number of established spin-offs without UP's equity participation.
- C3.5 Increased number of licence agreements for utilization of UP's industrial property concluded with external partners – at least 5 agreements per year.
- C3.6 Increase in the volume of contractual research.
- C3.7 Total revenues from commercialization and transfer of knowledge at UP – at least 0.5% of UP's revenues.
- C3.8 Number of proof-of-concept projects – at least 3 projects per year.
- C3.9 Increased number of collaborations with partners from the application sector.
- C3.10 Increased number of participations in associations for innovation and innovation hubs.

3.4 Support for the Open Science Strategy

Related to the operational objective of the MEYS Strategic Plan 2021+: 2.B, 4.A, II.10

Allocated amount of finance from PROPOST: see Objective 4.2

Based on recommendations from international evaluation panels, (not only), universities shall focus its policies on the attainment of Open Science or Open Access strategies. Up until the present day, UP has not systemically developed this strategy: IS HAP does not include any functionality indicating the public accessibility of a particular published scientific or research result, and the evaluation does not reflect this indicator.

At the end of the observed period, IS HAP and the future IS for evaluation of creative activities at UP workplaces shall include information on public accessibility of particular results.

Tools for attainment of the objective:

- 3.4.1 Adding a functionality for support of the Open Science strategy into IS HAP.
- 3.4.2 Adding a functionality for support of the Open Science strategy into the IS for evaluation of creative activities at UP workplaces.

Indicators of attainment of the objective:

- C4.1 Flag indicating viewing a document published in relation to the support of the Open Science strategy in IS HAP.

- C4.2 Flag indicating viewing a document published in relation to the support of the Open Science strategy in IS HUP.

3.5 Popularization of Science and Research

Related to the operational objective of the MEYS Strategic Plan 2021+: 3.D, 4.C, II.10

Allocated amount of finance from PROPOST: see Objective 7.2

Palacký University uses many communication technologies and platforms (web, social networks, printed media). It has a functional network of media contacts and consistently addresses the professional as well as wider public through its media appearances.

At the end of the concerned period, UP shall maintain its quality and frequency of communication of its scientific results. It shall focus more intensively on prestigious programs, shows, and national press. It shall extend agency cooperation concerning the profiling of particular topics, extension of the media portfolio, and prioritization of efficient popularization through leisure activities (for instance, AFO and Fort Science; these are perceived and supported as university-level institutions with an impact reaching beyond the region).

Tools for attainment of the objective:

- 3.5.1 Support for science and research popularization.

Indicators of attainment of the objective:

- C5.1 Organization of the AFO international science popularization festival once per year and the related activities.
- C5.2 Number of national-level activities concerning science popularization – at least 40 events.

3.6 International Dimension in Research and Development

Related to the operational objective of the MEYS Strategic Plan 2021+: 4.A, 4.D

Related to the operational objective of the MEYS Internationalization Strategy 2021+: I.5.A

Allocated amount of finance from PROPOST: see Objective 8.5

The international dimension in science and research, including tools for attainment of the objective and particular indicators, is described in the UP Internationalization Strategy, strategic priority *Internationalization in the Globalized World* (see 8.5).

3.7 Restructuring of HR Management in Science and Research

Related to the operational objective of the MEYS Strategic Plan 2021+:4.A

Allocated amount of finance from PROPOST: see Objective 4.3

Up until the present day, HR management in the area of science and research has been significantly decentralized at the level of individual faculties (and other units) with a rather low degree of coordination. This reflects the varied needs of faculties in relation to science and research. Integration is, however, a desirable phenomenon. At the end of the observed period, UP shall emphasize integration in the managerial structure ensuring establishment of conditions for support of excellence in science and research. It shall develop a support structure within the central administrative structure (the UP Rectorate) serving as a tool for individual UP units. UP shall establish close cooperation with the UP Science and Technology Park.

Tools for attainment of the objective:

- 3.7.1 Support for interdisciplinary and inter-faculty cooperation.

Indicators of attainment of the objective:

- C7.1 Increased number of interdisciplinary and inter-faculty meetings of heads of individual units serving as a platform for sharing of information.
- C7.2 Increased number of interdisciplinary and inter-faculty educational events.

ADMINISTRATIVELY FRIENDLY UNIVERSITY

Objective 4: Improving Strategic Management

Responsibility: Vice-Rector for Strategic Planning and Quality

Present state: In relation to the attainment of the institutional accreditation, UP has focused in particular on systematization of strategic, process, and operational management and establishment of a unified system for internal quality assessment concerning all activities, including the necessary legislation. While UP has systemized the collection of data series and analysed existing processes and risks, it has not yet elaborated a comprehensive process map and risk map. There is room for improvement in the areas of automation in the HR agenda, work with academics and other staff, and the motivation system. In addition, the high degree of decentralization in HR management is considered a weakness. Palacký University underwent external evaluation from EUA and internal evaluation according to a model proposed by EFQM for tertiary education. A number of recommendations gathered from the EUA evaluation were reflected upon while designing this strategic document.

Target state: By 2030, UP shall systemize and optimize process management and risk management in relation to the EFQM model and the Methodology 2017+. UP shall complete the current UP process map and risk map. It shall complete the optimization of the system for internal quality assessment of all activities according to the EFQM model and the Methodology 2017+. UP shall also complete the optimization of the automatic system for data collection and assessment of performance and quality of academic staff activities (IS HAP) and implement a system for assessment of performance and quality of other staff activities (IS HOP). At the end of the concerned period, centralization of HR management shall be implemented at least concerning the area of methodological management. A unified approach towards HR management shall be supported with unified support SW tools for assessment of HR– IS HAP and IS HOP, applied across the entire UP.

In order to ensure optimization of its strategic management, UP shall also initiate, in cooperation with the Czech Rectors Conference, certain necessary legislative adjustments at the level of national legislation concerning tertiary education.

Expected financial support:

- University Strategic Management Support Program,
- OP RDE Development of Capacities for Research and Development at UP (2020–2023),
- OP RDE UP as a Comprehensive Educational Institution (2018–2021).

4.1 Development of Internal Capacities for Strategic Management

Related to the operational objective of the MEYS Strategic Plan 2021+: 5.B, 6.A
Allocated amount of finance from PROPOST: 5,000,000 CZK

In relation to the attainment of the institutional accreditation, over the period up until 2020, UP focused in particular on systematization of strategic, process, and operational management and establishment of a unified system for internal quality assessment concerning all activities. UP systemized the collection of data series and analysed existing processes and risks. Thus far, however, UP has not elaborated a comprehensive process map and risk map, and in relation to the data series collection process, a need for their IT-based automated collection arose.

By the year 2030, UP shall analyse and set automatic data series collection in relevant areas. Another partly automatic mechanism shall concern collection of data from national and international benchmarking, so that the University can continuously update its strategic and operational objectives with regard to current trends in society. In addition, the practice of the focus groups shall be introduced (including the participation of academic bodies – the UP Academic Senate and the UP Board of Trustees – as well as UP partners) to reflect on topical issues and current trends and thus ensure that the University can strategically react with its portfolio of offered SPs and educational courses to current needs of society while respecting the trends of sustainable development. UP shall strengthen its internal capacities for evaluation of strategies and their communication within the academic community, particularly by systematic training of the staff responsible for processing of data analyses and evaluation of strategies at the level of the UP Rectorate as well as at individual faculties, so as to achieve greater synergy concerning the attainment of UP's strategic objectives in relation to cooperation across individual faculties.

Tools for attainment of the objective:

- 4.1.1 Development of innovative tools for strategic management.
- 4.1.2 Systematization of process management and risk management; reviewing of internal processes (including science and research in relation to the Methodology 2017+).

Indicators of attainment of the objective:

- D1.1 Existence of an automatic mechanism for data series collection.
- D1.2 Existence of an automatic mechanism for national and international benchmarking.
- D1.3 Implemented practice of focus groups for assessment of new SP areas at UP.
- D1.4 Trained UP staff in the area of development of analyses, strategic planning, and evaluation of strategies – employees of RUP and representatives of UP facilities.
- D1.5 A completed process map for UP.
- D1.6 A completed risk map for UP.
- D1.7 Optimization of the number of indicators for monitoring of risks.
- D1.8 The number of steps initiated with assessment of indicators for monitoring of risks.

4.2 Optimization of Quality Management Systems

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.A, 5.B, 6.A

Allocated amount of finance from PROPOST: 7,266,841 CZK

In relation to the attainment of the institutional accreditation up until 2020, UP developed in particular an interlinked system for internal assessment and quality assurance of all its activities, including the necessary legislation. Within this process, UP underwent external evaluation from EUA and internal evaluation according to the EFQM model for tertiary education. UP annually conducts comprehensive internal monitoring of all activities of one selected faculty. Quality assessment discovered several missing feedback mechanisms, specifically systematic evaluation from UP staff and partners and the absent practice of focus groups for individual UP activities. By the year 2030, UP shall complete the optimization of the system for internal quality assessment of all activities based on the EFQM model and the Methodology 2017+. It

shall complete the optimization of the automatic system for data collection and evaluation of performance and quality of academic staff activities (IS HAP), and implement a system for assessment of performance and quality of other staff activities (IS HOP). In addition, the practice of focus groups shall be introduced to enable the monitoring of quality. Together with the UP Internal Assessment Board and the UP Quality Committee, these focus groups shall involve greater participation of academic bodies (the UP Academic Senate and the UP Board of Trustees) as well as UP partners.

Tools for attainment of the objective:

- 4.2.1 Further development of IS HAP and optimization of its setting compliant to the national methodology for assessment of university creative activities and UP methodology for internal assessment of creative activities.
- 4.2.2 Establishment of IS HUP, closely interlinked with IS HAP, serving for monitoring, assessment, and further analyses of data concerning outputs from creative activities of individual UP workplaces.
- 4.2.3 Development of IS HOP according to UP's needs, and its implementation at all UP facilities.
- 4.2.4 Systematization of evaluation from students and UP partners (a system of questionnaire surveys, focus groups).
- 4.2.5 Optimization of internal monitoring tools.

Indicators of attainment of the objective:

- D2.1 IS HAP in a form compliant to Methodology 2017+ and corresponding to UP's model of internal evaluation of science and research.
- D2.2 Existence of IS HUP for monitoring and evaluation of creative activities at UP workplaces.
- D2.3 IS HOP implemented throughout UP.
- D2.4 Existence of an automatic system for questionnaire surveys among UP partners.
- D2.5 Implementation of focus groups for internal monitoring of quality.
- D2.6 Optimized number of quality monitoring indicators.
- D2.7 Existence of steps initiated with assessment of quality indicators.
- D2.8 Number of applied sanctions procedures.

4.3 Optimization of HR Management

Related to the operational objective of the MEYS Strategic Plan 2021+: 5.D

Allocated amount of finance from PROPOST: 7,399,148 CZK

With regard to the crucial role of HR, UP has thus far paid insufficient attention to it. There is room for improvement in the areas of automation in the HR agenda, work with academics and other staff, and the motivation system (including tools for positive as well as negative motivation). Regarding the varied needs of individual faculties at present, UP manifests a rather high degree of decentralization in HR management, which leads to different approaches in HR management at various UP facilities and promotes a higher error rate (e.g. in the area of employment contracts). It is desirable to provide methodological support for heads of workplaces at various levels of management within HR optimization and training in current trends in HR. It may be presumed that these steps will result in increased efficiency of work and decreased demands on financial resources.

At the end of the observed period, centralization of HR management shall be achieved at least in the area of methodological management. A crucial aspect is the linking of HR staff at individual faculties with the central-level Personnel Management Office. All the key activities in the area of HR management shall be implemented in a uniform manner. This uniform approach towards HR management will be supported with unified support SW tools for HR assessment – IS HAP and IS HOP – applied throughout UP. It is important to ensure the predictability of decisions made by the heads of individual workplaces. A crucial aspect is the actual utilization of key tools such as Career Codes, etc. Clearly set methodological tools for HR management, such as up-to-date methodologies, need to be available for all UP facilities.

Tools for attainment of the objective:

Unification of procedures in HR, personnel, and payroll matters across UP facilities (faculties and central units)

- 4.3.1 Continued analysis of existing HR procedures and establishing of unified principles across UP.
- 4.3.2 Systemization of employee recruitment.
- 4.3.3 Further development of the portal for HR staff, job applicants, and UP staff.
- 4.3.4 Continued computerization of HR documents.
- 4.3.5 Systemization of employment of foreign nationals at UP; establishment of the Welcome Office.

- 4.3.6 Development of the UP Conditions of Employment.
- 4.3.7 Analysis of options for unification of selected benefits across UP, so that UP acts as a single employer and its competitiveness is ensured.
- 4.3.8 Procurement of professional employee care.
- 4.3.9 Implementation of a system for education of UP staff.
- 4.3.10 Implementation of a system for education of UP staff.
- 4.3.11 Optimization of SW products IS HAP and IS HOP concerning their linking with shared principles for HR management at UP.

Restructuring of HR management

- 4.3.12 Development of the UP Career Code.
- 4.3.13 Organization of recruitment and selection of non-academic staff.
- 4.3.14 Implementation of a systematic service for employee care and its promotion among the staff.

Indicators of attainment of the objective:

- D3.1 Existence of individual methodological principles for HR procedures.
- D3.2 Implementation of standardized procedures for employee recruitment.
- D3.3 Functional UP Portal with updated content.
- D3.4 Digitized HR documents.
- D3.5 Establishment of the Welcome Office.
- D3.6 Existence of the UP Conditions of Employment.
- D3.7 A flexible system of employee care including benefits.
- D3.8 A functional system for education of UP staff.
- D3.9 Existence of the UP Career Code.
- D3.10 Optimized system IS HAP.
- D3.11 Establishment of the Development Centre.
- D3.12 Existence of a set of contract templates related to the areas of labour law, rentals, licencing, etc.

Objective 5: Decrease in Administrative Load and Optimization of Infrastructure

Responsibility: Vice-Rector for Organization and Development

Present state: The University carefully plans reconstruction of its material property and infrastructure. Recent years saw major reconstruction work, such as the total reconstruction of the Faculty of Arts' building on Křížkovského 10, and construction of the building of the Application Centre BALUO. Regarding the area of information systems, UP focuses on building a redundant server and network infrastructure and implementation of a range of essential agenda and support systems. The area of administrative activities suffers from duplication in a range of tasks and a lack of clear methodological management due to unclear guidance resulting from decentralization. Communication with students is also administratively demanding in certain aspects, as it may be hindered for instance by the impossibility to deliver a particular decision.

Target state: UP shall continue with reconstruction work on its material property, as well as innovation of its infrastructure, so that it meets the demanding requirements on its facilities. In relation to development trends in IT, the university information system shall be continuously modified so that it meets the needs of its users from the academic community. An integral part of the objective are activities related to management of cybersecurity. Administrative processes shall see an increase in the proportion of shared services ensured through professionals and high-quality infrastructure. Communication with students shall be simplified by providing the students with the option of using a data box.

Expected financial support:

- University Strategic Management Support Program,
- OP RDE Development of Capacities for Research and Development at UP (2020–2023),
- OP RDE UP as a Comprehensive Educational Institution (2018–2021),
- ISPROFIN,
- ITI.

5.1 Development of IT to Support a Decrease in Administrative Load

**Related to the operational objective of the MEYS Strategic Plan 2021+: 6.A
Allocated amount of finance from PROPOST: 25,669,965 CZK**

Regarding the area of information systems, up until 2020, UP focused on development of a redundant server and network infrastructure and implementation of a range of essential agenda and support systems. Individual information systems were implemented and put into operation. UP also launched activities in the area of systematic integration of individual information systems, particularly by completing the comprehensive administration of identities. In addition, the establishment of the UP Computer Centre allowed UP to develop its own software. This trend shall be followed on an ongoing basis.

To ensure that the University is able to achieve all its societal roles, its management and operations need to be supported with a modern and efficient university information system that contributes to the decrease in the administrative load. Palacký University shall monitor, assess, and implement relevant information and communication technologies. Concerning development trends in IT, UP shall continuously modify the University IS, so that it meets the comprehensive needs of the University and its students, staff, graduates, and study candidates. UP aims for its information and communication technologies to meet the criteria for state-of-the-art technologies in the area and maintain this state constantly. Areas for development involve specifically ensuring modern hardware support for IS applications, customized software application support of university agendas, and overall pro-service orientation in administration of information and communication technologies towards the academic community. Activities related to cybersecurity management are an integral part of the objective.

Tools for attainment of the objective:

- 5.1.1 Support for personal development of IT staff.
- 5.1.2 Support for development of UP's own specific software solutions.
- 5.1.3 Support for higher integration of externally procured information systems.
- 5.1.4 Support for establishment of cybersecurity systems.

Indicators of attainment of the objective:

- E1.1 Ratio of personnel substitutability in individual IT agendas – at least 60%.
- E1.2 Number of education events (including self-learning and peer learning) for top management focused on handling of technological domains – at least 500 events.
- E1.3 Ratio of UP's own software solutions meeting the criteria of state-of-the-art technologies – at least 36% of solutions.
- E1.4 Ratio of externally procured information systems connected to SSO and IDM systems – at least 19% of IS.
- E1.5 Existence of instructions for implementation of ISMS elements.

5.2 Analysis of Shared Service Capacities at UP

Related to the operational objective of the MEYS Strategic Plan 2021+: 6.C Allocated amount of finance from PROPOST: 2,000,000 CZK

The present-day strong decentralization results in frequent duplication in activities and the secondary need for strengthened staffing at individual facilities, especially faculties.

At the end of the observed period, UP shall have a greater proportion of shared services provided by a professional body and a high-quality infrastructure.

Tools for attainment of the objective:

- 5.2.1 Training system for the administrative section designed to increase competency resulting in a decrease in the administrative load for academics and possibly also top management at UP.
- 5.2.2 Regular HR audits at selected workplaces.
- 5.2.3 Standardization of support services.
- 5.2.4 Dissemination of legal norms from the central level towards individual units to ensure legal certainty.

Indicators of attainment of the objective:

- E2.1 Trained UP staff regarding the area of support services – RUP staff + representatives of UP facilities.
- E2.2 Existence of a system of functional dissemination of legal norms.

5.3 Development and Optimization of Infrastructure

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.E

The material property used by the University for its activities includes 66 buildings. UP cares for its real estate and plans repairs and reconstruction work. Their descriptions and the sources of finance are annually stated in the investment plan attached to the annual plan for implementation of the strategic plan designed for a particular year.

By the end of the concerned period, UP shall complete the reconstruction of the UP Sports Hall, the UP Central Archive shall be available, and reconstruction work at the campuses in Hněvotínská, Holice, Neředín, and Envelopa shall be completed. The construction solutions regarding new buildings at the campuses Hněvotínská and Šlechtitelů shall also be completed. Reconstructed and newly constructed buildings shall meet the principles of the so-called blue-green infrastructure of the Statutory City of Olomouc. The target state is described in greater detail in the attachment presenting the investment plan.

Tools for attainment of the objective:

- 5.3.1 Construction and modernization of the infrastructure.
- 5.3.2 Reconstruction of UP-owned real estate.
- 5.3.3 Optimization of support infrastructure.

Indicators of attainment of the objective:

- E3.1 Reconstructed UP Sports Hall.
- E3.2 Existence of the UP Central Archive.
- E3.3 Launch of construction work on the new building on the Holice campus.
- E3.4 Launch of construction work on the new building on the Hněvotínská campus.
- E3.5 Reconstructed building on tř. Svobody 26.
- E3.6 Solutions for the UP administrative building on the Envelopa campus.
- E3.7 Launch of reconstruction work on the halls of residence on Na Zákopě street.

An overview of the investment plan for the concerned period is provided in Attachment 1.

5.4 Digitization of Archiving and Records-Management Services

Related to the operational objective of the MEYS Strategic Plan 2021+: 6.A

Allocated amount of finance from PROPOST: 2,000,000 CZK

At present, students are not obliged to communicate with the University through data boxes; as a result, only a small proportion of students have set up a data box.

UP shall support utilization of data boxes for communication of students and the University. It intends to use data boxes for sending of administrative decisions and promote their utilization among students. Students shall be informed and supported when applying for establishment of their data box, which may help digitization of administrative agendas and promote better efficiency of processes.

Tools for attainment of the objective:

- 5.4.1 Technical support for utilization of data boxes by students.
- 5.4.2 Development of an internal norm for utilization of data boxes for students.

Indicators of attainment of the objective:

- E4.1 Number of student data boxes – an increase in the number of data boxes at least by 30%.

HEALTHY, SOCIALLY RESPONSIBLE, AND SUSTAINABLE UNIVERSITY

Objective 6: Systematization of Tools Fulfilling the Third Role

Responsibility: Vice-Rector for External Relations

Present state: Although UP has already been implementing a range of activities related to social responsibility and sustainable development, it has not established a uniform strategy and a comprehensive conceptual liability framework that would clearly state its attitudes to the public. There are individual voluntary and project activities and cultivation of the public space is taking place. Numerous activities are conducted under the auspices of the UP Volunteering Centre and the UP Career Centre, and there are also various student activities. In addition, the current situation in 2020 related to the COVID-19 pandemic demonstrated that UP needs to have a more clearly set and conceptually embedded strategy for emergency management.

Target state: At the end of the concerned period, UP shall have a conceptual liability framework for the areas of social responsibility and sustainable development. Expert activities shall be conducted (e.g. determination of needs and barriers with respect to sustainable behaviour; definition of the social aspects of sustainable behaviour), information campaigns shall be run, and individual tools related to the area of healthy lifestyle and healthy environment shall be maintained. UP shall continue cultivating the public space; it shall have a functional system of emergency management for individual risk areas. Cooperation regarding strategic topics shall be established with the Statutory City of Olomouc and the Olomouc Region.

Expected financial support:

- University Strategic Management Support Program,
- A project within the consortium Aurora,
- Programs of the State Environmental Fund of the Czech Republic,
- Grants from the Olomouc Region,
- Grants from the Statutory City of Olomouc.

6.1 Design of a Concept for Social Responsibility and Sustainable Development

Related to the operational objective of the MEYS Strategic Plan 2021+: 5.D, II.14
Allocated amount of finance from PROPOST: see Objective 4.1

At present, UP does not have a uniform strategy and a comprehensive concept for the areas of the third role – social responsibility and sustainable development. In 2019, UP underwent external evaluation within the National Award of Social Responsibility from the Ministry of Industry and Trade of the Czech Republic (MIT). One of the recommendations from MIT within the external evaluation was to design a comprehensive conceptual document. In addition, the situation in 2020 related to the COVID-19 pandemic demonstrated that UP needs to have a more clearly set and conceptually embedded strategy for emergency management

At the end of the observed period, UP shall have elaborated an analysis of initial data for social responsibility and sustainable development; based on these data, it shall design a conceptual liability framework for the areas of social responsibility and sustainable development. To enable emergency management and management of issues related to climate change, UP shall develop an adaptation strategy in compliance with the national concept. Within the determined conceptual liabilities and identified activities related to social responsibility and sustainable development, UP shall establish quality monitoring and assessment indicators for activities in these areas, including possible appreciation of results related to the third role through remuneration for the academic staff.

Tools for attainment of the objective:

- 6.1.1 Analysis of initial data in the area of social responsibility and sustainable development.
- 6.1.2 Development of UP strategic documents and the conceptual liability framework for the areas of social responsibility and sustainable development.
- 6.1.3 Development of an adaptation strategy for emergency management of issues related to climate change.
- 6.1.4 Setting of indicators for internal monitoring in the area of social responsibility and sustainable development.

Indicators of attainment of the objective:

- F1.1 Existence of an analysis summarizing UP's activities in the areas of social responsibility and sustainable development.
- F1.2 Existence of a conceptual liability framework for the areas of social responsibility and sustainable development.
- F1.3 Existence of a UP adaptation strategy for emergency management of issues related to climate change.
- F1.4 Innovated quality management documents.

6.2 Identification and Implementation of Social Responsibility and Sustainable Development Tools

Related to the operational objective of the MEYS Strategic Plan 2021+: 5.B, 5.D, II.2, II.8, II.11, II.12, II.13, II.14

At present, there are individual voluntary and project activities (UPbike, UP Volunteering Centre, the portal Chodím Olomoucí [Walking in Olomouc], the initiative Život bez auta [Life without a Car], etc.) and cultivation of the public space is taking place through cultural and educational events for the general public.

At the end of the observed period, UP shall have a coordinated sustainable development policy at the central level, as well as model examples serving for education. UP shall extend cooperation with workplaces focusing on the respective area at UP, in the Czech Republic, and abroad in order to share know-how. UP shall run information campaigns and maintain individual tools related to healthy lifestyle and healthy environment. UP shall cultivate the public space through cultural and educational events for the general public and put greater emphasis on content marketing focused on public benefit (social marketing). UP shall have a functional crisis management system for individual risk areas.

Tools for attainment of the objective:

- 6.2.1 Systemization of the UP sustainable development concept management.
- 6.2.2 Identification and systematization of UP tools for management of strategic objectives in the area of social responsibility and sustainable development (for instance reduction of waste, circular economy, active and sustainable mobility, water and energy saving, reduced production of CO₂ and dust particles, maintenance of green spaces).

- 6.2.3 Identification of cases and issues (buildings, premises, target groups, processes, etc.) providing model solutions in relation to sustainable development, including a detailed information campaign on the options and limits of environmentally optimal solutions.
- 6.2.4 Utilization of the expert potential within the University for determination and implementation of the methodology for sustainable development applicable to a campus, a city, or a wider region (sustainable and active mobility, waste management, energy policy, circular economy, etc.).
- 6.2.5 Establishment of tools for crisis communication (particularly online).
- 6.2.6 Preparation of education courses in sustainable development; integration of the University into international networks and their integration into LLL and U3V programs
- 6.2.7 Emphasis on the principle of healthy lifestyle and implementation of projects supporting these aspects inside and outside the community.

Indicators of attainment of the objective:

- F2.1 Development of the agenda of the central coordinator for the UP sustainable development strategy.
- F2.2 Monitoring of individual topics and their statistical assessment according to generally recognized systems:
 - waste reduction and sorting,
 - implementation of circular economy principles,
 - implementation of sustainable mobility principles,
 - water and energy saving,
 - prevention of pollution,
 - systematization of maintenance of green spaces,
 - maintenance of an efficient food economy,
- F2.3 Existence of a case study concerning a university building.
- F2.4 Implementation of ten low-cost educational campaigns.
- F2.5 Existence of a specialized panel with appointed guarantors for individual topics.
- F2.6 Existence of a technologically secured platform for new-generation virtual communication (see 1.7).
- F2.7 Existence of security against communication channels blackout.
- F2.8 Preparation of educational courses in sustainable development.

- F2.9 Active seeking of financial support for sustainable development topics.
- F2.10 Existence of a food offering in university canteens reflecting the promotion of a healthy lifestyle.
- F2.11 Existence of an offering of sports and leisure activities promoting a healthy lifestyle, including educational activities in the area.
- F2.12 Realization of a transport infrastructure and working conditions supporting sustainable modes of transport among staff and students.

6.3 Development of the Principle of Social Responsibility Inside and Outside the Community

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.C, 4.C, II.3, II.5, II.11, II.12, II.13, II. 14

At present, the principles of social responsibility are applied through activities of student organizations, the UP Volunteering Centre, the UP Career Centre, UniON – the Civic University, and strengthening of bonds with UP graduates. UP intensively communicates the strategies with the city and seeks coordination in procedures.

At the end of the concerned period, UP shall have a conceptual liability framework for the area of social responsibility and sustainable development targeted at the student community, as well as academics and other staff. The project of the Civic University UniON shall continue and emphasis shall be placed on inter-generation solidarity, cultural identity, promotion of democracy and the rule of law, the civil society, etc. UP shall also strengthen the aspects of social responsibility in education programs, strengthen the soft and service-learning areas in the curriculum and utilize tools promoting equality of men and women. UP shall support sustainable and active mobility. The University shall establish cooperation with the Statutory City of Olomouc and the Olomouc Region regarding strategic topics through sharing expertise and individual competitive advantages, the assignment of theses, and joint project activities. The system of volunteering shall be standardized, and a new electronic system for record-keeping and awarding of volunteering shall be established.

Tools for attainment of the objective:

- 6.3.1 UP Student Club.
- 6.3.2 UP Volunteering Centre, introduction of volunteering as part of students' experience.
- 6.3.3 UP Career Centre. (see 1.2.5).
- 6.3.4 UniON – the Civic University.
- 6.3.5 Development of hands-on training as a standard part of students' experience.
- 6.3.6 Alumni Program (see 1.6).
- 6.3.7 Cooperation on creating the image of the city and the region (joint campaigns, support of culture industries and creative industries and the city's identity as a modern centre of science, education, and culture).
- 6.3.8 Open data (cooperation on creating a shared data storage, their public presentation, and the application of the open access principle).
- 6.3.9 Implementation of awareness-raising and information campaigns towards staff, students, and citizens promoting sustainable modes of transport.

Indicators of attainment of the objective:

- F3.1 Existence of a new electronic system for record-keeping of volunteering.
- F3.2 Number of lectures organized by the Civic University UniON – at least 20 lectures per year.
- F3.3 Existence of the position of coordinator at the UP Volunteering Centre.
- F3.4 Increased number of individual consultations by 30% compared to the year 2020.
- F3.5 Extended range of topics of courses and webinars by 30% compared to the year 2020.
- F3.6 Increased number of mediated hands-on trainings by 30% compared to the year 2020.
- F3.7 Existence of an edition of three promotional catalogues of culture industries and creative industries in Olomouc.
- F3.8 Mapping of culture industries and creative industries in Olomouc – updating of the database Creative Olomouc.
- F3.9 Strict application of the unified UP visual style and maintenance of its quality.
- F3.10 Functional application My Olomouc with University content.

- F3.11 Functional system of shared data storage.
- F3.12 Number of awareness-raising and information campaigns targeted at sustainable mobility – at least 1 campaign.
- F3.13 Functional portal supporting sustainable mobility.

Common indicators for multiple objectives:

- A2.6 Position of a coordinator of the UP Student Club and volunteering activities.
- A6.1 Increased number of UP Alumni Club members – by 1,000 graduates per year.
- A6.2 Organizing ten alumni lectures per year and existence of a platform for its virtual presentation.
- A6.3 Updated program of alumni benefits compared to the year 2020.
- A6.4 Presentation of thirty stories of success of UP graduates on the website.
- A6.5 Organization of a major alumni meeting in 2023 on the occasion of the anniversary of UP's establishment.

Objective 7: Support for a Common Identity

Responsibility: Vice-Rector for External Relations

Present state: UP currently uses several channels of internal communication including social media. Communication towards outside target groups takes place in the form of a promotion campaign as well as presentation at tertiary education fairs in the Czech Republic and abroad. The awareness of the general public about UP is increased through organizing of social and cultural events. The crucial interface between the UP academic sector and the general public is the UPoint Information Centre and Shop.

Target state: The University environment shall be the source of relevant information; the information shall be mediated inside and outside the University through a wide range of communication channels so that it may be verified and discussed. UP shall focus on maintaining lively and direct communication with the community of students and graduates. There shall be increased permeability from the academic sector through activities directed at the public and target groups.

Expected financial support:

- University Strategic Management Support Program,
- Grants from the Olomouc Region,
- Grants from the Statutory City of Olomouc.

7.1 Building of the Brand and Shared Unique University Culture

Related to the operational objective of the MEYS Strategic Plan 2021+: 5.B, II.3

Allocated amount of finance from PROPOST: 8,110,906 CZK

Within its third role, the University creates and cultivates the public space. The crucial target groups are students and staff, as well as study candidates, graduates, and the wider public, municipalities, state institutions, and entrepreneurs and businesses.

UP produces materials of high-quality content and visual aspect, conducts activities and organizes public events in order to cultivate all the target groups and increase the satisfaction of students and staff, including support in relation to the study and working environment. For external bodies, the University needs to act as a model institution sharing and expressing a system of values that are addressed and communicated in a professional manner. Apart from standard promotion, the University also develops content marketing which multiplies the effects of individual activities and uses the University potential for the benefit of the respective target groups.

At the end of the concerned period, UP shall have a compact visual and communication system with a demonstrable and distinctive identity; this system shall be applied in all forms of University activities and its presentation towards the public. Individual outputs shall be modernized with respect to traditional historical identification symbols of the University. There shall be increased permeability from the academic sector through activities directed at the public and diversified target groups.

Tools for attainment of the objective:

- 7.1.1 Emphasis on content marketing – internal and external presentation of the University through high-quality education and activities beneficial to the society.
- 7.1.2 Unified visual style and its consistent and creative application.
- 7.1.3 Support for the development of existing types of social networks and efficient utilization of new ones.

Indicators of attainment of the objective:

- G1.1 Existence of a program of social and cultural activities open to the general public and cultivating the public space.

Common indicators for multiple objectives:

- G1.2 Existence of highly aesthetic, functional, and sustainable materials (promotional, informative, and presentational; tangible and intangible).

7.2 Improving Internal and External Communication

Related to the operational objective of the MEYS Strategic Plan 2021+: 5.B, II.3
Allocated amount of finance from PROPOST: 25,730,000 CZK

As concerns internal communication, UP currently uses several channels, for instance a personalized newsletter (a newsletter with high-quality graphics corresponding to UP's unified visual style is sent every other week via e-mail to UP students and staff), groups and fan pages at social networks, the news provided on the website Žurnál News & Events, as well as internal discussion platforms concerning individual topics. Communication with external target groups is conducted through an extensive campaign (potential students, study candidates, graduates, partners, citizens of Olomouc). Communication takes place in the form of a promotional campaign (online, offline, production and distribution of promotional items), as well as presentation of UP at tertiary education fairs in the Czech Republic and abroad. The awareness of the general public about UP is increased, among other things, by organizing social and cultural events. The UPoint Information Centre and Shop is a crucial interface between the public and the UP academic sector.

UP's aim is that the university environment shall serve as a source of relevant information which is mediated inside and outside the University through a wide range of communication channels so that it may be verified and discussed. In addition to the presentation aspect, UP shall also continue developing discussion about key activities and high-priority topics. The priority is to maintain lively and direct communication with the community of students and graduates.

Tools for attainment of the objective:

- 7.2.1 Unified visual style and its consistent and creative application.
- 7.2.2 Utilization of special platforms for implementation of strategic changes.
- 7.2.3 Efficient utilization of new types of social networks.

- 7.2.4 Initiation of internal university discussion about problematic issues.
- 7.2.5 Ensuring direct communication between the UP management and the academic community.
- 7.2.6 Material and technological solutions for the new generation of virtual communication.
- 7.2.7 Improving the aspect of sustainable development (regarding physical production, as well as information campaigns).
- 7.2.8 Analysis of the communication and marketing strategy and its regular updating and modernization.
- 7.2.9 Management and development of mobile applications for target groups.
- 7.2.10 Management and development of UP websites.
- 7.2.11 Production of audio-visual materials and promotional videos.
- 7.2.12 Implementation of special campaigns for master and doctoral study forms and LLL programs and their portfolio offered by UP.
- 7.2.13 Utilization of communication tools and the educational potential and its linking with practice through the Alumni program and LLL.
- 7.2.14 Brand building abroad (see 8.1).
- 7.2.15 Implementation of a wide study candidate campaign using available marketing tools.
- 7.2.16 Implementation of the campaign and project within the third role of the University: the Civic University UniON and Euforka.

Indicators of attainment of the objective:

- G2.1 Existence of special platforms for communication of strategic changes – at least 2 platforms.
- G2.2 Efficient utilization of new types of social networks – continuous increase in the number of followers (Facebook fan page, Facebook group, Instagram profile, and other platforms).
- G2.3 Regular meetings of the academic community – at least 4 meetings per year.
- G2.4 Production of promotional materials and information campaigns with emphasis on sustainable development.
- G2.5 Implementation of regular media-monitoring and benchmarking in the area of communication and marketing strategy.

- G2.6 Existence of a functional strategy for special campaigns targeted at master and doctoral types of study and their portfolio offered by UP.
- G2.7 Existence of a functional strategy for specific campaigns targeted abroad – at least 5 campaigns.
- G2.8 Existence of an outreach lecture series program for specific target groups (primary and secondary schools, children’s homes, senior homes).
- G2.9 Continuous increase in the traffic at communication channels – the initiative Euforka.

Common indicators for multiple objectives:

- A7.1 New-generation virtual communication platform including technological solutions.
- A7.2 Annual participation of UP at education fairs – at least 4 fairs.
- A7.3 Operation of the UPoint –UP Information Centre and Shop.
- A7.4 Comprehensive campaign targeted at study candidates 2021–2026.
- A7.5 UP Journal Editorial Office 2021–2026 – publication of six issues in Czech and English per year (four issues in Czech and two in English).
- A7.6 Functioning mobile app (Uplikace, Moje Olomouc) and their continuous development.
- A7.7 Updated and uniform web presentation of UP.
- A7.8 Series of promotional videos – at least 30 videos.
- A7.9 Program of social and cultural events within content marketing – organization of at least 10 events.
- G1.2 Existence of highly aesthetic, functional, and sustainable materials (promotional, informative, and presentational; tangible and intangible).

Internationalization Strategy

I. Starting Points for the Internationalization Strategy

The Internationalization Strategy sets the main priorities and objectives in the area of internationalization, presents the activities of Palacký University Olomouc, the Czech National Agency for International Education and Research and other bodies in order to achieve these priorities and objectives, and establishes expected measures for university-level implementation. An independent comprehensive strategy shall promote the comprehension of internationalization on all levels of university management not only as exchanges of students and academic staff, but primarily as a process of integration of international cooperation in internal processes, such as designing of strategy, quality management, institutional culture development, and HR management, especially by reflecting internationalization in all the primary roles of the university – educational role, research role, and third role.

Current trends in internationalization draw attention to the internationalization of the curriculum provided at the domestic institution with the aim of increasing the quality of study programs and providing all graduates with international and intercultural skills, frequently labelled as global skills. Physical and virtual mobility are therefore not the target of internationalization, but the main strategy enabling international cooperation (if integrated in study programs to the greatest extent possible). The acquired intercultural experience is becoming the most important step towards higher quality of the curriculum and research. The shift in international cooperation from the level of administrative workers of foreign offices into central processes impacting all students and staff requires a fundamental increase in the university's capacities in the area of internationalization management and curriculum internationalization.

A trend of shifting the responsibility to academic staff and increasing their skills in the area of curriculum internationalization is occurring, which involves establishment of joint programs with foreign partners, design and implementation of programs in foreign languages or in Czech with internationalized outputs, and the establishment of an educational environment benefiting from the diversity in the student population.

The Internationalization Strategy facilitates comprehension of the prospective benefits of international cooperation for the institution, the management, the

administrative sector, the academic staff, and students. It also facilitates comprehension of current worldwide trends and establishes a comprehensive internationalization strategy framework for UP and for its individual institutional strategies.

Analytical Part

Starting Points for the Analytical Part of the UP Internationalization Strategy

The analytical part of the UP Internationalization Strategy is based on previous strategic initiatives and investigations conducted at the University. Outputs from these activities are strategic documents and reports constituting the basic framework for designs of new strategic objectives after the year 2020 and ensure the continuity and coherence with the internationalization activities conducted in previous periods.

Palacký University Olomouc Long-Term Objective for the Period 2016–2020 (2015)

The Palacký University Olomouc Long-Term Objective for the Period 2016–2020 provides a basic framework for UP's strategic priorities. The area of internationalization is directly addressed in two separate strategic objectives out of ten. In addition, aspects related to UP internationalization are also mentioned as sub-topics within other strategic objectives.

Objective 2 *Internationalization of Study Programs* emphasizes teaching in English, establishment of joint study programs (Joint/Double Degree) with foreign partner universities, and international marketing activities.

Objective 5 *International Study and Working Environment* focuses on preparation of human resources (academic and non-academic staff) so that their professional and language competences follow the standards of the international university environment. In addition, an emphasis is placed on the design of a comprehensive system of internationalization support services.

EUA Institutional Evaluation Programme Report (2018)

The Institutional Evaluation Programme Report by the European University Association (EUA) was elaborated in 2018 at the request of the Palacký University Rector. The aim of the report is to provide a support document for implementation and development of quality systems at UP. With regard to internationalization, the conclusions of the report recommend conceptualization of internationalization as an integral part of all UP's key activities. The report also emphasizes the need for systematic monitoring and analysis of all types of international mobilities and monitoring of their value indicators compared to the determined target values. The report also provides recommendations regarding the increase in the efficiency of language education at UP.

Monitoring Internationalization of Czech Higher Education 2018 (2019)

The report concerning the monitoring of internationalization at Czech tertiary education institutions was developed at the initiative of the Ministry of Education, Youth and Sports. Based on the monitoring, the report formulates comprehensive internationalization-related recommendations for UP. The report focuses on three areas: 1. the institutional environment, the management strategy, and the internal structure; 2. the educational activities / students; and 3. education and research / academic staff. For each area, the report identifies strengths and weaknesses and subsequently formulates particular proposed measures.

SWOT Analysis of Internationalization

The analysis of strengths and weaknesses (SWOT) is a frequently commonly used analytical tool serving for assessment of an organization's position in relation to internal factors (strengths and weaknesses) and external factors (opportunities and threats) impacting the strategic decision-making. In the proposal of the UP Internationalization Strategy, the SWOT analysis is used as a basic tool summarizing and assessing previous strategic-analytical activities and putting these activities into the context of the present situation regarding strategic initiatives at the national and the European level.

UP Internationalization SWOT Analysis				
		supporting attainment of objectives	threatening attainment of objectives	
internal origin	id	Strengths	id	Weaknesses
	S1	Strategic position	W1	Strategic international partnerships
	S2	Internationalization management	W2	International marketing and promotion
	S3	Existence of an International Relations Office	W3	Curriculum for internationalization
	S4	Incoming students within mobility programs	W4	Outgoing students within mobility programs
	S5		W5	Outgoing academic staff within mobility programs
external origin	id	Opportunities	id	Threats
	O1	Engagement of a wider internal and external community	T1	Change to financing mechanisms of university internationalization in the Czech Republic
	O2	Establishment of new education markets	T2	Lack of qualified HR on the labour market
	O3	Internationalization activities based on new education forms	T3	Macroeconomic changes
	O4	Utilization of existing support capacities	T4	Changing trends on the global education market
	O5	Establishment of new support structures	T5	Security situation

Target State

Following the attainment of the determined objectives, UP shall see strengthened internationalization of its study programs. Tools for development of competences for work in an intercultural environment shall be available to students, and foreign students shall have the opportunity to learn Czech. At the same time, intercultural, language, and professional competences of academic staff shall be developed. Foreign students of DSPs and foreign UP staff shall receive support in learning Czech. Emphasis shall be placed on scholars and guest scientific and research professionals coming to UP.

The portfolio of SPs and LLL programs provided in foreign languages shall flexibly react to the demand from foreign study candidates. Teaching of foreign languages within SPs across individual UP faculties shall be optimized and coordinated. UP students, staff, and partners shall be able to make use of the UP International Centre,

located at tř. Svobody 8, and the Welcome Office. The concept of an Alumni Club shall be established for UP graduates, and the brand *Palacký University* shall be renowned abroad.

UP shall have a functional foreign campus, strategic partnerships established in Asia, the Middle East, the USA, Canada, and South America, including partnerships with international organizations under the EU, the European Commission, UN, etc. In the Czech Republic, UP shall have established partnerships with the Czech National Agency for International Education and Research, the Ministry of Foreign Affairs, etc. For LLL programs provided on a UP foreign campus, the program Foundation Year shall be implemented. Foreign international relations centres shall remain functional. UP shall also manifest a clear influence of participation in the European Universities Alliance.

UP Mission/Vision with Respect to Internationalization

The University is determined to follow the concept of internationalization of academic education in the widest sense. UP shares the attitude that cultural plurality facilitates the establishment of an intellectually stimulating academic environment and contributes to higher quality of science, research, education, and life in society in general. These particular principles shall be observed in UP's strategy.

Vision of the National Internationalization Strategy

Thanks to the international dimension and quality of education, research, and the third role, Czech universities prepare their graduates for a leading role in a global knowledge-based society, and therefore contribute to the prosperity and sustainable development of communities in the Czech Republic as well as abroad.

The Ministry of Education, Youth and Sports and universities shall maintain mutual cooperation, in order that the Czech tertiary-education sector achieves the following goals in 2030:

- The topic of internationalization shall be included in key national and international strategies. Universities shall have their own institutional internationalization strategy, which is the basis for strategic management of internationalization at the level of a particular university.
- Graduates and university staff shall have global competences. At least 20% of all graduates from bachelor and master SPs shall have taken part in a study stay or internship abroad for at least 14 days, and 80% of graduates from DSP

programs shall have participated in a foreign stay or internship for at least 30 days.

- Universities provide SPs with significant internationalization elements, such as part of the study conducted in a foreign language, development of intercultural skills, study plans including foreign mobility, etc.
- Universities participate in strategic international cooperation, partnerships, and establishment of foreign capacities. They shall be active members of international organizations and consortia associating universities from various countries; they shall participate in activities contributing to the development of the European university-education environment and cooperation with countries outside the EU.
- The Czech Republic shall be an attractive and welcoming country, and its universities shall be attractive institutions for foreign students, graduates, and academic and research staff. Foreign students shall constitute at least 20% of all students in SPs.

II. Proposals

The UP Internationalization Strategy is structured into seven priorities; these correspond to the national objectives set for internationalization of Czech universities, and are linked with the UP Strategic Plan.

UNIVERSITY IN A GLOBAL ACADEMIC NETWORK

Objective 8: Internationalization in a Globalized World

Responsibility: Vice-Rector for International Relations

Present State: Palacký University has been developing internationalization in particular by involving foreign academic, research, and other staff to a greater extent through support of study programs in foreign languages and an increase in the number of foreign mobilities of students and staff. Considerable attention is also paid to organizing of summer/winter schools and workshops, international presentation

at fairs and conferences, and establishment and achievement of inter-university agreements on cooperation and development of international strategic partnerships. Palacký University coordinates the activities of international language and culture centres at UP and their utilization for attainment of the third role of the University, as well as for the support of internationalization at UP. The year 2019 saw an increase in the number of foreign students to 4,497 students from 108 countries, which represents an increase in the number of foreign students by 100% compared to the year 2009. For these efforts, the University was granted the prestigious 2019 EAIE Award for Excellence in Internationalisation at the international conference of the European Association for International Education in Helsinki. The international aspect applied in all areas of the University's activities is essential in order to ensure an open and welcoming environment, support international mobilities of students and staff, and also eliminate obstacles hindering the establishment and development of the international activities in education, science, research, and creative activities of all the University parts.

Target State: The existing optimized education of foreign languages within SPs shall be coordinated across individual faculties. Internationalization of SPs shall be strengthened. As concerns students, their competences for work in an intercultural environment shall be developed, and teaching of Czech language to foreign students shall take place as part of their adaptation to the Czech environment. UP shall develop intercultural, language, and professional competences of academic staff for shared education of Czech and foreign students. The offering of SPs and LLL courses taught in foreign languages shall flexibly react to the demand from foreign study candidates. The concept of SDG shall be implemented in the life of the city and the region. UP shall promote European values and their impact on the Czech environment. The University shall participate in the European Universities Alliance.

Expected financial support:

- University Strategic Management Support Program,
- EUA Support Program.

8.1 Internationalization Conditions at UP

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.G, 4.A, 4.D, 6.D

Related to the operational objective of the MEYS Internationalization Strategy 2021+: I.3.A, I.4.A, I.4.B, I.4.C, I.5.A

Allocated amount of finance from PROPOST: 7,300,000 CZK

Palacký University intensively supports internationalization in the educational and scientific and research environments. Special attention is paid to the development of international strategic partnerships. UP strengthens and develops the language and intercultural competences of its academic and non-academic staff at all levels. It also develops the two-language (Czech-English) environment of its information systems and the study and working environments. UP implements two university mobility programs, i. e. the *UP Scholarship Program – Study* and the *UP Scholarship Program – Internship*; at the same time, UP also continues its programs for cooperation with the USA, i.e. Nebraska Semester Abroad and Merrill.

At the end of the concerned period, the brand *Palacky University* abroad shall achieve greater recognition. UP shall have established the UP International Centre and the Welcome Office. The efficiency of the administrative element shall be increased. The design of the Alumni Club shall be completed, and UP shall participate in the European Universities Alliance.

Tools for attainment of the objective:

- 8.1.1 Enhancing the *Palacky University* brand abroad.
- 8.1.2 The UP International Centre, located on tř. Svobody 8, shall become a coordinator and an umbrella body for the international activities of all relevant UP facilities. This workplace shall create university-wide strategies for internationalization, elaborate the methodology, and provide services for all university workplaces, including administrative arrangements for mobilities, marketing services, admission of students, and work with foreign UP graduates. The centre shall coordinate cooperation among the University, the region, the City of Olomouc, and other subjects in relation to international activities. This shall involve a transformation of the existing International Relations Office and establishment of a new contact point and communication space, not the establishment of a new central unit.
- 8.1.3 Establishment of the Welcome Office.
- 8.1.4 Increase in the efficiency of the administrative.

- 8.1.5 Alumni Club.
- 8.1.6 Participation of UP in the European Universities Alliance.

Indicators of attainment of the objective:

- H1.1 Existence of a methodology for support of foreign employees.
- H1.2 Existence of a methodology for support of foreign students.
- H1.3 Existence of a database of foreign graduates.
- H1.4 Administrative, organizational, and legal arrangements concerning the concept of the Alumni Club in selected countries.

8.2 Internationalization of Czech-Language Study Programs

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.A, 1.G, 3.C, 4.D

Related to the operational objective of the MEYS Internationalization Strategy 2021+: I.1.A, I.1.B, I.1.C, I.2.B, I.3.A

Allocated amount of finance from PROPOST: 17,024,267 CZK

At present, UP offers study in foreign languages (prevalently in English) as well as Czech-language SPs within selected lectures, seminars, and practical seminars in a particular SP. UP creates foreign-language modules and programs across departments and faculties. In cooperation with foreign partners, UP establishes Double/Joint Degree and Cotutelle programs. The University supports incoming scholars and guest scientific and research professionals, as well as organizing of summer/winter schools and workshops focused on education and science methodology, and summer schools and workshops as part of accredited study programs and LLL courses.

The end of the observed period shall see optimized teaching of foreign language within SPs coordinated across faculties with respect to their specifics. Internationalization of SPs shall be strengthened, Mobility Windows shall be implemented, and elements of virtual mobility shall be included in SPs. UP shall develop the students' competences for work in an intercultural environment, and teaching of Czech language to foreign students shall take place as part of their adaptation to the Czech environment. The increase in the number of foreign students shall contribute to greater diversification of the study environment. UP shall develop intercultural, language, and professional competences of academic staff for shared education of Czech and foreign students. The mobilities regarding outgoing students of Czech-language SPs as well as guest

academic staff and guest scientific and research professional incoming to UP shall receive even greater support.

Tools for attainment of the objective:

- 8.2.1 Optimization and inter-faculty coordination of foreign language education within SPs.
- 8.2.2 Improving internationalization tools.
- 8.2.3 Further support of recognition of study at foreign universities, Mobility Windows.
- 8.2.4 Closer linking of offered courses within Czech-language SPs, exchange programs, and foreign-language SPs, including improvement of virtual mobility elements.
- 8.2.5 Intercultural, language, and professional competences of academic staff for shared education of Czech and foreign students (contact and virtual forms).
- 8.2.6 Increasing Czech students' competences for work in an intercultural environment.
- 8.2.7 Teaching of Czech language to foreign students as part of their adaptation to the Czech environment.
- 8.2.8 Further support for academic staff and guest scientific and research professionals incoming to UP.
- 8.2.9 Support of publication activities in foreign languages.
- 8.2.10 Availability of foreign-language study materials and purchase of access into foreign databases.
- 8.2.11 Support and motivation of staff regarding participation in language and other specialized courses and networking activities.

Indicators of attainment of the objective:

- H2.1 Existence of a shared framework and methodology for teaching of foreign languages at UP.
- H2.2 Foreign mobilities – at least 400 mobilities with a minimum length of 30 days (per year).
- H2.3 Approved recommendations of the UP Internal Assessment Board for improvement of internationalization in Czech-language SPs.
- H2.4 Number of courses offered simultaneously in Czech- and foreign-language SPs and within foreign student exchange programs – at least 300 courses.

- H2.5 Number of workshops offered simultaneously in Czech- and foreign-language SPs and within foreign student exchange programs – at least 5 workshops.
- H2.6 Number of modules offered simultaneously in Czech- and foreign-language SPs and within foreign student exchange programs – at least 3 modules.
- H2.7 Number of language courses provided for UP staff – at least 20 courses.
- H2.8 Number of UP employees attending language courses provided for UP staff – at least 280 employees.
- H2.9 Number of courses focused on improving the professional, instructive, and intercultural competences of staff – at least 3 courses per year.
- H2.10 Number of UP employees attending courses focused on improving the professional, instructive, and intercultural competences of staff – at least 120 employees.

8.3 Improving Foreign-Language Study Programs

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.G

Related to the operational objective of the MEYS Internationalization Strategy 2021+: I.1.A, I.2.A, I.4.A

Allocated amount of finance from PROPOST: 32,129,779 CZK

The University supports design and implementation of SPs and programs in cooperation with foreign partners; at present, there are SPs oriented on Joint/Double Degree and Cotutelle. UP is extending its offerings of extra-curricular activities for foreign students and staff and supports the development of language competences of the UP academic staff. Palacký University supports the establishment and organization of summer/winter schools and workshops focused on education and science methodology, and summer schools and workshops as part of accredited study programs and LLL courses. In 2019, UP improved the internationalization of its SPs, extended the portfolio of studies offered in foreign languages and increased its attractiveness, making use of cooperation with foreign partners, which strengthened UP's position with respect to foreign study candidates.

At the end of the concerned period, UP shall implement preparatory courses aimed at improvement of academic and language competences of foreign study candidates. The offerings of SPs and LLL courses taught in foreign languages shall flexibly react to the demand from foreign study candidates. UP shall increase the number of SPs jointly

accredited with its foreign partners. The quality of existing SPs and LLL programs shall be increased based on monitoring. UP shall develop a unified presentation of SPs focused on the city, the University, student life, and studies. UP shall further increase the number of incoming academic workers and guest scientific and research professionals. The University shall also participate in the European Universities Alliance.

Tools for attainment of the objective:

- 8.3.1 Preparatory courses for improvement of academic and language competences of foreign study candidates.
- 8.3.2 Implementation of new SPs, LLL programs, and short programs based on the demand from foreign study candidates.
- 8.3.3 New jointly accredited SPs (Joint Study Programmes).
- 8.3.4 Monitoring and increasing the quality of existing foreign-language SPs and foreign-language LLL programs.
- 8.3.5 PR and marketing concerning foreign-language SPs and LLL programs.
- 8.3.6 Development of a unified presentation of SPs.
- 8.3.7 Further improvement of support for incoming guest academic staff and guest scientific and research professionals.
- 8.3.8 Participation of UP in the European Universities Alliance.
- 8.3.9 Support of supervision for foreign students.

Indicators of attainment of the objective:

- H3.1 Existence of the concept of Foundation Year within LLL at UP.
- H3.2 Number of participants of LLL in the program Foundation Year – at least 80 participants.
- H3.3 Number of SPs offered in foreign languages – at least 170 SPs.
- H3.4 Proportion of students in foreign-language SPs – at least 3% of students.
- H3.5 Proportion of graduates from foreign-language SPs – at least 1% of graduates.
- H3.6 Number of joint SPs offered in foreign languages – at least 12 programs.
- H3.7 Number of students in joint foreign-language SPs – at least 60 students.
- H3.8 Number of graduates from joint foreign-language SPs – at least 50 graduates.
- H3.9 Increase in the number of guest academic workers.
- H3.10 Increase in the number of guest scientific and research professionals.

- H3.11 Existence of a web presentation of UP, SPs, and other activities abroad.
- H3.12 Existence of foreign-language profiles of UP on social networks.
- H3.13 Participation in foreign education fairs – at least 5 fairs per year.
- H3.14 Unified presentation of printed materials promoting UP.

8.4 Internationalization and the Third Role of the University (Internationalization Excellence Centre, Development Cooperation/Help Abroad, Internationalization in the City/Region)

Related to the operational objective of the MEYS Internationalization Strategy 2021+: I.4.B

Allocated amount of finance from PROPOST: 1,075,058 CZK

Palacký University ensures the activities of international language and culture centres and their utilization for attainment of the third role of the University and support for internationalization at UP. The University is preparing committed participation in the European Universities Alliance specifically with regard to internationalization and the third role of UP in the city / region / the Czech Republic / the European Union.

At the end of the concerned period, UP shall provide development help in education and research activities, and humanitarian help in selected regions. The concept of SDG shall be implemented in the life of the city and the region. Palacký University shall promote European values and their impact on the Czech environment. UP shall continue ensuring the operations of existing and newly established international language and culture centres, and these shall be further developed. The influence of the project Czech Academic City on the local community (concerning the social area, health, education, culture, sports, etc.) shall be apparent. The impact of participation in the European Universities Alliance shall be apparent at UP.

Tools for attainment of the objective:

- 8.4.1 Utilization of the experience of foreign students and staff for the development of the city and the region.
- 8.4.2 Establishment of a program of UP ambassadors.
- 8.4.3 Support for incoming foreign students (including short-term stays).
- 8.4.4 Implementation of concepts of SDG in the life of the city and the region.
- 8.4.5 Development help in education and research, and humanitarian help in selected regions.
- 8.4.6 Promotion of European values and their impact in the Czech environment.

- 8.4.7 Support for the work of existing and newly established international language and culture centres at UP.
- 8.4.8 Analysis of the impact of the project Czech Academic City on the local community (concerning the social area, health, education, culture, sports, etc.).
- 8.4.9 UP's participation in the European Universities Alliance.

Indicators of attainment of the objective:

- H4.1 Number of culture-oriented workshops / trainings conducted by foreign students and staff – at least 2–4 events per year.
- H4.2 Number of culture-oriented workshops / trainings conducted by UP staff and UP foreign centres – at least 12 events per year.
- H4.3 UP's participation in projects using elements of SDG in relation to UP's engagement in the project within the consortium Aurora, and possibly in other projects.
- H4.4 Existence of a UP development help project in selected regions.
- H4.5 Implementation of UP activities in the area of development help in selected regions.

8.5 Internationalization in Creative Activities

Related to the operational objective of the MEYS Strategic Plan 2021+: 3.A, 3.D, 4.A, 4.D

Related to the operational objective of the MEYS Internationalization Strategy 2021+: I.1.A, I.1.B, I.1.C, I.2.B, I.4.A, I.4.B

Allocated amount of finance from PROPOST: 37,530,000 CZK

The University has been continuously extending its cooperation with foreign partners. Participation in international research teams and projects brings not only the added value of scientific and research results, but also enables greater awareness of the scientific activities and the research and creative areas of UP across the international scientific and artistic community. Increasing the awareness of UP and its reputation in the international context also enhances synergies reflected in evaluations within international university rankings. UP supports international mobilities of DSP students via excellent foreign research centres and laboratories. At present, UP is preparing to support international scientific cooperation within its participation in the European Universities Alliance.

At the end of the concerned period, UP shall see innovated DSPs and development of language and intercultural competences of students. A scholarship fund shall be established for foreign DSP students. UP shall promote teaching of the Czech language for foreign DSP students and UP staff. In addition, UP shall support integration of foreign scientific workers (and their families) in the life at UP, in the city, and the region. Palacký University shall also promote international scientific cooperation within its participation in the European Universities Alliance.

Tools for attainment of the objective:

- 8.5.1 Innovation of DSPs as part of the development of students' language and intercultural competences.
- 8.5.2 Establishment of a scholarship fund for foreign DSP students.
- 8.5.3 Further support for foreign mobilities of DSP students (internships in foreign scientific centres, parks, laboratories, etc.).
- 8.5.4 Support for teaching of Czech to foreign DSP students and UP staff.
- 8.5.5 Support for integration of foreign scientific workers (and their families) into the life at UP, in the city, and the region.
- 8.5.6 Support for international scientific cooperation within UP's participation in the European Universities Alliance.

Indicators of attainment of the objective:

- H5.1 Innovated DSP curricula – at least 3 curricula.
- H5.2 Innovated language education courses within DSP study – at least 20 courses.
- H5.3 Existence of a scholarship fund serving as financial support for foreign DSP students.
- H5.4 Financial support of foreign mobilities – at least 60 mobilities supported.
- H5.5 Courses of Czech for DSP students – at least 4 courses.
- H5.6 Project for support of integration of foreign scientific workers – at least 20 supported workers.
- H5.7 Submitted applications for joint projects within the partnership European Universities Alliance (Aurora).

Objective 9: Strategic Partnerships

Responsibility: Vice-Rector for International Relations

Present state: Palacký University intensively promotes internationalization of the educational and scientific and research environments. At present, UP has concluded more than 1,130 cooperation agreements, including inter-institutional agreements under Erasmus+, as well as university agreements (particularly memoranda of understanding and cooperation agreements enabling exchange of students and academic staff). In 2019, UP concluded for example new contracts with foreign partners, i.e. 46 memoranda of cooperation with universities in Albania, Austria, Belgium, Brazil, China, Ecuador, France, Germany, Georgia, Indonesia, Iran, Italy, Japan, Kazakhstan, the Netherlands, Poland, Portugal, Russia, South Korea, Spain, Switzerland, Tanzania, and the USA. The 2019 opening of negotiations regarding UP's operations in Erbil (Iraq) with the aim of providing high-quality education environment for Kurd students was an important event improving UP's position internationally.

Target state: UP shall have a functional foreign campus. It shall enter into strategic partnerships in Asia, Middle East, the USA, Canada, and South America, including partnerships with international organizations not only in the EU. Palacký University shall be part of the European University Alliance – Aurora.

Expected financial support:

- University Strategic Management Support Program,
- Czech Academic City project budget,
- EUA support program – MEYS,
- MEYS budget.

9.1 Foreign Campus of Palacký University

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.G

Related to the operational objective of the MEYS Internationalization Strategy 2021+: I.2.A, I.4.A

Allocated amount of finance from PROPOST: 1,000,000 CZK

At present, UP intensively supports internationalization of the educational as well as scientific and research environment. One of the tools for attainment of this objective is the opportunity to establish a foreign campus, which will provide UP with more

efficient options for cooperation abroad. The 2019 opening of negotiations regarding UP's operations in Erbil (Iraq) with the aim of providing high-quality education environment for Kurd students was an important event improving UP's position internationally.

At the end of the concerned period, UP shall have accredited SPs and LLL programs for education on the foreign campus, and these shall receive marketing promotion. The Foundation Year program shall be part of LLL programs implemented on the foreign campus,

Tools for attainment of the objective:

- 9.1.1 Establishment of a foreign campus based on analysis of the development conditions of the respective territory.
- 9.1.2 Administrative and legislative embedding of the UP foreign campus.
- 9.1.3 Ensuring accreditation and monitoring the number of existing SPs and LLL programs for education on the UP foreign campus.
- 9.1.4 Preparatory courses for improvement of academic and language competences of university study candidates at the UP foreign campus.
- 9.1.5 New SPs and LLL programs for education at the UP foreign campus and their marketing.
- 9.1.6 Developmental and research projects to ensure UP's activities on the foreign campus.

Indicators of attainment of the objective:

- I1.1 Establishment of at least one UP foreign campus.
- I1.2 Design of SPs for the UP foreign campus and their implementation.
- I1.3 The program Foundation Year within LLL implemented in the UP foreign campus.
- I1.4 Existence of a project for development help at the UP foreign campus.

9.2 Strategic Partnerships

Related to the operational objective of the MEYS Strategic Plan 2021+: 1.G, 4.E

Related to the operational objective of the MEYS Internationalization Strategy 2021+: I.5.B

Allocated amount of finance from PROPOST: 11,720,000 CZK

Existing partnerships of UP have been strengthened with an emphasis on the preparation of the project European Universities Alliance within the consortium Aurora. UP has organized the fourth Erasmus+ International Staff Week for foreign workers of partner universities; the assessment of the international internationalization monitoring MICHE was successfully completed, implementation of the joint strategy of UP faculties for admission of students into foreign-language study programs was strengthened, and the strategic participation of UP at international conferences and educational fairs abroad was supported.

At the end of the observed period, UP shall be part of the project within the consortium Aurora. It shall have established strategic partnerships in Asia, Middle East, the USA, Canada, and South America, as well as with international organizations in the EU, the UN, etc. In the Czech Republic, UP shall have established partnerships with the Czech National Agency for International Education and Research, the Ministry of Foreign Affairs, etc. UP shall continue operating its international language and culture centres.

Tools for attainment of the objective:

- 9.2.1 Participation in the European University Alliance – Aurora.
- 9.2.2 Building strategic partnerships outside the EU.
- 9.2.3 Building partnerships with the Czech National Agency for International Education and Research, the Ministry of Foreign Affairs, and other Czech institutions.
- 9.2.4 Building partnerships with international organizations (e. g. the UE, the UN).
- 9.2.5 Support of activities of existing and newly established language and culture centres at UP.
- 9.2.6 Development regarding UP's membership in international university networks and international organizations.

Indicators of attainment of the objective:

- I2.1 Joint activities and events implemented with the Czech National Agency for International Education and Research, the Ministry of Foreign Affairs, and other Czech organizations – at least 12 activities.
- I2.2 Internships and joint activities in cooperation with international organizations – at least 200.
- I2.3 Establishment and management of international language and culture centres at UP.
- I2.4 Existence of annual reports of the UP international language and culture centres.
- I2.5 UP's membership in international university networks and international organizations – at least 4 memberships.

Discussed by the Palacký University Olomouc Scholarly Board
on 29 January 2021.

Approved by the Palacký University Olomouc Academic Senate
on 17 February 2021.

Approved by the Palacký University Olomouc Board of Trustees
on 22 March 2021.

In Olomouc on 23 March 2021

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prof. Mgr. Jaroslav Miller, M. A., Ph.D.
Rector of Palacký University Olomouc

Attachments

Attachment No. 1

Overview of the Investment Plan for the Period 2021–2030

Responsibility: Bursar

Overview of the Investment Plan for the Period 2021–2030			
Name	Address	Facility	Source
Central archive	Neředín	UP	ISPROFIN
Campus Envelopa	Envelopa	FS	UP resources
Reconstruction of the UP Sports Hall	U Sportovní haly 2	UP	ISPROFIN
New building F1	Šlechtitelů 27	FS	ISPROFIN
Reconstruction of infrastructure	Neředín	FHS, ADF	ISPROFIN
Reconstruction and completion of construction of the building	tř. Svobody 26	FA	ISPROFIN, OP RDE
New building of FMD and FHS	Hněvotínská	FMD, FHS	ISPROFIN FMD
Modernization of communication spaces of the building	Žižkovo nám. 5	FE	ISPROFIN FE
Interior equipment of communication spaces of the building	Žižkovo nám. 5	FE	UP resources
Reconstruction of wheelchair access for the main entrance and the main staircase and establishment of relax zones	Žižkovo nám. 5	FE	UP resources
Reconstruction of social facilities	Žižkovo nám. 5	FE	UP resources
Reconstruction of heavy-current and weak-current power lines	Žižkovo nám. 5	FE	UP resources
Reconstruction of the building “Albínka”	Purkrabská 4		UP resources
Roof superstructures	Šmeralova 10	ADF	ISPROFIN ADF
Roof superstructures and building reconstruction	Šmeralova 12	ADF	ISPROFIN ADF
Reconstruction of infrastructure	Envelopa	ADF	ISPROFIN ADF
Reconstruction of the club building	Šmeralova 12	ADF	ISPROFIN ADF
Reconstruction of the University hall of residence building	Na Zákopě 50	ADF	ISPROFIN ADF
Accessibility of facility for the disabled	Neředín	ADF	ISPROFIN ADF
Science and Research House	tř. 17. listopadu 8a	STP	ITI
Reconstruction of indoor spaces of University Hall of Residence	tř. 17. listopadu 54	UP	UP resources
Parking house incl. a bike parking tower	Envelopa	UP	ITI, UP resources
International Centre	tř. Svobody 8	UP	UP resources
BALUO accommodation facility – roof superstructure	tř. Míru 113	FPC	UP resources
Reconstruction of rooms in the Dean’s Office building	tř. Míru 117	FPC	UP resources

Overview of the Investment Plan for the Period 2021–2030			
Name	Name	Name	Name
Reconstruction of the building of Theoretical Institutes	Hněvotínská 3	FMD	UP resources
Reconstruction of the building No. 47 – high-rise part	Šlechtitelů 27	FS	UP resources
UP administrative building	Envelopa	UP	UP resources
Holice Campus entrance building	Holice	UP	UP resources
Third stage of reconstruction	Univerzitní 22		UP resources
Reconstruction and revitalization of buildings	tř. 17. listopadu 8	FL	UP resources

Attachment No. 2

Allocation of Finance from the University Strategic Management Support Program for Individual Priority Objectives

Responsibility: Vice-Rector for Strategy and Regional Affairs

PRIORITY OBJECTIVE SP2021+ AND RESPECTIVE OPERATIONAL OBJECTIVES RELEVANT FOR THE SUPPORT FROM THE PROGRAM RESOURCES	Allocated finance (in %)
Note: The table lists all objectives of the Program reflected in SP2021+.	
1. DEVELOPMENT OF COMPETENCES DIRECTLY RELATED TO 21ST CENTURY LIFE AND PRACTICE 1.A Support for the development of staff's competences for education and design of study programs 1.B Development of methods for education quality assurance and study results verification 1.C Strengthening the link between studies and practice and preparation for future careers 1.D Further development of the study's professional profile and improving its prestige 1.E Support for the establishment of infrastructure for interactive education methods and integration of students	113,398,684 CZK (35 %)
2. IMPROVEMENT OF ACCESSIBILITY AND RELEVANCE OF FLEXIBLE STUDY FORMS 2.A Improving universities' motivation to develop their offerings and innovate methods of flexible study forms, including education provided online 2.C Facilitating a better balance of studying with the family and working life and establishment of conditions for successful study in the combined form 2.D Increasing the utilization of distance education methods in full-time study programs 2.E Improvement in recognition of previous study results in the subsequent study 2.F Increasing the information value of documents demonstrating the accomplished study results within lifelong learning for employers 2.G Promotion of the offered portfolio of lifelong learning via career counselling provided to students and the general public and in cooperation with the Labour Office	Joint allocation for 1+2
3. INCREASE IN THE EFFICIENCY AND QUALITY OF DOCTORAL STUDIES 3.C Improving the quality, openness, and internationalization of doctoral studies 3.D Improvement of conditions for successful studies, including support for balancing of studies and family life, and strengthening the social integration of doctoral students	19,611,592 CZK (6.05 %)
5. ESTABLISHMENT OF CAPACITIES FOR STRATEGIC MANAGEMENT OF TERTIARY EDUCATION 5.B Improving the strategic management at universities 5.D Improving strategic management of HR at universities	12,266,841 CZK (3.79 %)
6. DECREASING THE ADMINISTRATIVE LOAD OF UNIVERSITY STAFF SO THAT THEY CAN CONCENTRATE FULLY ON THEIR MISSION 6.A Simplification of information transfer to the public administration, and improvement of accessibility and transfer of information through continuing digitization of agendas 6.C Support for the development of professional bodies ensuring support services for academic staff and for operations of schools	37,069,113 CZK (11.44 %)

<p>UNIVERSITY INTERNATIONALIZATION</p> <p>I.1. Development of global competences of students and staff I.1.A Support for language and intercultural preparation of university students and staff I.1.B Development of international mobilities for students and staff I.1.C Development of professional competences of university staff in the area of internationalization</p> <p>I.2. Internationalization of university study programs I.2.A Increasing the number and quality of study programs offered in foreign languages and joint study programs I.2.B Involvement of the international dimension in the structure of study programs, including mobility windows</p> <p>I.3. Simplification of the procedure for recognition of foreign education I.3.A Implementation of automatic recognition of foreign education and study results</p> <p>I.4. Establishment of an international university environment and promotion abroad I.4.A Support for the development of international marketing concerning universities and the Czech Republic I.4.B Development of services offered to foreign students and staff I.4.C Working with foreign students and graduates</p> <p>I.5. Improving the strategic management of internationalization I.5.A Support for comprehensive internationalization at the institutional level I.5.B Support for international cooperation within strategic partnerships and memberships in international networks/organizations</p>	<p>107,779,104 CZK (33.27 %)</p>
<p>OTHER PRIORITY OBJECTIVES IN THE UNIVERSITY SP within the following areas:</p> <p>II.1 Adjustment of the form of study and support services according to the changing characteristics of candidates; career consultancy and information support of candidates while they choose study programs</p> <p>II.2 Reflecting on the social, economic (including the need to work while studying to cover basic costs of living), cultural, geographic, medical, and other barriers hindering accessibility of study and study success; support for students with special needs</p> <p>II.3 Community dimension of universities; strengthening the shared university identity; social integration of students as prevention of study failure; development of the students' social capital</p> <p>II.4 Support for exceptionally talented students</p> <p>II.5 Mental health of university students and staff, including the burnout syndrome</p> <p>II.6 Solutions regarding the enrolment to study solely for the purpose of achieving student benefits, so-called dead souls among students</p> <p>II.7 Development of students' entrepreneurial spirit; support for start-ups and spin-offs</p> <p>II.8 Sport and development of the physical culture of students and staff as part of the mission of universities</p> <p>II.9 Knowledge valorization and its transfer into practice; transfer of technologies; the role of universities in the support of innovations</p> <p>II.10 Availability of the results of creative activities for the general public; popularization of science</p> <p>II.11 Utilization of the professional structures of universities for solutions regarding societal issues; engagement of universities in the life of civil society, and support staff and students' social participation; volunteering</p> <p>II.12 Universities of the Third Age and active lifestyle of seniors as part of the mission of universities</p> <p>II.13 Regional adjustment of universities and activities promoting the long-term presence of qualified persons in structurally disadvantaged regions</p> <p>II.14 Contribution of universities towards adaptation to climate change and the ecological aspects of their operations, including the decrease in their carbon footprint</p>	<p>33,840,906 CZK (10.45 %)</p>
<p>PROPORTION OF INVESTMENT EXPENDITURES ON THE TOTAL ALLOCATION</p>	<p>10,000,000 CZK (3 %)</p>
<p>PROPORTION OF INTERNAL COMPETITION ON THE TOTAL ALLOCATION</p>	<p>0 CZK</p>

Attachment No. 3

Outline of the Investment Plan for the Period 2021–2030

Responsibility: Bursar

1. General Description of the UP Investment Strategy

The UP Investment Strategy for the period 2021-2030 involves construction of new buildings on individual campuses in order to extend the spaces needed for education and science and research, amendment of the infrastructure, and reconstruction of existing buildings in order to increase the capacities or improve their construction and engineering condition.

The planned investment activities are described in greater detail for the individual campuses or sites:

Envelopa Campus

Technical measures shall be applied on the campus in order to maintain the quality and functionality of the buildings for long-term utilization, and to extend the traffic service areas (expansion of car parks for cars and bikes). Investment activities shall also ensure an increase in the accommodation capacities and capacities of sporting facilities for students' leisure activities. In addition, the construction of a parking structure, the Science and Research House, and a UP administrative building and reconstruction of the infrastructure are planned.

Hněvotínská Campus

Preparation of a project for construction of a new building for the FMD and FHS with a large-capacity lecture hall shall be launched in relation to the planned increase in the number of students in the program *General Medicine*. The campus shall also see other technical measures aimed at maintaining the quality and functionality of the buildings for long-term use, including reconstruction of the infrastructure necessary for education and research. The buildings of the Theoretical Institutes and the Institute of Molecular and Translational Medicine shall be connected to an emergency source of power.

Holice Campus

Completion of the ongoing construction and investment activities and commencement of full operations on the campus, and preparation of new activities with the intention of creating a compact, fully typologically and technically functional education and scientific and research centre, including the extension of the outlet spaces of the canteen and reconstruction of the roads and infrastructure of the campus. The Plan also includes construction of the building F1 and construction of the entrance building that shall temporarily serve for workplaces located in the building 47, which needs to be reconstructed.

Neředín Campus

Improvement of the education infrastructure of FPC and its modernization in order to ensure high quality of educational activities. Construction of roof superstructures on the halls of residence building in order to increase the accommodation capacities. Comprehensive reconstruction and revitalization of outdoor areas combined with the construction of new sports facilities including the necessary infrastructure. Comprehensive reconstruction and construction work on the building presently serving as a warehouse and its transformation into the UP Central Archive.

Třída Svobody

Completion of construction work of stages one and two of the comprehensive reconstruction of the building tř. Svobody 26 involving the conversion of the attic, construction in the yard block of buildings and reconstruction of the courtyard. Extensive reconstruction of the building tř. Svobody 8 for the UP International Centre.

Žižkovo náměstí

Reconstruction of the entrance part of the building, construction of two lifts, and modernization of the corridors, emergency and main staircases, and social facilities. Replacement of interior doors and equipment, including fire safety solutions. Installation of a security system in order to prevent entry of unauthorized persons.

Univerzitní Street

Completion of reconstruction work on the building, reconstruction of the premises of the Dean's Office and the Study Department. The last stage of the reconstruction involves the courtyard.

Purkrabská Street

Comprehensive reconstruction of the so-called Albínka, and structural stabilization of the city wall.

Sports Hall

Extensive reconstruction of the existing building including a change to its spatial layout, construction of new indoor sports spaces, new infrastructure, construction of a parking structure, construction of outdoor sporting facilities, and new design of the park.

2. List of Individual Investments

1 UP FS – Envelopa campus

Brief description of the investment: Technical measures shall be applied on the campus in order to maintain the quality and functionality of the buildings for long-term utilization, particularly replacement of ventilation and cooling technologies, replacement of corroded water pipes, long-term solutions of bird mortality, rainwater management, revitalization of public spaces, etc.

Costs: 62,000 thousand CZK without VAT (75,000 thousand CZK with VAT)

Informative time frame of the investment:

With respect to the immediate condition of the technical infrastructure and according to individual grant headings.

Reasoning for the investment: The investment is part of the UP FS development plan.

Synergic links to other investments: ITI OA, OPE, OP JAC, finance of the FS and the UP Rector's Office, etc.

2 Hněvotínská – Construction of a new building for FMD and FHS

Brief description of the investment: Construction of a new building on Hněvotínská street, including one lecture hall with a capacity for 400 students and needed classrooms and facilities. The building will also include a dining facility.

Costs: 575,333 thousand CZK

Informative time frame of the investment:

Study 12/2018

Project documentation 12/2021

Commencement of realization 4/2022

Completion of realization 08/2024

Reasoning for the investment: The investment is part of the UP FMD long-term development plan. It is in accordance with the approved plan for the support of Czech faculties of medicine (resolution of the Government of the Czech Republic No. 352 as of 6 June, 2018) and the Long-Term Financial Measure on the Increase in Capacity of Faculties of Medicine in the Czech Republic for the period 2019–2029 approved by the Government of the Czech Republic on 4 September, 2018. The investment is also part of the development plan of UP FHS.

Synergic links to other investments: None.

3 Hněvotínská – Project for reconstruction of the glass roof and construction of Theoretical Institutes

Brief description of the investment: Reconstruction of the glass roof of the building and construction work on the building of the Theoretical Institutes of FMD.

Costs: 5,000 thousand CZK

Informative time frame of the investment:

Finalization of the study and preparation of the project 2021

Realization 2021–2023

Reasoning for the investment: Necessary construction investment related to repeated leakage of the building's roof. Necessary in order to prevent possible further consequences and additional costs for repeated repairs. Necessary for the operations of FMD, education of students, and implementation of scientific and research activities.

Synergic links to other investments: None.

4 Hněvotínská – Reconstruction of heating in the building of Theoretical Institutes

Brief description of the investment: Replacement of the existing ceiling heating with radiators.

Costs: 14,000 thousand CZK

Informative time frame of the investment:

Commencement of the tender for the construction contractor 2021

Realization of construction works 2021–2024

Reasoning for the investment: A construction investment related to maintenance of the buildings managed by FMD. Necessary for the operations of FMD, education of students, and implementation of scientific and research activities.

Synergic links to other investments: None.

5 Třída Míru 117 – Reconstruction of rooms in the building of the Dean's Office

Brief description of the investment: Improvement in the quality of the educational infrastructure of UP FPC and its modernization in order to ensure a high quality of education. Establishment of a modern educational infrastructure for students and teachers in accordance with the needs of the 21st century.

Costs: 52,000 thousand CZK

Informative time frame of the investment:

Completion of the investment 12/2021

Reasoning for the investment: The current state of the lecture rooms and classrooms at UP FPC corresponds to the state of materials and technologies available in the 1990s when the building of the newly established UP FPC underwent reconstruction. Intensive utilization of the education premises also contributed to the present unsatisfactory condition.

Synergic links to other investments: None.

6 *Třída Míru 117 – Reconstruction of infrastructure*

Brief description of the investment: The investment covers comprehensive reconstruction and revitalization of outdoor spaces, as well as construction of new outdoor sporting facilities including the necessary infrastructure (roads).

Costs: 60,000 thousand CZK

Informative time frame of the investment:

Building permit granted 12/2020

Tender for construction contractors 3–6/2021

Commencement of realization 7/2021

Completion of realization 7/2022

Reasoning for the investment: Reconstruction and revitalization of the outdoor spaces follows the global modernization of education facilities at FPC. The conception of outdoor spaces corresponds to the newly reconstructed modern interior; these spaces will also serve for alternative forms of education. In addition, they will provide the faculty staff with sufficient green premises for active regeneration and relax. The investment involves improvement of the roads and facilities for the physically challenged. The reconstruction involves the faculty buildings, the halls of residence, and the canteen, and is designed to create a pleasant space for education and creative activities – Neředín Campus.

Synergic links to other investments: None.

7 *U Sportovní haly 2 – Reconstruction of the UP Sports Hall*

Brief description of the investment: The investment involves comprehensive reconstruction and construction work on the existing building of the sports hall. It also involves construction of new education spaces and outdoor sporting facilities including the necessary infrastructure (roads and a parking structure).

Costs: 270,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for the territorial proceedings 9/2019

Urban planning decision 9/2020

Preparation of PD for building permit 1/2021

Building permit granted 8/2021

Preparation of PD for construction work 2/2022

Commencement of realization 6/2022

Completion of realization 8/2025

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None.

8 Neředín – Central Archive

Brief description of the investment: The investment involves comprehensive reconstruction and construction work on the existing building, which is presently used as a warehouse for storage of material and inventory. The building will be transformed into the Central Archive in accordance with relevant legislation.

Costs: 140,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 9/2020

Commencement of realization 6/2021

Completion of realization 12/2022

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None.

9 Purkrabská 4 – Reconstruction of the “Albínka” building

Brief description of the investment: The investment involves comprehensive reconstruction work on the two-storey building and structural stabilization of the city wall.

Costs: 15,000 thousand CZK

Informative time frame of the investment:

Building permit granted 8/2020

Preparation of PD for construction works 9/2020

Commencement of realization 12/2020

Completion of realization 12/2021

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None.

10 Tř. 17. listopadu 54 – Reconstruction of indoor spaces of halls of residence

Brief description of the investment: The investment involves conversion of the attic, construction of an outdoor lift, and reconstruction of the rooms of the seven-storey building.

Costs: 62,000 thousand CZK

Informative time frame of the investment:

Building permit granted 4/2019

Preparation of PD for construction works 7/2020

Commencement of realization 2/2021

Completion of realization 6/2022

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

11 Žižkovo nám. 5 – Modernization of communication spaces

Brief description of the investment: The investment involves the complete reconstruction of the building's entrance, reconstruction of vertical and horizontal communications, construction of two lifts, emergency and main staircases, and social facilities, including fire safety solutions.

Costs: 55,205 thousand CZK

Informative time frame of the investment:

Building permit granted 12/2020

Preparation of PD for construction works 2/2021

Commencement of realization 6/2021

Completion of realization 8/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

12 Žižkovo nám. 5 – Reconstruction of wheelchair access for the main entrance and the main staircase and establishment of relax zones

Brief description of the investment: The investment involves the complete reconstruction of the entrance part of the building, reconstruction of the vertical and horizontal communications, construction of two lifts, emergency and main staircases, including fire safety solutions for the entrance. The main staircase will be shifted into the space of the square, a new entrance hall with wheelchair access will be constructed, and the space will be divided with a glass insulating wall. Renovation of floors and the original main staircase with regard to safety.

Costs: 30,205 thousand CZK

Informative time frame of the investment:

Building permit granted 12/2020

Preparation of PD for construction works 2/2021

Commencement of realization 6/2021

Completion of realization 8/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

13 Žižkovo nám. 5 – Reconstruction of the existing social facilities

Brief description of the investment: Reconstruction of the existing social facilities on all floors of the building, replacement of existing social equipment including construction of the missing ventilation.

Costs: 10,205 thousand CZK

Informative time frame of the investment:

- Building permit granted 12/2020
- Preparation of PD for construction works 2/2021
- Commencement of realization 6/2021
- Completion of realization 8/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

14 Žižkovo nám. 5 – Reconstruction of heavy-current and weak-current power lines

Brief description of the investment: The investment involves the comprehensive reconstruction of the heavy-current and weak-current power lines in the original building. A complete replacement of structured cabling in the building.

Costs: 5,205 thousand CZK

Informative time frame of the investment:

- Building permit granted 12/2020
- Preparation of PD for construction works 2/2021
- Commencement of realization 6/2021
- Completion of realization 8/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None.

15 Žižkovo nám. 5 – Interior equipment of the building's spaces

Brief description of the investment: The investment involves the purchase of interior equipment for main and secondary corridors. Establishment of storage spaces for students' personal belongings, seating for students, open and closed storage boxes, notice boards, waste bins, spaces for charging of cell phones, etc. The design involves multifunctional interior walls corresponding to the actual utilization of the spaces.

Costs: 5,205 thousand CZK

Informative time frame of the investment:

- Building permit granted 12/2020
- Preparation of PD for construction works 2/2021
- Commencement of realization 6/2021
- Completion of realization 8/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

16 Holice – Construction of the building F1

Brief description of the investment: The investment involves construction of a new three-storey building with dimensions approx. 47 x 26.5 m, consisting of laboratories for education and seminar rooms for FS.

Costs: 142,525 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 2/2022

Commencement of realization 6/2022

Completion of realization 8/2024

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

17 Tř. Svobody 8 – International Centre

Brief description of the investment: The investment involves the complete reconstruction of the building including layout changes, new internal installations and construction of an indoor lift.

Costs: 134,865 thousand CZK

Informative time frame of the investment:

Building permit granted 12/2020

Preparation of PD for construction works 12/2021

Commencement of realization 3/2022

Completion of realization 12/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

18 Tř. Svobody 26 – Reconstruction and construction work on the building

Brief description of the investment: The investment involves conversion of the attic, construction in the yard block of the buildings in order to increase their height to the level of the surrounding buildings, and reconstruction of the courtyard.

Costs: 100,000 thousand CZK

Informative time frame of the investment:

Building permit granted 12/2021

Preparation of PD for construction works 2/2023

Commencement of realization 6/2023

Completion of realization 8/2025

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

19 Šmeralova 10 – Roof superstructure and reconstruction of the building

Brief description of the investment: The investment involves construction of roof superstructures on both wings of the building combined with reconstruction of all the installations on the existing floors.

Costs: 181,050 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2022

Commencement of realization 6/2023

Completion of realization 8/2025

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

20 Šmeralova 12 – Roof superstructure and reconstruction of the building

Brief description of the investment: The investment involves construction of roof superstructures on both wings of the building combined with reconstruction of all the installations on the existing floors.

Costs: 181,050 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2024

Commencement of realization 6/2025

Completion of realization 8/2027

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

21 Envelopa – Reconstruction of the infrastructure

Brief description of the investment: The investment involves construction of new car parks and the complete reconstruction of street lights and roads.

Costs: 50,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2021

Commencement of realization 6/2022

Completion of realization 8/2024

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

22 Šmeralova 12 – Reconstruction of the club

Brief description of the investment: The investment concerns reconstruction of the existing space of the university club, currently out of order, and its transformation into a facility for leisure activities of accommodated students.

Costs: 20,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2021

Commencement of realization 3/2022

Completion of realization 8/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

23 Na Zákopě 50 – Reconstruction of the university halls of residence

Brief description of the investment: The investment concerns the comprehensive reconstruction of the building.

Costs: 50,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 2/2024

Commencement of realization 6/2024

Completion of realization 8/2025

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

24 Neředín – Accessibility of buildings for the disabled

Brief description of the investment: The investment concerns construction of outdoor ramps for the individual entrances of the university halls of residence.

Costs: 24,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 2/2022

Commencement of realization 6/2022

Completion of realization 8/2022

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

25 Tř. 17. listopadu 8a – Science and Research House

Brief description of the investment: The investment involves construction of the new building of the Science and Technology Park.

Costs: 156,511 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2021

Commencement of realization 3/2022

Completion of realization 12/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

26 Envelopa – Parking structure

Brief description of the investment: The investment concerns the construction of a separate building serving as a parking structure with the capacity of approx. 330 parking spaces. The construction will also include a gym and the related facilities located on the roof of the building.

Costs: 177,500 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2021

Commencement of realization 5/2022

Completion of realization 12/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

27 Tř. Míru 113 – Accommodation facility BALUO

Brief description of the investment: The investment concerns the construction of a roof superstructure on the existing building of the university halls of residence, increasing the accommodation capacity by 25 places.

Costs: 45,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 2/2023

Commencement of realization 6/2023

Completion of realization 8/2024

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

28 Šlechtitelů 27 – Entrance building

Brief description of the investment: The investment concerns the construction of a new entrance building including laboratories, seminar rooms, and offices with the necessary related facilities for visitors.

Costs: 150,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2024

Commencement of realization 3/2025

Completion of realization 8/2027

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: The building is intended to temporarily serve for relocation of workplaces from building 47 which needs to undergo comprehensive reconstruction.

29 Šlechtitelů 27 – Reconstruction of building 47

Brief description of the investment: The investment involves comprehensive reconstruction of the existing building which underwent only partial reconstruction in the past – replacement of windows and wall insulation.

Costs: 100,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2026

Commencement of realization 10/2027

Completion of realization 6/2028

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: There is a need to build substitute premises for temporary relocation of the respective workplaces.

30 Envelopa –UP administrative building

Brief description of the investment: The investment involves the construction of a new building serving for the administrative activities of the UP Rectorate and the UP ADF.

Costs: 60,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 2/2026

Commencement of realization 6/2026

Completion of realization 8/2027

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

31 17. listopadu 6 – Reconstruction and revitalization of building A

Brief description of the investment: The investment involves comprehensive reconstruction work on the existing building, which underwent only partial reconstruction in the past. Regarding its age and the absence of any major reconstruction, the building requires fundamental construction modifications, particularly with respect to the safety of its utilization, hygiene, and wheelchair accessibility of the first and second floors. There is a need for the replacement of the old electrical and lighting installations. There is an urgent need to tackle the current absence of fire compartmentation and emergency routes including fire safety devices. Regarding hygiene in the environment, there is a need to ensure an adequate microclimate (a significant number of the classrooms are located on the first floor with limited options for ventilation; some administrative spaces on the second floor overheat in the summer to such an extent that they do not meet the requirements concerning the working environment conditions).

Costs: 75,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 7/2021

Commencement of realization 9/2021

Completion of realization 12/2023

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: The investment is linked to construction modifications concerning wheelchair accessibility of the first floor.

32 17. listopadu 8 – Reconstruction and revitalization of building B

Brief description of the investment: The investment concerns fire safety solutions in the building as a whole, following its reconstruction from previous years and the construction of a new library in 2020. The new fire safety certificate of the building needs to be made, fire compartmentation, the design and construction of new emergency routes, and installation of fire safety devices need to be implemented. The requirements regarding hygiene in the environment of the education facilities have not been dealt with; there is a need to find an energy-efficient solution for the air exchange in the education spaces including the auditorium and both small lecture halls, as well as air conditioning especially for rooms located on the southern side which overheat in the summer to such an extent that they do not meet the requirements concerning the working environment conditions.

Costs: 50,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2023

Commencement of realization 6/2025

Completion of realization 12/2026

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: The investment is linked to construction of the library and modifications concerning wheelchair accessibility.

33 Univerzitní 22 – Stage III of reconstruction

Brief description of the investment: The investment concerns completion of reconstruction work on the building, involving modifications to the entrance part and the concierge facility, as well as reconstruction of the premises of the Dean's Office and the Study Department. The last stage of the reconstruction involves the courtyard.

Costs: 25,000 thousand CZK

Informative time frame of the investment:

Preparation of PD for construction works 12/2022

Commencement of realization 4/2023

Completion of realization 8/2026

Reasoning for the investment: The investment is in accordance with the long-term plan.

Synergic links to other investments: None

3. Investments in Equipment

Faculty of Medicine:

investment in equipment at the Institute of Molecular and Translational Medicine:

Name of the investment: Renewal of the robotic platform for HTS/HCA

Brief description of the investment: Renewal of technological equipment at the Institute of Molecular and Translational Medicine, particularly renewal of the robotic platform for HTS/HCA

Expected costs without VAT: 51,754 thousand CZK

Informative time frame of the investment: In 2021, a public tender for the supplier of the equipment took place.

Reasoning for the investment: Development of the scientific and research equipment of public universities

Synergic links to other investments: Funded from the project OP RDE OPENSREEN

Abbreviations

ADF	Accommodation and Dining Facilities
AFO	Academia Film Olomouc
AIS	Article Influence Score
ARWU	Academic Ranking of World Universities
CEP	Central Register of Projects
CESNET	Czech Education and Scientific NETwork
CNCI	Category Normalized Citation Impact
CWUR	Center for World University Rankings
ČVUT	Czech Technical University in Prague
DKRVO	Long-Term Research Organization Conceptual Development
DSP	Doctoral study program
EECA	Emerging Europe and Central Asia
EFQM	European Foundation for Quality Management
ERDF	European Regional Development Fund
ESF	European Social Fund
EU	European Union
EUA	European University Association
FA	Faculty of Arts
FE	Faculty of Education
FHS	Faculty of Health Sciences
FL	Faculty of Law
FMD	Faculty of Medicine and Dentistry
FPC	Faculty of Physical Culture
FS	Faculty of Science
HAP	Evaluation of Academic Staff
HOP	Evaluation of Other Staff
HR	Human Resources
HUP	Information System for Monitoring and Analysis of Results of Creative Activities at UP Workplaces
IDM	Identity Management
IS	Information System
ISMS	Information Security Management System
ISPROFIN	Program Financing Information System of MIT
IT	Information Technologies
ITI	Integrated Territorial Investments
JNCI	Journal Normalized Citation Impact
LLL	Lifelong Learning
LMS	Learning Management System

MEYS	Ministry of Education, Youth and Sports
MICHE	Monitoring Internationalization of Czech Higher Education
MIT	Ministry of Industry and Trade
MU	Masaryk University
OA	Olomouc Agglomeration
OBD	Information System for Evidence of Publication Outputs
OPE	Operational Program Environment
OP JAC	Operational Program Jan Amos Comenius
OP RDE	Operational Program Research, Development and Education
PD	Project Documentation
PP	Proportion of Publications
PR	Public Relations
PROPOST	University Strategic Management Support Program
QS	Quacquarelli Symonds
RIS3	Research and Innovation Strategy for Smart Specialization
RIV	Registry of Information about Results
RUP	Palacký University Olomouc Rector's Office
RUV	Registry of Artistic Performances
SAP	Enterprise Management Software
SCOPUS	Abstract and Citation Database of Peer-Reviewed Literature (Elsevier)
SDG	Sustainable Development Goals
SJR	Scientific Journal Rankings
SO	Strategic Objective
SP	Study Program
SSO	Single Sign-On
STAG	Study Agenda Information System
SW	Software
SP	Strategic Plan
THE	Times Higher Education
U3V	University of the Third Age
UK	Charles University
UN	United Nations
UP	Palacký University Olomouc
USA	United States of America
VAT	Value Added Tax
VUT	Brno University of Technology
WoS	Web of Science