Palacký University Olomouc Strategic Plan 2016–2020

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University Mission

The mission of Palacký University Olomouc (UP) is to maintain and develop knowledge, provide education, pursue independent scholarly research and artistic work, support adherence to the principles of rule of law and civil society, and play a key role in the cultural and educational development of human society.

University Vision

UP shall remain a leading university in the field of research, striving for a permanent position among the three most important universities in the Czech Republic and among the top five hundred universities in the world.

Academic Life

The University shall create a varied, ethical, intellectually lively and friendly university environment supporting critical discussion about current issues in societal development.

Education

The University shall provide its students with top-level knowledge and experience of its teachers and research workers in order to enable them to acquire and apply the findings of the entire field of study of their choice and transform them into new possibilities for themselves, their community and the entire world. The University shall create a new system for efficient quality monitoring and improvement in the field of education with the aim of achieving institutional accreditation.

Students

The University shall focus on creating equal conditions for all students. Particular attention shall be paid to supporting students with specific educational needs, as well as socially and ethnically disadvantaged students. The University shall systematically support talented and outstanding students and at the same time systematically work on reducing the drop-out rate of its students. The University shall systematically support and integrate foreign students into the life of the academic community, as wells as society in general. It shall prevent any forms of discrimination against its students.

Scholarly, research and creative activities

The University shall focus on supporting excellence in the field of natural sciences and biomedicine with an emphasis on application outputs and interdisciplinary cooperation. It shall support and encourage research excellence in the humanities and social study fields with regard to the current socio-political and cultural needs.

Internationalization of University Education

The University shall actively support internationalization of the educational and the scholarly-research environments, as well as the foreign mobility of students and academic and research workers. Particular attention shall be paid to the development of international strategic partnerships.

The Third Role of the University

The University shall develop its present activities in the field of cultural events, social life and healthy lifestyle. It shall actively seek out new opportunities and reflect the needs of society. It shall focus on creating conditions for the development of creative industry. The University shall also further increase public awareness of scholarly, research and creative activities through new educational opportunities taking advantage of various educational activities and easier access to educational content. Being aware of its social role and its obligation to maintain its position as the civilizing influence of a university institution, the University shall support a balanced approach to the material, intellectual, cultural, spiritual and social needs of the individual and human society, protect the heritage of past generations, and support sustainable development.

The University shall meet these goals through the following objectives:
1. High-quality study and education
2. Internationalization of degree programs
3. High-quality scholarly and creative activities
4. Commercialization of scholarly and research results
5. International study and work environment
6. Building the brand
7. Efficient management system
8. Restructuring human resources management
9. Efficient, economical, energy-, eco- and user-friendly operations
10. Implementation and development of new technologies

Strategic objectives for the term 2016–2020

Objective 1 – High-quality study and education

The following is the comprehensive educational and research institution program for the time period 2016–2020. UP shall modernize the infrastructure for research-related education and respond flexibly to the needs of society and the labour market by means of the traditional portfolio of degree programs and fields of study, as well as providing new and innovative degree programs and fields of study. The basic portfolio of degree programs shall be complemented with temporary offerings of degree programs responding to current labour demands (sectors of industry, state administration, education, healthcare, etc.). In line with legislative adjustments, an emphasis shall be placed on increasing quality of education, individualization and specialization of studies, implementation and continuous innovation of standards of particular fields of study, and the descriptions of study quality including standardization of evaluation of study results with the aim of achieving institutional accreditation. Duplicate degree programs and fields of study existing simultaneously at several workplaces shall be thoroughly analysed and handled in an effective form of inter-faculty cooperation.

Multilingual offerings of UP degree programs shall reflect the position of the University within the European context, and the amount of foreign students shall constitute more than 10% of the total amount of students in 2020. Concerning lifelong learning, UP shall ensure general and ongoing access to education for people of all age categories in order to allow them to achieve and renew the skills necessary for permanent participation in the knowledge society. Within the framework of degree programs innovation, it shall support utilization of state-of-the-art teaching methods using ICT, and expand its advisory services with the aim of ensuring education "without borders". The University shall ensure the introduction of functional study quality evaluation by students.

Measures related to EU operational programs for the current programming period:

1.A UP jako komplexní vzdělávací a výzkumná instituce [UP as a comprehensive educational and research institution] (a full-university project of OP VVV O2 SC1, 2, 4)
1.B Modernizace infrastruktury pro výuku spojenou s výzkumem [Modernization of infrastructure for research-related teaching] (a full-university project of OP VVV O2 SC1-4)
1.C Nové a inovované studijní programy reagující na potřeby trhu práce [New and innovated degree programs responding to the needs of the labour market] (individual projects of OP VVV O2 SC1-3,5, O3 SC1-5)

Tools for achieving the objectives

1.1 Ensuring a sufficient amount of experts

UP shall create a motivation program for both domestic and foreign employees and visiting teachers with the aim of ensuring a sufficient amount of guarantors from the rank of professors and associate professors.

Indicators:

1.1.1 The relative number of professors active in teaching
1.1.2 The relative number of associate professors active in teaching

1.1.3 The relative number of foreign teachers
1.1.4 The relative number of experts from the application sector

1.2 Development and support of practical student training
The University shall support the development and implementation of degree programs and study modules focused on practical training and internships. Simultaneously, a system of central administration of practical training shall be developed, including contractual relationships between UP and partner institutions.

Indicators:
1.2.1 The number of student-hours per practical training
1.2.2 The number of student-hours for practical training relative to the number of student-hours for studying
1.2.3 The number of student-hours for internships abroad

1.3 Development of professional and interest programs in lifelong learning
In light of the increasing importance of the role of lifelong learning within a learning society, UP shall extend its offerings of interest and professionally focused courses of lifelong learning (LLL) for the general public. In order to support the implementation of such courses, the UP Portal of Lifelong Learning shall be further developed, and the services provided by the central units of the University as well as commissioned workplaces of the individual faculties shall be extended. The University of the Third Age (U3A) and alternative forms of lifelong learning shall also be developed.

Indicators:
1.3.1 The number of graduates of popularization and interest courses
1.3.2 The number of graduates of LLL
1.3.3 The number of graduates of U3A

1.4 Monitoring of duplicate degree programs/fields of study
There is a need to perform an in-depth analysis of duplicate degree programs and fields of study in order to make them more efficient and enhance their quality. The data obtained shall lead to a decision as to whether it is possible to continue with such programs/fields of study and in what direction. When submitting new accreditations and re-accreditations, all these materials shall undergo a process of internal accreditation. When investigating them, there is a need to consider inter-faculty cooperation, which shall contribute to strengthening the links within UP and effective sharing of personnel, as well as material capacities.

Indicators:
1.4.1 The number of duplicate degree programs and fields of study

1.5 Development of excellent fields of study
Excellent fields of study, directly connected to the fields of excellent research at UP, shall be further developed. These should specifically be Master's degree fields of study providing further continuation in doctoral programs. The number of fields of study providing doctoral degree programs shall be maintained and extended, including programs in foreign languages.

Indicators:
1.5.1 The number of fields of study (Master's, Ph.D.) with a link to excellent research
1.5.2 The number of fields of study (Master's, Ph.D.) implemented in foreign languages
1.5.3 The number of students (Master's, Ph.D.) of the fields of study with a link to excellent research
1.5.4 The number of students (Master's, Ph.D.) of the fields of study implemented in foreign languages

1.5.5 The number of graduates (Master's, Ph.D.) of the fields of study with a link to excellent research
1.5.6 The number of graduates (Master's, Ph.D.) of the fields of study implemented in foreign languages

1.6 Development of fields of study unique or rare in the Czech Republic
The University shall support unique and rare fields of study that are at the same time socially needed; these are fields of study currently responding to the needs of society, as well as fields of study with a permanent demand from the labour market.

Indicators:
1.6.1 The number of fields of study (Bachelor's, Master's, Ph.D.) unique in the Czech Republic
1.6.2 The number of fields of study (Bachelor's, Master's, Ph.D.) rare in the Czech Republic *(at a max. of 3 universities)*
1.6.3 The number of students of fields of study (Bachelor's, Master's, Ph.D.) unique in the Czech Republic
1.6.4 The number of students of fields of study (Bachelor's, Master's, Ph.D.) rare in the Czech Republic
1.6.5 The number of graduates of fields of study (Bachelor's, Master's, Ph.D.) unique in the Czech Republic
1.6.6 The number of graduates of fields of study (Bachelor's, Master's, Ph.D.) rare in the Czech Republic

1.7 Involving students in scholarly-research activities including those in foreign languages
The quality of study and future qualification success are significantly influenced by greater involvement of students from Master's degree programs or subsequent study and doctoral students in faculty scholarly-research activities and international research teams, as well as by their participation in conferences.

Indicators:
1.7.1 The number of students of Master's, subsequent Master's and doctoral study involved in UP scholarly-research activities (conferences, Student Research and Professional Activities - SRPA, Internal Grant Agency - IGA, other grants)
1.7.2 The number of students of Master's, subsequent Master's and doctoral study involved in scholarly and research activities (student-days abroad at a conference or a professional internship)
1.7.3 Publication activity of Master's, subsequent Master's and doctoral study students (points for the Index of result information - RIV)

1.8 Advisory and support services for students with specific educational needs
Educational quality shall be ensured for all students with an emphasis on equal rights – that is, even for students from a disadvantaged environment or students with specific educational needs. Further development of advisory and support services is therefore needed.
The University shall guarantee equal educational opportunities for students with specific educational needs, as well as students from socially or ethnically disadvantaged groups. These shall be provided with assistance services and interpreting services, access to study texts, as well as consultancy and advisory services.

Indicators:
1.8.1 The number of students with specific educational needs
1.8.2 Relative number of students with specific educational needs
1.8.3 The number of student-hours used by students

1.9 Summer schools and workshops and other similar educational events for students and applicants

The university shall support the establishment and hosting of summer schools and workshops focused on education and science methodology, as well as summer schools and workshops which are part of accredited degree programs and LLL courses.

Indicators:

1.9.1 The number of summer schools and workshops (schools and workshops/year)

1.9.2 The number of student-hours at summer schools and workshops

1.9.3 The number of student-hours of foreign students at summer schools and workshops

Objective 2 – Internationalization of degree programs

Extending the offerings of studies in foreign languages at the Bachelor's and Master's degree level and making them more attractive in cooperation with foreign partners will strengthen the position of UP among foreign study applicants. This will contribute to greater competitiveness of the University in relation to both Czech and European universities. The University shall provide the possibility of studying in foreign languages, prevalently in English, even in Czech programs (selected lectures, seminars and lab-work within a particular field of study or program).

Measures related to EU operational programs for the current programming period:

2.A UP jako komplexní vzdělávací a výzkumná instituce [UP as a comprehensive educational and research institution] (OP VVV O2 SC1)

2.B Studijní programy orientované na Joint a Double Degree [Joint- and Double-Degree-focused degree programs] (individual projects of OP VVV O2 SC1)

Tools for achieving the objective

2.1 Creating modules and fields of study in foreign languages throughout UP departments and faculties

When creating modules and fields of study in foreign languages, there is a need to respond to the requirements of foreign study applicants. The University shall provide modules and fields of study including attractive subjects within the scope of the discipline of the particular department or faculty and ensure a wider interdisciplinary overlap.

Indicators:

2.1.1 The number of fields of study (Bachelor's, Master's, Ph.D.) provided in foreign languages

2.1.2 The proportion of students in foreign-language fields of study (Bachelor's, Master's, Ph.D.)

2.1.3 The number of student-hours of foreign students in foreign-language study

2.1.4 The number of visiting scholars

2.1.5 The number of visiting scholarly-research workers

2.2 Creating joint Double-Degree and Joint-Degree programs with foreign partners

The University shall support creating and implementing degree programs and fields of study in cooperation with foreign partners and thus make the study offerings attractive for both foreign applicants and Czech students.

Indicators:

2.2.1 The number of joint fields of study provided in foreign languages

2.2.2 The number of students (Bachelor's, Master's, Ph.D.) in joint foreign-language fields of study

2.2.3 The number of graduates (Bachelor's, Master's, Ph.D.) in joint foreign-language fields of study

2.3 Strengthening, supporting and continuous evaluation of UP international marketing activities
In order to attract international students, there is a need to use a wide range of tools for marketing and communication with potential applicants. These activities need to be selected and combined in accordance with the needs of the particular target group and region.

Indicators:
2.3.1 The number of applicants for foreign-language fields of study

Objective 3 – High-quality scholarly and creative activities
An emphasis on increasing the quality of scholarly and creative activities is an indispensable prerequisite for increasing the quality of the University as a whole. These activities are provided by academic and scholarly employees working at UP and co-creating its prestige. This is a long-term priority of UP to increase the employment of highly qualified experts, in scholarly-research centres and elsewhere. High-quality scholarly and creative activities shall be ensured by an interdisciplinary approach, creating interdisciplinary scientific centres and supporting their research, cooperation with the commercial sector, active search for partners, internationalization of research and creative teams, preference for publication in international scholarly journals, publishing scholarly monographs in prestigious foreign publishing houses, and publishing creative outputs in renowned institutions.

Measures related to EU operational programs for the current programming period:
3.A UP jako komplexní vzdělávací a výzkumná instituce [UP as a comprehensive educational and research institution] (OP VVV O2 SC1)
3.B Modernizace infrastruktury pro výuku spojenou s výzkumem [Modernization of infrastructure for research-related teaching] (OP VVV O2 SC1-4)
3.C Podpora excelentních výzkumných týmů [Support for excellent research teams] (individual projects of OP VVV O1 SC1)
3.D Dobudování a modernizace výzkumného centra RCPTM [Completion and modernization of the research centre RCATM] (OP VVV O1 SC3)
3.E Centrum translačního výzkumu v molekulárním zobrazování [Centre for translation research in molecular imaging] (OP VVV O1 SC3)
3.F Technologické centrum pro průzkum uměleckých děl [Technological centre for artwork exploration] (OP VVV O1 SC3)
3.G Zvyšování kompetencí výzkumných pracovníků [Increasing research worker competencies] (OP VVV O1 SC1)
3.H Centrum právní prevence [Centre for legal prevention] (OP VVV O1 SC3)
3.I Centrum pro interdisciplinární studium kulturní plurality a migrace [Centre for interdisciplinary research on cultural plurality and migration] (OP VVV O1 SC3)
3.J Centrum kinantropologického výzkumu [Centre for kinanthropological research] (OP VVV O1 SC3)
3.K Vybudování infrastruktury pro rozvoj Digital Humanities [Creating infrastructure for development of Digital Humanities] (OP VVV O1 SC2-3)

Tools for achieving the objectives
3.1 Evaluation of excellence in UP scholarly, research and creative activities

A unified system of science and research excellence evaluation, in order to monitor the results of science, research and creative activities of academic and scholarly workers as well as other parameters of their scientific and research activities, is an indispensable prerequisite for effective management of scholarly and research activities resulting in an increase in quality. A suitable analytical tool shall be used for analysis, such as the Web of Science – InCites.

Indicators:
3.1.1 Absolute number of RIV and RUV (Register of artistic outputs) points
3.1.2 Relative number of RIV and RUV points
3.1.3 PP top 1%[1]
3.1.4 PP top 10%
3.1.5 PP top 50%
3.1.6 PP collaborative international publications
3.1.7 PP industry

[1] Number and percentage of University publications ranking among the top 1% of most frequently cited works in the particular discipline and year compared to other publications in the given discipline and year.

3.2 Strengthening the international dimension within scholarly, research and creative activities
A focus on international collaboration in scholarly, research and creative activities is regarded as a crucial factor in increasing the quality of these activities. Establishment of new collaboration, for instance in the form of participation in international research teams and projects, not only brings added value of results in the field of science and research, but also enables a greater acquaintance with research activity and scholarly and creative fields of UP across the international scientific and artistic community. Spreading an awareness of UP and enhancing its reputation in the international context provides synergies reflected even in evaluations within international university rankings. There is a need to create a friendly and attractive environment for foreign scholars as well as Czech scholars returning from abroad, bringing here not only their know-how, but also important international contacts, in order to increase the number of foreign scholarly and research workers who decide to operate at UP as part of research teams. The international environment at UP can potentially generate further international collaboration (for example, more frequent and longer stays of young scholars abroad or gaining experience in foreign research teams), as well as the establishment and development of interdisciplinary science centres and their involvement in international areas.

Indicators:
3.2.1 The number of bilateral and multilateral collaborations in scholarly and research activities
3.2.2 The number of foreign academic employees
3.2.3 The number of foreign scientific employees
3.2.4 The number of interdisciplinary centres
3.2.5 The number of research teams and workplaces led by foreign experts
3.2.6 The number of joint projects with foreign workplaces
3.2.7 The number of joint publications with foreign workplaces
3.2.8 The volume of contract research for foreign companies

3.3 Ensuring the availability of the results of scholarly, research and creative activities
The University shall make the results of its scholarly activity available and public. It shall also ensure the accessibility of scholarly results for its own academic community to the maximum extent possible.

Indicators:
3.3.1 The number of accessible databases
3.3.2 The number of library items
3.3.3 The number of original scholarly works published within the open access/repository regime
3.3.4 The number of database accesses
3.3.5 The number of visits to the library

Objective 4 – Commercialization of scholarly and research results

The University produces a number of scholarly and research results which the application sector is interested in. In order to make better use of this potential, it is important to cooperate with the application sector as early as the research phase (in the form of sponsored research and joint projects). High-quality management of University intellectual property and know-how enables the specification of outputs with application potential and ensures their industrial property rights. The output of the system of internal projects, supported by the licensing fund, is the verification of the applicability of the results in the application sector. This system helps increase the utilization of the results (proof-of-concept). The results are commercialized in the form of licenses, but also through spin-off companies with UP as a shareholder. The cooperation with the application sector is coordinated from one centre: this ensures assigning commissions and a synergy among the individual UP workplaces throughout the cooperation. All academic workers possess a general awareness of the possibilities of protection and commercial utilization of scholarly and research results, and have professional consultancy services available in this field, which motivates them to cooperate with the application sector.

The University shall ensure management of its intellectual property and know-how; academic employees shall be acquainted with the basics of the protection and commercial utilization of scholarly and research results and have professional consultancy services available in this field. Within the scope of internal projects, the results of science and research shall be prepared for future commercial utilization. Mutually beneficial interactions between the University workplaces and the application sector shall be implemented.

Measures related to EU operational programs for the current programming period:

4.A Centrum nanotechnologického, biotechnologického a optického aplikovaného výzkumu [Centre for applied research in nanotechnology, biotechnology and optics] (OP VVV O1 SC2-ITI)
4.B Podpora vytváření excelentních týmů aplikovaného výzkumu [Support for the establishment of excellent applied research teams] (OP VVV O1 SC2 -ITI)
4.C Středomoravské centrum inovací a transferu znalostí [Central Moravian centre for innovation and knowledge transfer] (OP PIK O1 SC2-ITI)
4.D Národní olympijské centrum podpory zdravého životního stylu a pohybové aktivity [National Olympic centre for healthy lifestyle and physical activity support] (OP PIK O1 SC2)

Tools for achieving the objective

4.1 Support system for cooperation with the application sector within the phase of research, and preparation of the scholarly and research results for commercial utilization

The requirements for potential users of the research results may often be taken into consideration as early as the phase of applied research. The application sector may actively influence the research focus within the scope of UP research directions. With results achieved in this way, the probability of their commercial utilization in practice increases. Sponsorship is one of the important sources of UP income.

The application potential is verified at the scholarly and research results; selected results subsequently undergo preparation for commercialization (proof-of-concept projects) with the support of the licensing fund, including marketing analysis, legal protection and additional development aimed at increasing the value of the scholarly and research results at the time of its commercialization. Active management of existing UP intellectual property is implemented.

Indicators:
4.1.1 The volume of sponsored research
4.1.2 The number of proof-of-concept projects

4.2 Coordination of cooperation with the application sector
The specialized workplace has an overview of the scholarly-research infrastructure, scientific teams, research topics and ongoing cooperation between UP and the application sector. It can thereby provide the representatives of the application sector solutions suitable for their needs, as well as synergy based on collaboration of several research teams. Thanks to its business experience, the workplace is able to ensure the maximum economic benefit possible. A centralized "business" department ensures active marketing, obtains contracts and ensures their implementation. In case of customer-initiated contracts, it helps with appropriate determination of their licensing contract parameters and, if needed, with establishing spin-off companies.

All academic employees undergo training regarding the options of protection and commercial utilization of UP research and development results (including notice of potential risks and financial consequences of their breach).

Indicators:
4.2.1 The proportion of commercialization revenues within the UP budget
4.2.2 The number of contracts
4.2.3 The volume of contracts
4.2.4 The proportion of academic employees trained in the field of result commercialization
4.2.5 The number of spin-offs

Objective 5 – International study and work environment
The international aspect exercised in all areas of UP activities is required in order to ensure an open and friendly environment and support international mobility of students and employees, as well as eliminate constraints in establishing and developing international activities in education, science, research and creative activities of all UP facilities.

Measures related to EU operational programs for the current programming period:
5.A UP jako komplexní vzdělávací a výzkumná instituce [UP as a comprehensive educational and research institution] (OP VVV O2 SC1-3)

Tools for achieving the objective
5.1 Strengthening and development of language and intercultural skills of academic and other UP employees at all levels

Sufficient language and intercultural skills of academic, administrative and technical University employees are required in order to ensure smooth integration of foreign students and employees within the University. They facilitate communication at all levels, that is, not only in education, scholarly and creative activities, but also regarding administrative tasks and services.

Indicators:
5.1.1 The proportion of academic employees with a verified knowledge of at least one foreign language (*level B2*)
5.1.2 The proportion of non-academic employees with a verified knowledge of at least one foreign language at communication level (*level B1*)

5.2 Development of bilingual (Czech-English) information systems and study/work environment
Functional and efficient information systems are a necessary prerequisite for smooth administration of University activities. Their adjustment to the international environment and activities will significantly enhance the image of the University abroad, as well as the conditions for foreign UP students and employees.

Indicators:
5.2.1 The proportion of bilingual information system applications
5.2.2 The scope of the bilingual building navigation system *(building code, entry navigation, room code)*
5.2.3 The number of selected documents and norms published bilingually

5.3 UP International Collaboration Centre
The UP International Collaboration Centre shall be established: it shall coordinate and supervise the foreign activities of all relevant University facilities (central units, faculties, scholarly-research centres, the Confucius Institute, student organizations, etc.). This workplace shall create an internationalization strategy for the entire University, develop its methodology and provide all University workplaces with services including administrative organization of mobilities, marketing services, student recruitment and working with foreign UP graduates. In the field of foreign activities, the centre shall coordinate UP cooperation with the region, the city and other subjects. The establishment of the centre shall include the transformation of the Department of Foreign Affairs and the founding of a contact and communication space; it shall not involve the establishment of a new central unit.

Indicators:
5.3.1 The number of inter-university strategic partnerships
5.3.2 The number of active inter-university strategic partnerships *(apart from MOU or a Framework Agreement, at least one implementation contract has been signed with the particular university)*
5.3.3 UP membership in international university networks and international organizations

Objective 6 – Building the brand

The objective is to increase the awareness of the public as well as potential commercial partners of Palacký University Olomouc, its achievements in education, science and research, and attract both Czech and foreign applicants for study. A unified PR strategy and developed marketing plan shall be important tools for promotion of the University at a time when demographic developments will see a decline in the number of secondary-school graduates. The good reputation of the University will play a key role in the competitive environment. In the field of science and research, building the brand shall contribute to gaining strategic partners for transfer of scholarly results into practice, as well as those interested in contract research, which is also important for multiple-resource science funding. A good reputation is a vital prerequisite for the University to obtain high-quality applicants for academic careers both from the Czech Republic and abroad, aiming at doctoral studies and filling posts as post-docs or research workers.

The UP brand is built with the aim of maintaining the interest of study applicants and increasing the activities of the University, particularly its scholarly centres, regarding commercialization of research results and strengthening internationalization.

Measures related to EU operational programs for the current programming period:

6.A UP jako komplexní vzdělávací a výzkumná instituce [UP as a comprehensive educational and research institution] (OP VVV O2 SC1)
6.B Spojené návštěvnické centrum [Joint visitor centre] (OP VVV O2 SC5)

Tools for achieving the objective

6.1 Creating a UP marketing and communication strategy

The existence and implementation of a unified marketing and communication strategy, valid for the entire University, is a crucial tool and prerequisite for achieving the objective. High-quality unified PR via a modern University website, social networks, University media and promotional events shall help increase the awareness of the public as well as potential commercial partners of Palacký University Olomouc, and thus maintain competitiveness with other universities. Elaborating and ensuring the availability of a unified visual style (UVS) guide and its implementation based on an internal norm on the usage of UVS shall contribute to higher-quality and more efficient presentation of the UP "brand" and unify the up until now disparate presentations. The University shall extend the utilization of content marketing based on creating useful and valuable content attracting target groups and involving them in communication, thus increasing their interest in the University. This interest should encourage them to study at or cooperate with UP (e.g. projects UPBike or Zaparkuj v Olomouci [Park in Olomouc]). Some of these tools are already in operation such as the University information centre Upoint providing information, promotional materials and merchandise, as well as the Fort of Knowledge and Academia Film Olomouc (AFO), which supports and develops popularization of science.

Indicators:
6.1.1 The number of pages of the UP website in the new visual style
6.1.2 The number of UP website visitors
6.1.3 Analytical evaluation of communication activities
6.1.4 The volume of finance achieved through fundraising
6.1.5 Involvement of target groups in "content marketing"
6.1.6 The volume of distributed information and promotional materials and merchandise at the Upoint information centre; the number of visitors to the centre and the number of Upoint website visitors
6.1.7 Media coverage of all marketing activities (their number)
6.1.8 The turnout and media coverage of the Fort of Knowledge and AFO activities

6.2 Analysis of UP social network discussions

It is students in particular who spontaneously express their issues on social networks; therefore it is advisable to learn about their opinions and respond to them.

Indicators:
6.2.1 The number of social network groups created upon UP incentive
6.2.2 The number of members of social network groups created upon UP incentive
6.2.3 The number of posts on social networks created upon UP incentive

6.3 Enhancing communication with graduates

Work with graduates is used as an elimination measure for several identified risks. Graduates who remain in contact with the University can spread its good reputation more efficiently and thus contribute to strengthening the brand with regard to education, science and research. They can contribute to increasing the interest of study applicants and attracting strategic partners.

Indicators:

6.3.1 The number of registered graduates

6.3.2 The number of Alumni Card holders

6.3.3 The number of benefits for graduates

6.3.4 The number of regular graduate events organized – Silver and Golden Graduations, alumni reunions, excursions to workplaces

6.3.5 Attendance of graduates at regular graduate events – Silver and Golden Graduations, alumni reunions, excursions to workplaces

6.3.6 The participation of graduates in teaching (supervision and consultancy of theses and dissertations, mediating practical trainings, practice-related lectures)

6.4 Strengthening communication with potential study applicants

The aim is to increase the awareness of the fields of study offered, especially regarding secondary-school graduates and applicants with specific educational needs.

Indicators:

6.4.1 The number of microsites at the portal Study at Palacký University

6.4.2 The number of regular events targeted at potential applicants – education fairs, open days, collaboration with secondary schools, faculty schools

6.4.3 Attendance at regular events targeted at potential applicants – education fairs, open days, collaboration with secondary schools, faculty schools

6.4.4 The number of physical as well as virtual marketing products (videos, publications, leaflets)

6.4.5 Attendance of electronic marketing products (microsites, videos, websites, advertisements, banners, etc.)

6.4.6 The number of study applicants in individual categories and fields of study

6.5 Strengthening and enhancing the efficiency of internal communication – efficient communication with employees and students

By identifying themselves with the brand, employees and students contribute to spreading the good reputation of the University. Organizing social, cultural and sporting events strengthens internal communication and contributes to identification of students and employees with the UP brand.

Indicators:

6.5.1 The number of articles in the "Žurnál Online" journal opened from the University IP address

6.5.2 The number of events for students and employees and the number of participants at these events

6.5.3 The number of academic community meetings at faculty and university levels

6.6 Establishing the UP Counselling Centre

Indicators:

6.6.1 The number of cooperating commercial subjects

6.6.2 The number of implemented student practical trainings mediated by the centre

6.6.3 The number of consultations provided

6.7 Enhancing the brand building abroad
High-quality information provided in foreign languages reflects the interest of the University in obtaining foreign partners. This indicates its helpfulness in other aspects as well. The University shall improve the quality, content and extent of information in foreign languages.

Indicators:
6.7.1 Participation in foreign education fairs, science and research
6.7.2 The number of active contracts with partner universities
6.7.3 The number of agreement- or contract-based contacts with other foreign partners, representation offices and organizations such as CzechTrade, CzechInvest or CzechTourism

Objective 7 – Efficient management system

UP shall increase effectiveness and flexibility regarding strategic, process, project and operation management, including elaboration of methodological tools for collection and analysis of processed data about UP operations. Flexible and systematic strategic management of UP is a way to resist the pressure of the volatile external environment and a tool for further development of the University. Efficient and systematic process and project management are tools enabling predictable, transparent and smooth operations of University administration and the decision-making bodies as far as possible.
Another aim is to increase professional management skills of leading "core units", i.e. the labour union, units, sections, departments and institutes; these shall involve strengthening their skills regarding human resources, budgeting, analysing and subsequent remuneration adjustments at this leading post.

Measures related to EU operational programs for the current programming period:

7.A UP jako komplexní vzdělávací a výzkumná instituce [UP as a comprehensive educational and research institution] (OP VVV O2 SC4)

Tools for achieving the objective

7.1 Improving the UP strategic management system
The University shall develop systematic data collection and evaluation of analytical documents. At a time of fluctuating external data inputs and the absence of a strategic government concept, careful data monitoring and elaboration of data documentation in time-lines serves to identify trends, opportunities and risks in both the main and additional university activities. Data series are derived primarily from the indicators of the Palacký University Strategic Plan 2016–2020.

Indicator:
7.1.2 The number and extent of data series monitored

7.2 Implementation of process management elements
The University shall evaluate – and if suitable processes are determined, it shall also implement – tools for process management of support and eventually also some of the main activities.

Indicators:
7.2.1 The number of processes identified
7.2.2 The number of processes described
7.2.3 The number of processes implemented in the system of electronic workflow

7.3 Quality monitoring and management of main and supporting activities
The University shall establish a system for quality monitoring and management of main and supporting activities.

Indicators:
7.3.1 The number of quality monitoring indicators
7.3.2 The number of measures initiated by evaluation of quality indicators
7.3.3 Norms including disciplinary actions for breaching rules
7.3.4 The number of implemented disciplinary procedures

7.4 Risk monitoring and management
The University shall develop a risk management system.

Indicators:
7.4.1 The number of indicators of risk monitoring
7.4.2 The number of measures initiated by evaluation of risk monitoring indicators

Objective 8 – Restructuring human resources management

The objective of restructuring UP human resources management is to attract and keep high-quality employees, strategically harmonize individual planning of organization performance and development, value excellence in all fields of activity through just and reasonable remuneration, support the involvement of employees in UP operations, and create an open, tolerant, cohesive and international environment.

Measures related to EU operational programs for the current programming period:
8.A UP jako komplexní vzdělávací a výzkumná instituce [UP as a comprehensive educational and research institution] (OP VVV O2 SC2, SC4)

Tools for achieving the objective
8.1 UP Career Code
The Career Code is the main tool for human resources management. A highly qualified environment can potentially attract other qualified professionals. The Career Code also regulates matters of motivation and gaining high-quality employees including the category of post-doc employees. By means of suitably determined qualification prerequisites it addresses the international overlap of scholarly and research activities, etc. It is focused not only on expert academic and non-academic posts, but also on supporting manager and technical-economic posts. It includes expectations for further education of all employees.

Indicators:
8.1.1 The number of post-doc posts
8.1.2 The number of successfully completed habilitation procedures (both external and internal)
8.1.3 The number of successfully completed procedures for appointment as a professor (both external and internal)
8.1.4 The amount of hours of training or other education of academic, non-academic and management employees

8.2 Organization of recruitment and selection of non-academic employees

The University shall systematize recruitment of employees with the aim of avoiding randomness at recruitment and addressing the widest group of applicants possible.

Indicators:
8.2.1 The number of employees gained systematically through an open selection procedure
8.2.2 The number of new employees' adaptation processes/guide sets for new employees

8.3 Employee-care service and its publicising
Employee care and benefits are an integral part of employee motivation and a harmonic work environment. The University shall systematically develop this aspect and also build employee solidarity in this way.

Indicators:
8.3.1 Offerings of employee benefits and services
8.3.2 Rate of benefit utilization

Objective 9 – Efficient, economical, energy-, eco- and user-friendly operations

The objective is to develop, maintain and unify the University infrastructure, so that it effectively ensures infrastructure support for all the main activities of the University (education, science, the third role) as well as for additional areas (dining, accommodation, sports activities, administration). Development of the infrastructure is related to all University parts. Tools for achieving this objective include the conception of concentrated University campuses, efforts directed at energy as well as ecological efficiency in building operations and care for their current state and modernization, but also ensuring the safety of people and property, easy accessibility to University buildings and necessary transport accessibility. The infrastructure of the backbone Internet network is also part of the objective (see Objective 10).

A detailed infrastructure investment plan including a preliminary schedule and prioritization is an integral part of this Palacký University Olomouc Strategic Plan 2016–2020 in the form of an attachment to this document.

Measures related to EU operational programs for the current programming period:

9.A UP jako komplexní vzdělávací a výzkumná instituce [UP as a comprehensive educational and research institution] (OP VVV O2 SC1-3)
9.B Modernizace infrastruktury pro výuku spojenou s výzkumem [Modernization of infrastructure for research-related teaching] (OP VVV O2 SC1-3)
9.C Modernizace IT infrastruktury pro vědu a výzkum [Modernization of IT infrastructure for science and research] (OP VVV O1 SC3)

Tools for achieving the objective

9.1 Consolidation of the grounds of University campuses
Creating and consolidating the University campuses is a tool aimed at achieving this objective. This involves not only the obvious campus sites of Neředín, Holice and the Hospital grounds, but also the central sites Envelopa and the City centre. The aim is to carry out purchases, exchanges, sales, construction works and building and equipment supplementation in order that these campuses may be considered consolidated both from the perspective of real estate structure and the inner amenities and internal structure.

Indicators:
9.1.1 Elaboration and annual updates of the UP usable areas optimization plan
9.1.2 The amount of real estate used

9.2 Increasing the energy and ecological efficiency of the University infrastructure

The energy price growth and the social responsibility of the University administration focus on this aspect of the infrastructure, which is of no less importance. A movement toward passive University buildings, waste recycling, utilization of rain water and efficient use of drinking water enables both the proclaimed objectives to be exercised simultaneously in synergy.

Indicators:
9.2.1 Energy and resource consumption (water, heat, gas, electricity)
9.2.2 The volume of mixed waste produced

9.3 Reconstruction of current University real estate

The social responsibility towards the location of the Baroque city of Olomouc, where a significant part of the UP buildings are located, as well as the need for appropriate care for the entrusted real estate, have led UP to focus on reconstruction of the buildings it manages. Reconstruction work shall be directed towards preservation of the accumulated cultural heritage, as well as improvement of the conditions for educational and scholarly-research activities and energy efficiency.

Indicators:
9.3.1 The volume of resources spent on reconstruction of current University real estate
9.3.2 The flat area of the reconstructed usable area

9.4 Supportive infrastructure optimization

Efficient operations of the University is connected with the quality of supporting services having a direct impact on everyday user comfort and thus even on the students' and employees' general impression of their alma mater. As a modern university, UP focuses on user-friendly operations of its supportive facilities while maintaining high operation efficiency. The development of accommodation options, dining quality and dining options as well as support for sporting and cultural activities of employees remains a significant priority. The aim is to develop a diversity of accommodation capacities (family-type accommodation, accommodation for mothers with children, social housing, accommodation for students with limited mobility, accommodation for visiting scholars, offerings of flats for scholars in a permanent employment relationship), a quality and diversity of dining facilities (an emphasis on the quality of input feedstock and its processing, other dining options apart from University dining halls), and support and development of opportunities for cultural and sport activities.

Indicators:
9.4.1 The number of beds in halls of residence
9.4.2 The number of bed-days in halls of residence
9.4.3 The number of beds in hotel accommodation
9.4.4 The number of bed-days in hotel accommodation
9.4.5 The number of beds for students with specific educational needs
9.4.6 The number of bed-days for students with specific educational needs
9.4.7 Relative engagement of halls of residence (monitored weekly)
9.4.8 The number of beds available for accommodation of academic employees
9.4.9 The number of bed-days for academic employees
9.4.10 The number of beds in social housing
9.4.11 The number of bed-days in social housing

9.4.12 The number of beds in family-type halls of residence accommodation
9.4.13 The number of bed-days in family-type halls of residence accommodation
9.4.14 The number of beds for mothers with children
9.4.15 The number of bed-days for mothers with children
9.4.16 Relative Wi-Fi coverage in halls of residence
9.4.17 The average number of students sharing a room
9.4.18 The average number of students sharing a suite
9.4.19 The number of students sharing one social facility
9.4.20 The number of students sharing one kitchen facility
9.4.21 The absolute number of served meals (students, employees, others)
9.4.22 The relative number of served meals (students, employees)
9.4.23 The absolute number of student-hours in sport facilities
9.4.24 The relative number of students using sport facilities
9.4.25 The number of cultural, sporting and other social and recreational activities organized for employees

Objective 10 – Implementation and development of new technologies

Palacký University Olomouc, as one of the renowned universities on both the national and global scale, shall monitor, evaluate and implement relevant ICT over the term 2016-2020. In order to fulfil its educational and scholarly function, the University must support its management and operations with a modern and efficient University information system. There will be a need to keep track of development trends in IT and continuously modify the University information system, so that it meets the demanding needs of the University and its students, employees, study applicants and graduates. The objective is to achieve and maintain the state where UP ICT will permanently meet state-of-art criteria in the relevant fields. The areas of development involve ensuring a sufficient, modern and reliable technical infrastructure of the school, support and development of a high-quality University information and presentation system, and development of sophisticated tools for technological support of UP processes.

Measures related to EU operational programs for the current programming period:

10.A UP jako komplexní vzdělávací a výzkumná instituce [UP as a comprehensive educational and research institution] (OP VVV O2 SC1-3)
10.B Modernizace infrastruktury pro výuku spojenou s výzkumem [Modernization of infrastructure for research-related teaching] (OP VVV O2 SC1-3)
10.C Modernizace IT infrastruktury pro vědu a výzkum [Modernization of IT infrastructure for science and research] (OP VVV O1 SC3)

Tools for achieving the objective

10.1 Development of IT infrastructure to support UP research, development, education and operations

Steady development of IT requires perpetual investments in the basic University ICT infrastructure, as well as implementation of systems increasing the safety, reliability and clarity of the University network environment. Sufficient capacity, reliability and durability of the infrastructure are necessary prerequisites for the development of all other IT services. The hardware infrastructure available must be further supplemented with modern technologies and solutions, including private and hybrid cloud services and SaaS, IaaS and PaaS solutions.

Indicators:
10.1.1 The average age of server systems hardware, data storages and active network elements
10.1.2 The capacity of University cloud data storages available
10.1.3 The proportion of applications transferred into the cloud environment

10.2 Development and integration of the University information system

The University information system (UIS) represents a wide collection of systems and applications vital for the operations of the organization. The most important elements of this system include the economics system, the system of study agenda records and a number of others required for meeting the education, research and operation objectives. The aim is to further develop and modernize the UIS while striving for maximum unification and integration. The unifying element must be the UP web environment as the fundamental guidepost for work with UIS. The UP web environment shall be continuously developed and adjusted, so that these systems are connected visually as well as functionally, adapted to state-of-the-art accessing devices (including mobile ones), and at the same time fulfil the criteria for access of students with specific educational needs as well as requirements based on school internationalization. There is a need to support and further develop the current electronic systems (records management, digital archive and long-term storage of digital documents, central storage of contracts, facility management, etc.), integrating them fully with other school information systems, in particular with the economics and study agenda systems, and supplementing them with the electronically managed workflow support following high-quality process and project management.

Indicators:
10.2.1 The extent of UIS components available via SSO
10.2.2 The proportion of modern web applications fulfilling the requirements of responsive design, internationalization and accessibility

10.3 Development of technical support for all types of study and their complex integration and internationalization

Technological support for all types of study must be process-oriented, support modern management methods and comply with study internationalization stated in Objectives 2 and 5. In light of the high number of processes running at the University and changing frequently, there is a need that the system be created in a modular form and that the University has a sufficient number of experts available, who are capable of supplementing new functionalities. When making the study process more modern and attractive, the key aspects are e-learning and m-learning, which represent a tool for increasing study efficiency regarding distance learning as well as the full-time learning format. The UP objective is to support the development of these trends linked with gradual integration and unification of the currently used e-learning platforms.

Indicators:
10.3.1 The number of study support texts in the unified University e-learning environment
10.3.2 The number of courses supported with e-learning support documents
10.3.3 The relative amount of funding used for e-learning system support within the UP budget

Annex: UP infrastructure investments 2016–2020

LOCALITY	ACTION NAME	COSTS in thous. CZK	DATES		FUNDING				
			start	end	2016	2017	2018	2019	2020
Neředín	Construction of a connecting corridor	37,000	*10/2015*	*01/2016*	10,000				
	Kinanthropological research centre	90,000	*01/2016*	*06/2017*	60,000	30,000			
	Archive reconstruction	90,000	*05/2017*	*06/2018*		40,000	50,000		
	Reconstruction of roads and outdoor engineering networks (CH, water)	15,000	*05/2017*	*08/2018*		7,000	8,000		
17. listopadu 50	Reconstruction of University canteen kitchen, outlet and facilities	30,000	*06/2016*	*08/2016*	30,000				
Sports hall	Building entrance insulation	21,000	*06/2016*	*10/2016*	21,000				
	Replacement of lighting	5,000	*06/2016*	*08/2016*	5,000				
	Reconstruction of heating and HVAC	32,000	*05/2017*	*09/2018*		16,000	16,000		
	Sports courts, an inflatable hall and corridor	10,000	*04/2017*	*08/2017*		10,000			
	Indoor spaces reconstruction	168,000	*05/2017*	*08/2020*		40,000	40,000	40,000	48,000
	Sports floor replacement	7,000	*07/2016*	*08/2016*	7,000				
Křížkovského 8	Reconstruction of III. courtyard for parking	5,000	*06/2016*	*08/2016*	5,000				
	Building reconstruction	20,000	*06/2019*	*08/2020*				10,000	10,000
Křížkovského 10	Building reconstruction incl. furnishings	240,000	*01/2016*	*06/2017*	100,000	140,000			
Theoretical Institutes	CH reconstruction	30,000	*04/2018*	*08/2020*			10,000	10,000	10,000
	Building reconstruction	150,000	*05/2018*	*09/2020*			50,000	50,000	50,000
Šlechtitelů 27	Reconstruction of the complex roads incl. infrastructure – phase 1	27,000	*05/2016*	*08/2017*	10,000	17,000			
	Modernization of the ground floor of building No. 47	45,000	*05/2017*	*08/2018*		20,000	25,000		
	Modernization of the biology FoS greenhouse behind No. 53	25,000	*05/2017*	*08/2018*		10,000	15,000		
	Outdoor study spaces for biology and ecology FoS	10,000	*05/2017*	*08/2018*		5,000	5,000		
	Reconstruction of No. 52 as a Building Maintenance facility and field office	25,000	*05/2016*	*08/2017*	10,000	15,000			
	New building F1	150,000	*05/2016*	*08/2018*	60,000	90,000			

	Description	Cost	Start	End	Y1	Y2	Y3	Y4	Y5
	Reconstruction of the complex roads incl. infrastructure – phase 2	30,000	05/2018	08/2020			10,000	10,000	10,000
	Revitalization of outdoor spaces in the complex	10,000	06/2016	10/2020	2,000	2,000	2,000	2,000	2,000
	Extension of University canteen distribution areas	10,000	05/2018	06/2019			5,000	5,000	
	Reconstruction of reception and rescue areas	20,000	05/2018	06/2019			10,000	10,000	
17. listopadu 12	Replacement of vent hood HVAC ducts	5,500	06/2016	08/2017	2,500	3,000			
	Implementation of technical measures in the building	30,000	05/2017	08/2018		15,000	15,000		
	Modernization of present study areas for physics FoS	20,000	06/2017	09/2017		20,000			
	Improvement of the quality of common residential areas	15,000	06/2019	08/2020	3,000	3,000	3,000	3,000	3,000
Fort of Knowledge	Outdoor areas	800	11/2016	04/2017	200	600			
	Outdoor information system	300	04/2016	06/2016	300				
Svobody 8	Building reconstruction	15,000	07/2018	08/2019				15,000	
17. listopadu 8a	Building reconstruction	250,000	01/2018	08/2020			100,000	100,000	50,000
Svobody 26	Building reconstruction	200,000	06/2018	12/2020			50,000	100,000	50,000
Kateřinská 17	Elevator annex and courtyard adjustment	11,000	05/2019	09/2019				11,000	
	Replacement of gas boilers	1,800	07/2016	08/2016	1,800				
Vodární 6	Replacement of gas boilers	600	07/2016	08/2016	600				
Univerzitní 22	Courtyard reconstruction	2,000	05/2017	08/2017		2,000			
Hynaisova 9	Building reconstruction		in preparation						
Míru 117	Building reconstruction	30,000	05/2018	06/2019			10,000	20,000	
Žižkovo Sq. 5	Corridor elements reconstruction (floors, doors)	20,000	06/2016	08/2020	4,000	4,000	4,000	4,000	4,000
17. listopadu 6	Entrance reconstruction - library	15,000	05/2018	08/2018			15,000		
17. listopadu 8	Entrance	5,000	05/2019	08/2019				5,000	
Na Hradě 5	Building reconstruction	90,000	06/2016	04/2018	20,000	50,000	20,000		
Pastviny	Dining room insulation	6,000	08/2016	05/2017	2,000	4,000			
Biskupské Sq. 1	PC classrooms	2,000	05/2016	08/2016	2,000				
	Facade reconstruction	4,000	04/2016	08/2016	4,000				

Purkrabská 2,4	Reconstruction of "Albínka"	10,000	*05/2016*	*08/2016*	10,000				
Loděnice	Loft space	10,000	*04/2017*	*12/2017*		10,000			
TOTAL		**2,062,500**			**382,900**	**557,600**	**463,000**	**395,000**	**237,000**

The list of abbreviations used

AFO Academia Film Olomouc
LLL Lifelong learning
IGA Internal Grant Agency
EU European Union
MOU Memorandum of Understanding
UVS Unified Visual Style
ICT Information and Communications Technology
IT Information Technologies
IP Internet Protocol
OP RDE Operational Program Research, Development and Education
PR Public Relations
SSO Single Sign-on
SRPA Student Research and Professional Activities
RIV Index of Result Information
RUV Register of Artistic Output
U3A University of Third Age
UIS University Information System
UP Palacký University Olomouc

In Olomouc on October 27, 2015

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