

# Strategic plan

## Of Silesian University in Opava

For the period 2021+

Opava | Karviná

**(spolu)**  
Together



SILESIAN  
UNIVERSITY  
IN OPAVA

## TABLE OF CONTENTS

(TOGETHER) .....	3
MANAGERIAL.....	4
SUMMARY .....	5
THE VISION.....	6
PRIORITY AREAS.....	7
PRIORITY AREAS AND SPECIFIC OBJECTIVES.....	8
STUDY AND EDUCATION.....	9
SCIENCE, RESEARCH AND OTHER CREATIVE ACTIVITIES .....	18
SOCIAL ROLE.....	24
INTERNATIONALISATION.....	28
DEVELOPMENT OF HUMAN RESOURCES .....	33
IMAGE, PR & MARKETING.....	37
STRATEGIC MANAGEMENT.....	41
COMPLIANCE WITH THE STRATEGIC INTENTION OF THE MEYS .....	45
COMPLIANCE WITH PLANNED OUTPUTS WITHIN THE PROJECT OP RDE DEVELOPMENT OF THE R&D CAPACITIES OF THE SILESIA UNIVERSITY IN OPAVA .....	46
CONSISTENCY WITH THE STRATEGIC OBJECTIVES OF THE OP JAK .....	47
LIST OF ABBREVIATIONS .....	48



**Contracting authority:** Silesian University in Opava, Na Rybníčku 626/1, 746 01 Opava

**Publisher:** BeePartner a.s.

**Production team:** Jana Vlčková, David Kula, Daniel Konczynna, Michal Sobek, Lucie Maliková, Monika Schmidtmeyerová, Eliška Olšáková, Gabriela Kalužová, Tomáš Gongol, Pavel Tuleja with active involvement of all parts of the university

**Graphic design:** Marie Pilařová

## (TOGETHER)

Dear colleagues, students and friends of the Silesian University,

The strategic plan that you are currently holding in your hands shows the direction that the Silesian University in Opava wants to take in the coming years, what it wants to achieve and what it wants to become thanks to these steps.

We have created a strategic plan for the following period 2021+ together with you. Although we have spent hundreds to thousands of hours together on its processing and subsequent presentation, we realise that the amount of time spent is not a criterion that would be decisive in this area and that would guarantee the success of the whole process. The quality of this material will be evidenced only by the results that we reach over time. We have completed the journey of creating this document together and in its creation, we have used not only all available knowledge and experience, but also your willingness to participate in the creation of our common future. Thanks to this the final form of the Strategic Plan is not the result of that imaginary divination from the crystal ball of several dreamers, but, on the contrary, an output in which we have sometimes ambitiously, but always realistically, set expectations that can be achieved in the following years and which will strengthen the position of the Silesian University within the Czech higher education system.

We have chosen the name (TOGETHER) because it declares a desire for greater unity and interconnectedness of the university. As we all know, the university has a number of specific problems to overcome. It is based in two different cities, on one hand it educates top staff for health and social services, economists, teachers or librarians, whilst on the other hand it provides quality education in purely academic fields focused on mathematics or astrophysics. It stimulates artistic creative activity and provides education in both humanities and social science and scientific programmes. It is clear that there are many differences, but I personally believe that, thanks to this plan, we are able to speak with one another, and this internal unity can also set an example for our external environment. All of the above is part of our Strategic Plan, which implies that we want to be a partner and jointly develop not only ourselves, but also the region of which we are a part.

As I mentioned above, the benefits of the energy put into this joint work will only be apparent after some time. But we are not starting from the scratch. The university may be a baby among traditional European universities, but over the last thirty years it has earned a stable position in the Czech higher education environment. Some of our teams work with outstanding workplaces of world importance. We know our strengths; we realize our weaknesses. We follow trends, we weigh risks. And we follow common sense.

I believe that our approach and our goals will meet the expectations not only of all those who have already had the opportunity to combine their life path with the university, but especially with the expectations of future applicants and the upcoming generations of academic and non-academic staff who will move the Silesian University forward and (together) with us determine new aspects of its exceptionality and its position not only in the region and the Czech Republic but in Europe and the world.

Thanks to all of you for your efforts to be able cooperate (together). I appreciate your work and look forward to it in the future.

Pavel Tuleja  
Rector

## MANAGERIAL

The Silesian University occupies an unquestionable position within the system of higher education institutions of the Moravian-Silesian Region. It not only expands the regional offer of education for young students, but also focuses on lifelong learning and is an important employer. It is also clear from the new strategic plan for 2021+ that the University of Silesia wants to continue to strengthen its role as an important and reliable regional partner and to deepen cooperation with local governments, the private and non-profit sectors, organisations and communities.

The Silesian University will further develop professional profiling which is also related to this strategy. The University wants to prepare students even better for future employment on the labour market by strengthening cooperation with regional employers, increasing the share of specialists with practical experience into teaching and study programmes, as well as promoting entrepreneurial and soft skills.

The strategic plan also deals with development of unique academic study programmes and further linking of teaching with research and creative artistic activities. In the scientific and research as well as creative artistic areas the university will further increase the importance of its name, strive for excellence in selected disciplines and create an attractive environment for top scientists.

In line with the third role of higher education institutions, the Silesian University will focus on reflecting on social issues and regional challenges in its scientific and creative artistic activities. It will set an example in promoting moral values, ethics and social responsibility, promoting sustainability and the principles of global citizenship. At the same time, it will contribute to the development of the global competences of its employees and students, take care to create an international environment directly at the university and implement steps to reduce barriers to foreign mobility.

A new and essential objective of the strategic plan is the implementation of steps leading to the HR award which brings potential personnel development.

## SUMMARY

In doing so, the Silesian University will guarantee its scientific and research staff a European standard of care for employees, the quality of the working environment, the openness of the selection procedure, the freedom in creative activities and respect for ethical principles.

Quality marketing and strategic management will support the development in all the priority areas described above. Ensuring consistency between the university's objectives and its different departments is key in these areas. The University will target active and open communication not only with the outside world but also within. The Silesian University will continue to build its image as a school with an attractive, modern and competitive teaching background and promote the popularisation and the sharing of results of creative activities with the general public.

The Strategic Plan of the Silesian University for the period 2021+ is based on the findings summarised in the Analytical Report available on the [spolu.slu.cz](http://spolu.slu.cz) website. It respects the Strategic Plan of the Ministry of Education, Youth and Sports for higher education institutions and the Strategy for the Internationalisation of Higher Education Institutions. It also builds on the previous strategic documents of the Silesian University.

Specific projects implemented through interventions from operational programmes (in particular the Jan Amos Komenský Operational Programme), the Fair Transition Fund and other grants will significantly help to implement the strategic plan. Relevant investment projects are identified in a detailed description of the measures for all areas of the strategic plan and summarised in Annex 1, while the non-investment projects listed in Annex 2 will contribute to its implementation in a cross-cutting way. A number of related measures will be implemented in the context of Annex 3. The allocation of partial funds drawn from the Programme to support the strategic management of higher education institutions for the years 2022–2025 is then laid out in Annex 4.

Annexes to the Strategic Plan of the Silesian University in Opava:

- Annex 1.** Plan of investment activities of the Silesian University in Opava for the years 2021–2030
- Annex 2.** List of non-investment project plans of the Silesian University in Opava for the years 2021–2030
- Annex 3.** Framework of research activities of the Silesian University in Opava 2021+
- Annex 4.** Allocation of funds from the Programme to support the strategic management of higher education institutions for the years 2022–2025

# THE VISION

## STABLE NUMBER AND GREATER QUALITY OF APPLICANTS

To strive to stabilise the number of students and to increase the impact on their quality, readiness and motivation to meet the requirements expected of university students.

## PROFESSIONALLY PROFILED UNIVERSITY

To continue to develop and support the professional orientation of the university and, to cooperate with the working environment to prepare our students as best as we can for current and future needs in the labour market.

## ACADEMIC EXCELLENCE

To support and develop research and artistic centres as well as research and creative teams that achieve internationally recognised results, thus increasing the prestige and image of the university.

## INNOVATIONS AND FLAGSHIP PROJECTS

To prepare for future challenges and opportunities in a timely manner. To support important and innovative projects that achieve positive strategic changes which will encourage the interest of quality students and academics in the university and increase its prestige in the long term.

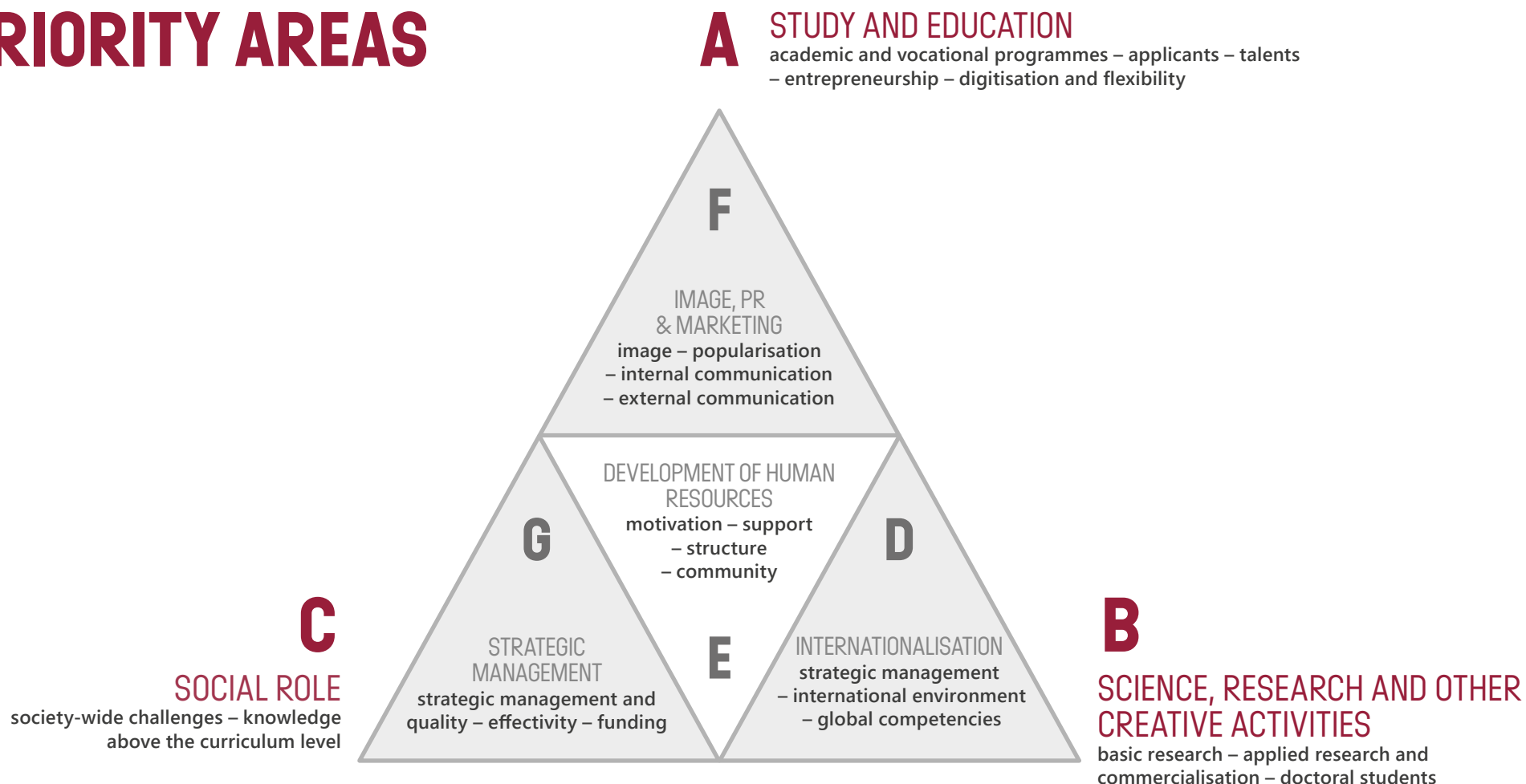
## DEVELOPMENT OF HUMAN RESOURCES

Create the best possible conditions for academic and scientific employees, other staff and collaborators in order to increase the attractiveness of the university as an employer to whom human resources care is one of the key factors in achieving quality research results and a high level of teaching.

## IMAGE / PR / MARKETING

To continue in building the good name of the university both within and externally.

# PRIORITY AREAS



## PRIORITY AREAS AND SPECIFIC OBJECTIVES

### PRIORITY AREA A: STUDY AND EDUCATION

- A.1** Develop professionally focused study programmes in accordance with the needs of the labour market and in cooperation with employers.
- A.2** Develop unique academic study programmes.
- A.3** Stabilise the number of students and improve the quality of applicants.
- A.4** Improve the quality and innovation of teaching.
- A.5** Systematically support and develop talent.
- A.6** Promote student entrepreneurship and development of their soft competencies.
- A.7** Support digitisation and distance elements in teaching.
- A.8** Develop an individual approach and expand support services for students.

### PRIORITY AREA B: SCIENCE, RESEARCH AND OTHER CREATIVE ACTIVITIES

- B.1** Support basic research and other creative activities, taking into account the specifics of individual departments.
- B.2** Support applied and contractual research, experimental development, increase the number of commercialised results of scientific, research and other creative activities.
- B.3** Promote cooperation and openness in creative activities.
- B.4** Achieve excellence in creative activities of doctoral students and greater quality of postgraduate studies.

### PRIORITY AREA C: SOCIAL ROLE

- C.1** Reflect society-wide and current challenges, become more involved in strategic regional development and in the life of urban settlements.
- C.2** Lead to social responsibility.
- C.3** Expand the offer of Lifelong learning courses.
- C.4** Support community life during and after the studies.

### PRIORITY AREA D: INTERNATIONALISATION

- D.1** Strengthen the strategic management in the area of internationalisation.
- D.2** Create an international study environment.
- D.3** Develop promotion and support services for foreign students and staff.
- D.4** Develop foreign mobility and global competences of university students and staff.

### PRIORITY AREA E: HUMAN RESOURCES DEVELOPMENT

- E.1** Strengthen the motivation for personal and career development of employees.
- E.2** Develop a proactive policy on recruiting new academic and scientific staff and filling management positions.
- E.3** Provide adequate facilities for employees of all departments.

### PRIORITY AREA F: IMAGE, PR & MARKETING

- F.1** Streamline and unify the communication across the university.
- F.2** Promote quality and effective marketing and communication with the public.
- F.3** Popularise the results of scientific and other creative activities.

### PRIORITY AREA G: STRATEGIC MANAGEMENT

- G.1** Strengthen the system of strategic management and support for quality management of teaching and scientific, research and other creative activities.
- G.2** Increase the efficiency and digitisation of internal processes.
- G.3** Ensure the long-term internal funding stability.



## Priority area A

### STUDY AND EDUCATION

#### Long-term vision

**We will strive to stabilise and increase the number of students in the future, while at the same time having a greater impact on their quality, educational outcomes, readiness and motivation to meet the requirements expected of a university student. We will develop and support the professional orientation of the university and, coupled with practical experience within the working environment prepare the students for the current and future needs on the labour market.**

#### Keywords

#employment #personality #inspiration #knowledge #talent #competence #entrepreneurship #experiences #motivation #flexibility #excellence #professional\_orientation #digitalisation #multidisciplinary

#### Our mission in study and education

The University of Silesia applies a personal approach to the education of each student and develops his individuality, talent and abilities. It inspires students and introduces them ambitious new challenges and encourages them to be an inspiration to others. The university is interested in applicants with a positive approach to study and creative activities, it also trains leaders and team players. The university creates an environment for unique experiences and adventures, thanks to which graduates will gain the necessary knowledge, skills and competences for life and for future professional employment. It invites specialists with practical experience into teaching and study programmes.

The Silesian University ensures high quality education in all forms of study and types of study programmes. It supports both proven and innovative forms of teaching. It generates excellent study results with an emphasis on the quality of postgraduate studies. It creates an open environment that helps to look at, discover and develop the self-realisation of talented students and exceptional personalities with the prerequisites for success both in creative activity and in practice.

#### The strategic objective

**Maintain or increase the number of applicants, students and graduates and improve the quality of teaching. Become a sought-after university among domestic and foreign applicants and an attractive place to study in all forms and types of study programmes.**

#### Overview of specific objectives

- A.1** Develop professionally focused study programmes in accordance with the needs of the labour market and in cooperation with employers.
- A.2** Develop unique academic study programmes.
- A.3** Stabilise the number of students and improve the quality of applicants.
- A.4** Improve the quality and innovation of teaching.
- A.5** Systematically support and develop talent.
- A.6** Promote student entrepreneurship and the development of their soft competencies.
- A.7** Support digitisation and distance elements in teaching.
- A.8** Develop an individual approach and expand support services for students.

## **A.1 DEVELOP PROFESSIONALLY FOCUSED STUDY PROGRAMMES IN ACCORDANCE WITH THE NEEDS OF THE LABOUR MARKET AND IN COOPERATION WITH EMPLOYERS.**

### **Measurable indicators of the specific objective\***

- More than 50% of professionally focused study programmes.
- More than 75% of respondents employed in the field corresponding to the completed study programme within 3 years of graduation.

### **How we want to achieve strategic changes**

- Create and further develop professional centres as an infrastructure facility for the implementation of professionally focused study programmes.
- Prepare new professionally focused programmes (e.g., innovative entrepreneurship, physiotherapy, spa, industrial design, health study programmes).
- Involve entrepreneurs and specialists with practical experience more in the creation and teaching of study programmes.
- Cooperate with other universities and organizations (MS Pact, Job Centre, CZSO) using relevant data on graduates, monitor external trends and share experience and good practice in order to increase the link to practice and prepare for future employment.
- Develop cooperation with higher vocational and other schools.
- Further develop and methodically lead practical training and internships, create organisational capacities and opportunities for strengthening the relationship with employers.

### **Measures (Expected source of funding)**

- Support the construction of new professional centres supporting studies in professional study programmes including the Centre for Creative Studies and Creative Activities, the Centre for Entrepreneurship, Professional and International Studies, the Simulation Centre for Non-Medical Health

Programmes and the Centre for Social Services. (ESIF, JTF, MEYS - PSSM: 1.C, 1.D - preparatory phase)

- Introduce a requirement for the involvement of employers and entrepreneurs in the process of creating new or updating existing study programmes in the form of a IAB guidelines. (MEYS - PSSM: 1.C)
- Create a university wide concept using an internal guideline to improve the quality of practical training, focusing on the selection of the providers and the evaluation of its completion including the development of appropriate electronic tools for its registration and administration. (MEYS - PSSM: 1.C)
- Create an online communication platform (e.g., by extending the functionalities of the Career Portal) as well as use proven tools of on-site communication (e.g., round tables) and thus ensure the sharing of experience and obtaining feedback from employers and other participants (e.g., Job Centres, HVC, universities), especially with a focus on the corresponding profile of the graduate and their success on the labour market. (MEYS - PSSM: 1.C)
- Establish and further develop a system for monitoring the careers of graduates, graduate tracking, by extending the functionalities of the Graduate portal and by participating in republic-wide initiatives and questionnaire surveys in this area. (MEYS - PSSM: 1.C)

### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular those INV\_MEYS\_and\_Other\_funds\_01, 02, 03, 04, 05, 06, 07, 08, 09, INV\_EU\_and\_Other\_funds\_01, 02, 03, 04, 05, 06 (see Annex listing specific projects).

### **Responsible person**

- Vice-Rector for Study and Social Affairs
- Vice-Rector for Strategy and Communication

## A.2 DEVELOP UNIQUE ACADEMIC STUDY PROGRAMMES.

### Measurable indicators of the specific objective

- 2 new or updated programmes with parameters of excellence, uniqueness and interdisciplinary approach.

### How we want to achieve the strategic changes

- Support the creation and further development of unique study programmes with excellence in the quality of teaching and a strong link to creative activities and develop their potential in relation to the acquisition of quality applicants.
- Adopt interdisciplinary and modular approach to programme expansion, create new study programmes depending on existing ones and give students the opportunity to choose subjects /modules according to their own interests and focus (e.g., associated studies).
- Continue to ensure the interconnection of research and teaching so that all research institutes of the university are involved in the educational activity.

### Measures (Expected source of funding)

- Implement a unique connection of selected study programmes with the activities of other entities, for example with activities in the Lower Vítkovice region (DOV). (MSID, JTF and other external sources)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_MEYS\_and\_Other\_funds\_01,02, 03, 04, 05, 06, 07, 08, 09, INV\_EU\_and\_Other\_funds\_01, 02, 05, 06 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Study and Social Affairs

## A.3 STABILISE THE NUMBER OF STUDENTS AND IMPROVE THE QUALITY OF APPLICANTS.

### Measurable indicators of the specific objective

- Stabilised number of students at 5,000
- Declining student academic failure in the first year of bachelor's studies.

### How we want to achieve strategic changes

- Collect and evaluate data on barriers in the course of studies, identify students at risk of failure, and evaluate the effectiveness of measures taken to reduce academic failure.
- Support the activities that help increase the interest of quality applicants in studies at the university.
- Systematise counselling services for applicants towards the choice of a suitable study programme.
- Optimise the conditions of the admission procedure in relation to the structure of the university study programmes.

### Measures (Expected source of funding)

- Create a network of prominent academics, external experts, public authorities and successful graduates and involve them in the teaching process, implementation of popularisation lectures, public tenders, etc. (own resources)
- Establish a system of remuneration of active and motivating academics who represent the university and inspire applicants to study by introducing the Rector's Prize and other measures implemented at the personnel level. (own resources)
- Develop a system of cooperation with secondary schools (competitions, lectures, workshops), including the introduction of systematic records of contacts that capture the method and frequency of communication (CRM). (own resources)

- Connect career counselling and marketing activities of the university by creating a network of selected persons at faculties/ institutions and rector's office in order to involve it in the process of communication with applicants, especially in the area of choice of a suitable study programme, motivation to study, help in solving problems, etc. (own resources)
- In the IAB Recommendation on Curricular Design, take into account the principle of creating study plans so that from the first semester students also get an idea of the practical application of the acquired knowledge and have a chance to understand their importance for future employment, thus developing their positive motivation for learning as an effective prevention of learning failure. (MEYS - PSSM: 1.C)

#### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_02,03 (see Annex listing specific projects).

#### Responsible person

- Vice-Rector for Study and Social Affairs
- Vice-Rector for Strategy and Communication

#### A.4 IMPROVE THE QUALITY AND INNOVATION OF TEACHING.

##### Measurable indicators of the specific objective

- 30% of academic staff will participate in an educational programme for the development of pedagogical competences.
- Newly accredited study programmes that use innovative teaching methods.

##### How we want to achieve strategic changes

- Develop methods that evaluate the quality of educational activities of academic staff.
- Support regular meetings of academic staff within and across universities.
- Strengthen personal approach to students and their motivation by choosing the most appropriate educational methods for defined educational goals (student-centred learning).
- Increase the efficiency of the use of teaching evaluations so that the results of regular evaluations are reflected at the level of individual subjects.
- Increase the emphasis on high quality of final theses (following the requirements of the public and non-profit sector as well as the business environment). Further involve external partners in tutoring and expand possible forms of final theses.
- Reduce the share of lectures and develop innovative, proven and interactive teaching methods through which students learn to apply general knowledge and methods in practice, e.g., through student projects, practical workshops, summer schools or simulations.
- Support modernisation (reconstruction, upgrade, extension and adaptation) of learning spaces and facilities.

##### Measures (Expected source of funding)

- Within the framework of the University-wide curriculum, create activities and tools to support the development of pedagogical competences of academic staff, focusing in particular on proven practice, innovative methods

in teaching, development of soft competences of students and curricular design. (MEYS - PSSM: 1.A)

- Ensure financial and organisational support to apply innovative teaching methods and develop students' soft skills by systematisation of methods, databases of topics, lecturers and competences. Among other things make use of the possibility of extending the functionality of the Career Portal for this purpose. (MEYS - PSSM: 1STA, 1.C)
- Extend the evaluation of the educational process with new assessment methods (e.g., the department management discussions with students, participation of guarantors during the teaching by junior academic staff) and increase the motivation of students to participate in the evaluation process (e.g., by increasing confidence in the anonymity of submitted responses). (MEYS - PSSM: 1.A)
- Support platforms for sharing experience and information about innovations and examples of good practice (seminars, conferences, round tables, etc.) for teaching staff. (MEYS - PSSM: 1.A)
- Develop elements of cooperation between the public, business and non-profit sectors to implement practical training and create assignments for final theses, to cooperate in their writing and promotion. Use the development of existing platforms - Thematikon and Praktikon – for this purpose. (MEYS - PSSM: 1.C)
- In the IAB Recommendation on Curricular Design, introduce elements respecting the student-centred learning approach, proven practice and the use of innovative methods in teaching. (MEYS - PSSM: 1.A)
- Create a fund to support innovation at the level of individual study programmes and departments, which will not add further administrative burden on the modernisation of teaching, the improvement of support services and the implementation of initiatives from students or individual staff of the university. Use this fund to support in particular the creation and further development of professional study programmes with the potential to retain qualified people in structurally disadvantaged regions (support for objective A.1) and excellent, unique and interdisciplinary study programmes (support for objective A.2). (own, Ministry of Social Research – PSSM: 5.A, other topics – II.13)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01, 02, 03, 05, 06 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Study and Social Affairs

## A.5 SYSTEMATICALLY SUPPORT AND DEVELOP TALENT.

### Measurable indicators of the specific objective

- Support 10% more talented students.

### How we want to achieve the strategic changes

- Search for and evaluate talent at every stage of higher education as well as in secondary schools.
- Lead talented students through coaching, mentoring, counselling, etc.
- Cooperate in talent acquisition with the region, cities, organisations, secondary schools and other relevant institutions.
- Involve more talented students from the beginning of their studies in the activities of practical, scientific and creative artistic centres and in solving scientific projects, including those financed from external sources, for example in the form of grant competitions.

### Measures (Expected source of funding)

- Create a system of identification of talents and follow-up work with them in order to participate in the university's creative activities and prepare for possible further postgraduate studies. (MEYS - PSSM: 3.B)
- Adjust the Rector's scholarship programme to build on the talent identification system by extending the supported persons based on a multi-criterion approach. (scholarship fund)
- As part of career advice introduce specialised services for talented students such as coaching, mentoring, networking (participation in cooperation platforms such as the Expat centre) etc. in order to accelerate their talent. (own, MEYS – PPSR: other topics - II.4)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this

area, in particular INV\_EU\_and\_Other\_funds\_02,05, 06 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Study and Social Affairs

## A.6 PROMOTE STUDENT ENTREPRENEURSHIP AND THE DEVELOPMENT OF THEIR SOFT COMPETENCIES.

### Measurable indicators of the specific objective

- More than 10% of respondents started their business within 3 years of graduation.
- 100 % of study programmes support the development of general skills and the soft competences of students.

### How we want to achieve strategic changes

- Systemically support entrepreneurship (transfer of good practice from abroad and cooperation with triple-helix partners) and the emergence of student start-ups and other forms of knowledge transfer between the application and academic spheres.
- Develop tools to support students' business competencies and connect them to business incubators (when specifying assignments, etc.) in relevant study programmes.
- Develop soft and general competences of students (in the form of adequately chosen methods and adaptation of the organisation of studies).

### Measures (Expected source of funding)

- Widen the activities of the Multi co-working Business Gate Centre supporting the involvement of students in solving business assignments in Opava and DOV. (MEYS - PSSM: 1.C)
- Create a system of tools (workshops, trainings, courses, games, hackathons, counselling, etc.) to support students' entrepreneurship and develop their soft skills. (MEYS - PSSM: 1.C)
- Support the accreditation and further development of a study programme aimed at promoting innovative entrepreneurship and corresponding infrastructures. (JTF and other external sources)
- Involve students in cooperation on projects and activities of the Moravian-

Silesian Innovation Centre and other relevant partners. (own)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01, 02, 03 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Study and Social Affairs
- Vice-Rector for Strategy and Communication

## **A.7 PROMOTE DIGITALISATION, FLEXIBILITY AND DISTANCE ELEMENTS IN TEACHING.**

### **Measurable indicators of the specific objective**

- More than 50% of study subjects are supported by online study materials.
- 10 % of academic staff participating annually in the SU training programme aimed at developing competences supporting distance learning.
- New study programmes in the distance studies.

### **How we want to achieve strategic changes**

- Establish a unified system to encourage the use of digital tools by students and simplify their orientation in the information system and study resources.
- Develop digital competences of lecturers so that the digital tools not only enhance the teaching tools but also become a natural complementary part of standard forms of teaching.
- Extend the offer of study programmes by a combined/distance studies.
- Support the interconnection of on-site and distance learning methods by introducing blended learning and building the base for the preparation of digital materials (hardware and software).

### **Measures (Expected source of funding)**

- Develop and use unified digital platforms of learning resources and online communication in the IS SU environment. (MEYS - PSSM: 2.A)
- Allocate financial resources to purchase specialised software for justified requirements beyond the single system. (Own and external resources)
- Develop a database of digitised study materials and learning resources for students with specific needs. (MEYS Fund to support students with specific needs)
- Within the framework of the University-wide training programme, support activities and tools to support the development of competences in the field of digitalisation and distance learning methods. (MEYS - PSSM: 2.A)

- Financially support the creation of new study programmes in distance learning. (MEYS - PSSM: 2. A)

### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular INV\_MEYS\_and\_Other\_funds\_02,08, 09, INV\_EU\_and\_Other\_funds\_01, 02, 04 (see Annex listing specific projects).

### **Responsible person**

- Vice-Rector for Study and Social Affairs



## A.8 DEVELOP AN INDIVIDUAL APPROACH AND EXPAND SUPPORT SERVICES FOR STUDENTS.

### Measurable indicators of the specific objective

- More than 80% of the beneficiaries of the Advisory Centre's services are satisfied with the quality of the service provided.
- The number of students using the services of the Advisory Centre is 30 % higher.

### How we want to achieve the strategic change

- Carry out analyses leading to the identification of barriers, including proposals for their removal.
- Strengthen awareness of the possibilities of support and services of the Advisory Centre and the Career Centre and strengthen cooperation with all parts of the University.
- Expand the offer of support services, including material assistance, information and advice, where appropriate, for different target groups.
- Ensure the availability of support services to enable caring parents and other vulnerable groups to participate fully in the combined and distance form of study.
- Develop internal systems for the recognition of previous learning outcomes as recommended by the European Association of Universities, the ECTS Users' Guide and other relevant documents. Built this recognition on the national Higher Education Qualifications Framework.
- For easier recognition in further studies and for the needs of the labour market, provide confirmation of completed subjects also to the students who unsuccessfully complete their studies.

### Measures (Expected source of funding)

- Promote the services of the Advisory Centre and the Career Centre (info mails, brochures, website, guideline manuals, social network, targeted mailing, personal contact) towards target groups (applicants, students, graduates, employees). (own)

- Implement internal training course for employees in order to develop their competences in teaching of and communication with students with specific needs. Include the offer of the training course in the database of educational events. (A fund to finance increased costs related to studies of students with specific needs)
- Provide advice, direct support and strengthen the removal of barriers to access education, including the removal of barriers for distance learning due to the lack of facilities and material equipment, for example by providing free rental of the necessary equipment. (MEYS - PSSM: 2.A, 2.D)
- Using internal procedure to set up a system of obtaining and evaluating feedback from clients of the Advisory Centre in order to make services more efficient. (own)
- Revise the system of recognition of the results of previous education and introduce a method of confirmation of successfully completed courses in the event of unsuccessful studies. (MEYS – PSSM: 2.E, 2.F)
- Expand the services of the Career centre and the Advisory Centre and other interventions towards target groups. With regards to the Career Centre, the services will be extended mainly to include coaching, offers for educational activities through a joint offer and an offer of cooperation with external subjects. In the case of the Advisory Centre, the new services will focus mainly on providing the necessary training, organising round tables, developing databases of digitised study materials and systematic work with assistants. (MEYS – PSSM: 1. A,1.C)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_MEYS\_and\_Other\_funds\_02, 03, 08, 09, INV\_EU\_and\_Other\_funds\_01, 02, 04 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Study and Social Affairs
- Vice-Rector for Strategy and Communication

## Priority area B

### SCIENCE, RESEARCH AND OTHER CREATIVE ACTIVITIES

#### Long-term vision

**We will support and develop research and art centres that achieve internationally recognised result in cooperation with research and artistic teams. We will increase the prestige and image of the university while systematically developing further programmes in all parts of the university and preparing the next generation of researchers and experts.**

#### Keywords

#excellence #excellent scientists #motivation #career #personal development #cooperation #internationalisation #transfer of technologies # social responsibility #relevance #popularisation of science

#### Our mission in science, research and other creative activities

The Silesian University is increasing the importance of its name in scientific and research circles, has been working on excellence in selected disciplines and attracts top scientists to the university. It creates attractive working conditions for university officials and motivates them to develop their careers and personal lives.

The Silesian University integrates researchers in international scientific teams and in international as well as inter-organisational and interdisciplinary projects.

The Silesian University strengthens its position as a reliable partner in the scientific and research field for companies and organisations in the region and beyond. It ensures that the research activities are of a high quality and relevance for further applications and responds to current trends in society.

The Silesian University increases the motivation and efforts of all key players (students, tutors and other people from all parts of the university) to increase the success and quality of doctoral study programmes. It makes the most of and develops the potential of scientific, research, development, innovative, artistic and other creative activities

(hereafter referred to as “research and other creative activities”) with emphasis on quality, creativity and innovation.

#### The strategic objective

**Focus on the excellence and relevance of research, cooperate with strategic partners and foreign institutions, create a supportive environment for applied research and technology transfer.**

#### Specific objectives we want to focus on

- B.1** Support basic research and other creative activities, taking into account the specifics of individual departments.
- B.2** Support applied research and experimental development, increase the number of applicable and commercialised results of scientific, research and other creative activities.
- B.3** Promote cooperation and openness in creative activities.
- B.4** Achieve excellence in creative activities of doctoral students and greater quality of postgraduate studies.

## **B.1 SUPPORT BASIC RESEARCH AND OTHER CREATIVE ACTIVITIES, TAKING INTO ACCOUNT THE SPECIFICS OF INDIVIDUAL DEPARTMENTS.**

### **Measurable indicators of the specific objective**

- Obtain HR Award certification.
- New internal grant competition aimed mainly at students of doctoral study programmes.
- An upgraded worker/team/workplace evaluation system.
- Results of the activities of scientific, research and artistic creative centres.

### **How we want to achieve strategic changes**

- Increase the incentive to improve your own research and other creative activities, including dissemination of acquired knowledge and outputs.
- Redesign student grant competitions in order to create an effective tool for greater involvement of students in creative activities.
- Link quality and creativity support with HR Award certification.
- Further develop the evaluation of researchers/teams/workplaces and our research organisation as a whole.
- Creation of a new scientific and research centre in the field of artificial intelligence, with links to existing institutions in the region.

### **Measures (Expected source of funding)**

- Redesign student grant competitions following changes at national level and evaluation of the OP RDE project „Improvement of internal grant schemes“. (own resources)
- Implement measures from action plans in connection with HR Award certification. (ESIF)
- Use the resources of operational programs to create a new research centre in the field of Artificial Intelligence. (ESIF, JTF)
- Development of evaluations of researchers/teams/workplaces in relation to current legislative requirements and methods of good practice. (ESIF)

### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01,02, 05, 06 (see Annex listing specific projects).

### **Responsible person**

- Vice-Rector for Science and Foreign Relations

## **B.2 SUPPORT APPLIED AND CONTRACTUAL RESEARCH, EXPERIMENTAL DEVELOPMENT, INCREASE THE NUMBER OF COMMERCIALISED RESULTS OF SCIENTIFIC, RESEARCH AND OTHER CREATIVE ACTIVITIES.**

### **Measurable indicators of the specific objective**

- 15 % of academic staff trained in the field of commercialisation and technology transfer.
- A new system to promote cooperation, commercialisation, technology and knowledge transfer.

### **How we want to achieve strategic changes**

- Improve the competences of employees in the area of applied research and experimental development and transfer of the results of creative activities into practice.
- Systematise and create a supportive environment for contractual research, cooperation, commercialisation and transfer of knowledge and other results of creative activity, including the necessary support and equipment.

### **Measures (Expected source of funding)**

- Implement and to support the development of applied research and experimental development, technology transfer, commercialisation and cooperation in R&D within the framework of the University-wide educational programme. (MEYS - PSSM: 4.C)
- Create a motivational environment and a comprehensive system (centre) for contractual research, commercialisation, technology transfer, protection of intellectual property and cooperation with the application sector based on the needs and potential of SU not only of its departments but also in accordance with methods of good practice in the Czech Republic and abroad. (MEYS – PSSM: 4.C)

### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01,02, 04, 05, 06 (see Annex listing specific projects).

### **Responsible person**

- Vice-Rector for Science and Foreign Relations
- Vice-Rector for Project Management

### B.3 PROMOTE COOPERATION AND OPENNESS IN CREATIVE ACTIVITIES.

#### Measurable indicators of the specific objective

- Newly established or updated partnership agreements with research organisations from the Czech Republic and abroad.
- Updated or new cooperation agreements in science and research with the application sector.
- Amount of external grant funds obtained for the implementation of basic research, applied (industrial) research, experimental development and other creative activities.
- Higher number of joint R&D publishing and other outputs with foreign workplaces (researchers).
- Higher proportion of foreign professionals involved in science, research and other creative activities.
- Total and relative amount of revenue from commercialisation of R&D outputs and custom research.
- Original scientific work published in open access/repository mode.

#### How we want to achieve strategic changes

- Cooperate with Czech and foreign institutions and support the involvement of academic staff in joint activities, projects and consortia.
- Attract top scientists to the university, whose presence would subsequently increase the quality of science, research and other creative activities.
- Support research and artistic centres and other research and creative teams, as well as cooperation with leaders and top staff.
- Make greater and more efficient use of external opportunities for financing creative activities (TA CR, Horizon Europe, etc.) and support project preparation across university departments.
- Actively benefit from synergistic funding of European universities' projects from European Community programmes to support education and science and research.
- Promote inter-organisational cooperation by monitoring, mapping the cooperation potential and active offering to relevant institutions.

- Cooperate with strategic and other partners in the implementation of the policies and needs of the region and link the focus of the university with the National Research and Innovation Strategy for intelligent specialisation of the Czech Republic and the Regional Innovation Strategy of the Moravian-Silesian Region. Raise awareness of the potential of cooperation and set up more active cooperation within triple-helix.
- Promote open access to R&D results in accordance with the National Strategy for Open Access to Scientific Information of the Czech Republic.
- Promote the active integration of doctoral students into expert networks, including international networks, and inform them about career opportunities on campus, post-doctoral positions and professional positions outside the academic sector.
- Provide support services in the preparation of applications for grant schemes and tenders.

#### Measures (Expected source of funding)

- Use financial and non-financial instruments to attract and retain top R&D and other creative staff from the Czech Republic and abroad. (own, ESIF)
- Improve the information and support of workers in obtaining external funds for the implementation of research, development and other creative activities. (own)
- Participate in information days, networking events and activities, professional meetings, groups, conferences, fairs and platforms, where cooperation with the scientific, research and application sector can be established and deepened. (MEYS - PSSM: 3.C)
- Improve open access to R&D results through staff training and organisational measures. (MEYS - PSSM: 4.C, ESIF)

#### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01,02, 05, 06 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Science and Foreign Relations

### B.4 ACHIEVE EXCELLENCE IN CREATIVE ACTIVITIES OF DOCTORAL STUDENTS AND GREATER QUALITY POSTGRADUATE STUDIES.

#### Measurable indicators of the specific objective

- Increase in the number of doctoral study programmes with the dissertations written usually in a foreign language.
- Increase in the number of doctoral study programmes with the dissertations work consisting usually of a set of published/accepted publications.
- Increase in the number of doctoral study programmes where the defence of dissertations takes place with at least one member of the committee or the opponent from abroad.
- Increase in the proportion of PhD students participating in international and other mobility.

#### How we want to achieve strategic changes

- Promote international and intersectoral mobility of PhD students.
- Facilitate the alignment of studies and other obligations of doctoral students with their personal and family life (e.g., care for loved ones, kindergarten, children's group, the alignment of career rules and grant schemes, etc.). Promote the natural integration of PhD students into the life of academia (e.g., access to equipment, mentoring programmes, etc.).
- Strengthen external and international elements in evaluating the results of the learning and research of doctoral students. Increase the independence of the opposition to their dissertation results by petitioning foreign experts to become opponents or members of the committees for the dissertation defence.
- Accept a set of articles accepted for publication in major peer-reviewed journals, possibly accompanied by a summary theoretical introduction putting individual publication outputs in a broader context as a legitimate form of dissertation.
- Evaluate and, where appropriate, revise the internal regulations/standards that set out the qualification requirements for tutors, the standards that define his/her tasks and the extent of responsibility and implementation of the standard. Set out the maximum number of doctoral students of each

tutor in order to ensure adequate professional support for doctoral students. The success in the study of tutored doctoral students, their creative results and success after graduation are taken into account in the evaluation of employees who are tutors and in habilitation and naming procedures.

### **Measures (Expected source of funding)**

- Set up a new system of financial support for the mobility of doctoral students from internal and external sources. (MEYS - PSSM: 3.C, 1.2.B)
- Adjust the Career Code in relation to students/graduates of doctoral studies and their tutors. (own resources)
- Give the students of doctoral studies material and intangible support, including implementation of notional changes in the financing of doctoral scholarships by the Ministry of Education, Sports. (own, MEYS – PSSM: 3.D)
- Systematically improve the information and motivation of doctoral students and those interested in doctoral studies (welcome packages, summer schools, systematic personal approach in the form of consultations, communicate the need to increase the number of quality doctoral students across the university). (own, MEYS – PSSM: 3.C, 3.D)
- Update the conditions regarding doctoral studies and the processing of dissertations. (own, MEYS – PSSM: 3.C)

### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01,02, 05, 06 (see Annex listing specific projects).

### **Responsible person**

- Vice-Rector for Science and Foreign Relations

## Priority area C

### SOCIAL ROLE

#### Long-term vision

**Strengthen the role of the Silesian University as an important and reliable regional partner actively involved in urban and regional development, in public life and in sharing knowledge with the general public.**

#### Keywords

#responsibility #influence #current\_challenges#for public #regional \_development # communication # belonging #finding\_solustions # openness #values #pro-active\_approach

#### Our mission in the social role

The Silesian University is aware of the impact of its educational and research activities on society. It responds to current social issues and shares scientific knowledge with the public.

The Silesian University is an integral part of the region not only as a provider of education, but also as an important employer. Together with representatives of the region and municipalities, it is actively involved in finding solutions to regional challenges.

The Silesian University has a positive influence on urban life. It participates in cultural and educational events, beautifying its surroundings, attracting young people to the region.

The University of Silesia sets trends and carries values that are a model for others (e.g., in matters of sustainability, equal opportunities etc.).

#### The strategic objective

**Strengthen the active social role of the university and its importance in the region.**

#### Specific objectives we want to focus on

- C.1** Reflect society-wide and current challenges, become more involved in strategic regional development and in the life of urban settlements.
- C.2** Lead to social responsibility.
- C.3** Expand the offer of Lifelong learning courses.
- C.4** Support community life during and after the studies.



### **C.1 REFLECT SOCIETY-WIDE AND CURRENT CHALLENGES, BECOME MORE INVOLVED IN STRATEGIC REGIONAL DEVELOPMENT AND IN THE LIFE OF URBAN SETTLEMENTS.**

#### **Measurable indicators of the specific objective**

- Increase in the number of partnerships and joint projects in local, communal and social clubs' activities.

#### **How we want to achieve the strategic change**

- Fulfil a role in strategic and development platforms and working groups in the Czech Republic and build sufficient expert and consulting background for this purpose.
- Proactively cooperate and solve current and local problems and challenges with stakeholders in the Czech Republic and in the region, especially with state administrations, urban settlements, municipalities and inter-village cooperation association, local companies or educational, non-profit and other organisations.
- Support community activities and cultural events in the urban settlements and major centres of the region.
- Organize lectures and other cultural and presentation events of experts for the public.

#### **Measures (Expected source of funding)**

- Analyse the existing cooperation of all parts of the university with regional stakeholders and other entities. On the basis of the analysis, establish a university-wide shared platform for systematic cooperation with regional stakeholders and other entities mapping the number and level of participation in partnerships and professional cooperation platforms at regional and national level, the number of joint projects within local, community and social clubs' activities, etc. (own resources)
- Expand university activities within the Business Gate platform in cooperation with the Statutory City of Opava. (external resources, MEYS – PSSM: 1.C)

- Create Rector's scholarship programme to support community and cultural activities in the university's urban settlements and other important centres of the university. (Scholarship Fund)

#### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular INV\_MEYS\_and\_Other\_funds\_06, 07, INV\_EU\_and\_Other\_funds\_01, 02, 03, 04, 05, 06 (see Annex listing specific projects).

#### **Responsible person**

- Vice-Rector for Strategy and Communication

## C.2 LEAD TO SOCIAL RESPONSIBILITY.

### Measurable indicators of the specific objective

- Obtaining an eco-label such as „ecologically friendly office“.

### How we want to achieve strategic changes

- Set an example in promoting moral values, ethics and social responsibility.
- Promote sustainability and a gentle approach to nature.
- Lead to the promotion of global citizenship (active participation of students in projects focusing on global problems of a social, political, economic or environmental nature).
- Strengthen the openness of the environment at SU in the context of a socially responsible employer.

### Measures (Expected source of funding)

- Establish a functional waste separation system, energy and materials management, support or recycled and recyclable products, alternative transport, etc. (external sources, MEYS - PSSM: other topics — II.14)
- When awarding public contracts, take into account, in addition to economic and social aspects, the environmental impact of the supply, service or works in question. (own)
- Support students and academics in socially beneficial activities such as blood donation, voluntary fundraising, ecological activities, etc. Create Rector's scholarship programme for this purpose to support projects focused on social responsibility. (Scholarship Fund, MEYS - PSSM: other topics – II.11)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_03, 04 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Strategy and Communication

#### C.4 SUPPORT COMMUNITY LIFE DURING AND AFTER THE STUDIES.

##### Measurable indicators of the specific objective

- Long-term increase in the level of student participation in university activities (excluding education, science and research and other creative activities).

##### How we want to achieve strategic changes

- Support student activities and associations.
- Create conditions for sport at SU and studies of athletes at SU.
- Provide background and financial and organisational support to student associations and organisations (e.g., the Student Union of the Silesian University).
- Search for new models of participation and community planning at the university.
- Strengthen relations between academics and graduates.

##### Measures (Expected source of funding)

- Provide facilities (e.g., suitable premises at the university and beyond) for student activities and associations (e.g., the Student Union of the Silesian University) that strengthen the social integration of students. (MEYS - PSSM: 1.E)
- Actively reach out to students for their involvement in university activities. Systematise specific communication tools in the communication and marketing strategy of SU. (own, MEYS - PSSM: other topics - II.3)
- Promote the involvement of academia in sports activities. Implement promotionally motivational sport events, support the participation of students in academic and championship competitions as an integral part of supporting the representation of SU. For the purpose of representing and promoting sport cooperate with the higher education sports centre of the Ministry of Education, Youth and Sports. (Scholarship programme, MEYS – Project for support of sports at universities)

##### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_MEYS\_and\_Other\_funds\_06, 07, INV\_EU\_and\_Other\_funds\_01, 02 (see Annex listing specific projects).

##### Responsible person

- Vice-Rector for Strategy and Communication

## Priority area D

### INTERNATIONALISATION

#### Long-term vision

**Actively create an international environment at the university, develop global competencies of students and staff, and internationalise study programmes and creative activities.**

#### Keywords

#Internationalisation #international\_cooperation #mobility #foreign\_languages #strategic\_partnerships #international\_marketing # attractiveness #ties #experience #global\_competecies # intercultural\_exchange #foreign\_students

#### Our mission in internationalisation

The Silesian University involves its students and staff in an international environment. It improves their language competences, communication skills and reduces the administrative complexity of mobility.

The Silesian University supports the establishment of links and strategic partnerships abroad. It introduces study stays and practical experience abroad as an integral element of study and working life. The international mobility allows the university to gain experience that enriches and further develops it.

The Silesian University is making itself more attractive to students as well as academics and researchers from abroad. It provides them with quality facilities and services. It develops international marketing.

The Silesian University prepares graduates for a leading role in the global knowledgeable society, contributing to the prosperity, competitiveness and sustainable development of communities at home and abroad.

#### The strategic objective

**Increase the scope of study and creative activities in foreign languages and increase competences for studying in an international environment. Increase participation in international activities beyond Central Europe and increase the number of foreign experts involved in teaching, science and research.**

#### Specific objectives we want to focus on

- D.1** Strengthen the strategic management in the area of internationalisation.
- D.2** Create an international study environment.
- D.3** Develop promotion and support services for foreign students and staff.
- D.4** Develop foreign mobility and global competences of university students and staff.

## D.1 STRENGTHEN THE STRATEGIC MANAGEMENT IN THE AREA OF INTERNATIONALISATION.

### Measurable indicators of the specific objective

- 25 % of staff trained in language, intercultural and other competencies in the field of internationalisation or participating in information, networking or professional events and activities related to international cooperation or participation in international networks/organisations.
- A new intra-university financial tool to support and develop all types of international cooperation activities and the internationalisation of SU activities.

### How we want to achieve strategic changes

- Develop competencies and strengthen the skills of staff in the field of internationalisation, internationalisation of the curriculum and development of international cooperation and partnership.
- Promote strategic partnerships and membership in international networks/organisations.
- Create a new intra-university tool to financially support international cooperation.

### Measures (Expected source of funding)

- Participation in information days, networking events and activities, professional meetings, groups and platforms, where it is possible to obtain up-to-date information on the possibilities of international cooperation and participation in relevant international networks/organisations. (own, MEYS – PSSM: I.5.A, I.5.B)
- Establish the International Cooperation Support Fund as a new intra-university tool for financial support for all forms of international cooperation and internationalisation of the university's activities. (MEYS – PSSM: I.1, I.2, I.3, I.4, I.5)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_05,06 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Science and Foreign Relations

## D.2 CREATE AN INTERNATIONAL STUDY ENVIRONMENT.

### Measurable indicators of the specific objective

- At least 5 newly accredited study programmes (Bachelor's, Master's, Ph.D.) in foreign languages.
- Increase in the number of students in foreign language study programmes (Bachelor's, Master's, Ph.D.).
- Increase in the number of dissertations processed in foreign languages or in the framework of international projects.
- Increase in the number of new foreign language study materials (both electronic and hard copies).

### How we want to achieve strategic changes

- Promote the commencement and improve the quality of study programmes in a foreign language, including joint programmes with foreign higher education institutions.
- Expand access to foreign language study materials and support the possibility of processing dissertations in foreign languages.
- Internationalise the curriculum and learning processes. Translate the necessary information resources and documents into foreign languages in relation to target groups.
- Take the necessary measures for the full application of tools for the electronic exchange of information on studies, electronic identification and electronic recognition of credits from study mobility.
- Continue to ensure that the quality of foreign language studies is equivalent to the quality of study in the Czech language.

### Measures (Expected source of funding)

- Create a Fund to support the creation of new study programmes and subjects in a foreign language, including a timetable for their preparation. (MEYS - PSSM: I.2. A)
- Allocate funds to be used for the acquisition of foreign language study

materials in electronic as well as hard copy forms. (MEYS – PSSM: I.1.A)

- Implement EK Erasmus Without Paper, European Student Card, EMRE X initiatives and active use of the Single Digital Gateway. (MEYS - PSSM: I.1.B)
- Implement automatic recognition of education and study results from abroad. (MEYS - PSSM: I.3.A)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01,02, 05, 06 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Science and Foreign Relations

### D.3 DEVELOP PROMOTION AND SUPPORT SERVICES FOR FOREIGN STUDENTS AND STAFF.

#### Measurable indicators of the specific objective

- Higher proportion of bilingual electronic tools to support internationalisation, navigational signage of buildings, mutations of selected documents and standards.
- Higher number of marketing and information materials about the offer of study in a foreign language.
- New and updated support services for foreign applicants, students and staff.

#### How we want to achieve strategic changes

- Develop international marketing and raise awareness of the offer of study in foreign languages.
- Develop services for foreign students and staff and coordinate the services of advice centres for foreign students and staff (Attracting – Welcoming – Soft-Landing – Stay in Touch). Increase readiness to be able to provide the necessary tools, equipment and services to foreign students and staff.
- To provide foreign applicants with comprehensive information services, not only about the offer of study programmes, but also about services for students, the process of recognition of previous education obtained abroad and the process of obtaining a visa and to support them as much as possible in the implementation of these steps.
- Develop and innovate infrastructure, information and advice services and facilities for foreign students and staff, creating an attractive environment for them.
- Cooperate with international student clubs, support their activities and develop integration activities for foreign students and staff. Expand the reach of existing student clubs internationally.

#### Measures (Expected source of funding)

- Translate relevant materials, documents and information into foreign

languages in connection with target groups and continuously update multilingual materials, documents and information in response to changes in Czech versions. (ESIF, MEYS - PSSM: I.4.B)

- Prepare and expand relevant marketing and information materials for those interested in studying from abroad. (MEYS - PSSM: I.4.A)
- Participation of employees in relevant foreign trade fairs and other events, the subject of which is the presentation of the possibility of study as well as science and research at SU and the implementation of other activities aimed at attracting foreign students. (MEYS - PSSM: I.4.A, I.5.B)
- Develop facilities and workplaces implementing internationalisation activities (e.g., department for foreign relations) and their services with regards to identified needs in the field of internationalisation and streamlining (making electronic) of their activities. (MEYS – PSSM: I.4. A, I.4.B)
- To educate relevant administrative staff on the use of new electronic tools and applications in the area of internationalisation of study and science and research. (MEYS – PSSM: I.1. C)
- Financially and non-financially support the participation of SU students in international student clubs and activities. (Scholarship Fund, MEYS – PSSM: I.4.B)

#### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01,02, 05, 06 (see Annex listing specific projects).

#### Responsible person

- Vice-Rector for Science and Foreign Relations

#### **D.4 DEVELOP FOREIGN MOBILITY AND GLOBAL COMPETENCES OF UNIVERSITY STUDENTS AND STAFF.**

##### **Measurable indicators of the specific objective**

- Higher proportion of bachelor, master's and doctoral students who have completed mobility or a foreign work placement.
- Higher proportion of employees with verified knowledge of at least one foreign language.
- Higher proportion of employees participating in foreign mobility, or employees who have completed their studies abroad or who have gained significant professional experience there.
- Involvement of foreign graduates in SU activities.

##### **How we want to achieve strategic changes**

- Remove language, intercultural and other barriers to international mobility of students and employees and foreign work placement.
- Systematically develop and create a targeted offer of foreign mobility, including the development of mobility outside the Central European region.
- Improve the quality of activities related to the organisation of mobility.
- Increase the proportion of academic and non-academic staff who have studied abroad or gained significant professional experience there.
- Cooperate more with foreign graduates and support the graduate program for foreign students.

##### **Measures (Expected source of funding)**

- Analyse the status quo and subsequently create a system for removing formal and informal barriers to mobility implementation (e.g., by promoting the reconciliation of work obligations and personal life, information and scholarship support for students with specific needs and students from socio-economically disadvantaged backgrounds, or by reducing administrative burdens). (MEYS – PSSM: I. 1.B, I.1.C, 4.D)
- Support the development of language and intercultural educational

activities of academic and non-academic staff within the university-wide curriculum. (MEYS – PSSM: I.1.A)

- Take into account intercultural and linguistic teaching in the preparation of study programmes. (MEYS – PSSM: I.1. A)
- Integrate foreign mobility for students into the curriculum of study programmes. (MEYS – PSSM: I.2.B)
- Systematise mobility support especially to knowledge hubs and prestigious and top globally important workplaces. (MEYS – PSSM: I.1.B)
- Improve the quality of monitoring of the following: maintaining of standards, organising mobility, digitising administrative processes and automatic recognition of the subjects in relation to transparent criteria. (MEYS – PSSM: I.1.B)
- Introduce flexible types of mobility, such as virtual, combined or short-term mobility. (MEYS – PSSM: I.1.B)
- Create a system of cooperation with foreign graduates. (MEYS - PSSM: I.4.C)

##### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01,05, 06 (see Annex listing specific projects).

##### **Responsible person**

- Vice-Rector for Science and Foreign Relations



## Priority area E

### DEVELOPMENT OF HUMAN RESOURCES

#### Long-term vision

**Motivate staff to their personal and career development and optimise the structure of academic, non-academic and scientific and research staff in cooperation with the different parts of the university. Provide adequate facilities in all departments.**

#### Keywords

#Motivation #career #personal\_development #less\_administration #interpersonal\_relationships #working\_conditions #attractive\_employer # working\_environment # equal\_opportunities #care #managerial\_competencies #training\_of\_leaders #quality\_facilities

#### Our mission in the development of human resources

The Silesian University is an attractive employer in the region. It offers excellent working conditions to its employees and motivates them to develop their careers and personal lives. It offers researchers sufficient environment to fully engage in their research and publication activities, without excessive administrative burdens.

The Silesian University takes care of good interpersonal relations in the workplace and establishes a pleasant working environment.

The Silesian University guarantees equal opportunities to all employees, regardless of their gender, age, orientation, ethnic or social background. It actively addresses and tries to prevent cases of discrimination in the workplace.

#### The strategic objective

**Increase the prestige and attractiveness of the Silesian University to academic, scientific and other staff. Improve the quality of human resources care and create conditions for a more attractive career in teaching, research and development and other university roles.**

#### Specific objectives we want to focus on

- E.1** Strengthen the motivation for personal and career development of employees.
- E.2** Develop a proactive policy on recruiting new academic and scientific staff and filling management positions.
- E.3** Provide adequate facilities for employees of all departments.

## E.1 STRENGTHEN THE MOTIVATION FOR PERSONAL AND CAREER DEVELOPMENT OF EMPLOYEES.

### Measurable indicators of the specific objective

- Obtaining HR award certification and maintaining it.
- 40 % of employees participating in educational activities in the areas of personal development, managerial skills and in the development of knowledge, competences and skills.
- 10 successfully completed habilitation procedures (external and internal) and professor appointment procedures (external and internal).

### How we want to achieve strategic changes

- Process and submit documentation to obtain HR Award certification and deal with any recommendations.
- Consistently implement the measures set out in the HR Award Action Plan and its updates on personal and career development of employees (incl. modification of the Career Code, evaluation system, guideline support of evaluators, creation of a system of post-doctoral posts and a system of mentors and development of managerial skills of managers).
- Develop advice in the areas of personal development, further education (including flexible forms), all types of mobility and services for parents/carers.
- Promote and develop a fair remuneration system (equal pay for men and women, remuneration based on the contribution to the quality of SU).
- Develop the competences, knowledge and skills of non-academic workers with regard to their job title and career development opportunities.
- Promote the alignment of scientific, research, pedagogical and other activities of academic staff and the reconciliation of work-life balance of all employees.

### Measures (Expected source of funding)

- Create or update internal SU documents, e.g., Code of Ethics, Career Code, Remuneration Regulation, Guidelines for Post-Doctoral Positions, Good Scientist Manual, Staff Evaluation System, and through this

create appropriate motivational conditions for the personal and career development of workers. (ESIF)

- Establish the position of ombudsman and introduce this role into relevant internal documents, define his competences and relationship with the SU Ethics Committee and entrust a specific person with the performance of this position. (MEYS - PSSM: 3.D, ESIF)
- Implement a career development system linked to the staff evaluation system according to the updated Careers Code. (own)
- Establish a university-wide systemic programme of educational activities (University-wide training programme) within the framework of the development of relevant types of knowledge, skills and competences and promote participation in these educational activities in connection with the development of workers' careers. (MEYS - PSSM: 5.D, ESIF)
- Systematically create incentive conditions for the implementation of all types of mobility by removing obstacles that occur and are identified in the process, developing advisory services and developing language competences within the university-wide curriculum. (MEYS - PSSM: 4.D)
- Revise the benefits offered to employees and update them in order to increase their potential. (own)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01,03, 05, 06 (see Annex listing specific projects).

### Responsible person

- Bursar
- Vice-Rector of Public and Foreign Relations

## **E.2 DEVELOP A PROACTIVE POLICY ON RECRUITING NEW ACADEMIC AND SCIENTIFIC STAFF AND FILLING MANAGEMENT POSITIONS.**

### **Measurable indicators of the specific objective**

- Obtaining HR award certification and maintaining it.
- 100 % of academics and researchers are recruited in accordance with the principles of an OTM-R policy.
- 100 % of R&D vacancies are published on appropriate international platforms.

### **How we want to achieve strategic changes**

- Process and submit documentation to obtain HR Award certification and deal with any recommendations.
- Consistently implement the measures set out in the HR Award Action Plan and its updates on recruitment of new academic and scientific staff and the recruitment for managerial positions (incl. the introduction of a transparent recruitment policy, support for talent management development and work with talented students).
- Promote generational renewal of managers, define their term of office and motivate them to raise successors.
- Support the candidacy of people not only from the internal but also from the external environment of the Silesian University when electing rectors and deans.

### **Measures (Expected source of funding)**

- Create and implement an OTM-R policy and revise and update the Recruitment Code, thus creating conditions to increase the openness and transparency of recruitment and selection of employees. (ESIF)
- Create a model standardised procedure carry out the candidate selection. (ESIF)
- Systematise the process of induction of new SU employees, including the definition of the role and competences of mentors in this process and the creation of a so-called „Welcome package“ for new employees or existing employees entering a new position. (ESIF)
- Prepare guideline recommendations for the training system as part of the

induction process. (ESIF)

- Train senior staff on the principles of OTM-R policy and ensure awareness of its emergence across SU. (ESIF)
- Publish information about open positions on various platforms, including Euraxess. (own)

### **Responsible person**

- Bursar

### **E.3 PROVIDE ADEQUATE FACILITIES FOR EMPLOYEES OF ALL DEPARTMENTS.**

#### **Measurable indicators of the specific objective**

- Positive evaluation of the infrastructure and facilities for educational, scientific research and other relevant purposes in the framework of the Quality Assessment of related activities.

#### **How we want to achieve strategic changes**

- Monitor the level of support activities, expand the necessary technical equipment on a regular basis and regularly check its condition.
- Sufficiently support staff in the implementation of new systems and technologies.
- Continuously modernise, expand and improve work equipment and facilities.

#### **Measures (Expected source of funding)**

- Continuously analyse the availability of the necessary equipment and the quality of the infrastructure needed for quality fulfilment of all university roles. (own)
- Ensure that funds for the implementation of the Investment Plan and for the acquisition or upgrade of other necessary infrastructure and equipment are raised and allocated. (ESIF, JTF, Programme 133 220)
- Systematise and promote education in the field of the use of new technologies and tools by expanding the range of educational activities. (own)

#### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular INV\_MEYS\_and\_Other\_funds\_01,02, 03, 04, 05, 06, 07, 08, 09, INV\_EU\_and\_Other\_funds\_01, 02, 03, 04, 05, 06 (see Annex listing specific projects).

#### **Responsible person**

- Bursar

## Priority area F

### IMAGE, PR & MARKETING

#### Long-term vision

**Build an image of the Silesian University as an institution with a modern and competitive study environment attractive to Czech and foreign students as well as top quality academic staff. The Silesian University is a natural partner for cooperating institutions not only from the region.**

#### Keywords

# achievements # meaning #attractiveness #media #united\_communication #strategic\_partnerships #good\_relationships #popularisation\_of\_science #internal\_communication #image # cooperation #be\_seen #good\_name #prestige #competitiveness

#### Our mission in Image, PR & Marketing

The achievements of the Silesian University can be seen, and not only at regional level. The university can ensure that its significant achievements are known and they are associated with its name.

The communication of the Silesian University on the outside is uniform.

The Silesian University maintains good relations with its partners and together with them seeks new possibilities for cooperation.

The Silesian University actively communicates with the public. Its employees are featured in the media, journalists are used to turning to them as experts. University staff help popularise scientific results.

The Silesian University pays attention to high-quality internal communication and strengthens the community across the institution.

#### The strategic objective

**Develop communication with key players, the public and across the university, actively approach the popularisation of scientific results and build a positive image of the university.**

#### Specific objectives we want to focus on

- F.1** Streamline and unify the communication across the university.
- F.2** Promote quality and effective marketing and communication with the public.
- F.3** Popularise the results of scientific and other creative activities.

## **F.1 STREAMLINE AND UNIFY THE COMMUNICATION ACROSS THE UNIVERSITY.**

### **Measurable indicators of the specific objective**

- More than 80% of respondents (students, graduates and employees) are satisfied with the availability and level of information provided.

### **How we want to achieve strategic changes**

- Develop cooperation and coordination between the different parts of the university and promote the transfer of good practice between them, further improve information and open and active communication with students as well as employees.
- Develop communication between people responsible for marketing communication across SU.
- Adhere to a unified visual style of communication and uniform presentation of the departments of the university.
- Implement events aimed at SU students and motivate them to be active and more involved in the university.
- Improve the system of care and cooperation with graduates, including foreign graduates.

### **Measures (Expected source of funding)**

- Develop and consistently implement a university-wide marketing and follow-up communication strategy. For this purpose, use the university-wide platform of SU marketing and communication staff to support and coordinate university-wide marketing projects. (own)
- Develop supporting communication tools and manuals to streamline the educational, scientific research and other activities of staff. Use the new University Community Network platform for these purposes. (ESIF, own)
- Establish a comprehensive system of communication with graduates, use the graduate portal for these purposes and actively involve graduates in the life of the university mainly by organising joint events, providing bonuses, networking, cooperation at educational events, practical experience,

internships or acting as opponents of BP and DP. (own, MEYS – PSSM: I.4.C)

### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular INV\_EU\_and\_Other\_funds\_01 (see Annex listing specific projects).

### **Responsible person**

- Vice-Rector for Strategy and Communication

## F.2 PROMOTE QUALITY AND EFFECTIVE MARKETING AND COMMUNICATION WITH THE PUBLIC.

### Measurable indicators of the specific objective

- 10% higher number of applications for studies at the Silesian University among domestic and foreign applicants.

### How we want to achieve strategic changes

- Focus on attracting attention, sufficient information and creating a positive image of the university among applicants for studies, pay special attention to talent.
- Promote active communication of the university and its departments with the public.
- Support place branding and partner communication.
- Provide foreign students with comprehensive information about both the offer of studies and services for students and the necessary procedural requirements.

### Measures (Expected source of funding)

- Develop and implement university-wide marketing and follow-up communication strategies. Continuously implement specific tools and activities within the marketing strategy in relation to communication with the public. (own)
- Regularly evaluate the impact of marketing activities and reflect outputs when planning other activities together. (own)
- Create a functional association of university ambassadors who promote and spread the good name of the university in the Czech Republic and abroad. (own, MEYS-PSSM: I.4.A)
- Create a system of active presentations of the university abroad as a part of the marketing strategy, including the possibility of using the slogan „Study in the Czech Republic“. (MEYS-PSSM: I.4.A)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in

particular INV\_EU\_and\_Other\_funds\_01, 02 (see Annex listing specific projects).

### Responsible person

- Vice-Rector for Strategy and Communication

### F.3 POPULARISE THE RESULTS OF SCIENTIFIC AND OTHER CREATIVE ACTIVITIES.

#### Measurable indicators of the specific objective

- Higher number of popularisation outputs related to science, research and other creative activities.
- A higher number of realised popularisation events and campaigns.

#### How we want to achieve strategic changes

- Promote popularisation activities and dissemination of the results of science and research and other creative activities.
- Promote active performance of university academics in regional and national media.

#### Measures (Expected source of funding)

- Implement specific tools and activities within the marketing strategy in relation to the popularisation of scientific and other creative activities. (own, ESIF)
- Systematise the records of achieved results of creative activities with the potential for popularisation. For these purposes, use the existing register of R&D outputs in the information system. Systematically monitor and support cooperation with relevant media. (own, ESIF)
- Continuously implement popularisation events and campaigns aimed at promoting results. (own, ESIF)
- Cooperate with partners such as cities, entities that apply the results, cultural organizations (OCO, Library in Karviná, Dolní oblast Vítkovice, chateaux), media, etc. and engage in relevant actions with an overlap to the relevant target groups. (own, ESIF)
- Continuously implement training of employees in respect of popularisation. (own, ESIF)

#### Strategic project plans

- Support the preparation and implementation of strategic projects in this area,

in particular INV\_EU\_and\_Other\_funds\_01, 02, 03, 04, 05, 06 (see Annex listing specific projects).

#### Responsible person

- Vice-Rector for Strategy and Communication
- Vice-Rector for Science and Foreign Relations



## Priority area G

### STRATEGIC MANAGEMENT

#### Long-term vision

**The management of the university thinks strategically, maintains a healthy budget and ensures consistency between the strategic objectives of the departments and the entire university. Strategic management is a constant and continuous process and plays a key role in the activities of the university.**

#### Keywords

#healthy\_budget #strategic\_thinking #quality #regular\_evaluation #feedback #development #resources #stability

#### Our mission in the strategic management

The Silesian University maintains a sound budget and strives for long-term economic stability. It can raise funds that are not directly linked to the contribution to the educational activity. Its sources of income are diversified.

The Silesian University pays attention to the quality of education and research, regularly evaluates these activities and offers measures for further development.

The Silesian University supports the further development of infrastructure and communication technologies. It seeks to streamline administrative processes.

#### The strategic objective

**Strengthen the strategic management system and ensure long-term stability of funding.**

#### Specific objectives we want to focus on

- G.1** Strengthen the system of strategic management and support for quality management of teaching and scientific research and other creative activities.
- G.2** Increase the efficiency and digitisation of internal processes.
- G.3** Ensure the long-term internal stability of funding.

## **G.1 STRENGTHEN THE SYSTEM OF STRATEGIC MANAGEMENT AND SUPPORT FOR QUALITY MANAGEMENT OF TEACHING AND SCIENTIFIC, RESEARCH AND OTHER CREATIVE ACTIVITIES.**

### **Measurable indicators of the specific objective**

- Meeting the objectives of the Strategic Plan.
- 20 % of managers participated in an educational programme increasing competences in the area of strategic management.
- New support experts for strategic management
- Regular implementation of internal and external evaluations of the university and its workplaces.

### **How we want to achieve strategic changes**

- Develop leadership and a cooperation environment in fulfilling the Strategic Plan and follow-up strategic documents, concepts, code of ethics, etc.
- Develop a system for analysis, preparation, discussion (including international panels), implementation and independent external evaluation of the Strategic Plan and innovative technological tools in the strategic management.
- Develop the role of the Academic senate of the Silesian University and academic senates of the departments, strengthen the support for their professionals, increase their attractiveness to all academics and students, and develop awareness of the possibilities of participation in decision-making processes within the Senates.
- Develop quality management and evaluation methods and systems.
- Further develop cooperation with other universities through the Czech Rectors Conference, the Council of Higher Education Institutions and other platforms.

### **Measures (Expected source of funding)**

- Regularly evaluate the implementation of the Strategic Plan, including plans for their implementation, at all relevant university committees. To this end, the Vice-Rector's regular meetings for strategy and communication with the Academic Senate Committee on Strategy and Development are also carried out. (own)

- Create the Management Information System of the Silesian University (MISSU). Connect MISSU to SU information systems to ensure easy availability of reports and analyses for all key indicators necessary for the strategic management of the university. For the purpose of data analysis and related activities, strengthen the personnel department of strategy and analysis. (MEYS - PSSM: 5.A and 5.B)
- As part of the University-wide curriculum, develop tools to support the increase of strategic management and leadership competences for key university leaders and to provide funding for them. (MEYS - PSSM: 5.D)
- Conduct regular meetings of the International Advisory Board and application of relevant recommendations important to the strategic management. (own)
- Ensure the implementation of international institutional evaluation (Methodology 2017+), take into account the conclusions of this evaluation in the revision of internal processes, strategic allocation of resources within the institution, implementation of other policies and measures resulting from this evaluation. (MEYS – PSSM: 4.A, 5.A, 6.A)
- Carry out international evaluation of the university (e.g., by applying the European institutional evaluation EUA, the accreditation agency registered by EQAR or through further partial evaluations) and accept the measures recommended by it. (MEYS – PSSM: I. 5.A)
- Financially and organisationally support the development of the competences of members of the Academic Senate in the area of the strategic management. (MEYS - PSSM: 5.B)

### **Strategic project plans**

- Support the preparation and implementation of strategic projects in this area, in particular INV\_MEYS\_and\_Other\_funds\_01,02, 03, 04, 05, 06, 07, 08, 09, INV\_EU\_and\_Other\_funds\_01 (see Annex listing specific projects).

### **Responsible person**

- Vice-Rector for Strategy and Communication
- Vice-Rector for Science and Foreign Affairs

## G.2 INCREASE THE EFFICIENCY AND DIGITISATION OF INTERNAL PROCESSES.

### Measurable indicators of the specific objective

- 80% of the agenda of support processes is digitised.

### How we want to achieve strategic changes

- Reduce the burden of an administrative and operational agenda of the managers of academic, scientific and creative staff.
- Reduce the administrative complexity of internal processes.
- Digitise the agendas of support activities.
- Improve administrative infrastructure and streamline support services.

### Measures (Expected source of funding)

- Carry out an audit of the key internal processes and follow-up evaluation, streamlining and innovation of selected internal processes. (MEYS - PSSM: 5.B)
- Digitise support activities (asset records, time sheets, project administration, document circulation, external communication management, mobility agendas, etc.). (MEYS – PSSM: 5.B, 6.C, I.1.B)
- Establish a system to support project management and a system to support the preparation of accreditations of study programmes using the existing IS SU. (MEYS - PSSM: 6.A, 6.C)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this area, in particular INV\_MEYS\_and\_Other\_funds\_02,08, 09 (see Annex listing specific projects).

### Responsible person

- Bursar
- Vice-Rector for Strategy and Communication
- Vice-Rector for Project Management

## G.3 ENSURE THE LONG-TERM INTERNAL STABILITY OF FUNDING.

### Measurable indicators of the specific objective

- Existence of a functional, transparent, predictable and stable system of distribution of financial resources at the university.
- Getting more external funding sources.

### How we want to achieve strategic changes

- Continuously optimise the methodology of distribution of funds within the university.
- Regularly update medium-term concepts of science and research of the departments and take these concepts into account for the internal distribution of the university funding support for science and research.
- Actively promote the participation of all departments in grant competitions. Carry out continuous analysis of subsidy programmes, including non-ministerial. Build functional partnerships with suitable entities to obtain funding outside the subsidy programmes of the Ministry of Education, Youth and Sport

### Measures (Expected source of funding)

- Update the guidelines for the distribution of funds within the university, including the system for distributing support for science and research at SU in order to maintain the stability of all its departments. (MEYS - PPSR: 5.B)
- Support internal training of employees in the areas of grant applications, project administration and project management. (MEYS - PSSM: 5.D)
- Systematise awareness of project support possibilities in order to increase the possibility and selection of appropriate opportunities and to enable the timely start of project preparation (including the use of the services of an external contractor of this service). (ESIF)

### Strategic project plans

- Support the preparation and implementation of strategic projects in this

area, in particular INV\_MEYS\_and\_Other\_funds\_01, 02, 03, 04, 05, 06, 07, 08, 09, INV\_EU\_and\_Other\_funds\_01 (see Annex listing specific projects).

**Responsible person**

- Bursar
- Vice-Rector for Science and Foreign Relations
- Vice-Rector for Project Management

## COMPLIANCE WITH THE STRATEGIC INTENTION OF THE MEYS<sup>1</sup>

	Strategic plan of the MEYS / Strategic plan of the Silesian University	Study and education	Science, research and other creative activities	Social role	Internationalisation strategy	Human resources development strategy	PR, marketing and image	Strategic management
1	Develop competences directly relevant to life and practice in the 21st century	xxx			xx	xxx	x	
2	Improve the availability and relevance of flexible forms of education	xx	x	x		x	x	
3	Increase the effectiveness and quality of doctoral studies	xxx	xx		xx	x		
4	Strengthen strategic management and efficient use of R&D capacities at universities	x	xx	x	xx	x	xx	xx
5	Building capacities for strategic management of higher education			x		xxx	x	xx
6	Reduce the administrative burden on university staff so that they can fully devote their attention to their mission						x	xx
7	Internalisation strategy		x		xxx			x

1 Strength of the link to the Strategic Plan of the Ministry of Education – xxx – strong link, xx – partial link, x – only marginal link.

## COMPLIANCE WITH PLANNED OUTPUTS WITHIN THE PROJECT OP RDE DEVELOPMENT OF THE R&D CAPACITIES OF THE SILESIA UNIVERSITY IN OPAVA<sup>2</sup>

	Project / Strategic plan of the Silesian University	Study and education	Science, research and other creative activities	Social role	Internationalisation strategy	Human resources development strategy	PR, marketing and image	Strategic management
A	Sustainable development strategy of the research organisation		xxx					
B	Strategy for evaluating researchers/groups/ teams and the research organisation as a whole		xxx			xx		x
C	Strategy for international cooperation in R&D and internationalisation of the research organisation				xxx			
D	Strategies for the development of cross-sectoral cooperation, the management of intellectual property and the transfer of knowledge from the research environment into practice		xxx	x				
E	Open access strategy to scientific results and information		xxx					
F	Communication and marketing and popularisation strategies						xxx	
G	HR Award					xxx		
H	Code of Conduct					xxx		
I	Concept of supporting the leadership of young researchers, including post-doctoral positions	x	xxx					

2 Strength of the link between the different parts of the HR Award – xxx – strong link, xx – partial link, x – only marginal link.

### CONSISTENCY WITH THE STRATEGIC OBJECTIVES OF THE OP JAK<sup>3</sup>

	Strategic objectives of OP JAK / Strategic plan of the Silesian University	Study and education	Science, research and other creative activities	Social role	Internationalisation strategy	Human resources development strategy	PR, marketing and image	Strategic management
<b>A</b>	1.1 Strengthening research and innovation capacities and deploying advanced technologies		xxx		xxx	xxx	x	xx
<b>B</b>	1.2 Developing skills for smart specialisation, industrial transformation and entrepreneurship	x	xx	xxx	xxx			x
<b>C</b>	2.1 Improving access to inclusive and quality education, training and lifelong learning services through infrastructure development	xx				x		
<b>D</b>	2.2 Increase the quality, efficiency and relevance of education and training systems in the labour market in order to promote the acquisition of key competences, including digital skills	xxx	x	xxx	xxx	x	xxx	x
<b>E</b>	2.3 Promote equal access to and successful completion of quality and inclusive education and training, in particular for disadvantaged groups, from early childhood education and care, to general education and vocational education and training to tertiary level, as well as adult education and learning, including facilitating educational mobility for all	xx			x			
<b>F</b>	2.4 Promote lifelong learning, in particular flexible skills expansion and retraining opportunities for all with regard to digital skills, better anticipate changes and new skills requirements based on labour market needs, facilitate transitions between jobs and promote professional mobility			x		x	x	

3 Strength of the link between the different parts of the HR Award – xxx – strong link, xx – partial link, x – only marginal link.

## LIST OF ABBREVIATIONS

<b>CRM</b>	Customer relationship management	<b>OTM-R</b>	Open, Transparent and Merit-based recruitment
<b>CR</b>	the Czech Republic	<b>OP JAK</b>	Operational Programme – Jan Amos Komenský
<b>CZSO</b>	Czech Statistical Office	<b>PSSM</b>	Programme to support the strategic management of higher education institutions of the Ministry of Education, Youth and Sport
<b>DOV</b>	Lower area of Vítkovice in Ostrava	<b>PR</b>	Public Relations
<b>ECTS</b>	European Credit Transfer and Accumulation System	<b>IAB</b>	Internal Assessment Board
<b>EQAR</b>	European Quality Assurance Register for Higher Education	<b>SoMoPro</b>	South Moravian Programme for Distinguished Researchers
<b>ESIF</b>	European Structural and Investment Funds	<b>SU</b>	Silesian University in Opava
<b>EUA</b>	European University Association	<b>SP</b>	Strategic Plan
<b>HR</b>	Human Resources	<b>TA CR</b>	Technological Agency of the Czech Republic
<b>I.X</b>	Internationalisation Strategy (link to measures)	<b>JC</b>	Job Centre of the Czech Republic
<b>JTF</b>	Just Transition Fund	<b>R&amp;D</b>	Research & Development or Scientific research
<b>KA</b>	Key activity	<b>HVS</b>	High Vocational School
<b>MBA</b>	Master of Business Administration		
<b>MISSU</b>	Manager Information System of the University of Silesia		
<b>MOOC</b>	Mass Open Online Course		
<b>MS PACT</b>	Moravian-Silesian Employment Pact		
<b>MSID</b>	Moravian-Silesian Investments and Development		
<b>MEYS</b>	Ministry of Education, Youth and Sports of the Czech Republic		
<b>OCO</b>	Opava Cultural Organization		