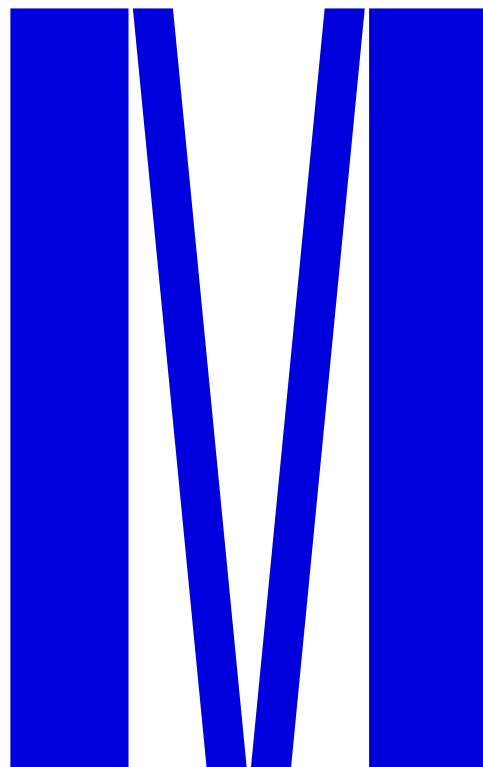


**Annual Activity
Report
Masaryk
University**



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**MASARYK
UNIVERSITY**

Annual Activity Report 2023

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Values

Since its founding following the establishment of the Czechoslovak Republic, Masaryk University has always respected and professed values reflecting the republican and democratic ethos of that initial period. To this day, such values form the basis of its internal culture and are widely embraced by the academic community. These values are:

RESPECT

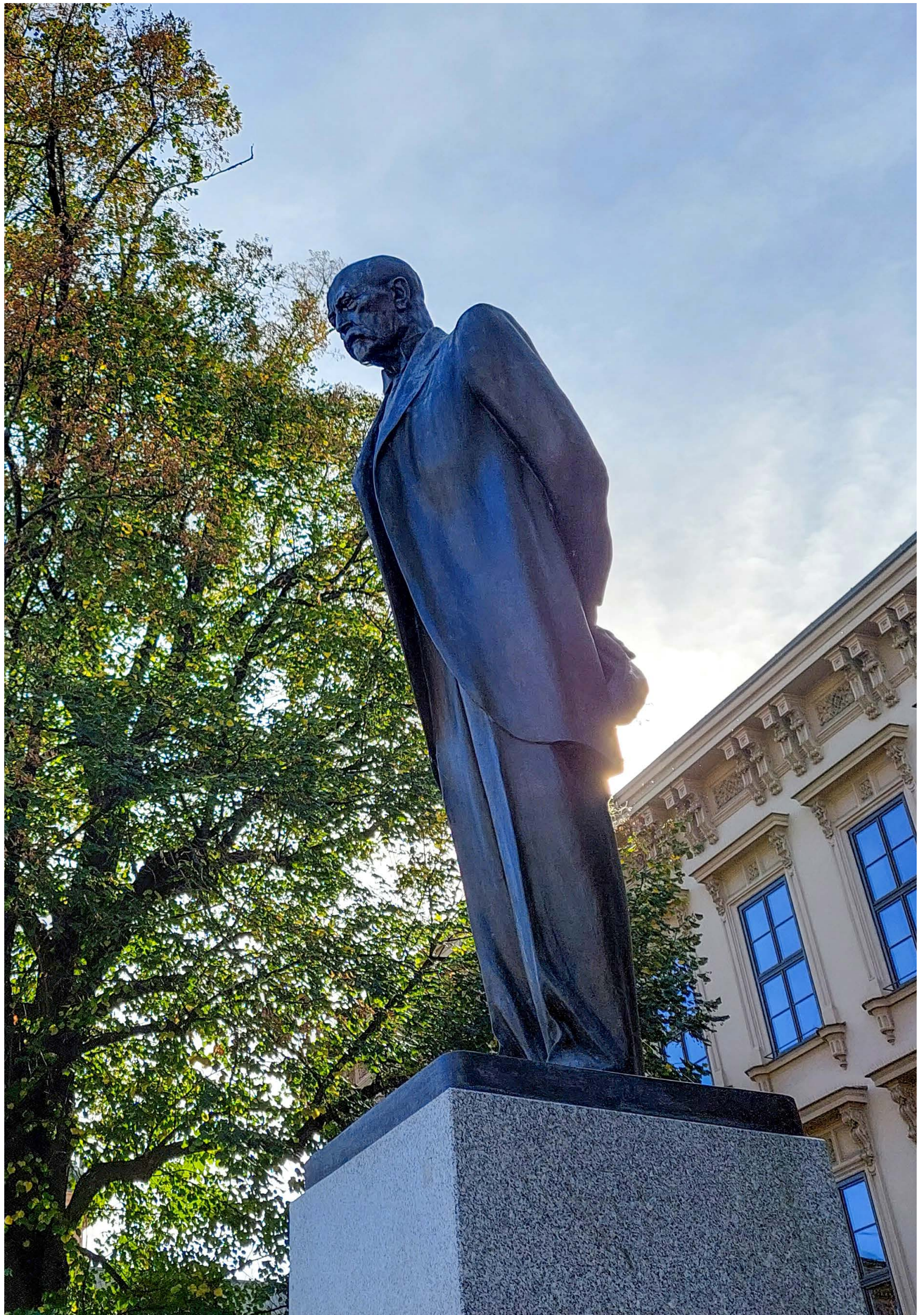
- Respect, as the basis of internal culture, solidarity and partnership in all negotiations. Respect for the principles establishing equal opportunities and transparency, as well as respect for the principles of academic ethics.

FREEDOM

- Freedom, respected and defended as a social imperative. Also, freedom as a principle of internal organisation of the university in the form of academic freedom of teaching and research or freedom of choice of students' own curriculum profile, but also as a principle of institutional autonomy of the university vis-à-vis the state.

RESPONSIBILITY

- Responsibility, emphasising the role of the university as a co-creator of public opinion, a solver of local and society-wide issues and a provider of a public service open to all. Also, the individual responsibility of students and staff reflected in respect for university rules and belonging to the university.



Mission

THE MISSION OF MASARYK UNIVERSITY IS TO CONTRIBUTE THROUGH ITS SCIENTIFIC ACTIVITIES, STUDENT EDUCATION AND SOCIAL ACTIVITIES TO THE HIGH QUALITY AND HEALTHY LIFE OF ALL GENERATIONS, AND TO A FREE, COHESIVE AND SECURE SOCIETY.

Vision

IN 2028, MASARYK UNIVERSITY WILL BE

- An internationally-recognised research university and an excellent Czech higher education institution, setting trends in fulfilling all the roles of a university
- A university that is an inspiring community which, in its principles and daily activities, fully respects and fulfils the principles of social responsibility and contributes to meeting the Sustainable Development Goals, in accordance with which it leads its students and employees
- A university where education and science transcend the boundaries of individual disciplines, as it supports interdisciplinarity and the personalisation of studies, the creation of interdisciplinary research teams and synergies between workplaces
- A university where students are perceived as respected colleagues, with established processes and practices for cooperation with staff in solving important issues of the direction and functioning of individual agendas and the institution as a whole
- A university where teaching, research and social activities are an integral part of the professional portfolios of academic staff
- A university that is a responsible and demanding employer, acting according to the principles of transparency, equality and non-discrimination, supporting the achievement of professional goals and at the same time providing employees with a work-life balance
- A university that is demanding in its study requirements, whose graduates are successful personalities, with promising careers and an active approach to life, where they have diligently taken up the opportunities for development offered
- A university that is a model in its internal culture, in its ability to reach consensus, in the harmonisation of its components to the benefit of the university as a whole and in the integrity of a work and study environment characterised by high ethical and professional standards



Opening Words

The year 2023 marked the end of my first term of office as rector and the beginning of my second. I will therefore allow myself some reflection in this respect.

I consider the result of the election for rector, in which I won the votes of 51 out of 55 senators, to be an appreciation of my work and direction so far, and also an expression of the will of the Senate that in the next four years, Masaryk University should continue the path and development it has already embarked on.

I think we can confidently say that we are doing well, thanks to all those who shape Masaryk University every day with their work, their skills and their efforts. I would like to remind you that during the year 2023 we achieved historic success when our university was ranked among the top 400 universities in the prestigious international QS World University Rankings for the first time. We also defended our position in the top five hundred universities in the ARWU World University Ranking, and we achieved further success when our university improved by leaps and bounds in the Times Higher Education World University Ranking in 2023, where Masaryk University was placed in the 601st–800th best universities. And in the brand new European QS World University Rankings: Europe 2024, we are ranked 161st out of 688 European universities. This ranking includes institutions from 42 member countries of the Council of Europe and evaluates them in terms of, among other things, the quality of research and development, employment and employability of graduates, study and teaching conditions, and global engagement and sustainability.

The rise of Masaryk University in the most prestigious world rankings continued in 2023 and it is, in my opinion, a clear indication of our continued success in international comparisons. Of course, we should not overestimate international rankings, but

on the other hand, if a particular ranking includes meaningful parameters, then it is in our own interest to follow them and improve in them. And we should not underestimate the considerable promotional potential of rankings or their importance in terms of international reputation and prestige.

If I were to name the main obstacles or challenges, I would probably mention the quality of education first. This is a crucial and sometimes underestimated area. We often talk about research, excellent research and scientific results; however, there is no research without prior quality education, let alone excellent research. And the fact is that in the field of education, in international comparisons, our university is lagging behind.

The next steps that I consider important include strengthening our ability to attract motivated and talented applicants. We still have a long way to go in this area. External relations and the ability to present our university better and more effectively externally are, in my opinion, crucial, especially with regard to applicants and secondary schools in general.

Furthermore, we must not underestimate graduates, whose potential is, in my opinion, great and still largely untapped. Graduates are not only important ambassadors of their faculty, their field, the university and its name, but they can also be important players in fundraising, developing interesting internship opportunities, and various partnerships and informal networks that can help the university develop and grow in many areas.

The bottom line is that there is always something to work on, something to improve, something to develop to bring the university closer to the vision I outlined back in 2019 when I first ran for the office of rector. That vision was to make Masaryk University a successful, confident and open institution. And to have the ambition to be the best university in the Czech Republic.

Martin Bareš

Rector

1

Teaching and Education

- 1 . 1 Masaryk University First-year Students in Numbers**
- 1 . 2 Events for Applicants**
- 1 . 3 Masaryk University Entrance Examinations**
- 1 . 4 Sustainability-Focused Studies**
- 1 . 5 New Degree Programmes**
- 1 . 6 Support for Teaching Innovations and New Forms of Education**
- 1 . 7 Feedback from Students, Applicants and Graduates**
- 1 . 8 Internal Quality Assurance and Assessment System**
- 1 . 9 Prevention of Student Dropout**
- 1 . 1 0 Activities and Awards for Gifted Students**
- 1 . 1 1 Shared University Core Courses
and Support for Entrepreneurship**
- 1 . 1 2 Artificial Intelligence in Teaching**
- 1 . 1 3 Lifelong Learning at the University and the Faculties**
- 1 . 1 4 Courses in Foreign Languages and International Marketing**
- 1 . 1 5 International Mobility and EDUC Alliance**
- 1 . 1 6 Foreign Language Teaching**



MASARYK UNIVERSITY PROMOTES THE USE OF ARTIFICIAL INTELLIGENCE IN TEACHING

The dynamic development of artificial intelligence is perceived by Masaryk University mainly as a challenge and opportunity to foster students' skills as well as a means to enhance the quality and efficiency of teaching. The university is aware of potential benefits and pitfalls associated with the new technologies and therefore established a working group whose mission is to formulate the principles of ethical, creative, beneficial and safe utilization of AI tools. The basic stand on these issues was introduced in April 2023 in the *Statement on the Application of Artificial Intelligence in Teaching at Masaryk University*, where the conditions of AI use by students and teachers are defined. The working group prepared a set of recommendations and guidelines which elaborate on the statement, providing practical advice.

Photo: Michal Bulant, Vice-rector (on the right), and Jakub Havlíček (Quality Office RMU), members of the working group that formulated the statement and recommendations on the application of artificial intelligence in teaching at MU

1.1 Masaryk University First-year Students in Numbers

Studies at Masaryk University were pursued by **7,998 persons in the 1st years** of bachelor's and long-cycle master's studies in 2023. Most often, students choose single-subject studies (73%) or single-subject studies with a specialization (10%). The remaining share is major/minor studies. **89%** of first-year students study in the **full-time mode**. The majority of new students are **women** with **61%** representation, which has been a long-term trend.

Students from abroad also apply for studies at Masaryk University every year. In 2023, **Slovak students** accounted for almost **18% of newly enrolled** bachelor's and master's students. First-year students include 1% of Ukrainians and 5% of newly admitted students come from **67 countries** and five continents. The majority of students, approx. 76%, have Czech citizenship and most of them live in the South Moravian Region (45%).

The largest proportion of new students are fresh graduates from secondary schools: 60% passed the school-leaving examination in the year of enrolment. As in previous years, **grammar school graduates** prevail in the 1st years, accounting for **57%** of all newly enrolled students in bachelor's and long-cycle master's programmes at MU.

The group of first-year students in bachelor's and long-cycle master's studies was the focus of a university-wide survey conducted in November 2023. A total of **4,954** first-year students participated in the survey, representing a **62% response rate**.

Over 60% of the respondents were admitted to more higher education institutions. The most decisive factors for them were the field of study and the university's reputation. The first-year respondents are very keen on studying at MU; university education means personal development and more opportunities, they are happy about the teachers, facilities, premises as well as the fields of study and courses. MU meets or exceeds the expectations of three quarters of the respondents, and **study at MU is a good choice for 84%** of them. Six out of ten feel they are part of the university community.

Another area of the survey was the financial situation of first-year students. Almost 40% admitted that it is the lack of funds that may jeopardise their future studies. More than half of the respondents wish to spend a study period abroad whereas finance is the most frequent obstacle to this goal. Over **90%** of students work or are planning to **work during their studies**.

The results show that **41%** of the students surveyed are the **first generation of university students** in the family, which means that neither of their parents has a higher education degree.

1.2 Events for Applicants

In 2023, the university continued in the successful communication campaign called **#munichallenge**. The university-wide **Open Day**, attended by 2,450 students, was held in September. Newly established student ambassador teams delivered over 90 presentations of MU at secondary schools in the Czech Republic and Slovakia during spring and autumn 2023.

In January 2023, MU took part in **Gaudeamus**, the European higher education and lifelong learning exhibition in Prague, and the same event in Bratislava and Brno in the autumn. In September 2023, there was a roadshow called *Which university?* in Trenčín, Trnava and Žilina; in December, MU attended the **PRO EDUCO** fair in Košice. About **20 thousand** printed copies of **Studuj na MUNI** (*Study at MUNI*) were distributed to secondary school students at fairs, exhibitions and school visits.

Many activities for potential applicants are also organized by the faculties according to their focus. The FSci prepared a range of natural science courses for the new grammar school on Pionýrská Street, which will start operation in September 2024. The FA, FEdu and FSci cooperate with secondary schools within the framework of Teacher Training programmes. The FSci uses its website *ucitseucit.cz* to inform about activities for teachers and to share inspiring teaching materials.

The FMed provided its **Junior Academy** to secondary school students, who were offered **51 courses** and the *Day with Medicine*, this time focused on Cardiology and Brain. The students could also take a **course of medical Latin** called *Lingua anatomica*.

A number of events were organized by the FI: the *Correspondence Seminar in Informatics*, a semester-long course of *programming in Python for secondary school students* and a seminar for *Mathematical Olympiad* participants in the Programming category. These activities were joined by more than 1,000 secondary school students from Czechia and Slovakia in 2023.

Many faculties invited students to field trips, educational programmes and lectures. The FSS organized the *I. A. Bláha Conference*, which is adapted to young audiences and presents the best bachelor theses of the year. Grammar school students could try out studies at the FSci, FA or FPharm as part of the event called *A Week's Undergraduate*. The FSS organized **winter schools**, which in the form of online events enable secondary school students to take a look at university studies. The **Touch Econ** project continued at the FEA.

The faculties cooperate with secondary schools also through **Students' Professional Activities** and participate in the organization of Olympiads and other competitions. The FEA offers the *Economics Brains Seminar* and in cooperation with the FSci the multidisciplinary *Wealth of Earth* competition.

The faculties are in contact with schools thanks to ambassador programmes, where MU students introduce their faculty, its degree programmes and have discussions with secondary school students. The communication also includes newsletters, while the FSS prepares **podcasts** on the studies at the faculty and the FMed produces the *Stethoscope* podcast, which targets applicants and introduces them to faculty life.

1.3 Masaryk University Entrance Examinations

Admissions to MU bachelor's and long-cycle master's degree programmes were based on the **Learning Potential Test (LPT)** except for the FMed, FPharm and FSpS.

The LPTs for applicants planning to start in the autumn semester 2023 took a completely **new form**. The test has three dimensions now: *Numerical and Analytical Thinking, Reasoning in English* and *Critical Thinking*. Each section consists of 15 items and has an individual time limit. The final percentiles were calculated separately for each section and variant of the test. The result was an arithmetic average of percentiles from the individual sections. The test was taken in electronic online form using **tablets** so that the maximum equality of conditions for admission was ensured. The university provided 250 tablets for testing. The tests could be taken in MU lecture rooms in Brno and other nine cities in Czechia and Slovakia. Each applicant took the test only once regardless of the number of applications filed.

The date and place of the test was chosen by the applicants when they filed the first application, and the tests were scheduled to **432 testing times** from January to April. The LPT was taken by **12,473 applicants**, which means the participation increased to 88.3%.

Several faculties (FSci, FEdu, FA, FMed, FPharm and FSpS) held their **subject tests** or **practical examinations** in physical education from April to June. The FSS enabled the applicants to choose between the LPT and **SCIO** tests. Certain applicants, e.g. those with **excellent results** at secondary school or in Students' Professional Activities could ask for a waiver of the entrance examination at MU.

The applicants turned with their queries to offices for studies at the respective faculties and they also made use of a central email address **prihlaska@muni.cz** where **10,300 questions** were answered during 2023. It was possible to request an **alternative date** for the entrance exam for very serious reasons at this address.

Students are admitted to **master's studies** after a completed bachelor's programme on the basis of subject tests, talent tests or oral interviews.

The Support Centre for Students with Special Needs (also known as Teiresiás) provided the technical adaptation of the written entrance examination (LPT, National Comparative Exam and subject tests) for Braille with tactile graphics and 3D objects, an electronic version, an official translation into Czech sign language etc. Teiresiás guaranteed the adaptation of entrance exams for applicants with specific learning disabilities, mental problems, autism spectrum disorder and chronic illness. Before an oral exam, Teiresiás informed the admissions committee of the issues and proposed suitable solution. Applicants with special needs can make use of an LPT preparation course. In 2023, admissions procedure was joined by **474 applicants with special needs**, of whom 328 took the adapted LPTs.

1.4 Sustainability-Focused Studies

Masaryk University offers degree programmes as well as a wide range of courses whose content corresponds to the *UN Sustainable Development Goals*. These include courses in programmes specifically focused on a particular area of sustainable development, courses expanding degree programmes to include sustainability, and shared university core courses, which are elective.

Environmental degree programmes are taught at the Faculty of Science. These include *Applied and Environmental Geology, Ecological and Evolutionary Biology, Environment and Health, Geoenvironmental Risks and Remediations* and *Nature Conservation. Geography of Global Environmental Change* is studied in English, as are the doctoral programmes *Environmental Health Sciences* and *Ecological and Evolutionary Biology*.

The Faculty of Social Studies addresses sustainability aspects in cultural, social, economic and political contexts in the degree programmes of Environmental Studies, International Relations and Energy Security and in the English degree programmes *Global Challenges: Society, Politics, Environment* or *Energy Policy Studies*. The newly accredited *Environmental and Sustainability Education* programme was implemented in cooperation with the University of Vechta (Germany), Alpen-Adria-University Klagenfurt (Austria) and the University of Karlstad (Sweden). The Faculty of Education offers a career-oriented bachelor's programme called *Education for Diversity and Inclusion*, which emphasizes **inclusive and intercultural aspects, social justice** and global learning in education.

One of the most popular core courses which are shared throughout the university (**CORE**) was *Climate change – Causes, Effects and Possible Solutions*, taught in the spring semester 2023. The course introduces the basic factors influencing the **global climate**, the impacts of expected changes and possible mitigation strategies, including current international agreements. Another course that attracted interest was *Sustainable Development* taught in the autumn semester, which introduces students to **sustainable development** as a desirable global development concept.

The educational platform for children and youth **MjUNion** provided an online course called *Climate Change and its Impacts on our Society*. Its six interactive chapters dealt with the Earth's climate throughout history and with current changes caused by human activities, including possible solutions to slow climate change and adapt to it. The **University of the Third Age** started a cycle of lectures, field trips and informal get-togethers with the title *Gentle on the Planet*, moderated by representatives of the Department of Environmental Studies FSS and selected non-governmental organizations based in Brno.

1.5 New Degree Programmes

A novelty among degree programmes at MU and other Czech universities is a career-oriented bachelor's degree programme called **Cosmetic Products**, taught at the Faculty of Pharmacy since 2023. Its graduates will be specialists with comprehensive knowledge of various aspects of cosmetic products, working in the cosmetic industry.

In an effort to streamline the delivery of degree programmes and to respond to the changing interest of students, the Faculty of Arts designed a new bachelor's programme entitled **Greek and Latin Studies**, which integrates two existing programmes focused on these classical languages. Students can now choose whether to combine each language in a major or minor study plan with another programme, or study both languages as a single field of study.

The Faculty of Social Studies in cooperation with the Faculty of Arts designed a degree programme which can be studied solely in major/minor bachelor's studies. Its name is **Contemporary History** and focuses on the exploration of world history from 1945 onwards.

The Faculty of Science launched two newly accredited master's degree programmes in 2023. The first one is an interdisciplinary programme of **Virology** prepared in cooperation with the Faculty of Pharmacy and CEITEC, the other one is **Microscopy**, which reflects the exceptional role of Brno in the production of top-notch electron microscopes.

The teaching of previously accredited doctoral degree programmes of **International Legal Studies, Private Law and Civil Procedural Law, Theory and History of Law, and Public Law Studies** was commenced at the Faculty of Law in 2023. The Faculty of Medicine launched the career-oriented master's programme **Applied Physiotherapy**; the Faculty of Education started to teach the master's degree programme **Leisure Education** and the related doctoral degree programme **Social Education**.

Further degree programmes were being prepared for accreditation. In addition to those mentioned, the Faculty of Science was preparing a degree programme in **Water Resources Management** at both the bachelor's and master's level. The Faculty of Law designed a career-oriented bachelor's programme called **Criminology Studies** planned to be pursued in the combined mode. Some faculties started to design a new conception of degree programmes that will replace the existing ones. This is the case of bachelor's degree programmes at the Faculty of Sports Studies: **Management in Sport, Movement and Health**, and **Physical Training**, or the bachelor's programme **Human Resources Development and Employment** at the Faculty of Social Studies, followed by a master's programme called **HR and Organizational Development**.

1.6 Support for Teaching Innovations and New Forms of Education

At the beginning of 2023, calls were being prepared to submit project proposals within the Strategic Management Support Programme for Higher Education Institutions. The project calls focused on promoting innovative methods of teaching, teachers' excellence, interactivity in classes and improving the overall quality of teaching. One of the goals of the calls was to promote and systematize the sharing of best practices used in excellent teaching. This goal was achieved thanks to the cooperation between the Quality Office and Pedagogical Competence Development Centre (CERPEK) which included regular reflective seminars with the participation of experts in tertiary didactics as well as teachers.

The first call was aimed at the **identification and promotion of further development of excellent bachelor's, follow-up master's and long-cycle master's degree programmes (DP)**. The total sum allocated to this project call was 20 million CZK. The maximum amount of 1 million CZK was intended to support one project. The project support encouraged and further developed the existing excellence within the framework of a selected DP. Three areas of excellence in the teaching of DPs was defined: **teaching proper, conditions for teaching and teaching which leads to the fulfilment of the university's social role**. A total of 31 project proposals were submitted and assessed by external specialists in the field of tertiary didactics and pedagogy. A selection committee composed of MU senior management, RMU Quality Office and CERPEK representatives evaluated the project proposals based on the evaluators' reports. The committee recommended all the 31 proposals of which **30 have been implemented**. The project period started in July 2023 and will end in June 2025. The total sum allocated was **18.5 million CZK**.

The second call was aimed at the support for innovative methods and forms of education in key courses of bachelor's, follow-up master's and long-cycle master's DPs. The total sum allocated in this call was 12.5 million CZK. The financial support was set to 200–250 thousand CZK per project. Projects that aimed to introduce or further develop **simulation, project-based and research-oriented instruction** were to be supported with preference given to projects encouraging synergy of activities within several degree programmes of a faculty or to interfaculty cooperation and those emphasizing the long-term nature of supported activities. A total of 51 project proposals were assessed by specialists working in the field of tertiary didactics and pedagogy and adult education and by teachers experienced in the application of innovative teaching methods. A selection committee composed of MU senior management, RMU Quality Office and CERPEK representatives evaluated the project proposals and recommended **33** of them in the total amount of **7.3 million CZK**. The project implementation started in July 2023 and will last until June 2024.

1.7 Feedback from Students, Applicants and Graduates

At Masaryk University, questionnaire surveys conducted among various target groups form the essential basis for strategic planning and decision-making. In 2023, the university conducted **five regular surveys, two** completely **new** ones and a traditional **course opinion poll**.

In February, the **MU Applicants** survey was launched, which focuses on those interested in bachelor's and long-cycle master's studies. 3,157 respondents participated with the 13% response rate.

Fresh graduates of master's studies gave their answers in a survey entitled **Graduation from MU – Review and Perspective**. The survey ran from February to November, continuously reaching out to new respondents, with a total of 989 participants (33.1% response rate). At the same time, a supplementary survey among FEdu MU graduates in the combined study mode was carried out.

The twelfth year of the survey called **Premature Termination of Studies at MU**, which forms the key source for ascertaining the causes and factors leading to student dropout, was launched. It lasted for the entire year and was joined by 1,156 respondents (19.7% response rate).

A very important survey with a high response rate of 62.4% and a total of 4,954 respondents was conducted in the autumn among first-year students of bachelor's and long-cycle master's programmes with the title **MU First-year Students**. Among others, it addressed issues like circumstances of choosing the studies and of admission to the university, expectations related to the studies and initial impressions or study facilities at MU and career-related plans. Another round of the survey **Motivation and Expectations of Incoming Master's Students from Other Universities** ran in April 2023 with 274 respondents and response rate of 37.1%.

There were also new surveys, targeting students who did not choose Masaryk University for their further studies. The spring survey focused on **secondary-school graduates who did not apply to Masaryk University**. It inquired into plans and attitudes regarding future university studies, criteria for choosing a HE institution and reasons for not applying to MU. Replies of 342 secondary school students were gathered. The August survey targeted **applicants who were admitted to MU, but eventually did not enrol** in studies. The criteria of choosing a HE institution to enrol in, reasons for not enrolling at MU and student perceptions of MU and other universities were explored. 485 respondents provided their answers here (24.4% response rate).

Key feedback concerning the quality of instruction has been provided by the **university-wide course opinion poll** since 2002. On average, the poll is joined by 40% of students. A new question added to the poll tried to find out whether teachers had treated students with respect.

1.8 Internal Quality Assurance and Assessment System

Masaryk University, as a holder of **institutional accreditation** in 23 areas of education, is fully responsible for the assurance of quality in all its operations. The quality of education and related areas are taken care of by the fifteen-member MU Internal Evaluation Board (MUIEB), a central body assisted by programme boards as advisory bodies to degree programme guarantors, and faculty coordinators for quality, who provide methodological support to the academic staff. The MUIEB consists of MU academic employees, external academics and students.

Last year, the board in its **ten meetings** discussed **76 proposals** concerning degree programmes, which were filed by faculties. A third of the proposals dealt with extension of programme accreditation; the MUIEB also approved expansion of accreditation, changes to the graduate's profile or to final state examinations, as well as establishment of new degree programmes.

Internal evaluation of 172 bachelor's and master's degree programmes took place in 2023. The evaluation, carried out every five years, provides the programmes with formative feedback, helps them formulate long-term goals and thus supports their future development. Doctoral degree programmes were subject to a substantial evaluation in 2022, which was connected with the evaluation of science and research. The evaluators, faculty representatives and degree programme guarantors gave their views within a questionnaire survey whose results will be used by the MUIEB to improve the evaluation process in the future.

Another round of **thematic evaluation**, which directed the attention of the MUIEB to interdisciplinary areas of university education, took place during the year. Its conclusions influence the debate on education at MU and provide a necessary analytical and evaluation tool for quality assurance. This time, the thematic evaluation focused on verification of **learning outcomes**. The aim was to find out how teachers work with learning outcomes in the context of assessment methods in courses and how assessment issues are perceived by students.

Based on the results of the 2022 thematic evaluation, which was focused on the combined study mode and elements of remote learning in all types of degree programmes, the **requirements concerning distance and blended education were standardized** and summarized in methodological guidelines.

An important process carried out in 2023 was the **incorporation of lifelong learning into the quality assurance and assessment system**. The aim of this process, which involves substantial amendment of internal regulations and changes to the IS MU functions, is to introduce uniform records and management of lifelong learning quality, while maintaining its current thematic diversity and flexibility.

1.9 Prevention of Student Dropout

It is the task of the **Student Advisory Centre** to carry out activities that support timely graduation and develop university-wide counselling. In 2023, the centre strived to raise awareness of study topics by updating and expanding the website www.muni.cz/studenti, which serves as a key source of information; preparation and translation of texts for a major expansion of the English mutation were carried out. The site **We Are Here for You**, informing of the advisory network at MU, was updated. MU also offers **psychological counselling**, the centre provided a record **3,894 consultations** in 2023.

The **Student Advisory Centre** communicated the issue of choosing a suitable degree programme to potential applicants and secondary school counsellors at the Gaudeamus fair and other events. The faculties emphasize that students should thoroughly choose a degree programme to get a clear idea of the programme and whether they are interested in its study.

Prevention of student dropout includes the provision of detailed information to students. Students entering the first year obtain such information during **adaptation events** such as a university get-together for freshers called **Prvákoviny**, or courses organized by individual faculties and departments (e.g. the *Orientation Week*). Socialization and sharing of experience is also promoted by various university clubs and associations. The Student Advisory Centre also prepared an **adaptation course for Ukrainian students**.

Various faculties have their **programme consultants** who, among other things, help students with programme-specific issues. At the FSci, students get support from the **teachers** who take care of students in a **certain year**. FMed had introduced **peer mentoring** in student groups within non-medical DPs. Consultation and assistance in resolving study-related problems are provided by offices for studies.

The RMU Strategy Office and MU Student Advisory Centre **led four workshops** at the FEdu, intended for heads of departments, prevention officers and programme consultants. Detailed data on student dropout according to individual programmes were presented; the *Study Risk Prevention* application and measures to support timely graduation were introduced.

Student feedback on instruction and teachers is regularly obtained thanks to the **course opinion polls**. The poll results are monitored, evaluated and addressed at various levels.

The reasons for student dropout are annually detected through the survey of **Premature Termination of Studies at MU**. The results suggest that the decisive reasons are insufficient motivation, personal or family issues and unfulfilled expectations concerning the studies. The most frequent reason at the bachelor's level is insufficient motivation to study, while at subsequent levels it is time demands of studies and giving preference to career.

1.10 Activities and Awards for Gifted Students

The MU faculties offer many programmes to gifted students or those achieving extraordinary results.

The FLaw announced **scholarship schemes** to support diploma theses in a foreign language, student publications and student research. Students are also involved in GACR projects.

The FMed has implemented a special **P-Pool** module as part of the *General Medicine* master's programme, where students are actively involved in research and get theoretical preparation for scientific work from the 1st year. The P-Pool programme accepts 20 freshers each year. The FMed supports its students through a wide range of scholarship schemes.

The FSci encourages students to join its projects, offers the best contacts abroad to gifted students to enable them to participate in Erasmus stays with additional funding from the faculty sources.

The FA offered all students who were nominated for the Dean's Award for Excellent Master's Thesis a workshop and individual consultations on **presenting and preparing scientific posters**. The outcome was 11 posters which the students used to introduce the results of their thesis to academic community. The exhibition of the posters was opened during the *Humanities Week*, an annual ceremony.

At the FPharm, students are involved in creative activities of the faculty through participation in scientific projects and solution of research tasks as part of the preparation of degree theses. Gifted students are supported individually and are given special space for education and their own research. The faculty organized the international round of the **XXI Student Scientific Conference** in May.

FEA students participate in certain development and research projects of the faculty; cooperation with faculty clubs and associations is also supported. The faculty continued in the **TopSeC** programme, which allows students to meet with practitioners in specialized interactive workshops.

The FI involves gifted students in **research projects**, for example those related to the preparation of diploma theses. Students with excellent results in studies or research are awarded scholarships. Selected degree programmes at the FI include internships in companies that cooperate with the faculty as part of the Association of Industrial Partners.

The FSpS provides **individual study plans** to talented students and those who work in a traineeship related to their studies.

Based on their study achievements and results attained, excellent students and fresh graduates may be nominated for the **Dean's Award** at their faculties. Exceptional students may also be nominated for the **Rector's Award for the Best Students in Master's Programmes**. This award was won by Lucia Hradecká from the FI and Michal Kovalčík from the FLaw.

1.11

Shared University CORE Courses and Support for Entrepreneurship

Shared university core courses, known as **CORE**, aim at expanding knowledge and developing skills beyond the main field of study. In 2023, another call was announced to support the design of new courses in the following areas: *The World in the 21st Century*, *People Between Nature and Culture*, *Advances and Limits of Cognition in Natural Sciences*, and *Skills and Competencies for Life*. Of 59 submitted proposals, 43 have started to be implemented. All courses from the previous calls have been launched and modifications are underway based on the feedback gained from the polls. A total of **122** courses have been supported of which **ten are taught in English**.

In the spring semester, 30 courses were announced in which 2,050 students enrolled; the most popular courses were: *Cultural History of Beer*, *Bioethics II: Borderline Options*, and *Law and Financial Literacy*. In the autumn semester, 55 courses attracted 3,506 students. To name just a few: *Is China a Superpower? Politics and Society in Contemporary China*, *The Stories of Science: Gene*, and *Bioethics I: Ethics of Life*.

The feedback on CORE courses taught in the spring semester was provided through a survey. The results show that 94% of respondents would enrol in their chosen course again, i.e. it met their expectations, and 92% of respondents state that their chosen course broadened their skills or knowledge beyond their main field of study. The survey concerning CORE courses in the autumn semester was included into the university-wide course opinion poll.

Briefing sessions were held for the guarantors and teachers of the supported CORE courses. Reflective meetings of teachers led by CERPEK are held twice a year to share experience in preparation and teaching, and a total of three training sessions were offered to CORE teachers.

The topic of entrepreneurship continued to be developed at MU. The portal podnikavost.muni.cz, which provides an overview of university courses and opportunities outside of MU, annually updates its offer. A new service for students was launched in the autumn. The **Entrepreneurial Counselling Centre** provides free consultations on intellectual property issues, legal aspects of a business or putting new ideas into practice. University partners became the jury of the 3rd year of **Start-Your-Business**, a student competition. 39 projects representing all ten faculties of Masaryk University entered the competition. The finals saw 12 teams, of which eight received funding. In addition to the financial reward (the jury distributed a total of 560 thousand CZK), the winners also received valuable mentoring from the South Moravian Innovation Centre, members of the jury from among MU employees and the competition partners. About three dozen students enrolled in the traditional course **From Ideas to Business; Introduction to Entrepreneurship** was also popular. The TTO actively worked in the **University for Entrepreneurship** nationwide body.

1.12

Artificial Intelligence in Teaching

An MU **working group for artificial intelligence in teaching** started their activities in February 2023. The group works under the responsibility of Michal Bulant, Vice-rector for Education and Quality, and is coordinated by the Quality Office. At the end of 2023, the group consisted of 21 members, who, in addition to representatives of the university management, the Quality Office, CERPEK and individual faculties, included experts in information technology, library science, law and other relevant fields.

The group prepared a document entitled **Statement on the Application of Artificial Intelligence in Teaching at Masaryk University**, published in April 2023. The purpose of the statement is to formulate general principles of approaching artificial intelligence technologies in teaching and studying at MU.

The university's basic intention is to promote the use of AI tools and at the same time to formulate conditions and recommendations for their active use by students and teachers. The document stresses the importance of ethical principles when working with AI and highlights some of the inherent risks. It provides recommendations on how to work with AI so that teachers and students can use these technologies in an ethical, creative, beneficial and safe way.

Subsequently, the working group prepared a document entitled **Recommendations on the use of artificial intelligence tools in fulfilling study requirements**, which was published in May 2023. Here, it presented non-binding recommendations on the use of AI tools when performing obligations related to study. The recommendations build on the Statement on the Application of Artificial Intelligence in Teaching at Masaryk University, elaborating on some points and adding practical advice, in particular rules of referencing the use of AI. Given the dynamic developments in AI, these recommendations are expected to be continuously modified, refined and supplemented. The recommendations focus mainly to AI tools used in the creation of texts; an analogous approach will apply when using image or sound processing tools. The specifics of different fields of study are taken into account when citing and referencing sources of information.

E-learning tools for teachers and students began to be developed toward the end of 2023, which should help to understand the basics of AI utilization in education.

1.13

Lifelong Learning at the University and the Faculties

Lifelong learning at MU is aimed at primary and secondary school students and graduates, adults as well as older people. In 2023, lifelong learning offered 767 programmes completed by 17,336 participants. A new section of MU website was created, which summarizes LLL opportunities at MU. Unified LLL records are possible thanks to the IS MU new application called *LLL Garantor*.

A new long-term course provided by the **U3A** is *Universe Around Us*. Other activities, some of which were delivered in hybrid form, included electron microscopy, work with smartphones, and cybersecurity. U3A programmes were provided by the faculties and the University Centre Telč.

Masaryk Junior University (MjUNI) attracted **250 students** aged 9 to 18 years, with a programme of various activities at all faculties and several other workplaces. Five vacancies were offered to children from economically disadvantaged backgrounds. In cooperation with the FEdu, the 1st year of a MjUNI **city camp** for 33 children was held. **3,595 science enthusiasts** joined the activities of **Bioskop** – a science education centre. Student ambassadors contributed to lectures at primary schools.

In September, seven faculties and two university institutes joined forces to prepare the **Science Festival. Researchers' Night**, an event aiming at the popularization of science, was visited by the record 8,000 people at eight places in Brno, others went to the UCT. The 14th year of the **Science Slam** competition was held, as well as four Science Slam Tours at secondary schools with newly trained performers from the ranks of doctoral students. For the first time, MU joined **Meltingpot**, an international discussion forum, which is part of the multi-genre festival *Colours of Ostrava*.

MU faculties, within their LLL schemes, organize one-off or short-term courses (which may also be taught online) as well as entrance examination preparatory courses. The FEA provided tailored courses for businesses and continued in its **Studies on Trial** aimed at secondary school graduates.

The FLaw delivered five pilot courses training authorized experts in legal skills, the FSci developed new specialized courses in visual **anthropology** or contemporary genomics and proteomics, and the FMed expanded its **professional LLL for medical and non-medical staff. Self-defence courses** at the FSpS attracted the interest of many participants.

The FA, FEdu and FSci, faculties that provide further education of teaching staff (FETS), started to integrate amendments to Act on Teaching Staff into their FETS programmes and started to prepare the documentation for re-accreditation of their qualification and specialization studies. The FEdu joined a project aimed at improving the quality of teaching practice for future teachers and prepared approximately 40 continuous education courses for trainee teachers. New courses focused on **continuous education of teachers** were also designed at the FSci and FA. Supplementary pedagogical studies are newly accredited at the FSci.

1.14

Courses in Foreign Languages and International Marketing

When designing its new degree programmes, MU strives for greater internationalization. Three out of eight bachelor's and follow-up master's programmes accredited in 2023 will be taught in English. The Faculty of Science will offer a master's programme in **Biochemical and Cellular Technologies** as well as a bachelor's career-oriented programme in **Data Analytics**, which will provide prestigious education in mathematical modelling and data analysis in close cooperation with the commercial sector.

Master's degree programmes of **Regional Development and Tourism** and **Public Administration (Administration publique)** were launched at the FEA in 2023. The latter is implemented in cooperation with Université de Rennes. The FEdu teaches the career-oriented bachelor's programme **Education for Diversity and Inclusion**, which combines approaches of social pedagogy, psychology and special and inclusive education, and the FSci provides the master's programme **Geography of Global Environmental Change** focused on geographical aspects of climate change and related phenomena.

Two other degree programmes were being prepared for accreditation. At the FSci this is **Biology and Biochemistry**, an interdisciplinary bachelor's programme, and at the FEA it is **Applied Health Economics**, an interdisciplinary programme focused on the economics of health care, where the FSci, FPharm and FSS will participate.

All MU faculties emphasized and developed **courses taught in foreign languages**. New online courses (30) were designed and more than 160 visiting professors from abroad arrived. Three virtual courses were organized by MU within the **EDUC alliance**, another seven were taught in cooperation with universities associated in EDUC.

The university systematically improved its promotion abroad with the aim to increase the number of degree students, who study in Czech or English. It participated in three professional fairs (NAFSA, APAIE, EAIE), attended exhibitions in Italy, Spain, Lithuania, Latvia, and Thailand, and participated in two virtual fairs (Latin America, Balkans). MU developed content on websites and social media and held online campaigns which had 23 million impressions.

In 2023, the university launched a new **programme for compatriots**, wishing to attract them to study at MU. A new website with a unique visual design as well as special summer schools and one-semester programmes were created for Czechs living abroad. The programme should bring gifted and motivated students, who will promote MU's reputation abroad.

A **reunion of international alumni and students** of MU welcomed almost a hundred visitors from 21 countries. Three MU graduates spoke at the *Alumni talks* as part of **Czeducon** conference, attended by over 500 representatives of Czech and international HE institutions.

1.15 International Mobility and EDUC Alliance

The main pillar of international cooperation in 2023 was the **Erasmus+** programme, under which Masaryk University has concluded over 1,300 agreements with more than 511 universities in 32 countries. In 2023, MU worked hard on the digitization of Erasmus and achieved extraordinary success. The European Commission ranked MU, along with 49 other universities, among the **European champions of digitization**, which led to the invitation of MU to a special working group, meaning that MU will hold an influential position in digitization processes.

In 2023, **MU sent 1,796 students abroad** to study periods or internships. Erasmus+ funded 1,215 international study periods and 242 internships (of which 28 were for graduates). As in past years, the MU Centre for International Cooperation (CIC) together with the faculties organized a traditional event – *Erasmus Days* – which motivates students to study abroad, and which attracted hundreds of MU students. The CIC also continued to cooperate with **student ambassadors** who encourage young people through an Instagram account *Do světa s MUNI (Out into the world with MUNI)* to muster courage and go abroad to study. The CIC cooperated with a total of 14 students from nine faculties who had travelled to the USA, Australia, Turkey or Spain.

In 2023, MU welcomed **1,415 international students** in its courses, of whom **106** studied **online**. An *Orientation Week* was organized by the CIC for incoming international students, in which 639 students participated in the spring and autumn semester. In 2023, MU held **18 summer and winter schools** of which one was in virtual form. Short-term programmes at MU were joined by 189 participants in 2023. June was the time for the traditional **training of international staff**, so called *MUST WEEK (Masaryk University Staff Training Week)*, attended by 84 employees from abroad.

EDUC activities continued in 2023, including three virtual courses for MU students, taught by MU scholars, and seven organized by cooperating universities of the EDUC alliance. MUNI students met with their classmates from the EDUC alliance mostly online, but for example in the inter-university course *Preparing for the Francophone Labour Market*, taught for several semesters in cooperation with the universities of Pécs, Rennes and Paris Nanterre, students from foreign universities spontaneously decided to come to Brno for the final meeting and team presentations. Thus, they could meet their colleagues face to face after the whole semester online. This experience showed that despite virtual learning and long distances, the alliance helps students make valuable contacts and new friendships.

1.16 Foreign Language Teaching

The Language Centre (LC) is the largest workplace of this type in the Czech Republic, and it strives to enhance the language skills of students, MU employees and the public in the long run. Besides Czech and foreign lecturers, 63 international students in the role of **Language Teaching Assistants** helped in the teaching of language courses for professional, academic and specific purposes in 2023. The centre organized a symposium focused on diversity in the academic environment and an international conference of the project called **CZECH ONLINE – Czech as a Foreign Language for Specific Purposes**; a new multilanguage portal **czechonline.org** was launched. The LC became an official **testing centre** for the Czech language examination for the purposes of **permanent residence**.

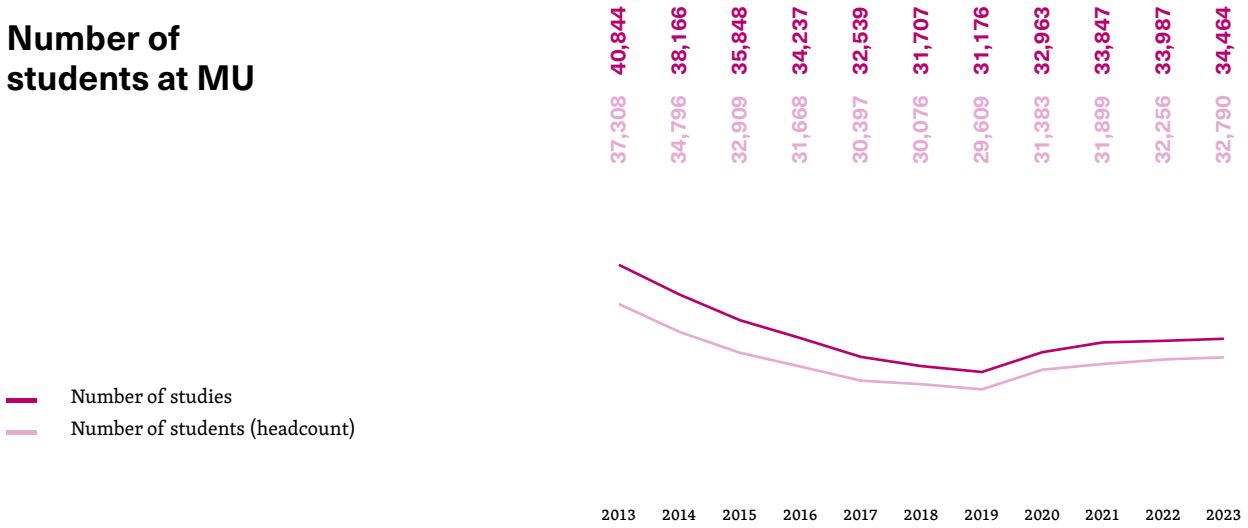
The range of LC's university courses was expanded to include the FPharm (English), FA (Russian), FEA (French and Spanish within the NRP project) and FSci (preparation of digital materials). The LC unit at the FLaw started an online cultural exchange with the **Soka University in Japan** and continues in the **Epistemic (In)justice** project; the LC unit at the FEdu now offers *advising sessions* in addition to its courses. The themes of artificial intelligence, misinformation, the fight for human rights and community development resonated through classes at the faculties. The new course **Wellbeing Culture in the Student Life** was designed together with *Cinema Sessions*, an online summer programme, to support language adaptation of people coming from Ukraine.

The centre took care of the competency development of its staff by way of 24 specialized seminars and during the **LC Week**. LC employees presented their results in **29 conference papers**, **28 journal articles** and two **chapters** in scholarly books. Thanks to the SMSP, the centre had 23 incoming experts; 240 MU employees participated in internationalization-focused courses.

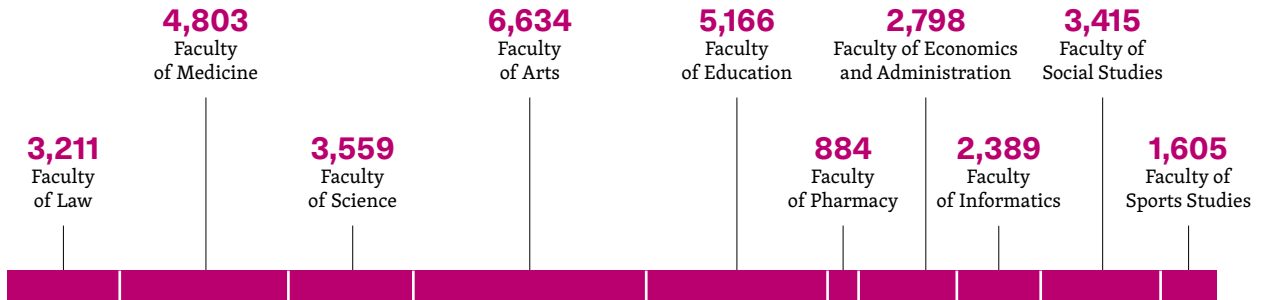
In the framework of lifelong learning, the LC opened courses of Swahili, Arabic, Italian, Portuguese, French, German, English (including lessons for senior citizens), Spanish and interpretation seminars for the general public. **Courses of Czech as a foreign language** were attended by 169 students and 143 employees and PhD candidates. **Four summer schools** for 71 students and MU staff were held in 2023. The LC promoted foreign languages at *MjUNI, Researchers' Night, Science Festival and Open Days*.

In 2023, the LC became the **main coordinator** of an international project called **EPSULA**, which will help to preserve indigenous languages and cultures of Latin America. The centre also worked in professional organizations (CercleS, ALTE, IATEFL and EULETA), and two LC representatives were appointed chairs of the committee and review board of **CASAJC**. As in the past, the centre assisted in the teaching skills development of post-docs from EUI Florence during the **Teaching Practice Week**.

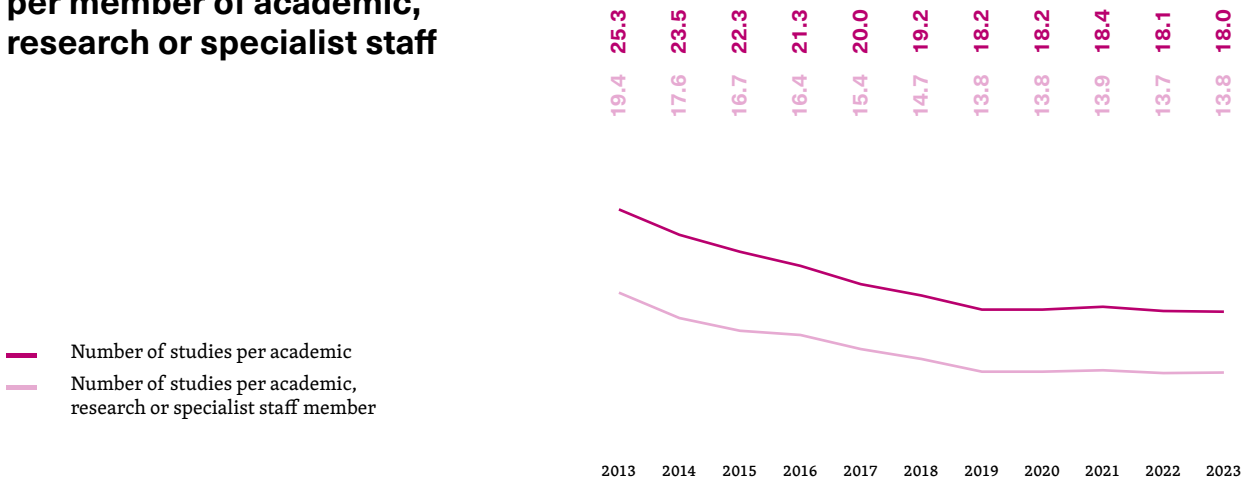
Number of students at MU



Number of students at MU faculties in 2023



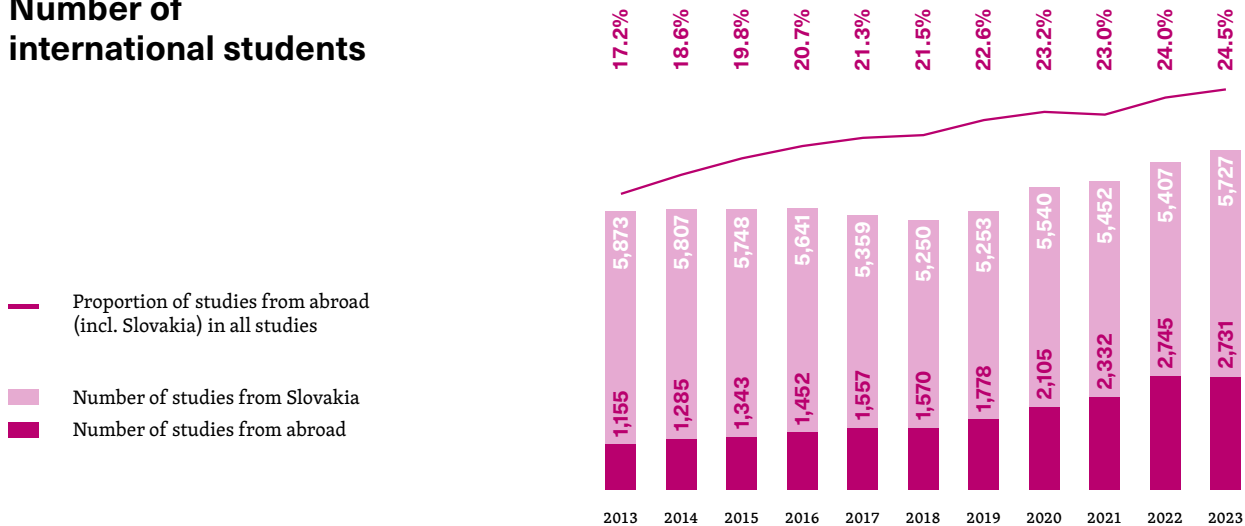
Number of MU students per member of academic, research or specialist staff



The unique features of MU as seen by applicants



Number of international students



MU's strengths as seen by first-year students



2

Research and Doctoral Studies

- 2 . 1 **Research Output Quantification**
- 2 . 2 **Support for Research Excellence**
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- 2 . 4 **Application of Research Results**
- 2 . 5 **Internal Evaluation of Research and Doctoral Studies**
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MASARYK UNIVERSITY ESTABLISHES A UNIQUE CENTRE FOR RESEARCH AND TREATMENT OF RARE DISEASES

The main objective of the international CREATIC (Central European Advanced Therapy and Immunology Centre) project, launched in 2023, is to research, develop and manufacture medicines for patients for whom there is currently no medical solution. The Faculty of Medicine won the prestigious European grant of 15 million EUR from the research and innovation programme Teaming Horizon Europe. The CREATIC project is led by the head of the Department of Pharmacology FMed MU Regina Demlová. Her team has focused on developing drugs for butterfly skin disease and rare cancers affecting mainly children.

Photo: Regina Demlová, head of the Department of Pharmacology FMed MU, CREATIC project leader

2.1 Research Output Quantification

Masaryk University regularly analyses data on research and development publication activity, using bibliometric methods. The monitored subjects include the whole institution, faculties as well as individuals. The analyses based on monitoring are made once a year and certain development trends can already be observed. The analyses evaluate data from the IS MU and the multidisciplinary databases Web of Science (WoS) and Scopus. The publication production, WoS and Scopus coverage, research visibility (prestige of specialized journals), citation index and collaboration with other institutions are monitored. The analyses differentiate between the specific publication practices for the domain of natural sciences and for social sciences and humanities (SSH). The below summary of publication output is a simplified overview with possible distortions caused by indexation delays.

In 2023, MU authors published **2,085 scholarly papers** of Article, Review and Data Paper types indexed by the WoS. Whereas the production has been relatively stable in past years, the proportion of papers published in prestigious journals in the WoS has been rising. In 2023, **43% of all papers** of Article, Review and Data Paper types ranked in the first quartile (**Q1**) journals in the WoS (the best 25% according to the impact factor). In the Scopus database, there are 2,438 Article, Review and Data Paper publications and their share in **Q1** was **60%** in 2023. The share of WoS scientific publications created in **collaboration with international institutes** (excluding Slovakia) increased and amounted to **56%**. Most publications were written in collaboration with institutions in Germany (15%), the USA (14%) and the UK (13%). The average standardized citation index of all MU publications suggests above-average citation count (139% of the expected citation count). The fields with a high citation index exceeding the median of the discipline in the period 2019–2023 were biological and environmental sciences, physical sciences and medical sciences. A specific citation indicator is **Highly Cited Papers** in the WoS. This includes works that in the year of publication are among the 1% most cited within one of a small number of large discipline-specific groups, so the indicator can be seen as a sign of excellent research. Currently, this indicator is met by 24 publications in the fields of medical and environmental sciences, biochemistry, biological and physical sciences.

To interpret the bibliometrics in social sciences and humanities (SSH) better, the assessment of papers by the WoS and Scopus is closely monitored due to the fact that the databases index SSH journals to a lesser degree and are not the only publication channel. For non-periodical publications, MU establishes a list of excellent publishers.

2.2 Support for Research Excellence

The **Grant Agency of Masaryk University** (GAMU) announced competitions to support top-notch researchers (MASH), integration of researchers after a career break (Career Restart), and support for drafting international grant applications (HORIZONS). Outstanding results and important research deeds were acknowledged with the **MUNI Scientist** prize obtained by **37 researchers and their teams** across faculties, institutes and research centres.

A new competition of GAMU was **MASH JUNIOR STAR**. Eligible applicants were those who had applied for a grant within GACR JUNIOR STAR in 2023, did not get funding from GACR, but were among the top 20%. The main aim of the competition is to create conditions for highly promising researchers shortly after PhD to be able to submit an application for a prestigious individual grant.

The supported projects that started in 2023 included three interdisciplinary research projects, one MASH project, five MASH Junior and twelve Career Restart projects.

The 2023 ERC calls resulted in 14 project proposals submitted by MU researchers (6 Starting Grants, 3 Consolidator Grants, 2 Advanced Grants, 2 Synergy Grants, 1 Proof of Concept). An ERC Starting Grant was won by Peter Fabian (FSci) and Petr Těšina (CEITEC); a Proof of Concept grant was awarded to Adam Williamson (FMed). These projects will begin in 2024.

Masaryk University was active in the Expert Group (EG) for ERC applicants at the national level. Matthew Rampley from the FA and Pavel Tomančák from CEITEC are members of the EG, and other researchers and managers from MU contribute to its activities.

Masaryk University continued to promote Postdoctoral Fellowships across the faculties and institutes mainly through dedicated project managers associated in the working group for MSCA-PF. Information seminars for the faculty project support, supervisors and candidates were organized, which led to the success of three proposals out of seventeen to obtain European funding. Several proposals are going to get alternative funding from OP JAK: 70% of all the proposals were eligible to apply for this programme. Nationally, MU stayed on top, but did not dominate. The diversity of project proposals was maintained, but the grants were won mostly by departments working in the field of life sciences.

2 . 3

Winning Prestigious Grants and Research Infrastructure

In 2023, Masaryk University confirmed its **leadership in the Czech Republic** in terms of the amount of funding received and the number of participants in the **Horizon Europe** (HE) programme. The total number of approved HE projects with MU as a beneficiary, reached **70**, and their total budget **exceeds 44.2 million EUR**.

The implementation of **32 projects** supported by Horizon Europe started in 2023. This includes one ERC Consolidator Grant (BioPhage at CEITEC), one Teaming project (CREATIC at the FMed), and one coordinated project supported in the Pathfinder Open call (RELIEVE at CEITEC). MU is involved in nine projects in Pillar II clusters. Six postdocs embarked on their MSCA Postdoctoral Fellowships.

The implementation of two **Excellence Hubs** projects began in 2023, namely **ADDIT-CE** focused on early diagnosis of Alzheimer's disease and the project *Cyber-security Excellence Hub in Estonia and South Moravia (CHESS)*, which integrates the leading cybersecurity teams in both regions. The Excellence Hubs projects, a new scheme under Horizon Europe, aim to strengthen partnerships between regions to jointly accelerate the development of strategic research and innovation. Masaryk University is a coordinator of both projects.

Czech government decided on another period (2023–2026) of the funding for large research infrastructures (LRI). Masaryk University is part of **14 national LRI consortia** at the national level, four of which it coordinates. It is also involved in **12 European research infrastructures** on the ESFRI Roadmap, coordinating one of them (EIRENE). Intensive talks are being held about the inclusion of Masaryk University into other national and ESFRI infrastructures.

In the autumn 2023, a pilot version of the 5P training was launched, which is a **programme for project support staff** aimed at increasing competencies in the preparation of international and national research projects. The training consists of three modules that received positive evaluation. Two trainings are planned for 2024.

2 . 4

Application of Research Results

In collaboration with the FMed MU, the 22nd spin-off company **MilkyWay be well s.r.o.** was founded in 2023, which developed the online software MyWay analytix® for mental health analysis and support.

Another MU spin-off **CasInvent Pharma, a.s.**, obtained further funding from private investors in the amount of 1.6 million EUR for the development of casein kinase 1 inhibitors that can help treat resistant leukaemias and solid tumours. The seventh licensing agreement for FGF2 stabilized growth factor technology has been signed. This technology was developed by MU and its spin-off, **Enantis s.r.o.** The licensee is a global biotechnological company, which will be able to produce and sell FGF2 for further research and development of these key molecules.

The TTO organized a traditional event, the **Business Research Forum**, for the fifth time. The **MUNI INNOVATION AWARDS** were given out at the forum to appreciate eleven MU innovation actions. A microconference on *Technology Transfer as an Opportunity* was held in the autumn in cooperation with the FMed.

The TTO was awarded the **Technology Transfer Award in Slovakia 2023** in the category *Technology Transfer Achievement*. Scientists from the Loschmidt Laboratories at the FSci and ICRC FNUSA placed second in the competition **Transfera Technology Day** with their project focused on luciferases. Another project from the FSci, in the field of chemistry, made it to the finals too.

Members of the scientific expedition to Antarctica took over EquiRay products for the testing of SUNFIBRE® technology made by SCILIF s.r.o. They will test the protection against the elements with Svarog socks from NORTHMAN OUTDOOR s.r.o.

MU received 1,266,832 CZK for license and co-ownership agreements on the utilization of intellectual property. The TTO's revenues from internships, consultations and services were 431,600 CZK. Shares in the profit of spin-off companies amounted to 430,176 CZK.

The TTO continued to actively participate in teaching, prepared documents for the establishment of the MUNI Ventures subsidiary and actively built a portfolio of investors for further collaboration. In the project *European Digital UniverCity - Building the Bridging Alliance*, the TTO started to investigate part 3.2 - *Benchmark and develop partners' knowledge transfer eco-systems*.

As in previous years, the TTO was a valuable member of the national *Transfera.cz*, headed by its chair Eva Janoušková of MU. The university also joined the **Life Science 4.0** platform in 2023.

2 . 5 Internal Evaluation of Research and Doctoral Studies

“Evaluate the evaluation” is a final step of the SCOPE framework for responsible research evaluation designed by the INORMS Research Evaluation Working Group. The completion of **internal research and doctoral studies evaluation** (IRDE) was followed by several actions, whose aim was to evaluate the organization, process and design of the IRDE. A questionnaire survey was conducted among the evaluators and an online consultation with INORMS representatives Elizabeth Gadd and Tanja Strøm was held. A feedback session with representatives of MU faculties and institutes took place, where participants very openly discussed the evaluation process and its positives and negatives. A conference entitled **Science for Society** was a platform to share experience with the organization of the IRDE and its impacts in the national context.

Faculties and institutes received a detailed evaluation of their departments and doctoral degree programmes (DDPs), including recommendations for improvement, which serve primarily for their strategic development. The university requires that the organizational units formulate their **strategy for research and doctoral studies** to be discussed by the faculty management and MU senior management. This discussion is a key output of the evaluation and an expression of the qualitative function of the evaluation. Among other things, the evaluation identifies weaknesses and triggers various transformations, which is why the IRDE is the most vital source of information for faculty and institute strategies and provides space for flexibility. Regular evaluation interviews to be held every year will assess how the strategies have been complied with and, in accordance with the value-based evaluation, will be taken into account in the next round of the IRDE and talks with the MU management.

It has not been fully documented how the IRDE recommendations have been applied and how the evaluation has affected the academic community. However, substantial **organizational changes**, restructuring of departments according to research themes or creating platforms for communication and experience-sharing are implemented at certain faculties based on the evaluators' recommendations. Improved communication and better cooperation lead to greater identification of doctoral students with the research mission of the workplace. All faculties **optimize the number of doctoral degree programmes**, which responds to the requirement of MU ISAB. DDP guarantors obtained information for the annual evaluation and accreditation of DDPs; the IRDE results are also utilized by the MU Internal Evaluation Board in its work. In general, a shift towards greater transparency, cooperation and sharing is apparent. The university senior management will use the IRDE for the analysis of the internal environment aiming at a better success rate of MU in the national system of research evaluation, at the enhancement of international reputation of MU, and at the promotion of excellent research themes.

2 . 6 MU's Engagement in the Responsible Evaluation of Research

Responsible evaluation is an essential institutional value adhered to by Masaryk University. MU actively participated in the preparation of the text codifying commitments for reform (Agreement on Reforming Research Assessment) and thereby joined the international **CoARA – Coalition for Advancing Research Assessment** in 2022. This was the year when MU carried out evaluation based on the idea of responsibility for the first time (Internal Research and Doctoral Studies Evaluation – IRDE). At that time, the components forming the triad of evaluation activities – monitoring (bibliometrics), funding and research evaluation (IRDE) – had gradually been implemented. The main principle of the system is that although the components complement each other, they are used for different purposes. The research evaluation system of MU substantially agrees with the CoARA commitments as well as other initiatives for responsible evaluation.

Internal evaluation of research and doctoral studies is based on a **peer review** that is not influenced by bibliometrics and takes into account the diversity of various fields of study. The faculties cooperate on the evaluation design, they can adjust the self-evaluation reports and include all the relevant information.

Metrics do not serve inappropriate purposes. Bibliometrics (including the impact factor and the derived quartile ranking) are used to monitor the environment and support publishing strategies.

Masaryk University has been actively promoting the reform, so far in the stage of planning. In 2023, an MU representative was present at the meeting of the CoARA community, and CoARA was also the main topic of the CZARMA working group, coordinated by MU. The *Science for Society* conference was dedicated to the topic of responsible science evaluation, with James Wilsdon, Director of Research on Research Institute and Professor at University College London and one of prominent figures in the area of research policy, as the keynote speaker. The above mentioned activities culminated with the preparation and publication of Action Plan. Masaryk University was one of the first institutions worldwide to publish it in the CoARA central repository. Monitoring and participation in working groups are planned for 2024.

2 . 7 Development Activities for Doctoral Students

The university-wide platform **MUNI PhD Academia** offers educational activities aimed at the enhancement of research competencies, which will motivate doctoral students to successfully complete their studies and get a better position in the labour market. One of the fundamental courses is **FRESHERS: Skills for Research Careers** focused on the development of research competencies. Its e-learning form started to be prepared in 2023.

In August, the UCT held the 7th year of the **Summer School of Pedagogical Competencies for Doctoral Students**, whose English section could be joined by international participants. The 2nd year of **MUNI PhD Career Days** was held in November. Various career paths following PhD studies were presented during the three-day programme of lectures and workshops.

The PhD Academy organizes educational events for doctoral supervisors with the aim to increase their professional level. Two workshops led by Lucas Zinner from the University of Vienna, who has been involved in the support for researchers, in particular doctoral students, for over 20 years, took place in 2023.

The university tries to promote interdisciplinary perspective and cooperation through **MUNI Seminar Series**, a series of lectures delivered by scientists from abroad. In 2023, 24 lectures were held in the fields of life sciences, computer science, mathematics, economics and sports. The most prominent part of the series is **Mendel Lectures**, featuring laureates of the most prestigious scientific awards and other world-leading scientists.

The establishment of a PhD school was planned by CEITEC at the time of its origination in 2011. The first programme in the field of materials science was launched in 2013; a life science programme followed in 2014, and it became the foundation for **CEITEC MU PhD School**. The goals of the PhD School include cultivating an international academic environment, ensuring sustainable funding for PhD students, providing comprehensive training in soft skills and strengthening socio-managerial and transferable skills, all in line with European standards of excellence.

CEITEC MU PhD School has successfully implemented the latest teaching trends. In 2019, it introduced the **Thesis Advisory Committees**, which served as inspiration for other university's programmes. They are intended to help the students set up the study plan, monitor its fulfilment and provide feedback on the course of studies and scientific achievements. Since 2021, CEITEC MU PhD School has offered a programme in Molecular Medicine (accredited at the FMed). In addition to academic activities, the school supports the scientific community and organizes annual retreats, which facilitate the exchange of knowledge and cooperation with international partners. A **student committee** takes care of doctoral students' interests.

The school emphasizes **mentoring and professional development of supervisors along with students**, thereby promoting the culture of growth and innovation. Its graduates work in prestigious international institutions and technology companies.

2 . 8 Awards for Talented Doctoral Students

The *Joseph Fourier Prize* for exceptional IT works, awarded by the **French Embassy in the Czech Republic** was won by Pavol Ulbrich from the FI. He obtained a special IT4Innovations prize for sMolBoxes, a system for the molecular dynamics analysis, and ChemVA, an application for the visual exploration of large molecular ensembles.

The **Award of the Minister of Education, Youth and Sports for outstanding doctoral students and graduates** as well as the **Czech Head Doctorandus Prize** in natural sciences were presented to Martin Toul from the FSci.

MU doctoral students were successful in the competition for first-year PhD students of four Brno universities studying science or technology. The **Brno Ph.D. Talent** prizes and scholarships from the City of Brno were awarded to nine doctoral students from the FSci: Hana Faldynová, Kateřina Hružová, Jana Kružlicová, Siarhei Paliavoi, Daniel Pluskal, Eliška Řehůřková, Dorota Sklenářová, Tereza Šošolíková and David Zimčík together with CEITEC doctoral students Thomas Fellmeth, Péter Kacz and Lucie Nepovimová, Ema Huščavová and Haneen Tuaima from the FMed and Anna Řechtáčková from the FI.

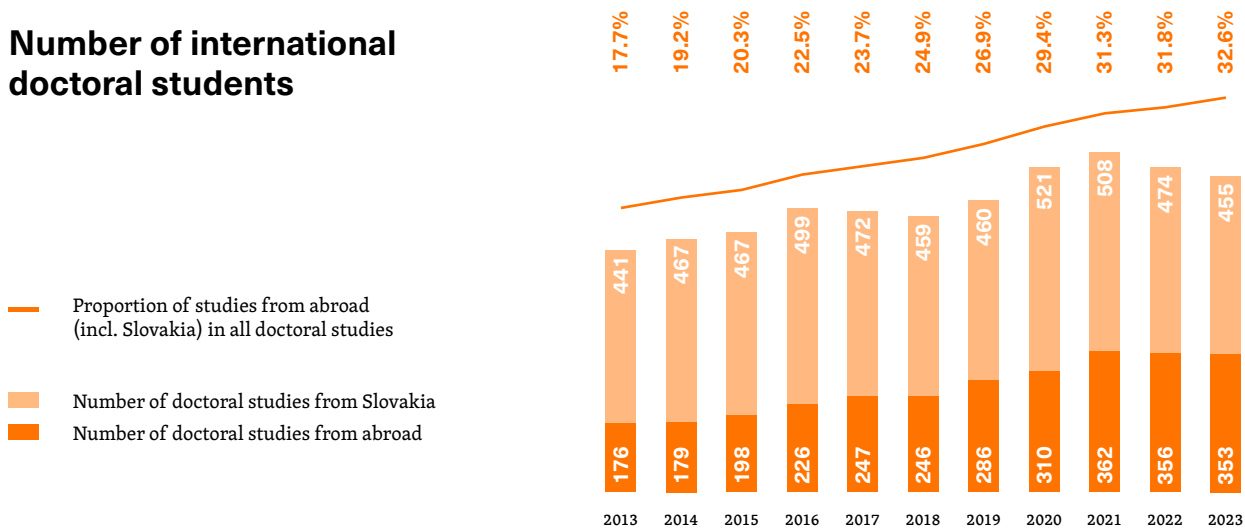
Ius et Societas is awarded for essays presenting suggestions, opinions and questions concerning the role of law and justice in society. In the PhD category, the winners were Michal Kovalčík and Ondřej Klabáčka from the FLaw and Václav Šmatera from the FSS.

The **Rector's Award for an Outstanding Doctoral Thesis**, awarded on the occasion of Dies academicus, went to three students. Martin Lešák from the FA obtained the award for his thesis on a topic which is fundamental for medieval studies: the papal stational liturgy in medieval Rome. Marek Chalupa from the FI was acknowledged for his exceptional cybersecurity work on automatic analysis and verification of programs. Barbara Kubičková received the award for her research into the potential harmful effects of bioactive substances produced by cyanobacterial blooms, the ensuing hazards and associated risks to human health.

The **Rector's Award for the Best Students in Doctoral Programmes** went to Vojtěch Mýlek from the FSS and Martin Toul from the FSci.

In October 2023, the Vice-rector for Research and Doctoral Studies gave out the **Awards for Excellence in Doctoral Studies** to 40 graduates, their supervisors and consultants from nine faculties. Outstanding doctoral students and excellent doctoral theses are also recognized by the deans of individual faculties.

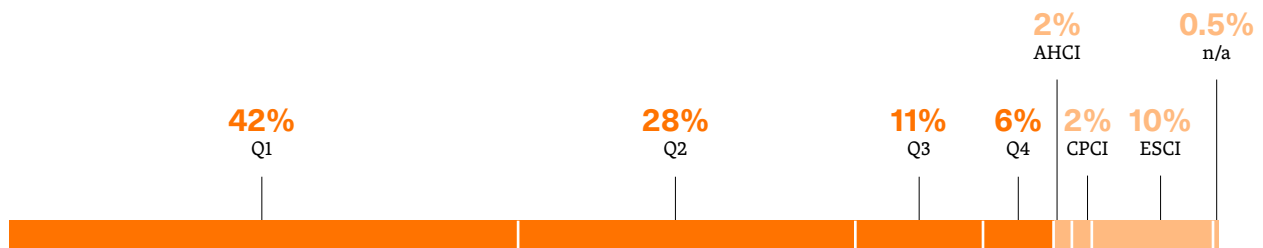
Number of international doctoral students



Proportion of 2023 publications in journals by quartile according to the Web of Science database

Articles, reviews and proceedings papers, inclusion into quartiles based on the impact factor

Note: Data for 2023 are not complete due to Web of Science indexing delay.



Proportion of 2023 publications in journals by quartile according to the Scopus database

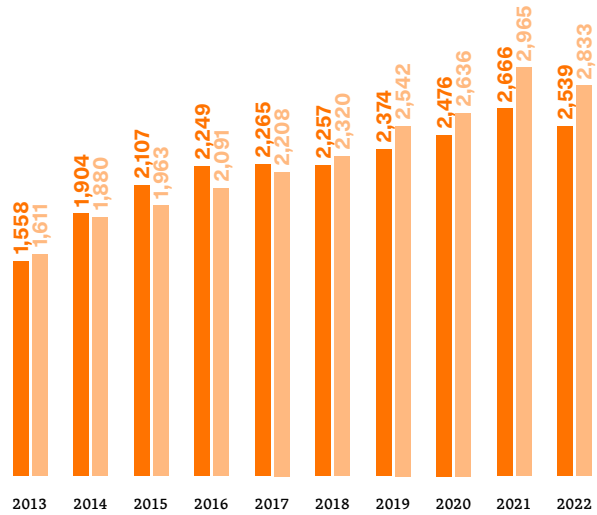
Articles, reviews and conference papers, inclusion into quartiles based on the Scimago Journal Ranking



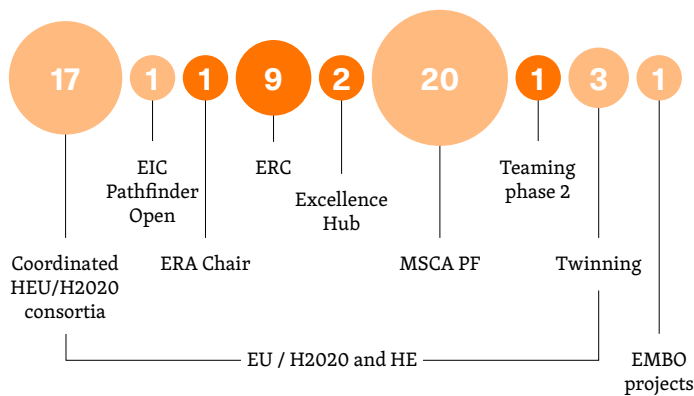
Number of MU authors' publications in the Web of Science and Scopus databases

- Web of Science - number of publications (articles, reviews and proceedings papers) issued in the given year
- Scopus - number of publications (articles, reviews and conference papers) issued in the given year

Note: Data for 2023 are not presented due to the indexing delay and the incompleteness of these data.



Prestigious grants awarded to MU researchers (investigation launched 2019–2023)



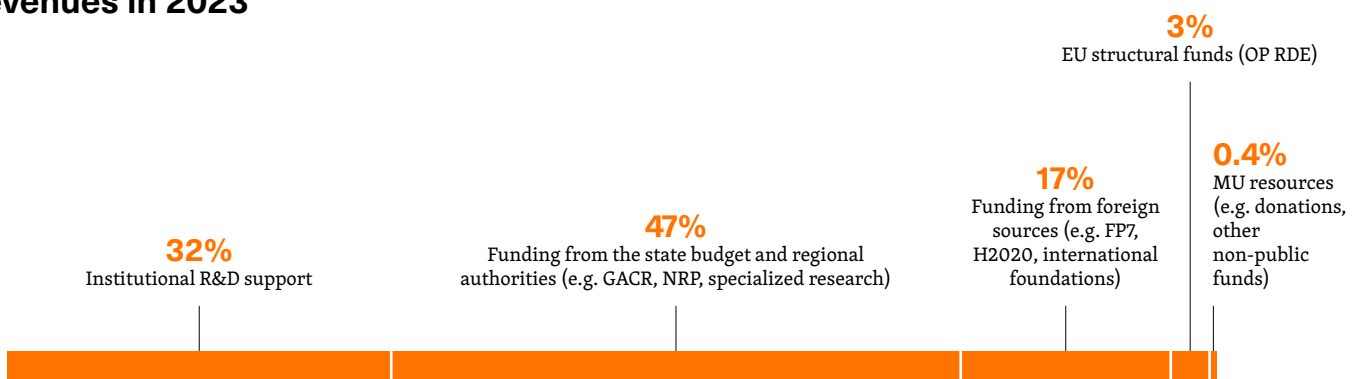
The position of MU in international rankings in 2023

400th place in **QS World University Rankings**

401st–500th in **ARWU Shanghai Ranking**

601st–800th in **THE World University Rankings**

Structure of non-investment research and development revenues in 2023



3,198,077 thousand CZK

3

Internal Culture and Social Contribution Activities

- 3 . 1 Socially Beneficial Projects and Initiatives
- 3 . 2 Volunteering at MU
- 3 . 3 Sustainability in Surveys and International Rankings
- 3 . 4 University Initiatives Promoting Sustainability
- 3 . 5 Alumni Relations Development
- 3 . 6 Awards Earned by Staff and Students
- 3 . 7 Cultural Activities of the University
- 3 . 8 Library Services and Information Resources



FIRST ROGER SCRUTON MEDALS AWARDED DURING MASARYK DAYS

Masaryk Days are annually held at MU on the occasion of March anniversary of the first Czechoslovak president's birth. The festival honours his legacy through lectures, debates and cultural events, striving to reflect topical societal issues. The fourth year of *Masaryk Days* focused on the social responsibility of academics and was dedicated to two important personalities associated with Masaryk University: Sir Roger Scruton and Andrey Borisovich Zubov. It is the name of Roger Scruton, Doctor Honoris Causa of Masaryk University, that was chosen by the university for a new award given for the defence of human dignity and human rights. Scruton worked for underground universities in the communist Czechoslovakia during the "normalization" period. The first Roger Scruton Medals were awarded to Jiří Müller and Miroslav Pospíšil.

Photo: First laureates of the Roger Scruton Medal Jiří Müller (left) and Miroslav Pospíšil (right) with Sophie Scruton, late Mr. Scruton's wife

3.1 Socially Beneficial Projects and Initiatives

In summer 2023, a unique project was launched at the FEA: the **Health Economics, Policy and Innovation Institute (HEPII)**, which focuses on top-notch research with the real impact on health care systems and education of future leaders in the sector of health economics and policy. Its staff address the issues like the ageing population, rising healthcare costs or the rapid development of new treatments. The FEA successfully continued in the **DiCiM** project, which works to develop digital solutions supporting circular economy in businesses. The faculty organized public fundraisers and a special **Giving Day** aimed to help people afflicted by the war in Ukraine.

The **Inclusive Culture Festival** was held thanks to the efforts of the FEdu Department of Special and Inclusive Education at the beginning of September 2023. The event included workshops called ArtDílňy, exhibitions and a debate, among others.

The Faculty of Arts organized an exhibition of photographs showing stories of people whose lives had been turned upside down by the Ukrainian-Russian conflict, introduced a book by Serhii Rudenko *Zelensky, A Biography*, and organized the writing of letters to political prisoners in Russia. The results of the *Migration Potential* project were presented. A charity fundraiser was held to support children with disabilities, and a cooperation between **students and non-profit organizations** working with people suffering from autism spectrum disorder was presented. The faculty finished the **DYSLEX** project, which improved the **diagnostics of dyslexia** by means of eye-tracking measurement and modified it into an electronic form using machine learning.

The FSS worked on communicating specialized topics to the general public and organized public **debates** concerning international situation. Workshops and community meetings were held in connection with two TACR projects (*Parenting behind bars* and *Inclusion support in leisure activities for people with intellectual disability*). Another implemented project was *Monitoring illegal gambling and online gambling among low-income groups in Brno*. Students at hundreds of schools in the Czech Republic were screened for cognitive abilities using the **Invenio** diagnostic system, developed at the FSS, which provides feedback to schools and parents and identifies **exceptionally gifted students**.

The Faculty of Medicine organizes and supports a lot of awareness-raising projects and campaigns. New events in 2023 were the *Day for the Blind* or a charity running event called *Safe RUN*. Students of the FMed informed the public about HPV prevention on the *Melting Pot* platform at the *Colours of Ostrava* music festival. Dentistry students organized the 16th year of an event called *Healthy Brno has healthy teeth*. Psychologists from the FMed created an information leaflet with the title **Before I go to the doctor** with suggestions for better communication between the patient and the doctor. The information was posted on the web and social networks, the leaflets were distributed to doctors' waiting rooms and the campaign was covered by the public media. A fundraiser for a memorial dedicated to body donors continued, supported by a media campaign and a benefit concert. Several faculties in cooperation with *Mise naděje (Mission of Hope)*, a student charity, **recruited bone marrow donors**.

The FSpS was a co-organizer of conference **Healthy Lifestyle as a Fundamental Pillar of Good Health** for oncological patients and health care professionals. FSpS students organized Regional Games of the Czech *Special Olympics Movement* for Persons with Mental Disabilities. About 200 athletes competed in a wide spectrum of disciplines. The faculty fosters long-term cooperation with Emilova sportovní, z.s., association: FSpS teachers co-organized **Emil Open** – the European Youth Games for the Disabled.

Czech Television presented a new series of five natural history films entitled **Behind Nature's Curtain**, which originated in close cooperation with the Department of Botany and Zoology, FSci. Scientists from the Department of Anthropology, FSci, developed the *Anthropological Database of Body Proportions*, which can be appreciated by the clothing industry or in the production of medical devices. The Department of Geography hosted the traditional *Mapathon*, where volunteers mapped locations lacking more detailed maps, based on available satellite imagery. Such mapping is important for the purposes of humanitarian aid. MU researchers also study **air quality** and assess its impacts on human health. The measurements are taken in six villages of South Moravia and two neighbourhoods in Brno. Obtained samples are analysed in the RECETOX accredited laboratories.

The Teiresiás Centre helped with the development of inclusive university education in Nepal, Sri Lanka and West Balkans as part of project collaboration. University employees from these and other countries participated in the MU Staff Training Week. The UCT hosted the **International Camp on Communication and Computers for Partially Sighted and Blind Teens**, attended by more than 50 students from 13 countries. Teiresiás organized the INSPO 2023 conference in Prague and provided accessibility of an **international summer school for deaf and hard of hearing students** and their teachers of foreign languages in Lublin, Poland. The centre cooperates with various institutions on making their premises accessible to all (accessibility of historic sights in cooperation with the National Heritage Institute, preparation of tactile textbooks and atlases together with secondary schools, events organized by the City of Brno, such as Brno Cultural Forum).

The Institute of Law and Technology, FLaw, organized **Cyberspace**, an international conference addressing cyberspace issues from the perspective of law, psychology and other social sciences.

3 . 2

Volunteering at MU

The Volunteer Centre of Masaryk University **MUNI HELPS** built on time-tested activities and partnerships of past years (Hnutí Brontosaurus, Mezi námi, Vesna and Mise naděje associations). In 2023, MU started cooperation with Moudrá síť, a project of digital assistance to older people, which was mediated by the volunteer centre.

MUNI HELPS with the community of nearly 6,000 volunteers celebrated the 3rd anniversary in March 2023. The participants were acknowledged for their efforts and regained motivation for future volunteer work.

In cooperation with the FEdu Department of Special and Inclusive Education, MU continued in the group tutoring of kids from socially disadvantaged backgrounds and children of foreigners. The project called **Klubík** was joined by nearly 50 pupils. The third year of **Tutoring Summer School** was attended by 55 children. Almost **7,000 lessons** altogether were taught by **77 volunteers**.

MUNI HELPS also operates the Student Legal Advice Centre at the FLaw, where both students and teachers participate. The centre provides legal aid to students and staff of MU and has helped to answer over 60 questions during its operation.

MU provided education of Ukrainian children and supported NGOs working with refugees. A December event called **St. Nicholas Night for Ukraine** was held in cooperation with other entities. The mission was a humanitarian fundraiser and lectures given by personalities involved in aid to Ukraine.

MUNI HELPS mapped **volunteer activities at Czech HE institutions** in 2023. The centre prepared a methodological guide for recognizing volunteering as a tool of informal education.

Masaryk University offers **six elective courses** with the topic of **volunteering**. Most of the courses are open to students of any programme and include practical volunteering activities.

About 110 students annually enrol in **DOBRO_ARTS Volunteering** at the FA, a course that may be taken repeatedly. The students are allowed to choose the volunteering activity they like upon consultation with MUNI HELPS or partner NGOs. Credits are awarded for volunteer help to other people or for donating blood, among others, as part of the FEA **Student Volunteering** course. Those interested in the FSpS course **Sports Volunteering** get credits for volunteer help in the organization of sporting events.

The course **Ped_Dobro Volunteering** at the FEdu is aimed at various types of volunteering; another popular course is **Individual Tutoring of Socially Excluded Children**. The students mostly tutor pupils with specific learning needs in the course of a semester. Psychology students may enrol in **Voluntary Work** at the FSS. The aim of the course is to promote active involvement of students of psychology and similar fields in the work of non-profit organizations providing psychological and health care and social work.

3 . 3

Sustainability in Surveys and International Rankings

Masaryk University has a comprehensive approach to the topic of sustainable development. Various aspects of addressing its challenges permeate all chapters of the MU Strategic Plan. The ability to understand social responsibility and sustainable development issues and to perceive trends and problems in society are part of the MU graduate's profile. Thanks to international rankings of universities, which have increasingly focused on the support for sustainable development in recent years, the university has a benchmark on a global scale.

Masaryk University achieved the largest year-on-year shift in the **QS Sustainability Rankings** placing **161st** of the total of 1,403 institutions, which is the **1st place nationally**. These rankings consider 53 indicators and are among the most comprehensive evaluations. The excellent result is based on the university's research output related to sustainable development, its strategy based on equality and transparency, active support and inclusion of all groups of students and employees, career opportunities for graduates and interaction with developing countries.

In the **UI GreenMetric** ranking, MU placed **119th** of 1,183 universities included. The position of MU is attributed to a wide range of sustainability-related courses, the establishment of the MU Board for Sustainable Development, regular Annual Sustainability Report, involvement of students and staff in the projects of ComMUNity Fund or coordination of CDP *UNILEAD I* and *II*.

The third sustainability rankings in which MU participates is the **Times Higher Education Impact Rankings**. This is a series of evaluations related to 17 UN Sustainable Development Goals. MU was evaluated against four goals: Goal 3 – Good health and well-being, Goal 4 – Quality education, 16 – Peace, justice and strong institutions, and 17 – Partnership for sustainable development goals. Masaryk University placed 401–600 of 1,705 institutions. The success lies in the quality research output across the mentioned goals, international and interdisciplinary cooperation in the achievement of the goals, and education of students and the general public in the area of sustainable development.

According to university-wide surveys, students strongly support initiatives aimed at sustainable development. The majority of applicants (84%) and graduates (91%) believes in the importance of the university's active engagement in this area. The biggest support was expressed in topics related to the institutional operation. Both students and graduates appreciate the encouragement of student associations and volunteering. A third of the respondents would welcome wider inclusion of environmental topics in the instruction and almost a quarter wishes more awareness-raising activities for students, staff and the public.

3 . 4 University Initiatives Promoting Sustainability

The **ComMUNity** Fund supported 11 student projects addressing sustainability topics at the beginning of 2023. The projects obtained **2 million CZK** in total. All the projects had to contain an element of cooperation between students and employees on the given project and transferability of the solutions inside and outside the university. The thematic areas of the competition were Social Responsibility, Sustainable Infrastructure and Healthy Society. In the pilot year of this initiative, the fund supported for example the awareness-raising campaign to detect and promptly respond to physical symptoms of stroke (FAST), training of future volunteers to work with para-swimmers or the launch of a portal aimed at targeted mental health support for students during their studies.

Students and employees of the university joined activities such as **swaps, bazaars** with textbooks or clothing, planting flowers and reclamation of green areas on the university premises or the *Bike to Work* initiative. The idea of sustainable and responsible university was accentuated in many events: *Semestr-START* and *Open Day* at the FA, *BBQ with Deans* at the FPharm or a *Green Week* at the FEdu. Certain faculties have established formal **boards or working groups for sustainable development**.

To give everyone the opportunity to contribute ideas for greater sustainability in the day-to-day life of the faculty, the FEA introduced an **open call via QR code**, where students and staff can send their suggestions, which the faculty will evaluate and gradually implement. Selected students and teachers at the FI engage in the popularization of IT among girls in cooperation with Czechitas, an NGO. MEDshop at the FMed sells work and leisure wear manufactured locally by sheltered workshops, disabled people's cooperatives and social enterprises, and these products meet the strict standards of medical clothing. New compost bins were installed at the FA and 1,052 lights in the central library were replaced with LED technology as part of *TRoF* project. The FSci in cooperation with Brno Public Transport Authority identified obstacles faced by people with sensory disabilities.

The university joined the international initiative **European Sustainable Development Week** with several activities. At the turn of September and October, visitors had the opportunity to attend thematic lectures, exhibitions, workshops and excursions, participate in the **Inclusive Culture Festival** or contribute to a collection for the non-profit organization **Medics on the Street**. University canteens offered a wider range of vegetarian and vegan meals and launched an information campaign called "Five commandments for sustainable consumption". Part of the initiative was *EKOFILM*, a film festival co-organized by MU.

3 . 5 Alumni Relations Development

The first-ever international **meeting of Masaryk University graduates** was held in Brussels in June 2023. It was attended by approximately 90 alumni living in the Benelux countries. An exhibition about **MU eminent personalities** was opened in Moravské náměstí in Brno and students of the FEdu had participated in the creation of their portraits. A new project of **video-portraits** of Masaryk University's successful alumni originated in 2023. Its aim is to introduce applicants and students to different career paths and the benefits of education for chances in the labour market.

The university continued in the communication with alumni mainly via a newsletter which was redesigned in terms of visual appearance as well as content. Over 49 thousand alumni received the newsletter in 2023. Various benefits were provided to holders of the Alumni Card, of which MU issued 591. The individual faculties foster alumni relations as well. Alumni newsletters are sent out, alumni get-togethers are organized and information is exchanged via social media, e.g. LinkedIn.

The FEA invites successful graduates to classes where they share practical experience and reflect on the benefits of their former studies. Promotional videos are filmed at the FLaw, featuring important graduates to attract new applicants. Several faculties publish interviews and **podcasts** with their alumni. The faculties also stay in touch with graduates through professional organizations with which they cooperate.

On the occasion of the *Alumni Day*, the Faculty of Medicine held so called **golden graduation ceremonies** for people who finished their studies 50 years ago. Students from Cyprus who had graduated from the FMed organized their reunion in Nicosia, and Norwegian alumni met together with Czech Ambassador to Norway. The FSci conferred the *Faculty of Science Awards* on graduates, among others.

The **MU Career Centre** provided online and in-person individual counselling, coaching or preparation for an interview, courses and workshops to graduates as well. All the services are offered in Czech, English and Ukrainian. Fresh graduates could attend the **Career Day**, where they obtained labour advice, reviewed CVs or edited LinkedIn profiles.

More than 2,000 visitors were networking with 73 employers at the **JobChallenge** job fair. The **JobNEST** conference aimed to introduce the public administration and the non-profit sector as a promising area for employment.

A new fair called **JobMED** was visited by more than 1,000 students of medical and pharmaceutical fields of study in November. The fair interconnects hospitals and other health care facilities with students. The JobCheckIN portal with 10,200 registered students and graduates was further developed.

3 . 6

Awards Earned by Staff and Students

State Decorations awarded by Petr Pavel, President of the Republic, went also to personalities associated with Masaryk University. The decorations were obtained by Milan Uhde, writer, playwright and politician, a graduate of the FA, Hana Librová, professor emerita and founder of the Department of Environmental Studies at the FSS, and Marek Svoboda, professor at the FMed and director of the Masaryk Memorial Cancer Institute.

MEYS Medals, the highest award in the area of education, were conferred by the Minister of Education, Youth and Sports Mikuláš Bek. The MEYS Medal of the 2nd degree was won by Jana Kratochvílová from the FEdu. *The Award of the Minister of Education, Youth and Sports for Outstanding Educational Activities at a University* was received by Markéta Košatková, FEdu.

Zbyněk Sviták and Tomáš Krejčík from the FA received the **Medal for Merit for Czech Archival Science**, awarded by the Ministry of the Interior of the Czech Republic.

Director of RECETOX at the Faculty of Science Jana Klánová received an **honorary doctorate from Örebro University** in Sweden, where she presented her research on the presence and environmental and health impacts of toxic substances in the environment, products and food.

Professor Milan Pol from the Faculty of Arts was awarded an **honorary doctorate by the University of Latvia** in Riga in recognition of his outstanding contribution to education sciences.

Šárka Portešová from the FSS with her team obtained the TACR Award in the Society category as well as an award for the absolute winner. The **GACR President's Award** in social sciences and humanities was won by Alena Kluknavská, the FEA. The **Czech Head Awards** were presented to archaeologist Jiří Macháček, the FA, and Martin Toul, the FSci. The **J. V. Košťál Prize**, awarded by the Czech Society for Biochemistry and Molecular Biology, went to Šárka Pospíšilová and her team (CEITEC, FMed) and Martin Toul, the FSci.

MU Vice-rector Radim Polčák was inducted into the **Cyber-security Hall of Fame**. This is a prestigious recognition of personalities working in cybersecurity. Digital accessibility expert Radek Pavlíček from the Teiresias Centre received the **Bridges** award for his long-standing contribution to people with a disability.

The **South Moravian Region Award** went to Václav Štěpánek from the FA for his contribution in the field of folklore, and Karel Říha from CEITEC, an internationally renowned expert in genetics. The **City of Brno Award** was received by Professor Jiří Trávníček from the Faculty of Arts.

Barbora Hrnčířová from the FSci won the award for the best presentation at the **Early Career Scientist Event**.

The prestigious **Werner von Siemens Award** in the category of *Recognition for Overcoming Barriers to Study* was given to Ester Milostná, a student of computer science, information studies and library science. Students of the FSci Barbora Hrnčířová and Jacek Marciniak with their supervisors were awarded in the **TOP 10 Master's Theses** category.

3 . 7

Cultural Activities of the University

The mission of the **MU Centre for Culture, Art and Events** (CCAЕ) is embedded in the Masaryk University Strategic Plan for 2021–2028. The centre aims at better cooperation of university units in the fulfilment of MU's cultural role and the cultivation of the internal and external environment. The university strives to interconnect the activities of the MU Archives, MuniPress, Mendel Museum and the University Centre Telč. This enables a better use of their potential in the areas of management, financial efficiency, and human and material resources. The centre's operation is directed by the CCAЕ Board and the coordinator. The below mentioned events were organized by the centre in 2023.

Masaryk Days were held in March for the fourth year. The idea behind the event is to embrace the legacy of T. G. Masaryk and reflect current social issues in lectures, debates and exquisite cultural events. These last Masaryk Days focused on the topic of social responsibility of intellectuals and were dedicated to two important personalities: Sir Roger Scruton and Andrey Borisovich Zubov. A follow-up event was *Echoes of Masaryk Days* held in Telč in April.

The CCAЕ also organized a jazz concert in Mendel Museum greenhouse as part of the *Brno Museum Night* (20 May), a concert of MU Symphony Orchestra (31 August) attended by audience of nearly five thousand, **Mendel Days** (1 and 2 November), and an event called **Fragile Freedom: Masaryk University Remembers November 1989**, where the attendees could listen to a concert on the repaired organ in the Auditorium Maximum of Karel Engliš. Guest of honour was the Ukrainian diplomat Olexander Scherba (16 November).

The CCAЕ continued in a cycle of interviews and lectures called **We MUst Know**. Its aim is to give space to personalities who rarely get the opportunity to formulate their often complex ideas in the hectic environment of today's media. The centre published 16 new episodes, four specialized lectures and recordings from its events.

Mendel Museum introduced new programmes for schools and organized varied events. The museum welcomed more visitors from Czechia and abroad than in 2022, the year of Mendel's anniversary.

One of the key actions was introduction of two new educational programmes for schools: **The Secrets of Genetic Modification** aims to deepen students' knowledge of GMO and stimulate critical thinking and art of discussion. **A Modest Genius – G. J. Mendel** presents Mendel's life and work by means of interactive activities. Both programmes received positive response and gave the students a new and interesting view of the world of genetics and scientific exploration.

Mendel Museum is a co-organizer of **Mendel Lectures**, of which six were held in 2023. In May, there was an exhibition of rare vestments in the museum, called *Beauty Patterns*. The summer **Mendel Festival** attracted 4,500 visitors and the programme traditionally included activities for families with kids.

Mendel Days 2023 presented new research results on Mendel's remains and period artefacts, as well as the importance and contribution of natural sciences to Czech and European society.

The topic was Four Elements: A Prayer for Water. Important speakers included Dana Drábová and Marek Orko Vácha. Mendel Days have thus become a platform for inspiring discussions and encounters of experts, students and the public, in addition to their educational role.

The university publishing house **Munipress** made contribution of **228 new books** and **51 journal titles** in printed and electronic form to scholarly publication output in 2023. In response to topical issues, a monograph by Z. Kříž *Cesta z Ruska (A Way from Russia)* and a collection of A. B. Zubov's lectures *The Russian Catastrophe and Chances to Overcome It* were published. The history of the university is reflected in *Dějiny Lékařské fakulty MU (History of the Faculty of Medicine MU)*, prepared by L. Fasora et al. In Karel Engliš's series, the 5th volume called *Z vědecké dílny. Kapitoly o vědecké práci (From a Scientist's Workshop. Chapters on Scientific Work)* were published. K. Engliš's book *Paměti. Kdo sloužíš vlasti, odměny nečekěj (Memoirs. If You Serve Your Country, Expect no Rewards)* was awarded **Miroslav Ivanov's Prize** for non-fiction.

A large part of the university production is published Open Access. Since 2023, Munipress has been involved in the CRAFT-OA European project whose aim is to promote open access publishing. Together with another 40 publishers and 90 libraries, it joined the global initiative *Path to Open*. Munipress is indexed in the WoS and Scopus databases as a scientific publisher.

Munipress presented its production at Czech and international trade fairs, conferences and seminars. As part of the Centre for Culture, Arts and Events, a series of videos was created in the **Munipress Studio** under the titles *We MUst Know* and *Authors on Their Books*. Another year of the book fair and literary festival *Books in the Cinema* was held. Because the Scala Cinema had been closed, this event took on a new name (**Books in Brno**) and was hosted by Moravian Library and Mahen Library in Brno. The festival presented 48 publishers, who prepared 60 accompanying events for visitors.

The **University Centre Telč (UCT)** is a place for educational activities of the MU faculties and other entities. It offers lifelong learning programmes and responds to regional requirements for education, organizing seminars, conferences, courses as well as many cultural and social events.

Two major investment projects were implemented in 2023. Student rooms were refurbished after ten years of overall renovation, and now better suit the nature of UCT events and respond to current demand for accommodation. Most of the activities of a project focused on **painter Míla Doleželová** were successfully completed, a permanent exhibition, and an art and music studio were opened at a ceremony on 16 June. Doleželová's painting *On the Road* was loaned by Masaryk University for a permanent exhibition at the Court of Justice of the EU in Luxembourg, where it represents visual artists of the Czech Republic. Other UCT artistic achievements were also highly appreciated, such as the summer exhibition of the leading Czech hyperrealist painter Tomáš Kubík or the year-long installation of Josef Klimeš's sculpture entitled *Everyone Has the Right to Education*, originally created for EXPO '58 in Brussels.

The UCT organized residential **events for senior citizens** and the University of the Third Age in Telč. In total, 150 events were held in 2023 (96 of which were residential events, 40 events were exclusively for Masaryk University), and 1,552 people were accommodated in the university centre in 2023.

MU Archives focused on acquiring archival material of an official nature and the estates of university personalities, preservation and processing of documents and making them accessible. The archives registered 151 visits by 61 visitors in 2023. In March, the archives co-organized *Masaryk Days*, in May participated in the *Museum Night* (in cooperation with the regional authority, whose premises it shares) and in October, the *Researchers' Night*. In June, the first archives' *Open Day* was held accompanied by an exhibition of archival and a tour of the premises. Jaroslava Kacetlová presented the archives in the competition *Český Věšed* and *Science Slam 14*, and Jana Barbora Slaběňáková at a conference entitled *Archives, Libraries and Museums in the Digital World*. The archives hosted several educational excursions and practical training to two FEdu students. The digitization of matriculation certificates from the First Republic continued.

In 2023, **52 student associations** and **15 clubs** were active at Masaryk University. The university concluded cooperation agreements with 29 associations, and a memorandum of collaboration with 9 of them. Those associations and clubs that have a contractual relationship with MU were provided premises in the building at Komenského náměstí (a clubroom, Spolkovna and two offices with facilities). The cooperation between the university and the **Platform of MU Associations**, a coordinator of their activities, has grown. The platform was offered new opportunities for collaboration, greater organizational support and mentoring on social media communication. Student projects now have a wider range of funding possibilities: they can apply for the Rector's Scholarship Programme or TGM Grants provided by MU Alumni and Friends Association. The support for associations' activities mainly concentrated on **strengthening the esprit de corps** among students. The university provided in-kind and coordinating support for the presentations of students and associations during the May festivals of Brno Majáles and Student Majáles. Other supported events and activities included, for example, *Spolkoolympiáda*, a competition in various disciplines, *SemestrSTART* and *SemestrEND*, multi-genre festivals, the *Club Fair* at the FSS, *Brněnský sedmnáctý* and a lantern parade, organized by the Student Endowment Fund of the FA and commemorating November events, the student ball of MU, and the work of *Mise naděje*, namely recruitment of bone marrow donors.

Many cultural events at the university are taken care of by faculty student associations and clubs. They contributed to the organization of several balls, the *FI Film Festival* and a student theatre company called ProFIdivadlo.

A **series of articles** in em.muni.cz covered the activities of associations and clubs, aiming at raising the awareness of their work and emphasizing their importance for personal and professional growth of students.

University sports continued to be supported in 2023, too. The most successful academic sportsmen of Brno were announced

3 . 8 Library Services and Information Resources

at the **Athletes' Ball**, which took place in March. The finals of the **University Volleyball League** were held in April with MU as an official partner to the event. The university participated in the **European Youth Games for the Disabled**, where about 5,000 young athletes from 23 European countries competed in their disciplines. MU was the main partner of the event, which was held under the auspices of the Rector.

Masaryk University also provided the financial and in-kind support for its **ice hockey team**, which played the traditional varsity match against HC BUT in October. The arena was sold out with **7,700 fans** present. The match was broadcast live on the Sport channel of Czech Television. MU Rector Martin Bareš and BUT Rector Ladislav Janíček took part in the ceremonial face-off. Part of the event was a parade through the city led by the MUNIE association.

The **Brno Eights** race – a race of fours and eights between student teams of MU, MENDELU and BUT – was held on the occasion of the opening of a new sports ground at Veslařská Street in October 2023. There was also a dragon boat show race involving teachers and university management. A **basketball match** of MU vs MENDELU was attended by US Ambassador Bijan Sabet.

All the mentioned activities contributed to the **building of a university sports community**, whose members support each other and uphold the values of fair play.

Other events were the **MUNI Day** organized by the RMU and campus faculties, and **Dies academicus**, a ceremonial assembly of the academic community associated with the conferment of the **Rector's Awards**.

The end of the summer was brightened by the **Concert of Film Melodies** in Denisovy sady, where the Masaryk University Symphony Orchestra played music from famous films. The year was concluded with the *Advent Concert* of Masaryk University.

Masaryk University makes use of ten libraries, which provided learning facilities, library and information services, including support for science and research or IT education to **29,110 users**. The libraries cooperated with the MU Open Science Core Team, checked 62 journal titles to prevent publication in predatory journals, updated **MU's Position on Predatory Publishing** and prepared an expert analysis on the MDPI and Frontiers publishing houses. The libraries prepared 26 citation analyses for various academic purposes and 2,855 records for the Information Register of R&D results (RIV) and answered questions regarding citation databases and metrics or ethical aspects of scientific publishing.

The libraries provided teaching of 47 courses for 2,077 students and organized 359 training programmes for 5,549 participants to promote **information education** among students, academics as well as the public. It covered in particular retrieval of specialist information, preparation of a scholarly text, citation and scientometrics, as well as critical thinking, predatory journals and preparation of systematic reviews. The libraries also started the development of a system of information education defining the required competencies at individual levels of higher education studies.

The libraries together with the MU Library Information Centre managed the acquisition of and access to electronic information resources acquired through CzechELib and collaborated on the *Czech Academic and Research Discovery Services* project, which addresses the transition to the new common library and information platform. The FEA, FA, FEdu, FLaw libraries and the University Campus Library implemented projects focused on the improvement of learning conditions within the Integrated Regional Operational Programme of Czech Ministry for Regional Development in the total amount of 14 million CZK.

Library representatives were invited to the working group for the drafting of **MU recommendations on the use of artificial intelligence tools in fulfilling study requirements**, and to the EDUC alliance to exchange experience with member institutions' libraries. As part of the Erasmus programme, MU libraries organized a mobility week, joined by librarians from five EU countries. They also co-organized the festival of Brno libraries called *Books in Brno, the Researchers' Night, Nights with Andersen* and the university-wide and faculty *Open Days*. The **Library Management Academy** was co-organized for members of the Association of Libraries of Czech Universities.

Thanks to the Teiresiás Centre, MU collections have **1,805 Braille books** and the total number of adapted titles accessible electronically including hybrid books is 8,174. The volume of materials accessible in this way increased by 20 thousand standard pages in 2023. These library holdings are also accessible to students with special needs enrolled in other HE institutions thanks to the Daleth catalogue, developed by the Teiresiás Centre.

Publications and libraries in 2023

1,793

publications in total available in the Munispace online reading room

157

scientific publications issued by the Munipress publishing house

1,597,581

of publications available in the MU library fund

84,435

visits to the online reading room Munispace

51

issues of professional journals published by MU

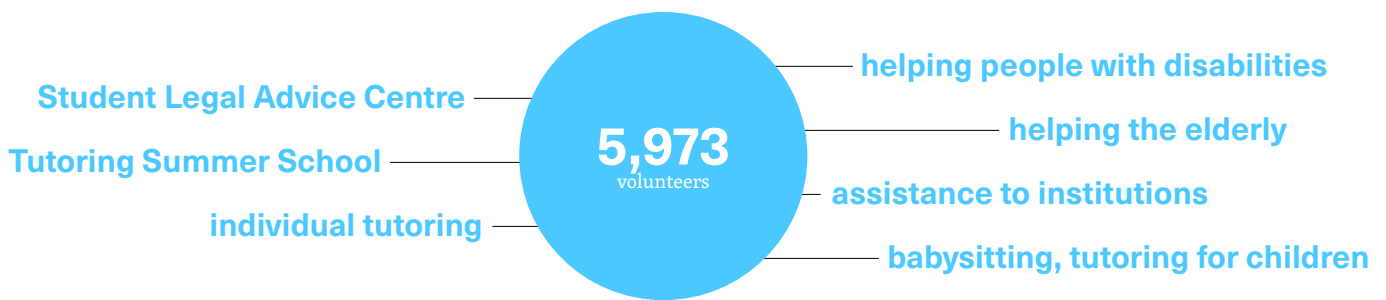
1,805

library units in Braille

21,842

registered users actively utilising MU libraries

Volunteering through MUNI HELPS in 2023



8 cooperating organizations

195 requests for assistance granted

Klubík – tutoring of socially disadvantaged children

48 children, 37 volunteers, 3,700 lessons taught

Tutoring Summer School

53 children, 40 volunteers, 3,200 lessons taught

Associations and clubs at MU

52 associations and **15** clubs registered at MU in 2023

32 university-wide associations/clubs

35 faculty associations/clubs

Use of JobCheckIN online portal in 2023

159 employers using the services of the portal

565 job offers advertised

10,200+ students and graduates registered in the portal

The position of MU in international sustainability rankings in 2023

119th

place in **UI GreenMetric**

161st

in **QS Sustainability Rankings**

401st–600th

in **THE Impact**

Most visited MU events in 2023

MU vs BUT

a traditional ice hockey match was watched by **7,700 fans** in the sold-out arena

Researchers' Night – Secrets

a nation-wide event popularizing science attracted **8,120 visitors** to MU

Open Day

MU Open Day showed the range of degree programmes and university life to **2,476 participants**

Prvákoviny

an orientation get-together was attended by **3,500 first-year students**
98% think they are better prepared for the studies

JobChallenge

the 17th year of the job fair with **73 exhibitors**, **6 workshops** and career consultants was visited by **2,080 students and graduates**

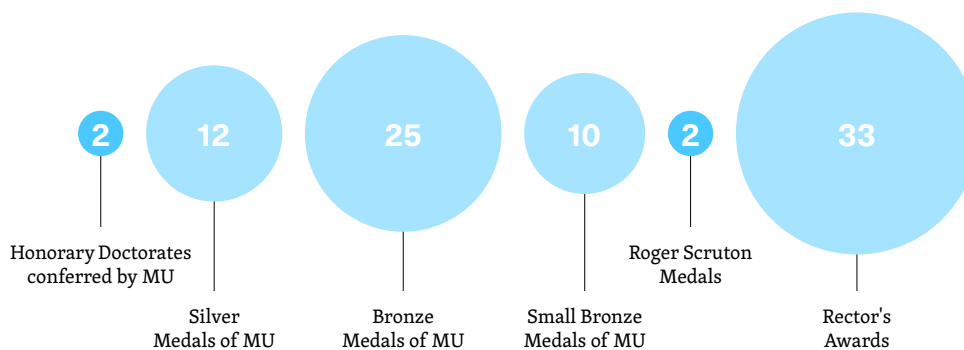
JobMED

a job fair for medical students and graduates attracted **1,000 visitors** and **34 exhibitors**

JobNEST

500 people were attracted by **8 panel discussions** and **11 workshops** in **3 languages** at the 3rd year of this conference of NGOs and public administration

MU awards in 2023



Honorary Doctorates conferred by MU in 2023

Jeffrey Charles Alexander

a prominent social theorist whose work shapes the form of the 21st century sociology, founder of the school referred to as the “strong program in cultural sociology”, acknowledged innovator in sociological research of iconic consciousness and social performance

Herbert Leon Kessler

a prominent figure in the historiography of medieval art, he facilitated a generous donation of literature on medieval art by Hans Belting and Ursula Nilgen to Masaryk University, in 2017 he provided scientific patronage for the Migrating Art Historians project

Roger Scruton Medals granted in 2023

Miroslav Pospíšil

a co-organizer of underground university seminars in the 1980s, member of the strike committee at MU FA in Nov 1989, member of the Civic Forum, co-founder of the Czechoslovak Jan Hus Educational Foundation. Recognized for his contribution to the protection of human dignity and human rights

Jiří Müller

a signatory of Charter 77, co-organizer of a samizdat publishing house and underground university, founder of Prameny, a samizdat series; member of the Civic Forum after the Velvet Revolution. Recognized for his contribution to the protection of human dignity and human rights

4

Personnel Management and Employee Development

- 4 . 1 University Ombuds
- 4 . 2 University-wide and Faculty-level Personnel Policy Measures
- 4 . 3 Gender Equality Plan
- 4 . 4 University Awards Granted
- 4 . 5 Staff Development Through Education
- 4 . 6 Care for Employees
- 4 . 7 Ethics and Equal Opportunities



MASARYK UNIVERSITY ESTABLISHED THE POSITION OF UNIVERSITY OMBUDS

In 2023, Masaryk University established a new unit dealing with university-wide protection of students' and employees' rights. The new university ombuds was appointed Eva Janovičová, a lawyer who has been working at the Bar for 14 years. Her responsibilities include the receipt, registration and processing of submissions concerning the protection of rights at the university. She also leads mediation and gives assistance and advice to both parties of the conflict. In addition to resolving crisis situations, she takes care of the prevention and awareness-raising in this area.

Photo: Eva Janovičová, the first ever ombuds of Masaryk University

4 . 1 University Ombuds

2023 was the first year of the Rights Protection Office, a workplace that addresses the university-wide protection of rights, established as of 1 April 2023. The main aim of the office in its first year of operation was to become established as a trustworthy independent entity within MU. The new office has two employees at present: the ombuds and the coordinator of the unit's activities.

The Rights Protection Office primarily deals with the **investigation of reported incidents of misconduct**. Therefore, the majority of its work in 2023 consisted of examining the notices of alleged misconduct, of which it received 66 in nine months. General recommendations that followed from the investigated cases, as well as their detailed analysis, will be the subject of an independent annual report of the Rights Protection Office for 2023.

In addition to dealing with the submissions, the office had to address issues related to the beginning of its operation, such as defining the unit's responsibilities, setting the internal processes, functioning of the office within the university structure etc. In order to make the new unit known to the university community as a point that can be contacted by members of the MU academic and non-academic community with trust and confidence in its independence, it was presented on various platforms within the university. These included **workshops** for students and staff, **orientation weeks**, meeting with contact points for sexual harassment, with members of the faculty AS student chambers, etc., where the role of the new unit was outlined and the way to contact its employees was explained. An important part of the activities was the coordination of the **Gender Equality Plan** and its implementation. The office's staff participated in several conferences and training courses. Cooperation was established with the Charles University ombuds Kateřina Šámalová. One of the results of this cooperation was a **course on social safety** for Masaryk University employees, which will be implemented in the following year as part of the mandatory training for MU employees. In 2023, the unit established a review committee for sexual harassment cases at the FEdu MU and incorporated the outcomes into the **investigation procedures**. The whistleblowing issues under the Whistleblower Protection Act were also part of the Rights Protection Office's work. The office did not receive any submissions in this respect in 2023.

4 . 2 University-wide and Faculty-level Personnel Policy Measures

One of the goals of the university in personnel policy in 2023 was the well-being of employees. Thanks to a project focused on MU advisory services, the university launched **psychological counselling for employees** and prepared an **e-course on prevention in the area of mental wellbeing**.

In 2023, the university emphasized HR marketing by building a new career website for job candidates with the aim to promote MUNI as a top employer.

Terms of office at the level of economic unit directors were regulated and strengths and weaknesses of talent management were identified. A question from the course opinion poll regarding disrespectful behaviour of the teacher was integrated into **staff evaluation**. Discussions were held on strengthening qualitative indicators in the area of teaching competencies and research. The new **Code of Ethics** for staff and students was approved and published. Much attention was paid to the implementation of a major amendment to the Labour Code, including stronger **work-life balance** of employees, setting the rules of telework, expanding the possibilities of flexible workloads, and providing a contribution towards nursery and kindergarten fees. Employee lifecycle computerization continued with launching an **adaptation** application for those returning from parental leave; **HR data warehouse** was built gradually. The *Programme for HR Policy Support* continued to be implemented including support for employing Ukrainian colleagues.

The first year of the university-wide **MUNI HR Day** was organized, presenting topical issues regarding data, recruitment, staff motivation and offboarding. The faculties support **international mobility** of academics, typically those actively participating in scientific events, and enable **sabbatical leaves** leading to the commencement of habilitation procedure or professor appointment procedure. International mobility of non-academic employees is mainly possible thanks to Erasmus+, Erasmus+ ICM a Global Staff Mobility. These stays typically involve training or shadowing.

The FEdu and FEA announced the **Programme for the Support of Career Growth** of academic staff. The programme enables successful applicants to settle costs related to the fulfilment of qualification requirements.

The faculties carried out periodical **evaluation** of academic staff, using the EVAK application in the IS MU; most faculties also introduce evaluation of non-academic employees. The FSci and FEA use the individual evaluation of employees to determine bonuses and performance premiums. Faculty **directives** regulating staff evaluation have been created or updated at the FA, FSpS and FEA.

4 . 3

Gender Equality Plan

2023 was the second year of implementation of the **Gender Equality Plan 2022–2024** (GEP MU) in all of its eight areas. The gender dimension and equal opportunities have been incorporated into new and updated internal regulations.

In order to ensure work-life balance of its employees, the university has continued to support **flexible forms of work**, work from home and **childcare** in playgroups, nurseries and kindergartens. An equal and correct approach during recruitment and selection of staff is ensured at MU through the implementation methodologies for the *MU Selection Procedure Regulations* and training of gender-balanced selection committees via e-learning. Adoption of measures against sexual harassment and other forms of gender-based violence has been the responsibility of the **university ombuds** since April 2023. To prevent conflicts in this area, MU provided training for academic and non-academic employees in 2023; the topic of ethics has been included in the onboarding process and training and is addressed in the handbooks for new employees at all constituent parts.

The grant scheme *GAMU Career Restart* supported 12 projects to facilitate the **return of researchers to their careers** in 2023. Awareness of the gender dimension in research and teaching was raised through promotional events focusing on **women in science**. The FEdu offered a course entitled Gender Sensitive Educational Policy and Practice. Gender dimension is included in the **workshops** and programmes organized by CERPEK. MU has its own methodology of collecting **gender-disaggregated data**, carried out in emerging data warehouses; it also sought funding opportunities for the GEP while using the existing capacities, and for establishment of the university-wide Rights Protection Office. A GEP working group was formed of representatives of the university constituent parts, RMU offices and other MU units.

After two years of obtaining the **HR Award** and based on the results of action plan fulfilment, eight faculties and the ICS went through interim evaluation and achieved the **extension of the award** for another three years. Revised action plan activities will be carried out during this time. The FSci and CEITEC, which completed the process in 2021, continued to implement their revised action plans and prepared for the evaluation to renew the award in 2024. The FPharm continued to implement its revised action plan in the second year after the award was granted.

4 . 4

University Awards Granted

In 2023, Masaryk University awarded two **honorary doctorates**. They were received by Professor **Herbert Leon Kessler** in Medieval Art History and Professor **Jeffrey Charles Alexander** in Sociology.

During the celebrations of the 25th anniversary of the FSS, the MU Rector presented six personalities from the faculty with the MU Silver Medal. **Břetislav Dančák** served as Director of the International Institute of Political Science of MU, Vice-dean and Dean of the MU FSS and Vice-rector of MU, and has made a significant contribution to the development of the faculty and the university. **Lubomír Kostron** was the chair of the AS MU and the senate of the FSS MU, and served as the head of the FSS Department of Psychology. **Petr Mareš** was involved in the first internationalization projects at MU, and after the establishment of the FSS, he became the first head of its founding Department of Sociology. **Markéta Pitrová** served in a number of positions in the faculty's academic self-governance bodies and as Vice-rector of the university, and she is also an erudite teacher. **Ivo Plaňava** is an important figure in the establishment and development of the FSS, psychology in a broader sense and the university itself. **Jitka Štěpánková** was the head of the FSS Office for Studies for 18 years. Her award is at the same time a symbolic recognition of all non-academic staff, who have been contributing to the success of the faculty all this time.

Karel Skalický, a prominent figure of the Czechoslovak exile, received the medal during the *Fragile Freedom* event at MU, commemorating the November of 1989. The **Roger Scruton Medal** for contribution to the defence of human dignity and human rights was awarded to Jiří Müller and Miroslav Pospíšil.

The **Rector's Award for Long-term Excellence in Research** and the **MU Silver Medal** were given to **Aleš Hampl** (FMed), an internationally renowned expert on stem cells and their utility in biomedicine; **Juraj Nemec** (FEA), an excellent researcher who, among other things, studies institutional reforms in the public sector; and **Anna Ševčíková** (FSS), a researcher who focuses on the elderly population and who also founded research on cyberbullying at MU.

The **Award for Extraordinary International Grant Competition Results** went to Pavel Plevka (CEITEC) for his *BioPhage* project, which won the *ERC Consolidator Grant* provided by the European Research Council under the Horizon 2020 programme.

The **Award for Outstanding Research Results Achieved by Young Scientists under 35** was received by three researchers. Michaela Fojtů (FMed) is either an author or a co-author of high impact publications and a co-investigator of the project *Functional Nanorobots for Navigated Combined Cancer Therapy*. Tomáš Glomb (FA) engages in digital research of religion, which he enriches with natural science methods used in quantitative spatial modelling of the factors influencing the spread of ancient Egyptian cults. Dušan Mladenović (FEA) is the first co-author of an article in *Current Issues in Tourism* (1st Decile of the Web of Science), which deals with the impact of offering free vaccines on the tourism sector.

The **Award for Outstanding Creative Activity** was given to Zdeněk Adam, Luděk Pour and David Zeman from the FMed for their book *Vzácné choroby provázené hypergamaglobulinémií*

4 . 5 Staff Development Through Education

a zánětlivými projevy (*Rare Diseases Accompanied by Hypergammaglobulinemia and Inflammatory Manifestations*), which brings a summary of the topic unique on the worldwide scale.

The **Award for Outstanding Artistic Activity** was received by Anna Kelblová from the FA for a series of documentary and animated films dedicated to the fates of intellectuals who had to leave their homes in the present-day Russia and Ukraine due to the Bolshevik Revolution. Ondřej Dvořák, Ondřej Voráč and Matěj Smetana from the FEdu won the award for their comprehensive authorial rendering of the art component of their project *Research Based Innovative Model for Identification and Development of Gifted Elementary School Students in Mathematics*.

The **Award for an Outstanding Sports Performance** went to Eliška Hamzová from the FEdu, a member of the women's national basketball team, for winning the Czech Basketball Cup and the Euro-League and for winning silver in the Czech Women's Basketball League.

The **Award for Innovations in Teaching** was received by Jan Žák and Sylva Žáková Talpová from the FEA for their project management education innovation using the *Lego Scrum Game* simulation game. The Award for Teaching Support was earned by Jiří Petrželka from the CIC for creating the IS OIS system, which is used to manage exchange visits and support and develop international teaching at MU.

The **Award for the Active Development of Civil Society** went to Lenka Svobodová from the FSpS for founding the *JsemSen* association, which is a platform for social educational and research activities focused on the environment of the elderly.

The **Rector's Award for Volunteering** was won by Karolína Černošková, student at the FSS. With the T-12 humanitarian and medical team, she helps the Phoenix organization, which focuses on humanitarian aid and direct support in hospitals in Ukraine. Adam Hohl and Martina Poláková, FMed students who are actively involved in the IFMSA as local coordinators of its reproductive health section, also received the award. MU employee Maria Hladká from the FEA was acknowledged for organizing the *Giving Day for Ukraine* charity event.

On the occasion of the Dies academicus, the **MU Silver Medals** were also awarded to **Ludvík Kunz**, Director of the Institute of Physics of Materials of the CAS, who also serves in the bodies of the FSci and CEITEC, and **Marie Fojtíková**, long-standing secretary of the Czech Rectors' Conference.

During the academic year opening ceremony, the **Award for Outstanding Teachers** at MU was announced and presented. Iva Dřimalová from the Department of Mathematics and Statistics at the FSci is able to help students with poorer mathematics skills from high school and is also active at summer schools. Tomáš Brázdil from the FI Department of Machine Learning and Data Processing successfully strives to ensure that students have a comprehensive knowledge of neural networks and related areas of machine learning. Zuzana Vikarská from the Department of Constitutional Law and Political Science at the FLaw is dedicated to teaching political science and successfully passing onto students basic information on the rights of vulnerable groups.

Employee training is the mission of the **Competence Development Centre** (CERPEK). The centre is committed to the development of pedagogical competencies, which are the key focus of its activities, as well as the development of personal and managerial competencies. It is also engaged in consulting, advisory and methodological activities and has been involved in the development of the Competence Framework for University Teachers.

In the area of pedagogical competencies, CERPEK offered two semester-long programmes in the form of the **Pedagogical Competencies Development Workshop** in Czech and English and a total of 24 workshops and trainings focused on the development of individual competencies of university teachers. There were also discussions with interesting guests, including foreign ones, teacher community meetings, consultations and tailor-made events for faculties.

In the area of **personal and managerial competencies**, ten comprehensive **development programmes** were implemented, totalling 60 training days, 55 **workshops** focused on developmental topics following from faculty requirements, particularly on the basis of staff evaluation outcomes. Several workshops were in English. In collaboration with the RMU, CERPEK organized a feedback meeting for teachers, organized the **Summer School for Doctoral Students** with the RMU Research Office, and prepared a series of workshops on sexual harassment prevention in collaboration with the MU Student Advisory Centre and the ombuds. There were also trainings, seminars and meetings on the **use of AI in teaching**. In 2023, more than 1,400 employees participated in the activities offered, which is by some 40% more than in 2022.

Further opportunities for staff training were offered by the **EDUC-SHARE** project, which made available online soft skills courses organized by partner universities. The university also made the online learning on the Seduo.cz portal available to its employees. Faculties offered professional and language courses for academic and non-academic staff and organized scientific or professional conferences. The FSpS organized a coaching session for its senior employees and a workshop for the faculty management reflecting organizational changes and priorities for the next period. At the FSci, the *Rules for Education and Development of Employees* were introduced. The FSS organized a training course *I have a GACR project and I'm not afraid of it* (4 practical blocks) for its junior researchers. It was also involved in organizing the *Well-being is a skill* workshop in English. At the FEA, internal training and development is facilitated by newly introduced meetings, faculty pedagogical conferences or guest lectures as part of the teaching open to the faculty employees and the public.

4 . 6 Care for Employees

Foreign employees at MU are taken care of by the **Welcome Office (WO)**, working under the MU Centre for International Cooperation. The WO staff provided relocation and integration services to more than **500 foreign employees**. In 2023, the administration of its agenda was fully digitized and automated and an online questionnaire for new foreign employees was created. For better integration, a schedule of social events and activities for each quarter was also prepared. An **information page** dedicated to foreign employees, which has become one of the main sources of information, was created on the MU Employee Portal. In 2023, a **communication strategy towards foreign employees** started to be defined. In addition, streamlining of cooperation with HR departments at faculties and other units of the university was initiated. A community of more than 50 HR professionals was established, an email alias was created to facilitate communication, and two successful seminars followed.

The university's staff included the total of **96 people with disabilities** in 2023: five people who are blind or have a severe visual impairment, nine who are deaf or have a severe hearing impairment, and four wheelchair users. These employees can use the **Teiresiás Centre** to the same extent as students.

From 2023, employees can choose from a contribution toward supplementary pension insurance or a complementary pension savings, or toward the payment of **kindergarten or children's group fees**, which aims to support parents returning to work. Other benefits for MU employees include free libraries, software licences or discounts on courses. They may also avail themselves of consultations with a psychologist, a **MultiSport** card or exercise sessions organized by the Faculty of Sports Studies. Employees have access to **online educational courses** on the Seduo.cz portal.

Specific benefits are also provided to employees by individual units of the university. In addition to university benefits, FEA employees can benefit from discounts on car sharing or sports equipment rental. The faculty also covers the entry fee for the *Bike to Work challenge*. In 2023, the FSS once again offered all its male and female employees a personal development allowance up to the maximum of 4 thousand CZK. The allowance was mostly used for language courses, supervision and IT skills. Once every two years, the faculty offers employees a contribution of 1 thousand CZK to improve their working environment.

4 . 7 Ethics and Equal Opportunities

To monitor compliance with ethical principles and gender equality, Masaryk University has the **Equal Opportunity Panel**, a standing advisory body to the Rector which oversees the application and compliance with the principles of non-discrimination and equality at the university. In 2023, the Panel did not receive any complaints for consideration.

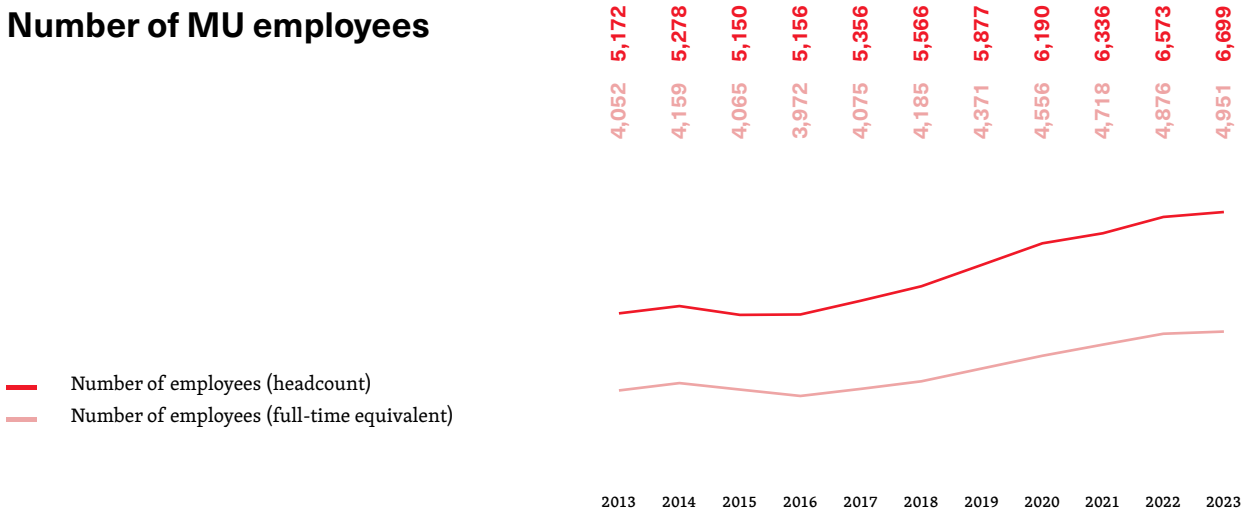
The MU Ethics Board also did not receive and therefore did not consider any complaint in 2023.

Masaryk University also has the **MU Research Ethics Committee (REC)**, which oversees the implementation of and adherence to ethical standards in research with a human element, including work with biological material of human origin conducted at MU (with the exception of the Faculty of Medicine, which has its own ethics committee for these purposes).

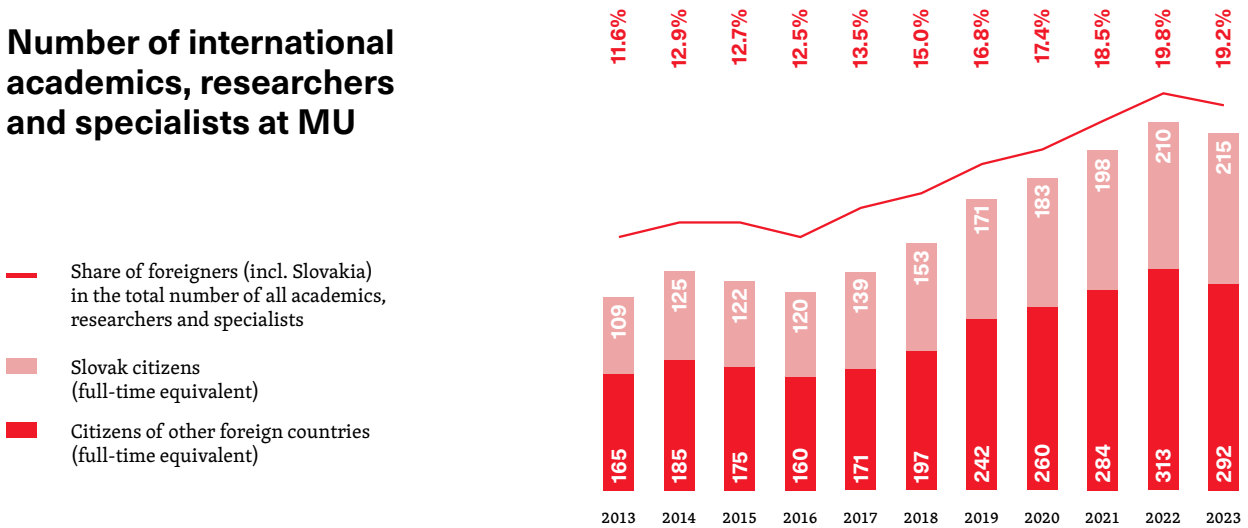
In 2023, the REC assessed **192 projects**, which included 127 new project proposals. There were also 38 reviews of projects in progress and project controls after the allocation of funding. The remaining 27 projects were either consulted in early stages of preparation or their ethical relevance was ambiguous or did not require any assessment. The projects are assessed through a standardized online procedure. Investigators are given support by the REC website, which contains information about the assessment, news about the announced calls, general standpoints on ethical issues, forms and templates of informed consent.

Four ordinary and four extraordinary REC sessions on topical issues were held during 2023. Several REC members are active in three projects on research ethics: (*INSURE: Interdisciplinary Support of Research Ethics; Research Integrity and Ethics in Georgian Universities* and *A4L_ACTIONS*).

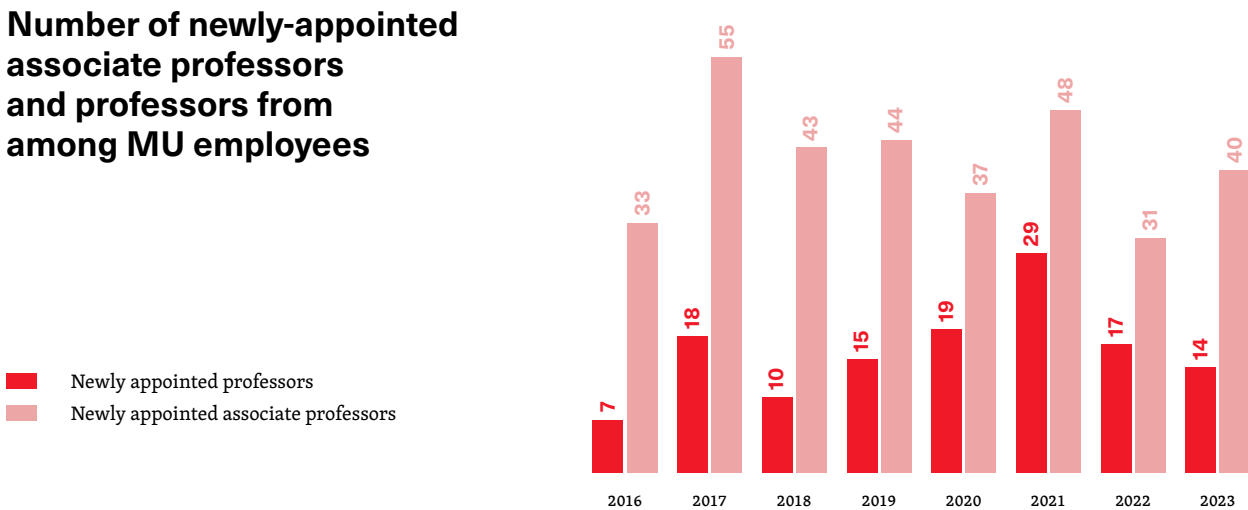
Number of MU employees



Number of international academics, researchers and specialists at MU

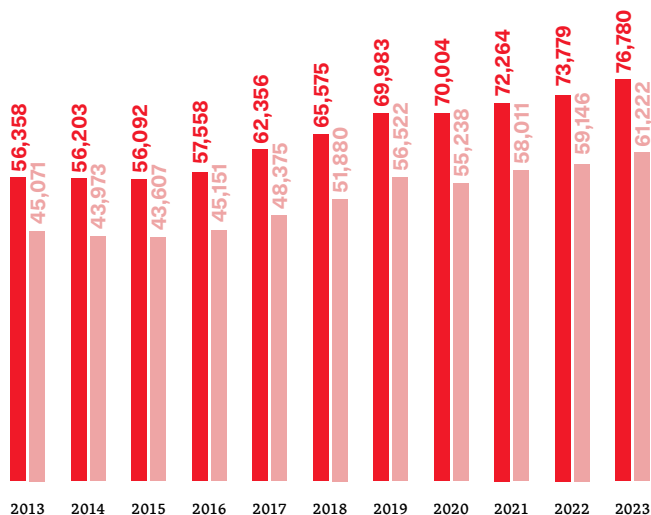


Number of newly-appointed associate professors and professors from among MU employees



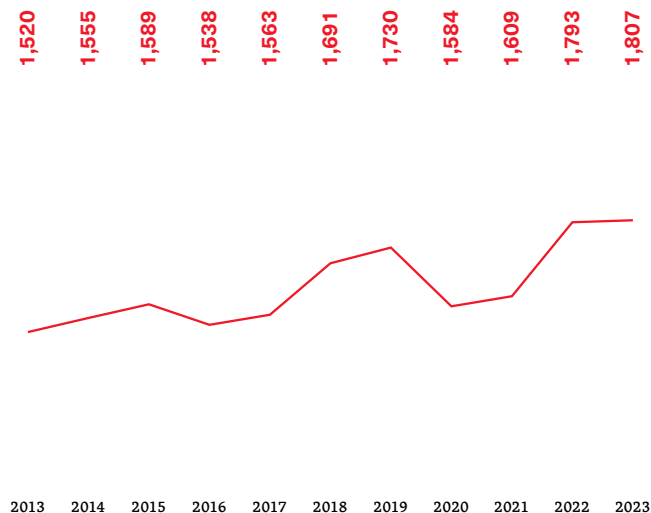
Mean and median wages of academic staff at MU

■ Mean wage in CZK
■ Median wage in CZK

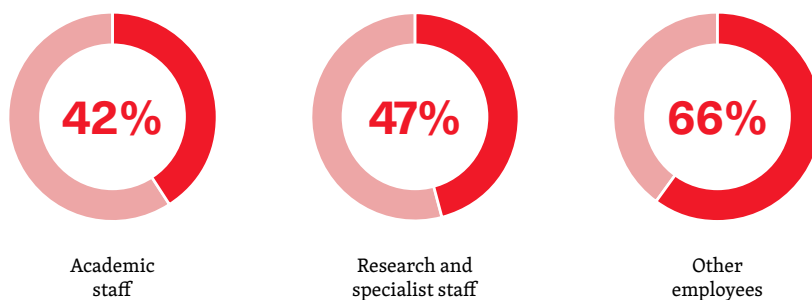


Total non-investment revenues per MU employee

— Non-investment revenues in thousands CZK per MU employee



Representation of women among MU employees



5

Information Systems and IT Support

- 5 . 1 Significant IT Innovations at MU
- 5 . 2 Development of MU Information System
- 5 . 3 IT Support of Various MU Activities
- 5 . 4 Cybersecurity and IT Infrastructure



CYBERSECURITY EDUCATION PLATFORM KYPO CRP CELEBRATES ITS 10TH ANNIVERSARY

The cyber range platform was created as a security research project. Its aim was to create a unique environment for the development of methods to protect against attacks on critical infrastructures as well as to train members of security teams. Thanks to the KYPO Cyber Range Platform, which offers an environment for training students and professionals, the Czech Republic has been successful in reducing the critical shortage of cybersecurity experts. KYPO Cyber Range Platform is also used as a training platform by a whole range of organizations, which form a community sharing knowledge in the field of cybersecurity. In addition to the expansion of this community, the development of the CERIT-operated platform is moving towards expansion into EU countries.

Photo: Jakub Čegan, IT specialist at CERIT FI MU, leading the further development and promotion of the KYPO Cyber Range Platform

5.1 Significant IT Innovations at MU

In 2023, the **selection procedure** for the **economic and personnel information system** continued. After the dialogue phase, one of the bidders was excluded due to the unsuitability of the solution offered. The objections raised by this participant were subsequently tackled one after another. This was followed by handling all the participant's complaints with the Office for the Protection of Competition, which confirmed the correctness of MU's procedure in all the complaints and decision-making stages. In parallel, internal preparations for the unification of key university processes and the preparation of the architecture for INET 2.0 were carried out.

The collection and subsequent prioritization of **requests for the digitization** of administrative sub-processes was continued in 2023. These were incorporated mainly into the INET system. The major ones included support for the evaluation of internal project competitions in the PMIS, the digitization of the administration of asset inventory, the extension of the *Employee Adaptation* application and the export of data from dynamic forms. Last but not least, some of the changes resulting from the Labour Code amendment were implemented, e.g. the change in the registration of work under agreements to complete a job and agreement for performance of work, the digitization of remote work agreements, and related modifications of remote work applications.

In the area of finance, a **new application** was developed at the end of the year in the **financial controls section** – submission and approval of requests for transfers to the Special Purpose Fund or connection to the new interface of Komerční banka for access to MU accounts. At the end of the year, preparations for **employee crisis contacts collection** and the creation of data export to an external system for crisis communication took place.

Building on the last year's changes, the **Employee Portal** has been launched at all the participating faculties and other parts of the university. The larger agendas implemented included the newsletter management application. An information campaign *O Portálu* (About the Portal) on the Employee Portal took place and an updated vision and strategy for the Portal for upcoming years was prepared.

Data from the PMIS and JOBS.MU systems were added to the **data warehouse**. The year 2023 brought improved imports of economic and personnel data into the data warehouse and the set-up and commissioning of the data access approval process: advanced users may now request access to the data and further work with the data as they need. Active search for opportunities to **use artificial intelligence** in MU's administrative activities, with the possibility of their operation in the data warehouse environment, was initiated.

The INET team continued its transition to agile development principles using the JIRA task registering/planning system. Preparations were also made to migrate the INET-based internal request system to the JIRA request management system, to form a single ecosystem with the possibility of linking requests between internal projects and the IT ServiceDesk.

5.2 Development of MU Information System

In 2023, the development of the IS MU focused on the digitization of study, teaching and other tasks. In **admissions procedure**, modifications were made in the evaluation of and application and registration for LPTs. In the **teaching-related agendas**, new functions were added in the applications Attendance, Letters of excuse, Examination dates, Group email or Recording lectures. In **studies administration**, the automated enrolment for courses, seminar groups, and FSEs has been innovated. The IS is now additionally available to users in a **dark design**; a redesign of the course editing form was launched, followed by further works on optimizing the **Course Catalogue**. Attention was also given to the **Tuition Fees** application.

In 2023, developments in the records management processes in the **Document Office** included their connection to a new interface for the authorized conversion of electronic documents into documentary form, the implementation of a register of names, or connection to the **Citizen Register of the Czech Republic**. In this context, connection via the **Citizen's Identity** has brought new advantages for the authentication of an applicant outside MU or the authorization of a digital act. Support for scanning student files was continued. The Document Office now also enables **USB smart card** signing. In 2023, 190,371 electronic documents in 2,948 agendas were signed in the IS and 3,895 contracts were inserted in the Internal Register of Contracts.

In the **Guarantor** and **Managerial Data** applications, clear data visualizations of degree programmes and other functions were created, and similar improvements were also made in the **Regulations Agreement** application. The OHS, fire safety and driver e-trainings were digitized to a significant degree and a general employee training system was introduced. Attention was also given to the staff assessment and the **E-vote** applications. The development of the Surveys application and new course opinion poll functions continued. The **Publications** application offered a new version of exporting publication records and a link to the ORCID international author identifier. The central servers for storing highly structured data were completely modernized.

The **Shopping Centre** (SC) handled 140,546 purchase orders for 97,669 customers in 2023. **Instant bank transfer** and Google Pay online payments were implemented. The option to form contracts by simply signing a purchase order in the SC via the Document Office was added. Another positive is the online support option for financial donation receipt combined with automated administration.

In the IS MU and the **Theses.cz**, **Odevzdej.cz** and **Repozitar.cz** plagiarism detection systems, the development of a new algorithm, which won the *MUNI Innovation Award* in 2023, was finished. The Pravydiplom.cz diploma authenticity verification system received a new responsive design.

The IS MU team continued the management of the C3 objective *Digitization of activities directly related to the provision of educational activities and administrative acts associated with study tasks* of the National Recovery Plan for Higher Education Institutions 2022–2024.

5 . 3 IT Support of Various MU Activities

The developments in the IS MU related to the remote or hybrid modes of teaching focused in 2023 on the **ROPOT application**, which was improved to enable taking the entrance examination on tablets. To make the ROPOT application usable for the LPTs and to make possible operational solution of applicants' problems during the test, the possibility of manipulating the pass through a ROPOT was added to the monitoring application. Additional features included protection against the loss of a session in progress and improved data exports. New functions were created for applicants with specific needs. The **Manual Evaluation** application now allows teachers to correct student answers directly during a ROPOT session and to add the score to the automatically earned points. **Scannable tests** were enhanced with the possibility to give feedback on manually entered answers. Developments were made in the **study materials** display applications and the image viewing options in the **File Manager** were extended. Works on the version control of the **Interactive Syllabi** have been initiated and the copy chapters option and the progress bar were added. Great deal of attention was paid to the **KvIS** application, the student **practise management** application, and the **Tudle** application for selecting appointment dates. Throughout the year, the IS MU user support team provided advice to teachers and students. In September 2023, the 13th year of the **Open Space Conference on E-learning IS MU** took place, in the traditional in-person form, focusing on modern e-learning trends and their negative aspects.

Also in 2023, new systems and functions for employees and students were developed. Regular trainings in and promotions of the Microsoft 365 mobility and collaboration support systems were organized to facilitate more efficient and easier work and collaboration for users. These systems are actively used by over 30 thousand users.

The operation of IT systems is monitored 24/7 by the university's **IT ServiceDesk**, which handled almost **9 thousand user requests** last year, whether made by phone, the chat system or email.

In IT service management, all IT contacts and services have been centralized on one portal – the **it.muni.cz** website. Attention was also paid to the simplification and clarity of the site, including the continuous addition of services for the IT community and the introduction of the web analytics service for MU website administrators. Additional **service improvements** were made, including the first university-wide collection of feedback on IT services provided by the Institute of Computer Science.

5 . 4 Cybersecurity and IT Infrastructure

The internationally certified CSIRT-MU cybersecurity team contributes to creating a secure university environment through a wide range of services in the technical security, regulatory compliance and user education area.

The team engages in the coordination of cybersecurity incident solutions, provision for network monitoring and proactive testing of the university infrastructure against potential threats. In 2023, **176 thousand attempted attacks** were successfully handled, of these 111 were from the MU network and **3,816** were classified as a **cybersecurity incident**. The team started works on the implementation of an information security management system, in response to the obligations set out in the Czech national legislation. Information awareness activities involved several **training phishing campaigns** and a basic information security training for users. The team members have long been involved in the education of students and **U3A** participants as well.

In 2023, seven national and two international projects were launched. These included the **ResilMesh** project, aimed at strengthening the resilience of digital infrastructure with the use of AI, and the **SOCCER** project, dedicated to developing the competencies and technological background of cybersecurity teams in the academic sector of Central and Eastern Europe. The team also have a significant nationwide impact as coordinators of the MEYS project **CRP-Kyber 2023**, in which 26 Czech higher education institutions participated.

The MU network was strengthened by investments in cutting-edge equipment to ensure readiness for technological innovation. The NAT architecture for the Eduroam Wi-Fi network was successfully implemented, increasing security and scalability. The Zabbix monitoring solution was extended to identify and resolve network issues, which enhanced the ability to proactively identify and resolve network issues and thereby increase network reliability and resilience. Improvements were made in the multi-factor authentication services. Integration of the unified login via the IS MU and integration of new services took place. The RemSig certificate management and digital signature tool was updated to its latest version.

MU is a founding member of the **CyberSecurity Hub, z. ú.**, which continued to develop its activities as a professional and innovation partner for the private and public sector and implemented, among other projects, the activities of the *European Digital Innovation Hub* funded by the *Digital Europe* programme and NRP funds. In Czechia, the CyberSecurity Hub, in collaboration with NCISA, contributed to obtaining the status and funding for the **National Coordination Centre** within the newly established European Cybersecurity Competence Centre network in Bucharest.

New capacities were added to the **CYBER CAMPUS CZ**, which is gradually gaining ground as an important national geographic space for addressing the challenges of a resilient digital society. In 2023, the **CERIT SCIENCE PARK II** was opened there in collaboration with MU.

Number of cyber security attacks averted at MU

176,379

Volume of data transferred between MU and the Internet

23.7 PB

Total number of websites administered on the .muni.cz domain

611



2022

663

increase of **9%**

2023

Storage capacity available to MU employees



2022



2023

MU Information System in numbers in 2023

Total number of IS MU visits

1,647,040,446

63,996

persons used IS MU regularly

88,095

persons accessed IS MU occasionally

7,134,044

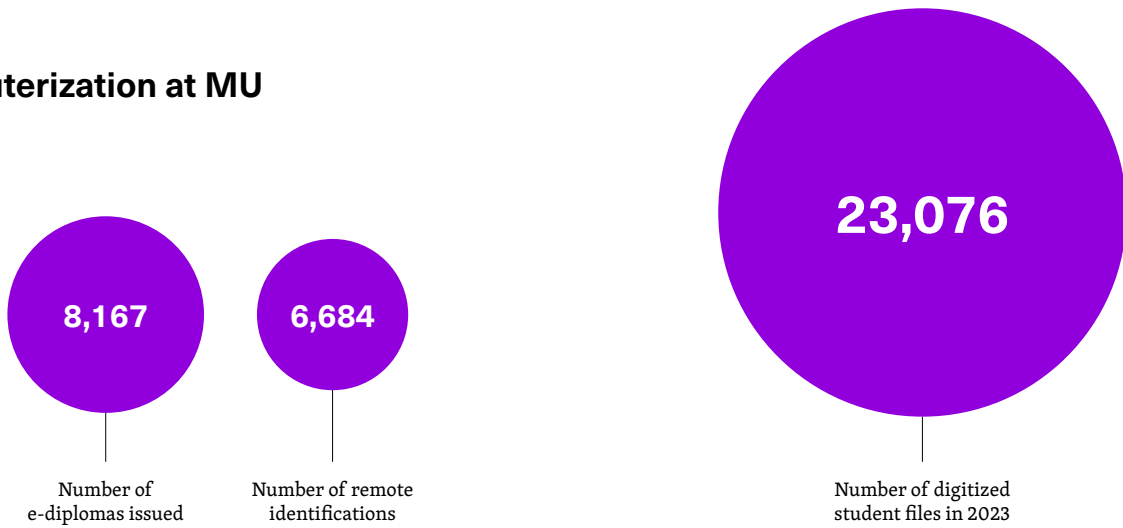
Maximum number of IS MU pages opened in one day

224 million

documents with a total volume of **104 TB**

in the IS MU repository as of 31 December 2023

Computerization at MU



Number of documents in INET and Magion systems electronically signed using the Signature Book application

279,538

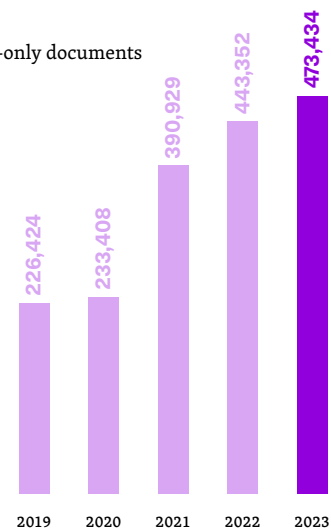
documents in 2023

i.e. **86%**

of the total **326,860** documents

Development of electronic application processing using the records service application

Number of digital-only documents



Turnover in the SUPO system

232 million CZK

Turnover in MU Shopping Center

220 million CZK

6

Institutional Management and Infrastructure

- 6 . 1 University Budgeting
- 6 . 2 Financial Balance and Financial Controls
- 6 . 3 University Operation in Compliance with Sustainability Principles
- 6 . 4 University Infrastructure and Facilities
- 6 . 5 Strategic Project Preparation and Implementation
- 6 . 6 Accommodation and Catering Services



MASARYK UNIVERSITY RANKS FIRST IN THE CZECH REPUBLIC IN SUSTAINABILITY

Masaryk University has long viewed ensuring sustainable development across its activities as one of its priorities. These efforts have been recognized by ranking 1st in the Czech Republic and 161st in the world in the international QS Sustainability Rankings, which assess in a very comprehensive way the contribution of universities to tackling the challenges of sustainable development. The #MUNISAVES initiative in 2023 also achieved a very positive result, leading to a more responsible behaviour of staff and students, which reflected in noticeable savings in the consumption of drinking water, heat, gas and electricity. The year 2023 was also the year when MU joined the *European Sustainable Development Week* for the first time. Festivals, lectures, exhibitions, community events, swap events and bazaars were organized, and a significant part of the programme focused on sustainability in the canteens.

6 . 1 University Budgeting

For the third year now, Masaryk University continued its **contract-based funding**, which aims to maintain the current size of MU, expressed as the MU's current share in the number of all students at public higher education institutions in the Czech Republic. At the same time, this approach emphasizes maintaining the high quality of teaching, attractiveness for applicants and, last but not least, takes into account the need to preserve the financial stability of Masaryk University.

The key motivation tool for meeting the set goals was the repeated use of the current numbers of students in the calculation of indicator A. Thus, the faculty shares in this indicator are no longer fixed at the historical shares from 2015, used by the MEYS for distribution of funds, but reflect the current situation and the size of individual faculties. At the same time, the weight of this component is incrementally increased from the original 20% set in 2021 to the current 35% up to the target of 40% in the 2025 budget. Contract-based funding also involves the implementation of budgetary parameters, which regularly monitor and subsequently assess the numbers of accepted students, their quality and the student-teacher ratio.

Thanks to the parameters so set and their influence on the allocation of funds to individual faculties, the primary goal of maintaining MU's share in the number of all students at public higher education institutions in Czechia was achieved within the first three years of their introduction. This goal was not only achieved, but also slightly exceeded, with a 0.2 percentage point increase in MU's share.

Only minor changes were made to the budgeting rules for 2024 – doctoral students are now not included in the contract parameter *number of studies enrolled in the first years*. This change is in line with another current strategic objective, which is to increase the quality of doctoral studies by enrolling fewer students, who will be more motivated and achieve higher graduation rates.

Other individual change was the exclusion of projects supporting MU's research activities and creative activities within the internal Grant Agency of MU from the calculation of payments to centralized funds to strengthen the motivation for winning these projects.

The methodology of distributing the IS toward LCDRO has changed the proportions of the contract-based (fixed) and performance components. Due to the fixed absolute amount of the fixed component, the original proportion was based on the total amount of the LCDRO subsidy and thus changed annually. The ratio of the two components is now set as a percentage at 70/30.

In order to maintain stability, the ratio of the individual segments of faculties and university institutes, i.e. the STM (*science, technology, medicine*) and SSH (*social sciences and humanities*) segments, is also the same as in the previous year.

6 . 2 Financial Balance and Financial Controls

The total **non-investment revenues** of Masaryk University amounted to 8,948 million CZK, which is a slight **increase by 2.3%** in comparison to 2022. Costs increased by 2.4% to 8,863 million CZK. In 2023, MU reported a **profit of 84 million CZK** and paid an income tax of 8.8 million CZK.

On the revenue side, the volume of funds from public sources declined by 5% and amounted to 5,900 million CZK in 2023, which makes 66% of the total non-investment revenues. These funds consist primarily of the normative sources allocated by the MEYS for educational activities and the IS toward LCDRO.

The volume of funds in **other incomes** increased in **year-on-year terms**. To a large degree, this was thanks to the income received by MU as a co-investigator of projects, which increased by 150 million CZK in 2023. MU's interest incomes from bank accounts continued to rise as well, by 74 million CZK, which is a 38% increase. From the funds created, including the SPF, 844 million CZK were sourced, which is by 300 million CZK more than in 2022, of which 244 million CZK were from the SPF. Other incomes, including incomes for a co-investigator of projects and the use of funds, amounted in total to 3,047 million CZK.

The expenditure side was affected by the pressure to make savings to cover the energy price jump between 2021 and 2022, but also due to inflation. As a result, the total **operating expenses fell** by 89 million CZK, which is a 2% reduction compared to 2022. The only operating expense item that increased was travel expenses, amounting to 109 million to CZK and this amount confirms the full relaxation of the restrictive COVID-19 measures.

Personnel costs increased by 6%, compared to the previous year, to 5,061 million CZK, making up 57% of total expenses. This increase corresponds to the provisions of the Collective Agreement in force regarding the wage rates increase in 2023.

Capital expenditure increased year-on-year by the total of 29% to 1,340 million CZK.

In 2023, **28 public administration and project inspections** took place at MU. Of the total number of audited projects, Ministry of Interior projects accounted for 39% and OP RDE projects for 25%. The remaining part comprised audits of the Norway Grants, TACR and AZV (7% each), GACR, Erasmus+ and MA (4% each) and the MEYS audit of an investment project, an NRP project and one project under the *Teachers Matter* subsidy call.

The amount of ineligible expenses was marginal in relation to the total amount audited. These included the amount of some 5 thousand CZK due to exceeding a limit for accommodation abroad, and a refund of some 455 CZK, claimed as other expenses. No other financial corrections or budgetary discipline infringements were identified.

6 . 3

University Operation in Compliance with Sustainability Principles

During 2023, the promotion of the **Ten Principles for responsible energy management** continued to motivate staff and students to save electricity, water and gas. In the first half of 2023, an evaluation of the related **#MUNISAVES** initiative for the 2022/2023 heating season was performed. The comparison of data for the relevant heating seasons showed a **reduction in the consumption** of drinking water, heat, gas and electricity at MU **by units to tens of percent**. Due to the significant savings achieved, the university has decided to repeat the **#MUNISAVES** campaign for the 2023/2024 heating season as well.

At the June meeting of the MU Board for Sustainable Development, the **MU Annual Sustainability Report for 2022** was approved, in which MU generally informs in an attractive and accessible way on its sustainability activities in the reporting period. Representatives from the Örebro University in Sweden attended the Board's autumn meeting, where visions and experiences with the implemented sustainability measures were shared and possible forms of future collaboration discussed.

In 2023, the replacement of the heating and cooling sources at the University Campus Bohunice (UCB) with the use of heat pumps was successfully completed. In addition, within the efforts to optimize the **energy management and reduce the energy consumption of buildings**, energy-efficient lighting was installed in the corridors of the UCB and other MU economic units, insulation of the facade and replacement of the windows of the assembly hall at the FEA was carried out, installation of M&R devices in MU buildings was continued, and a **study on the expansion of green areas** in the premises of the UCB was prepared.

At the start of 2023, the **MU Responsible Public Procurement Strategy for 2023–2028** was approved and in connection with its implementation, relevant workshops and trainings were organized during regular university-level public procurement manager meetings. Individual measures were further implemented at interim meetings and consultations (such as during the implementation of a waste management contract) with suppliers for central purchasing and external experts. Activities reflecting responsible purchasing at MU continued. This included strict demand for fair working conditions for suppliers' employees and timely payments to subcontractors.

In 2023, MU also continued to regulate waste production in line with its zero waste policy, and the **MU Strategy for sustainable waste management and prevention of waste production 2023–2028** was approved. A documentation for a uniform visual style for sorting specific types of waste was prepared, and a dedicated *Waste and Recycling* section on the **sustain.muni.cz** sustainability website was added (detailed information on MU's sorting policy is available to users by linking to QR codes on waste bins). The introduction of uniform bins for sorted waste at RMU was followed by a survey, based on which further follow-up measures were assessed: **revision of the location and composition of bins**, further development of the thematic subpage on the website (clear locations of bins for sorted waste via the MU Geoportal), preparations for an online training on waste sorting initiated.

In 2023, MU launched a comprehensive **monitoring of the carbon footprint** of its activities as one of the first higher education institutions in the Czech Republic. The calculation of MU's carbon footprint was carried out in accordance with the GHG Protocol international standard. In 2022, MU's carbon footprint was approx. 41 thousand tonnes of CO₂ equivalent. Based on the data obtained, a system for future monitoring of selected indicators and regular evaluation of the development was set up. The largest share of Masaryk University's carbon footprint (almost 80%) is accounted for by energy consumption, mainly electricity (66%), natural gas and heat. Employee travels (business and commuting) also make up a significant share. One of the direct inputs for quantifying MU's carbon footprint was the results of the **employee mobility survey** and travel order assessment. The outputs obtained from the carbon footprint monitoring will serve as basis for the preparation of the **Sustainable Mobility Strategy** and the implementation of the **Mobility Code**.

Following the UNILEAD I project, the **UNILEAD II** project, associating Czech higher education institutions under MU's coordination, was implemented in 2023 to further develop MU's engagement in sustainability. The project addressed the issues of institutional management, divided into five main areas (catering; waste; water and biodiversity; mobility; construction, energy management and sustainable IT) with three horizontal themes (marketing, responsible purchasing, and strategy). The output of the project is **sub-generic strategies**. These are a set of rules, procedures and checklists to be respected when developing sustainability sub-strategies.

In the area of building information models (BIM), the updating of the **documentation systems** for completed renovations and the checking of contractors' data continued in 2023. The integration of the INET and the BIM databases (*Property Portfolio* module) was reinforced. In the area of documentation systems and the use of data, the operation of the visualization of the sensor data from the BMS at UCB was optimized and made more stable. In the BMS, optimization (management through the enteliWEB platform) was initiated and the methodology for deployment and modification of components was updated. In the area of applications, the GIS Kompas has been improved, a test application has been made available to view UCB 3D data, a UCB cleaning quality reporting application has been created and a waste bin registration (RMU) application developed. In the Archibus CAFM system, the documentation system was supplemented with data usable for the maintenance module, and evacuation plans were prepared and updated to develop fire safety support.

6 . 4 University Infrastructure and Facilities

The development of the university infrastructure and facilities was based on the Masaryk University Strategic Plan and focused on **investment construction projects** featuring modern elements and technologies in line with the **sustainability** principles. The Investment Activities Plan for 2023 was aimed toward the development of the university teaching and research infrastructure. Construction investments and other connected activities affected virtually the whole university. The sources of funds were the subsidies within programme and project funding and MU's internal resources.

The implementation of projects from the MEYS 133 220 subsidy programme involved the preparation of the **reconstruction and completion of the Faculty of Informatics complex** at Botanická. The building permit documentation was completed, including a positive assessment by the MEYS expert committee. The estimated investment costs amount to 800 million CZK.

The **reconstruction of the Kounicova halls of residence**, with the development of accommodation capacities, received funding from the sub-programme 133 221. The construction works started in autumn 2023. The investment costs were 5,5 million CZK.

In the sub-programme 133 240, the deliveries of the research equipment for the **SIMU** FMed, worth of 4 million CZK, were carried out. From the same programme, the construction of the **extension and superstructure of the Department of Art studio** at the Faculty of Education was completed. The total project costs amounted to 31 million CZK. In the sub-programme for medical faculties, the **internals in pavilions A18 and A19** at the UCB were completed. The total costs of the internals were 56 million CZK.

In addition to programme and project financing, MU implemented **50 projects** from its own resources in 2023 for some 100 million CZK. These included, for example, the reconstruction of the water mains and sewerage at the FSS for 10 million CZK, the next phase of the reconstruction of the greenhouse at the FSci for 5,5 million CZK, the reconstruction of the Dean's Office at the FEdu for 9,6 million CZK, the completion of the construction of the FSpS premises at Veslařská for 9,5 million CZK, the structural stabilization of the Mánesova halls of residence for 8 million CZK, and the replacement of the M&R devices in selected pavilions at UCB for 8 million CZK.

In the SYRI programme, construction works started in the building at Komenského. The total project costs, including the adjacent RMU offices, are 50 million CZK.

The building permit has been obtained for the **construction of the multi-purpose sports ground** at the UCB. The project is intended as a pilot project with BIM implementation. The aim is the efficient processing of the detail design, management and implementation of the construction works and financial management of the facility throughout its lifetime. The costs of construction are estimated at 335 million CZK.

Within the RECETOX operational programmes, a building permit for the integration and reconstruction of the D30 building at the UCB was obtained and construction works were launched. The total construction costs amount to 145 million CZK. In 2023, 28 million CZK were expended on the project.

Within of the National Recovery Plan, the construction of the **MUNI BioPharma Hub**, a major MU project at the UCB, was launched. This will create space to house the Faculty of Pharmacy, the preclinical centre and spaces for molecular medicine. In 2023, a building permit was obtained and works for 135 million CZK were carried out.

In 2023, the first part of the overall completion of the Botanická complex project was implemented – the reconstruction of the 3rd floor of the Building C for office and laboratory facilities under the C4e project. The costs amounted to 13,3 million CZK.

The reconstruction of the Co3 building at the UCB is a project initiated by the Department of Pharmacology at the FMed. The project is focused on applied research in the field of pharmaceuticals within the *Good Manufacturing Practice* (GMP) regime. It involves the **construction** of new GMP units and the necessary **technological facilities** together with the overall reconstruction of the internal premises of the Co3 building. The project will be financed from the NRP and OP JAK grant sources as well as from FMed own funds. For the construction part and the built-in equipment, an amount of more than 100 million CZK is expected. In 2023, the detail design works were launched and the building permit was obtained.

Also relevant for sustainable development is the preparation of a **study on the use of rainwater and the installation of retention tanks** at the Faculty of Education. The investment costs are estimated at 4 million CZK.

6 . 5 Strategic Project Preparation and Implementation

In 2023, the university-wide **MUNI4PhD** project was prepared and launched. This centralized project is co-financed from OP JAK and has a total budget of 315 million CZK. It focuses on the modernization, expansion and development of the material and infrastructural facilities of doctoral programmes at MU, aiming to increase the quality and international competitiveness of the training of future researchers.

In December 2023, preparations for a university-wide project under the NRP component 7.4 *School Adaptation – Promoting green skills and sustainability at universities* began. The project will support the development of new degree programmes, courses and LLL courses focusing on sustainability, climate change, environmental protection and biodiversity. A university-wide **Sustainability Strategy** will also be prepared.

The strategic development project MU 2021+ *Innovation for Healthy and Safe Society*, supporting areas of research with a link to the strategic plan for the development of the relevant infrastructure, continued in its implementation phase in 2023.

For the **MUNI BioPharma Hub** project, supported from the NRP, the relevant selection procedures were completed and the actual implementation of the construction was launched in early October 2023. This is a significant milestone in the history of Masaryk University, because the university has launched its **largest investment project** since the construction of the University Campus Bohunice.

Many activities were implemented in connection with the MUNI BioPharma Hub in collaboration with partners (such as conferences and workshops within the Life Sciences 4.0 interdisciplinary platform in collaboration with the Regional Chamber of Commerce in Brno) The project was part of the #brno2050 strategy action plan and as one of the flag development programmes in the region was presented to the public at the *Kam kráčíš, Brno?* festival.

In connection with this project, the new interdisciplinary degree programmes *Industrial Pharmacy* or *Applied Health Economics* were prepared, which, after obtaining accreditation, should also use the MUNI BioPharma Hub spaces for teaching. The project will support more than 10 degree programmes at the FPharm, the FMed and the FSci.

Major contribution to the deepening of the collaboration with the City of Brno and the South Moravian Region was the steps implemented in connection with the memorandum to support collaboration in science, research and building research infrastructure within individual strategic projects.

In 2023, the implementation of **five strategic research projects** under the EXCELES Programme for the Support of Excellent Research in Priority Areas of Public Interest in the Health Sector within the National Recovery Plan continued. MU directly coordinates the project of the *National Institute for Socioeconomic Impact of Disease and Systemic Risk Research (SYRI)* and is a partner to national research institutes in oncology, virology, cardiology, and neurology.

6 . 6 Accommodation and Catering Services

The **Accommodation and Catering Services (ACS)** is a special-purpose facility of Masaryk University that provides catering and accommodation services to students, employees and the public. After the three years of the COVID-19 pandemic and the crisis triggered by the war in Ukraine, 2023 was a year of full and almost normal operation for the ACS. Energy prices were reduced and despite rising input costs due to high inflation, ACS operations stabilized and developed.

Thanks to the continuing **restructuring** and defining new management processes in previous years, the ACS achieved considerable cost savings and revenue increase above the financial plan, without impacting the quality of all the services provided. The ACS managed to exceed the planned targets also thanks to the active provision of supplementary services. The achieved profit, which is accumulated from the previous year, will help the ACS to finance the future reconstruction of the student halls of residence from its own resources and to continue to improve the quality of the services provided.

The operation of **catering services** continued in line with the changes adopted. All canteens were introducing the unified menu of meals with an emphasis on the quality of the foods from local suppliers, the nutritional values and the sustainability of cooking. In addition to meat and low-energy meals, diners could also choose gluten-free, vegetarian and other meals. There is also a vegan meal on offer every day. The meal ordering system enables ordering meals in advance. Students and employees now may choose the preferred meal, while maximizing food consumption savings thanks to centralized cooking. This contributes to a sustainable operation aiming toward achieving **no-waste cooking**.

Unfortunately, despite the increasing number of meals served and improvements in efficiency, the trend of increasing costs of running the canteens continues and, just like in previous years, the canteens are operating at a loss, which puts a heavy financial burden on overall management of the ACS.

In the area of **accommodation services**, the Mánesova halls of residence were renovated, the electrical wiring was replaced and new interior furnishings were purchased. The Vinařská and Bratří Žůrků halls of residence were also repaired. The long-planned total **reconstruction of the Kounicova halls of residence**, which will undergo an extensive transformation, has begun. Among other things, all the wiring in the building will be replaced, thanks to which each room will get its own bathroom and sanitary facilities. The current capacity of the halls of residence with 577 beds in 289 rooms will be preserved. The reconstruction will fulfil another MU strategic goal to improve the quality of student accommodation. The priority for the upcoming periods will be investments increasing the comfort of student accommodation in other halls of residence.

Financial management of MU in 2023

MU managed the total budget of

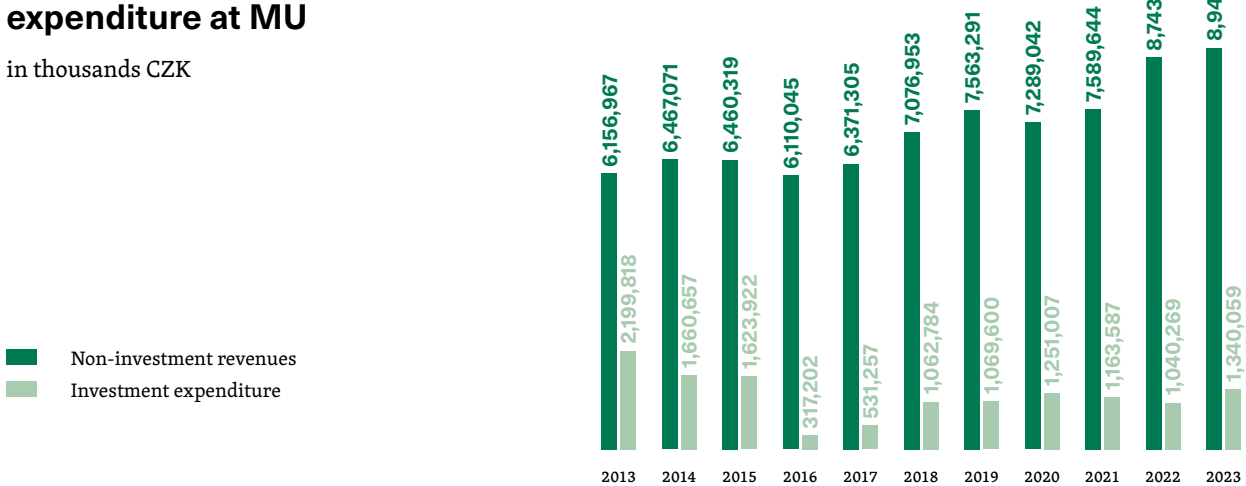
10,287,921 thousand CZK

Profit

84,477 thousand CZK

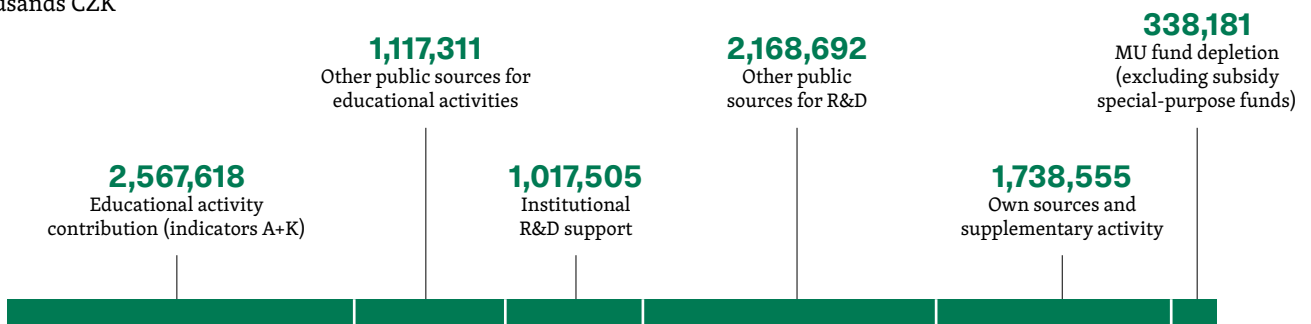
Total non-investment revenues and investment expenditure at MU

in thousands CZK

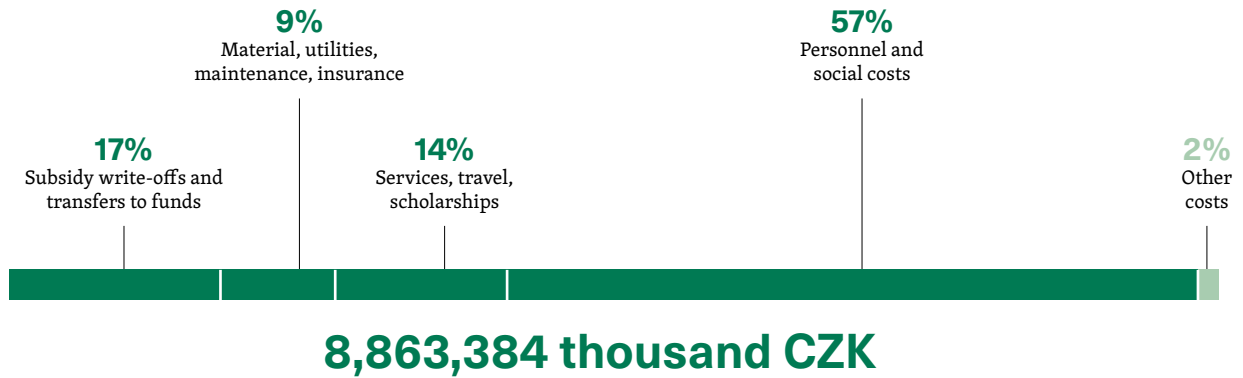


Structure of non-investment revenues in 2023

in thousands CZK

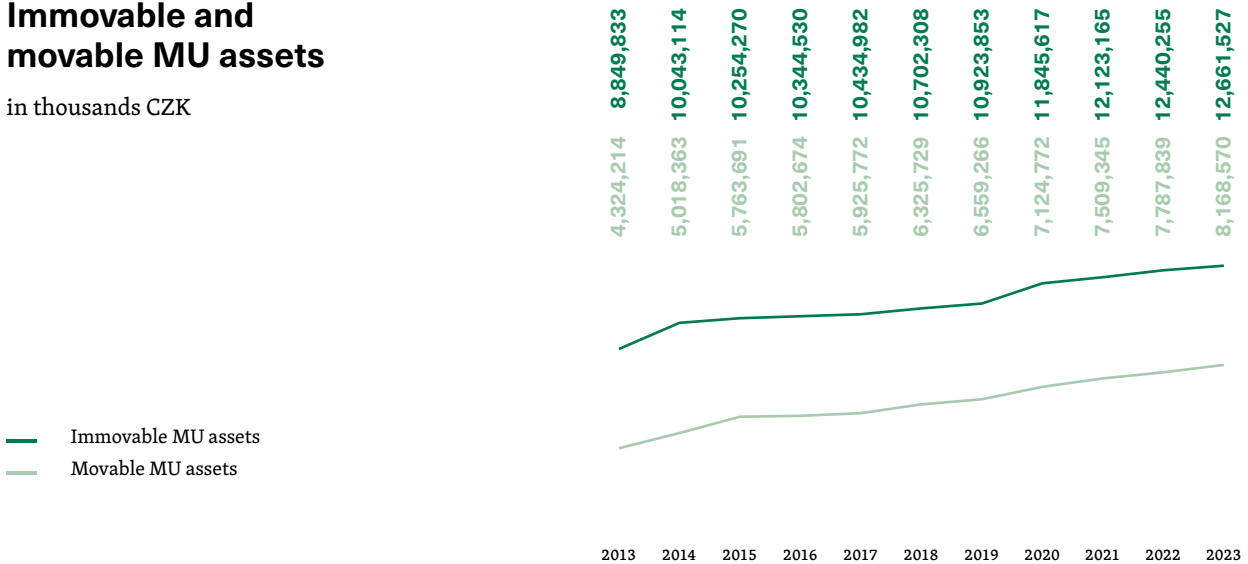


MU cost structure in 2023

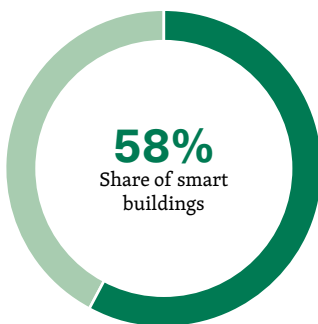


Immovable and movable MU assets

in thousands CZK



MU facilities in 2023



Total number of facilities
122

Useful area of these facilities
452,545 m²

Net useful area of these facilities
251,389 m²

Classrooms and laboratories
63,530 m²

Outdoor sporting grounds
9,309 m²

Libraries, archives and reading rooms
9,398 m²

MU Faculties and University Institutes in 2023

Faculty of Law

Faculty of Medicine

Faculty of Science

Faculty of Arts

Faculty of Education

Faculty of Pharmacy

Faculty of Economics and Administration

Faculty of Informatics

Faculty of Social Studies

Faculty of Sports Studies

Central European Institute of Technology

Institute of Computer Science



Faculty of Law

2,767
applications submitted

3,211
students in total

158
students from Slovakia

36
students from abroad
(outside Slovakia)

508
graduates

183
employees (FTE)

4
international
research projects

1
ERC grant

At the Faculty of Law in 2023, David Kosař continued to investigate his second **research project** supported by the European Research Council (ERC). The project studies the functioning of the judiciary in the INFINITY (*Informal Judicial Institutions: Invisible Determinants of Democratic Decay*) project. In 2023, a three-year Horizon 2020 consortium grant on multi-speed EU integration was successfully completed. The team, led by Robert Zbírál, investigated in particular the degree of discretion for member states in EU legislation.

Within the **national RDI evaluation** Module 1, the highest final grades 1 and 2 were awarded to monographs by Pavel Kandalec, Matej Myška, David Kosař with Ladislav Vyhnaněk, and also to a collective of authors mainly from the Department of Commercial Law. So high rating was also given to Robert Zbírál's chapter as well as articles by Nino Tsereteli and Hubert Smekal; Samuel Spáč; David Kosař, Jiří Baroš and Pavel Dufek; David Kosař and Katarína Šipulová; David Kosař and Ladislav Vyhnaněk.

The **MUNI SCIENTIST AWARD** in 2023 was awarded to the most successful scientists or research teams at MU. David Kosař, Katarína Šipulová and Robert Zbírál received the award primarily for their outstanding publications. Jakub Harašta was awarded the **MUNI Innovation Award** for his monograph *Citační analýza judikatury (Citation Analysis of Case Law)*. Jaroslav Fenyk received the *Liberty Award* from the **Bohemian Lawyers' Association of Chicago** for his outstanding achievements in the legal profession and in promoting the rule of law in the Czech Republic, as well as for his remarkable cooperation with American colleagues. Radim Polčák, MU Vice-Rector for Development, Legislation and Information Technologies and Head of the Institute of Law and Technology at the FLaw, was inducted into the **Cybersecurity Hall of Fame**. He received the prestigious award for his long-term work in the field of cybersecurity and for his contribution to Czech legislation and at the international level.

In 2023, the Faculty of Law academics expanded the ranks of **constitutional judges**. On 4 August 2023, Kateřina Ronovská, Head of the Department of Civil Law, was appointed by President Petr Pavel as a new judge and Vice President of the Constitutional Court. In addition, Jan Svatoň, who works at the Department of Constitutional Law and Political Science, was appointed a new Constitutional Court judge.

In 2023, the Faculty of Law continued to pay substantial attention to **internationalization**. It cooperated with a number of foreign universities, held international conferences and workshops or organized intensive courses by visiting professors from abroad. Five doctoral programmes were offered in English.

In September 2023, the MU Internal Evaluation Board discussed and approved the faculty's intention to create a new bachelor's **interdisciplinary degree programme Criminology Studies**. The FMed, FSS, FSci, FSpS and FEdu will participate in its implementation together with the FLaw. Through this programme, MU is going to participate in the preparation of experts ensuring the functioning of national critical infrastructures.

The faculty continued its collaboration under the joint **memoranda of cooperation** with the Supreme Court, the Supreme Administrative Court and the Police of the Czech Republic – Regional Directorate of the South Moravian Region, signed in the previous year. Their objective is the development of high-quality legal education and legal theory, cultivation of the legal environment and the expertise for good decision-making practice of courts. The faculty engaged in collaboration under the signed agreements with the Ministry of Finance and the Centre for Human Rights and Democracy.

In its social role, the faculty participated in the **Night of Law** festival. It offered lectures, talks, film screenings and tours of important judicial institutions in Brno, including the Constitutional Court, the Supreme Administrative Court and the Supreme Court. In cooperation with the Jan Hus Educational Foundation, the 16th year of the *Ius et Societas Award* took place. The faculty also participated in the **Researchers' Night** and the **MjUNI Children's University** programme.

On the occasion of the 104th anniversary of its foundation, Masaryk University honoured its first rector, naming the Faculty of Law's assembly hall after him – it is now called the **Great Hall of Karel Engliš**.



THE FACULTY OF LAW EXPANDS ITS SPECIALIZED POSTGRADUATE LL.M. PROGRAMMES

The new internationally recognized degree programmes *Law of Information and Communication Technologies* and *Construction Activities in Legal and Economic Context* offer professionals in legal practice the opportunity to further develop and improve their qualifications in a precisely defined specialized area of law. Students may expect study divided in three semesters with an innovative form of teaching combining elements of guided self-study, expert lectures and joint consultations, with the use of modern information technologies. Emphasis is placed on an individual approach and the systematic provision of feedback.

Faculty of Medicine

9,656
applications submitted

4,803
students in total

1,184
students from Slovakia

811
students from abroad
(outside Slovakia)

716
graduates

737
employees (FTE)

17
international
research projects

In the election year 2023, it was decided that the Faculty of Medicine of Masaryk University will continue to be led by Dean **Martin Repko** in his second term. There has been a change in the faculty management, with Eva Brichtová becoming the new Vice-dean for Student Affairs and Jana Fialová, who held the position before, becoming the Vice-rector for Student Affairs and External Relations of MU. Michal Koščík has been newly appointed to the position of the Vice-dean for Personnel Affairs, Internal Organization and Legislation of the FMed.

In 2023, the FMed noted a long-term stable interest of **applicants** who completed the in-person admissions procedure to seventeen accredited degree programmes. A significantly higher enrolment rate compared to previous years was recorded in the *General Medicine* degree programme, which indicates not only the interest in the field as such, but also specifically in studying it in Brno. Thanks to this, the faculty is succeeding in fulfilling the criteria of the long-term governmental plan to prevent a personnel crisis in healthcare. The faculty works with prospective students since secondary school through programmes implemented by the **FMed Junior Academy**, which organized more than fifty online and offline courses last year. Students thus come to their studies motivated and the student dropout is kept low. 157 students were enrolled in the *General Medicine* programme, which is fewer than in the previous year, however, there were more international students studying in one of the mobility programmes.

A major project event is the launch of the **CREATIC project**, supported by a 35 million EUR grant from the European Commission, which will enable the establishment of a **research centre for the development of cell and gene therapies** aimed at treating children and adult patients with selected rare diseases. The MU FMed remains active in the domain of international **grants**, with academic and research staff submitting a total of 250 internal, national or international projects in 2023. 102 of them have entered the implementation phase. **Support for research groups** also continues, with the number of research groups increasing by seven to a total of 26 active research groups. Following the international evaluation of research and doctoral studies at MU FMed, an *Implementation Plan* summarizing the measures and the implementation of the recommendations of the international evaluation panel was created, closely linked to the *HR Award Action Plan*.

One of the significant **research achievements** was the advancement of a multidisciplinary team of researchers in addressing the issue of prevention and treatment of Alzheimer's disease. Dáša Boháčiková was involved in the research for the FMed. Another significant success was achieved by Jan Křivánek, who introduced a new imaging method that allows monitoring the bone and tooth growth dynamics. Key achievements also include the establishment of MilkyWay be well s.r.o., the first FMed **spin-off company**, which introduced the MyWay analytix® solution for the management and prevention of mental health in companies. One of the co-founders of the company is Miroslav Světlák, Head of the Department of Medical Psychology and Psychosomatics. The first **ERC Proof-of-Concept Grant** for the FMed was secured by Adam Williamson, who is developing a revolutionary device for the treatment of obstructive sleep apnea at the International Clinical Research Centre.

In November, the 15th year of the **AKUTNĚ.CZ conference** was held, focusing on anaesthesiology, intensive care and first aid. The conference, aimed mainly at students and junior doctors, offered a number of workshops and lectures.

In 2023, the FMed expanded its portfolio of events and projects with a **societal impact**, in which it participates in cooperation with other institutions or student associations. In addition to traditional events such as the *Brno Prevention Days*, *Brno Days for Health* or *Etika on run*, it was also involved for the first time in the *Day of the Blind* or the first year of the *Safe RUN* fundraising event. For the sixth time, a memorial for body donors was also held, followed by an information campaign on donation and the continuation of the collection for the construction of a memorial to body donors. Awareness-raising events also include the *Before I Go to the Doctor* project, which resulted in an information leaflet on proper communication between patients and doctors.



THE FACULTY OF MEDICINE HOLDS ALUMNI DAY AND GOLDEN GRADUATION CEREMONY

Almost one hundred and fifty visitors arrived to the Bohunice campus for the *Alumni Day*. For those alumni whose diploma had the year 1973 printed on it, the faculty held a golden graduation ceremony with the presentation of commemorative certificates. In parallel to the golden graduations, a programme for the non-jubilee alumni unfolded as well. A tour of the FMed Department of Anatomy and the Simulation Centre was organized for all attendees. The programme also included a panel discussion, which through the perspective of three generations offered an insight into the teaching methods over the past half a century.

Photo: Participants of the golden graduation ceremony at the Faculty of Medicine during the award of the commemorative certificates

Faculty of Science

4,106
applications submitted

3,599
students in total

735
students from Slovakia

274
students from abroad
(outside Slovakia)

899
graduates

993
employees (FTE)

40
international
research projects

In the area of education in 2023, the Faculty of Science focused on the accreditation of new follow-up master's degree programmes **Microscopy** and **Virology**, while expanding the range of English programmes with the addition of a bachelor's degree programme **Data Analytics** and a follow-up master's degree programme **Biochemical and Cellular Technologies**. Work has also begun on the preparation of the **Microscopy** programme in English. In addition, the MU Internal Evaluation Board approved the creation of a bachelor's programme **Biology and Biochemistry** and bachelor's and follow-up master's programme **Water Resources Management**. In cooperation with the Faculty of Informatics, the Faculty of Science started the preparation of the bachelor's and follow-up master's programme **Bioinformatics**. In 2023, internal evaluation of 29 bachelor's and follow-up master's degree programmes was also successfully carried out with the participation of internal and external evaluators.

The faculty was significantly involved in 2023 in the preparation of the NRP 7.4 project oriented on green skills, which will enable funding for the preparation of five degree programmes focusing on sustainability, climate change and environmental issues. Simultaneously, thirty new or innovated courses on sustainability and climate protection were prepared for the project.

The year 2023 was very successful for the Faculty of Science in science and research. After a five-year postdoctoral stay in the USA, Peter Fabian, who, in addition to the prestigious **DIOSCURI** Centre of Scientific Excellence, also won one of the three **ERC Starting Grants** that went to the Czech Republic in 2023, decided to establish a team at the Department of Experimental Biology of the MU FSci. The European Space Agency and the MEYS selected and supported the project of the first Czech space telescope in the ultraviolet spectrum **QUVIK** (*Quick Ultra-Violet Kilonovae Surveyor*). The research operations centre and the research part of the project will be managed by a team of astrophysicists led by Norbert Werner from the Department of Theoretical Physics and Astrophysics.

Authors from the Faculty of Science published **more than 800 scientific papers indexed on WoS** in 2023. The most cited FSci publications develop the disciplines of biotechnology, molecular biology, environmental toxicology, botany, zoology, ecology, geography, immunology and mathematics. In 2023, the investigation or co-investigation of **12 new Horizon Europe projects**, 33 projects supported by the GACR and 17 projects funded by the TACR was launched, and researchers from the Faculty of Science are partners in five OP JAK Top Research projects.

The team of the Faculty of Science prepared, launched and coordinated the interfaculty programme **MUNI Mendel Doctorandus** for exceptionally talented doctoral students. More than 60 students from all participating faculties and CEITEC participated in the programme. Four students involved in the programme completed their studies in the **European Doctorate** mode.

Within the **INNOLEC – Innovation Lectures** programme, a total of 41 lectures, seminars and practical exercises with foreign experts were held last year, attended by more than 1,600 students and academics. There were also 19 interdisciplinary lectures in the **Life Science Seminar Series**, to which world leaders in their fields are invited. The seminars are conducted in English and were attended by a total of 4,700 participants.

With the opening of the academic year 2023/2024, the new **MU Faculty of Science Awards** for 2023 were presented. Among the 13 laureates were outstanding teachers of science or mathematics, graduates of the faculty and cooperating schools and institutions.

In the course of the year, the faculty and its departments were involved in social events for students or employees (*the MUNI Day, the Garden Party, awards, BBQ with deans, etc.*), in the promotion of science education at schools, communication of science and research results (*Earth Day, MjUNI, Researchers' Night, Science Festival, etc.*) and in promoting interest in the study of teaching. Communication with prospective students involved a series of events and field trips for secondary school students (such as the *Open Day*). The faculty was also significantly involved in the preparations for the establishment of a new science-oriented grammar school in Brno.



RECETOX CELEBRATES 40 YEARS OF ITS EXISTENCE

The RECETOX Centre has been studying the relationship between humans and the environment for 40 years now. In so doing, it places special emphasis on the environmental and health risks associated with toxic substances. Four decades of research, education and awareness-raising activities of the RECETOX Centre were narrated in an exhibition in the main corridor of the Bohunice campus. The opening of the exhibition, combined with the *Brno Living Lab Open Day*, became an opportunity to meet former students and staff who had the opportunity to see the laboratories and the unique CELSPAC biobank. To mark the anniversary, the centre also held a discussion on artificial intelligence and a debate on environment and health.

Photo: Jana Klánová (right), current director of RECETOX, with Ivan Holoubek, founder of the centre, who joined the celebrations remotely

Faculty of Arts

9, 8 2 6
applications submitted

6, 6 3 4
students in total

9 8 8
students from Slovakia

4 3 4
students from abroad
(outside Slovakia)

1, 3 9 5
graduates

5 5 8
employees (FTE)

1 6
international
research projects

2
ERC grants

In 2023, the Faculty of Arts again recorded a higher interest from applicants in bachelor's **degree programmes**. Adjustments were made in the faculty's website in terms of component settings and page layout for newly admitted students. The new layout offers a clearer and easier-to-navigate **guide for freshmen**. Changes were made in teacher training programmes. Contracts with partner secondary schools have been updated, work has begun on unifying the portfolio format across the teacher training programmes and a didactic classroom has been launched to support group and cooperative learning. Several new LLL courses created with support from the NRP were pilot tested during 2023.

The **Humanities Week** event, which was initiated by the MU FA and includes the celebration of the *UNESCO World Philosophy Day*, **became a nationwide event in 2023**. For the first time ever, ten faculties of arts and one faculty of humanities from ten different cities of the Czech Republic took part. The theme commemorated the 300th anniversary of the death of two Baroque great figures, Jan Blažej Santini-Aichel and Johann Bernhard Fischer of Erlach. As part of the *Humanities Week Celebration*, a **commemorative plaque** to Milan Jelínek, former Dean of the Faculty and the first post-revolutionary Rector of MU, was unveiled in the courtyard of the faculty's main campus.

One of the most important **grant achievements** was the award of the OP JAK Excellent Research project *Ready for the Future: understanding the long-term resilience of human culture (RES-HUM)*. in 2023. The project aims to clarify the basic principles of resilience of human society in a historical perspective using long time series and to transfer the acquired knowledge into social practice. The project will bring together researchers in humanities and natural sciences. As co-investigators, FA researchers will also participate in another OP JAK Excellent Research project *Beyond Security: the role of conflict in resilience building (CoRe)* and in the international Horizon Europe project *Augmented Social Play: smartphone-enable group psychotherapeutic interventions that boost adolescent mental health by supporting real-world connection and sense of belonging*.

Martin Lang succeeded in the JUNIOR STAR competition organized by the GACR. He received the grant for his project *Computing Religious Devotion: How Reinforcing Supernatural Beliefs Affects Normative Models in the Mind*.

Experts from the Faculty of Arts have won **major awards** in 2023. Jan Budňák received the *Academia Publishing House Award* in the category of translation of a science or popular science book, Adrien Palladino received the *Josef Krása Award*, which is given by the Czech Association of Art Historians for a significant achievement. The *Medal of the National Education Commission* was awarded by the Minister of Education and Science of the Republic of Poland to Roman Madecki and Renáta Buchtová. Václav Štěpánek was awarded the *South Moravian Region Award* for his contribution in the field of folklore. Zbyněk Sviták and Tomáš Krejčík received the *Medal for Merit for Czech Archival Science*, awarded by the Ministry of the Interior of the Czech Republic. The Certificate of Appreciation of the Czech Bishops' Conference for lifetime achievement in the field of Latin philology was awarded to Jana Nechutová, especially for her contribution to the field of Latin medieval studies. In the doctoral thesis category, Michaela Prišťáková received the *Jan Rulř Award* for students and young researchers in archaeology and related fields.

The **Cabinet for Armenian Arts and Culture** was established at the FA, co-financed by the Armenian Ministry of Culture. It will systematically research and popularize Armenia's globally unique cultural heritage.

In 2023, the FA participated for the first time in the **European Sustainable Development Week** initiative, with several accompanying activities, happenings and challenges (e.g. Letters for future, Eco-tour, swap). The theme of a sustainable and responsible faculty was also emphasised in events for students (*SemestrSTART*) and applicants (*Open Day*). In cooperation with the humanitarian and development organization ADRA, an exhibition on the topic of volunteering was organized at the FA. In 2023, the DYSLEX applied research project was completed, the aim of which was to improve the diagnosis of dyslexia using eye-tracking measurements. A fundraising event to support disabled children was organized by the student association attached the DCS in cooperation with the Mission of Hope association.



ARCHAEOLOGIST FROM THE FACULTY OF ARTS WINS THE ČESKÁ HLAVA AWARD FOR A DISCOVERY OF GLOBAL IMPORTANCE

Jiří Macháček, head of the Department of Archaeology and Museology, received the most prestigious Czech scientific award *Česká hlava - Invence*. He received the award for uncovering evidence of the first contact of people of the Slavic way of life with writing. The discovery was published under the leadership of Jiří Macháček by an international team of scientists from the Czech Republic, Switzerland, Austria and Australia in the world's leading *Journal of Archaeological Science*. Over the next five years, Jiří Macháček will be working on the project *Ready for the Future: understanding the long-term resilience of human culture*. It will focus on elucidating the basic principles of resilience of human society in a historical perspective and on the translation of the knowledge gained into social practice.

Photo: Head of the Department of Archaeology and Museology, Faculty of Arts, MU, winner of the Česká hlava Award in the Invention category

Faculty of Education

The Faculty of Education of Masaryk University has entered the year 2023 with new management. Previous Dean Jiří Němec was replaced by the newly appointed **Dean** Simona Koryčánková on 1 February 2023. The new members of her team of Vice-deans are Tomáš Janík (Vice-dean for Research and Academic Affairs), Marek Lollok (Vice-dean for Master's Studies and Lifelong Learning), Helena Vaňurová (Vice-dean for Quality and Student and Alumni Affairs), Tomáš Káňa (Vice-dean for Bachelor's Studies and Admissions), Hana Svobodová (Vice-dean for Development and Strategy), Petra Vystrčilová (Vice-dean for Internationalization and External Relations).

The faculty also went through a number of building adaptations. The most significant of these was the **construction of a new art studio building**, ceremonially opened in November. In the modern building, designed by architect Michal Palaščík, spaces were created for a new media studio, a painting studio and an object creation workshop. The entire project cost 30 million CZK, with 27 million CZK obtained by the university through a MEYS subsidy.

As part of the **quality assurance** process, 29 undergraduate programmes went through **internal evaluation** in 2023. The programmes were evaluated by sixteen evaluation panels. The outcome of the evaluation was development plans for each degree programme with recommendations for programme development for the next five-year period.

In 2023, 12 graduates completed their **doctoral studies** by passing the Doctoral State Examination and defending their thesis. A number of activities were prepared for all doctoral students during the year under the banner of the (Post)Doctoral School of the MU FEdu.

The **lifelong learning** programme *Teaching Czech Language and Literature for Primary Schools* was offered for the first time as a webinar and was met with a significant increase in interest.

The FEdu got involved in the experimental validation of the *Support system for mentors with the aim of improving the quality of teaching practice of future teachers*. The FEdu Lifelong Learning Centre prepared an offer of some 40 additional continuous training courses for mentors, which focus on developing the professional competencies of mentors in accordance with the Standard of Professional Competencies for Mentors. The implementation of these courses started in the autumn semester 2023 and will continue in the following years.

Jana Kratochvílová was awarded the **2nd degree medal** (bronze) by the Ministry of Education, Youth and Sports of the Czech Republic for her long-term research on the issue of formative assessment in the undergraduate preparation of future teachers and her efforts to introduce the changes in school reports in the Czech Republic. *The Minister of Education, Youth and Sports Award for Outstanding Educational Activities at University* was given to Markéta Košťalková. Tomáš Janík and Jiří Němec were acknowledged by the Faculty of Education of the University of South Bohemia in České Budějovice for their long-term collaboration and outstanding contribution to scientific work, improvement of teacher training and faculty development. The Czech documentary *The World According to My Dad* by Marta Kovářová won three awards: special mention from the international jury at the *One World Festival* in Bratislava and the Online Audience Award and Student Jury Award at the *Ji.hlava International Documentary Film Festival*.

In 2023, the Faculty of Education organized 10 **conferences**, three of which were scientific, one on music teaching, five doctoral conferences presenting the research results of doctoral students and one popularization conference, communicating modern visual arts.

In the area of **project activities**, the Faculty of Education joined the initiative Support for the Undergraduate Education of Future Teachers in June 2023 and, as a coordinator, prepared together with other MU faculties a proposal for the MUNI4PREGRAD project with funding for activities in the amount of 65 million CZK. The project was recommended for funding by the evaluation board.

Faculty employees and students participated in a number of **volunteering activities** in 2023. The Evening School for people with mental disabilities and the Klubík tutoring club, primarily for upper primary school children from socially disadvantaged backgrounds, started their activities in 2023. In August 2023, the faculty organized a summer tutoring school for children from socially disadvantaged backgrounds.

8,036
applications submitted

5,166
students in total

163
students from Slovakia

97
students from abroad
(outside Slovakia)

1,313
graduates

314
employees (FTE)

13
GACR and TACR
research projects



THE FACULTY OF EDUCATION OPENS A NEW BUILDING WITH ART STUDIOS

Within the modernization of the infrastructure of individual faculties, the Department of Art has acquired new teaching spaces. The modern building, located in a corner of the FEdu campus at Poříčí, consists of three floors of art studios of different heights and a terrace. The building houses a new media studio, a painting studio and a workshop for object creation. Like all new buildings at Masaryk University, this building is in line with sustainability principles - meeting the requirements of simplicity of the technologies used, including recyclable concrete, functionality and connection to the existing systems of the faculty buildings. Architect Michal Palaščík is credited for the sensitive integration of the modern building into the old spaces.

Photo: The New Media Studio of the Department of Art in the renovated spaces at the Faculty of Education

Faculty of Pharmacy

7 3 3

applications submitted

8 8 4

students in total

1 9 3

students from Slovakia

8 6

students from abroad
(outside Slovakia)

1 3 4

graduates

1 0 5

employees (FTE)

5

GACR and TACR
research projects

In 2023, the Faculty of Pharmacy continued to synergize with the goals and activities of Masaryk University, in whose structures it has successfully established itself. Multidisciplinary approaches and cooperation across faculties are applied not only in research and development, but also in administrative, marketing and study activities.

The most significant achievement of 2023 was the accreditation and opening of the **new bachelor's degree programme Cosmetic Products**. This comprehensive, interdisciplinary, career-oriented programme is unique in contemporary Czech higher education. Due to the accreditation in May, the admissions procedure was postponed to July 2023. Although the programme was opened to applicants for the very first time, thanks to a well-managed marketing campaign and effective communication, the programme managed to exceed the set targets in the number of applicants and the number of students admitted to the first year of study in the academic year 2023/2024. At the same time, preparations for the follow-up master's degree programme Cosmetology and Cosmetic Products are continuing so that it is ready for graduates to continue their studies. For the Faculty of Pharmacy, the new bachelor's degree programme represents great potential for growth in student numbers and the faculty's overall development and prosperity.

In 2023, the faculty changed the content of its **entrance examination** for the *Pharmacy* master's degree programme. The area of physics was excluded, so the focus remains mainly on biology and chemistry. This change was approved by the Academic Senate of the MU FPharm and will be reflected in the admissions procedure in 2024.

The faculty organized online LLL courses focused on over-the-counter medicines and on medicinal plants, preparations and tea blends.

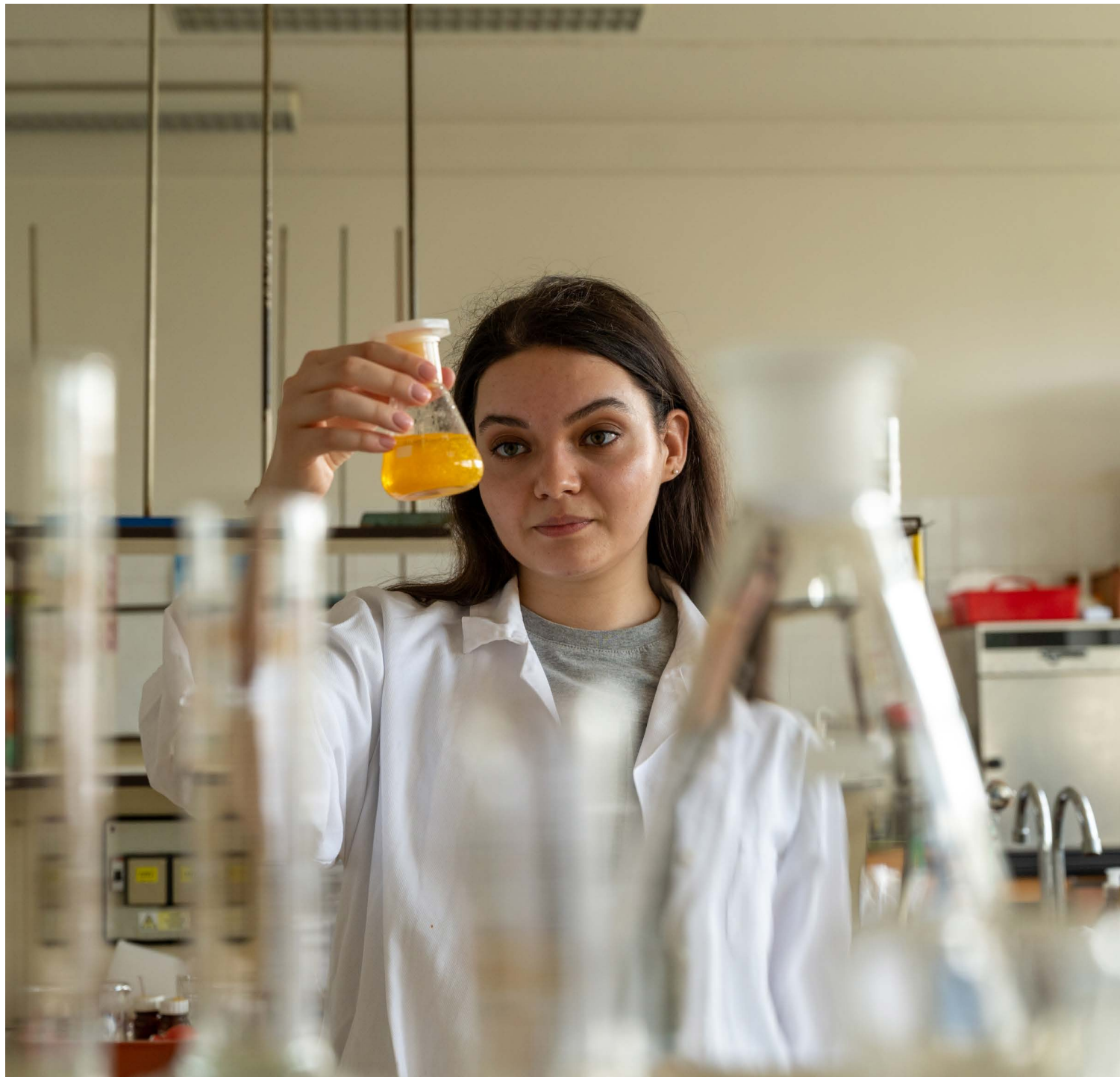
The Faculty of Pharmacy continues to collaborate with partner institutions in Bratislava and Lublin, Poland. The **cross-border cooperation** project between several universities will enable more effective student trips to individual workplaces abroad or deepening the collaboration on research activities or grants.

Although the FPharm was generally successful in **obtaining and implementing projects** from the Czech Ministry of Industry and Trade or the GACR, the ERA Chairs – HORIZON-WIDERA-2022-TALENTS-01 international call, which the faculty had won and developed already in 2022, unfortunately had to be terminated prematurely. In May, the project team, who met on a regular basis and were involved in the successful implementation of the entire project plan, received the sad news that the ERA Chair holder was unable to fulfil his commitments due to health reasons. However, as the project was well prepared and has already gone through many approval processes, it is FPharm's intention to look for a new ERA Chair holder and to reapply for project support in the next call.

The faculty signed two important **cooperation contracts**. In the area of scientific collaboration with the application sector, a contract for the establishment and operation of a joint research facility between the Faculty of Pharmacy and St. Anne's University Hospital in Brno (FNUSA) was signed. The research facility will be established thanks to the cooperation between the Faculty of Pharmacy and the FNUSA International Clinical Research Centre and the MU Faculty of Medicine and will serve the best scientific capacities of both institutions, which can now use the shared spaces for cutting-edge research. The second significant memorandum ratified is an agreement on close cooperation with the Larkin University in Miami, USA. The memorandum includes approval and support for exchange internships for academics and students, who can work at the partner university and bring a fresh perspective to the research projects in progress.

Another major project affecting the FPharm is the **MUNI BioPharma Hub**, a new building on the Brno-Bohunice campus, which is being designed with a strong emphasis on sustainability. In 2023, the building obtained a building permit, preparatory construction works continued, and the general contractor for the construction was selected.

In 2023, the FPharm participated in a large number of initiatives and events for students, applicants and the public, such as the *Researchers' Night*, *Science Festival*, *MjUNI*, *Prvákoviny*, *BBQ with Deans*, *Open Day*, *Pharmaceutical Technology Day*, etc. This year was also the first year of the *DDP Mini-conference* focused on the issues of doctoral studies.



FACULTY OF PHARMACY OFFERS A NEW BACHELOR'S DEGREE PROGRAMME

During its existence, the Faculty of Pharmacy offered education in only one undergraduate master's degree programme, *Pharmacy*, and from the autumn semester of the academic year 2023/2024, it also educates students in a new bachelor's degree programme *Cosmetic Products*. This degree programme, unique among Czech universities, will be broad in scope and will focus on several different disciplines. The programme will offer candidates many interesting subjects in the field of skin, hair or nail care, but also highly specialized knowledge in pharmacy, biology or chemistry. The faculty's intention is to prepare graduates with an interdisciplinary, career-oriented profile.

Faculty of Economics and Administration

4,306
applications submitted

2,798
students in total

590
students from Slovakia

315
students from abroad
(outside Slovakia)

697
graduates

182
employees (FTE)

15
GACR and TACR
research projects

3
international
research projects

A major achievement in 2023 was the **establishment** of the new research **Institute for Health Economics, Policy and Innovation**. Jakub Hlávka, a renowned international expert, joined the faculty from the University of Southern California to become its head. The faculty thus further fulfilled its strategic goal of promoting solutions to important societal issues, including engaging in interdisciplinary research. Jakub Hlávka was also the recipient of the prestigious MU MASH Junior grant.

A major event for the future of the faculty was the **implementation of a large evaluation** of bachelor's and follow-up master's **degree programmes**, which was attended by dozens of external Czech and international experts. There was also a change in the position of the Vice-dean for Internationalization; Markéta Novotná took the place of Monika Jandová, who was appointed Vice-rector.

During the year, a **new framework of the faculty core for undergraduate students was implemented**. There was also a discussion on the concept of theses at the faculty, especially the **changes in the format of the bachelor thesis**. The process of harmonizing the structure and credit evaluation of courses between degree programmes taught in Czech and a foreign language has also progressed. In 2023, progress was also achieved in the preparation of a new interfaculty follow-up degree programme *Applied Health Economics*, developed in collaboration with six other MU faculties. The faculty continued to develop its LLL activities in a fundamental way in 2023, which included the first pilot activities in implementing the system of **micro-credentials**, created within the framework of a joint national project. The targeted modular LLL programme *Management in Pharmacy*, on which the FEA cooperates with the Faculty of Pharmacy, was a great success, as well as other specifically developed training courses, such as *Economics and Management in Trade*.

In the area of internationalization, the faculty was successful in concluding **new Erasmus contracts** with top institutions abroad (TOP 300 strategy), such as the University of Bologna or Ghent University. In 2023, the **the process of admissions** to degree programmes taught in English was **significantly revised**, and the conditions for admission to study included proof of language and study competences. Furthermore, the number of students enrolled in programmes taught in a foreign language increased.

In the past year, the faculty continued to focus on the support of its publication activities and the increase of the share in Q1 and Q2 journals, building on the growth of the past five years. Large **research projects** were **initiated** in 2023, a major achievement being the increasing **involvement** of research teams in **European grant schemes** – particularly Horizon Europe. The most important ones include the *Situation-aware Orchestration of Adaptive Architecture* (SONATA) aimed at improving the work environment and well-being of employees, or the *Implementation of a person-centered palliative care intervention to improve comfort, quality of life and social engagement of people with advanced dementia in care homes* (In-Touch) supporting the improvement of palliative care for people with advanced dementia. In its research activities, the faculty places great emphasis on **collaboration with the public sector** and direct application of results in practice, as exemplified by the *Air quality monitoring in small settlements of South Moravia with local heating systems using sensors* (AIRSENS).

In 2023, the faculty continued to actively support activities related to the involvement of Ukrainian students and academic staff, including the organization of a fundraising buffet event called **Giving Day for Ukraine 2023**.

In 2023, new activities were implemented by the faculty within its **social role** (a second-hand clothes swap or a Christmas Kindness Day). The faculty's students were traditionally offered practically oriented development workshops with companies such as UniCredit Bank and Atlas Copco as part of the TopSeC programme. The faculty entered into other **new partnerships**, with E.ON, the Supreme Audit Office, and the Office for the Protection of Competition.



THE FACULTY OF ECONOMICS AND ADMINISTRATION ESTABLISHES A NEW RESEARCH CENTRE FOR HEALTH ECONOMICS

The *Health Economics, Policy and Innovation Institute* (HEPII) aims to coordinate cutting-edge research and teaching in health economics, health policy and innovation from basic research to clinical practice in collaboration with key health institutions. The institute's priority topics will include the ageing population and the associated increasing demands on the healthcare and social security system, the adoption of new technologies in healthcare, and the quality and accessibility of healthcare in the Czech Republic. Due to the shortage of experts in this field, a new engineer's degree programme in applied health economics is in development at the faculty to fill this gap in the public, non-profit, and private sectors.

Photo: Jakub Hlávka, Director of the Health Economics, Policy and Innovation Institute at MU FEA

Faculty of Informatics

3,239
applications submitted

2,389
students in total

1,086
students from Slovakia

226
students from abroad
(outside Slovakia)

408
graduates

239
employees (FTE)

14
GACR and TACR
research projects

10
international
research projects

Jiří Barnat was elected **Dean** of the Faculty of Informatics for the term 2023–2027. He will focus on improving the communication of the academic community, sustainability of the teaching system and increasing the financial evaluation of PhD students. The year 2023 was also the **10th anniversary** of the **KYPO Cyber Range Platform**, operated within the CERIT (FI MU).

More than half of the companies with which the faculty collaborates through the **FI MU Association of Industrial Partners** continued to be regularly involved in teaching in 2023. A total of 81 bachelor's and master's theses were produced and successfully defended, eight of which won the *Dean's Award for a Final Thesis*. Companies were also involved in the supervision of 12 PhD students in 2023. The faculty has also long supported **thesis writing in English**. In 2023, 67% of bachelor's theses and 77% of master's theses were in English.

FI also maintains regular contact with some 25 secondary schools in the region. In 2023, over 1,000 secondary school students from the Czech Republic and Slovakia participated in the **activities for secondary school students**. The most successful activities were the *Correspondence Seminar in Computer Science*, the semester-long course *Python for Secondary School Students*, and the *Autumn School for Junior Center of Excellence Students*. In cooperation with the FIT BUT and the Vida! Science Centre, another *AI 4 Talents* event took place, focusing on artificial intelligence.

Since January 2023, Masaryk University has been coordinating an international project in cybersecurity, the **Cyber-security Excellence Hub in Estonia and South Moravia (CHESS)**. The four-year project is implemented at the Faculty of Informatics. The aim of the collaboration between expert teams from the South Moravian Region and Estonia will be to support the EU's secure transition to a digital society. **Cooperation with MIT** has also been initiated within the project *FNS Gamma: Establishing cooperation in the field of fast neutron spectrometry in mixed fields of neutron and gamma radiation*. The project aims to implement and validate new physical models for neutron production.

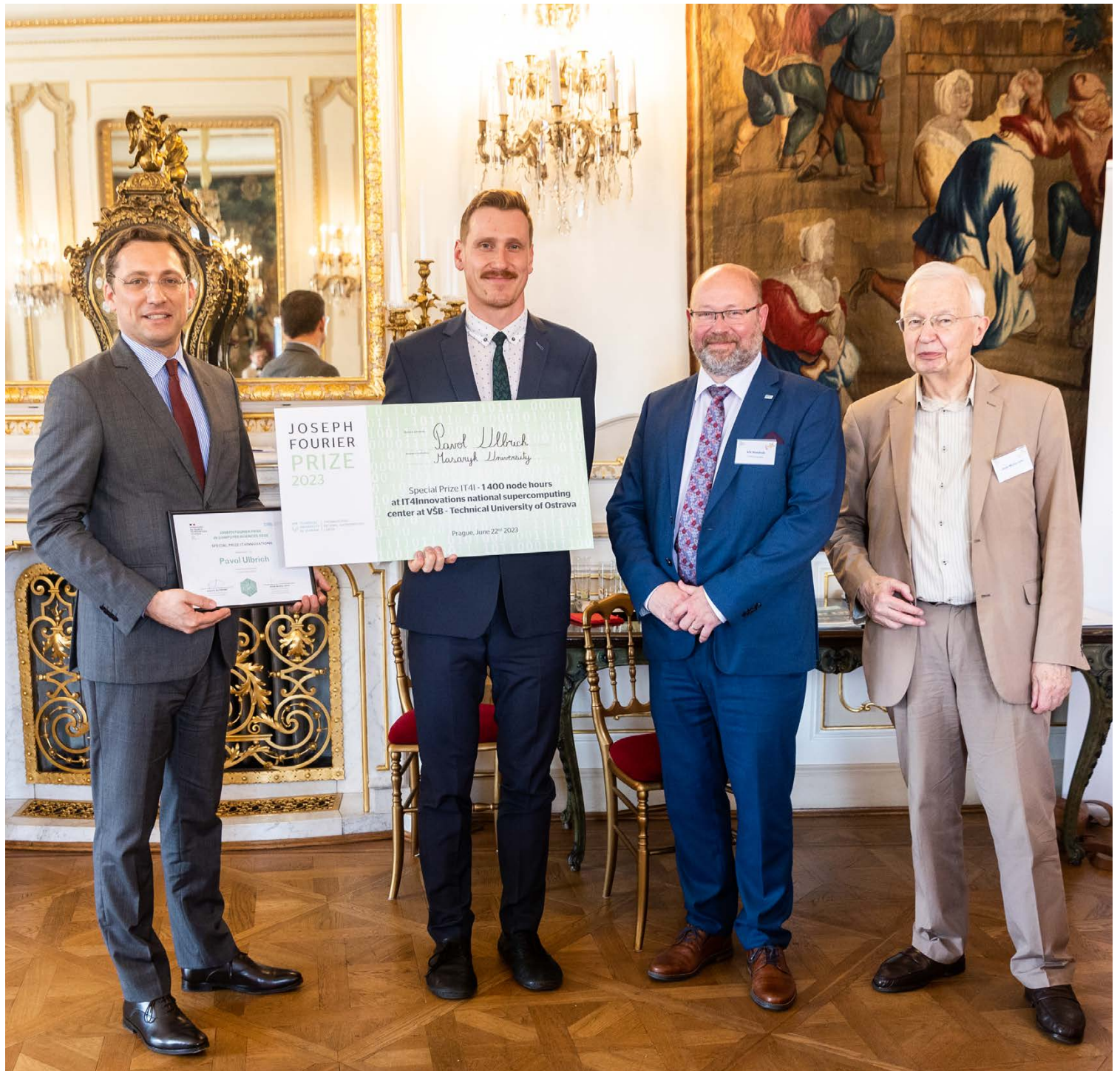
Masaryk University has joined the **European Network for Academic Integrity (ENAI)** based in Brno, co-founded by Tomáš Foltýnek from the FI. The ENAI primarily aims to fight plagiarism and promote an ethical academic environment.

One of the research publications worth mentioning is the article of Michal Kozubek and his colleagues from the Centre for Biomedical Image Analysis, who co-authored on behalf of FI a **groundbreaking scientific article on cell tracking and segmentation**. The article was published in the prestigious journal *Nature Methods* under the title *The Cell Tracking Challenge: 10 years of objective benchmarking*. In total, **14 scientific articles** were published at top-level informatics conferences (A*) or in prestigious journals up to the **10th percentile of JCR (Journal Citation Report)** in collaboration with FI researchers.

Jan Sedmidubský, Tomáš Rebok and other co-authors received the prestigious **Best Short Paper Award Honorable Mention** for their scientific paper at the SIGIR 2023 conference. PhD student Pavol Ulbrich received the *Joseph Fourier Prize* – special jury award, which is given annually by the **Embassy of France in the Czech Republic** for outstanding scientific work in IT. He received the award for building systems for the analysis of sMolBoxes molecular dynamics and ChemVA molecular spaces. Other notable FI student awards include the 2023 *Rector's Award for Outstanding Doctoral Thesis* for Marek Chalupa. The prestigious **Werner von Siemens Award**, in the category of the *Award for Overcoming Obstacles in the Study*, was given to Ester Milostná, a student of computer science, information and library studies.

The **MUNI Innovation Award 2023** was won by two experts at the FI. Zdeněk Matěj was awarded for his research on the use of computing technologies and hardware systems in ionizing radiation measurements in reactors, particle accelerators and particle generators. Jan Kasprzak was awarded for his applied research focusing on technical and procedural aspects of plagiarism detection, especially in thesis texts.

The cultural activities at the faculty continued with the **ProFitheatre** student ensemble, who presented their jubilee 25th play in 2023. The 23rd **FI MU Film Festival** took place as well.



A PHD STUDENT FROM THE FACULTY OF INFORMATICS WINS THE JOSEPH FOURIER PRIZE

For the thirteenth time, the Embassy of France in the Czech Republic presented scientific awards to support promising young researchers. The jury's special award under the *Joseph Fourier Prize* was awarded to Pavol Ulbrich, a student of the *Computer Science* PhD programme. He received the prize for building systems for analysis of sMolBoxes molecular dynamics and ChemVA molecular spaces. His work, which builds on the requirements of biochemists in the Loschmidt laboratories, should in particular help chemists and biochemists with the modification of proteins and smaller molecules, for example in the development of new drugs and vaccines.

Photo: Alexis Dutertre (from left) Ambassador of France to the Czech Republic 2020–2024, PhD student Pavol Ulbrich, winner of the jury's award in the Joseph Fourier Prize category, Jaroslav Vojtěch from Eviden, which financially supports the category, and Jean-Marie Lehn, Nobel Prize winner in Chemistry and initiator of the competition

Faculty of Social Studies

6,978

applications submitted

3,415

students in total

498

students from Slovakia

432

students from abroad
(outside Slovakia)

789

graduates

265

employees (FTE)

48

GACR and TACR
research projects

8

international
research projects

In 2023, the Faculty of Social Studies of Masaryk University celebrated **25 years of its existence**. A special publication mapping a quarter century of the FSS's existence was published and the **Czech Society through the Eyes of the FSS** conference was organized to mark this important anniversary. In April, the **Faculty Day** took place with the announcement of the *Dean of the Faculty of Social Studies Award* and the *I. A. Bláha Award*, a sports programme and guided tours of the faculty were also prepared for the attendees at the celebrations. **Six personalities** associated with the **FSS** received the **Silver Medals** at the *Garden Festival* in the Mendel Greenhouse.

With the new term of office of the **Dean** starting in September 2023, Stanislav Balík remained at the head of the Faculty of Social Studies of Masaryk University, while changes were made among the Vice-deans. David Šmahel was appointed Vice-dean for Strategy and Development, Vít Hloušek Vice-dean for Research and Doctoral Studies and Blanka Plasová Vice-dean for Internationalization and Student Affairs. Adéla Souralová remained as the Vice-dean for Studies and Veronika Velička Zapletalová was reappointed Vice-dean for Communication.

In 2023, the FSS MU continued to develop its existing degree programmes and the admissions procedure took place in unchanged form. The FSS continues to actively reach out to secondary school students through social networks, newsletters and also through podcasts and interviews in the faculty magazine *Atrium*. In 2023, the **number of courses taught in English increased** and the faculty also supported study and work mobility through faculty scholarships. In addition, the faculty has expanded its offer of lifelong learning courses to include new programmes focused on social services, psychotherapy, and media studies, meeting the needs of diverse target groups. The Winter School was held in January and was attended by dozens of students from around the world.

In **science and research**, the faculty achieved several successes in 2023. Eva Šlesinger and her team won a GACR Expro project titled *Robots, Computing the Human, and Autism/Cultural Imaginations of Autism Diagnosis and Emotion AI*, which explores the sub-disciplines of robotics since the 1990s, including affective programming and social robotics, with an emphasis on the influence of the cultural imagination of autism. Another major project led by Lenka Waschková Císařová, *Emotions in political journalism: a cross country view*, carried out in collaboration with the University of Vienna, aims to understand the dynamics of political communication. Adéla Souralová's team is involved in the Horizon Europe project *Decision making of aspiring (re)migrants to and within the EU: the case of labour market-leading migrations from Asia (AspirE)*, which focuses on the topic of international migration. Lucie Vidovičová and her team are working on the Horizon Europe project *Advancing Research and Training on Ageing, Place and Home (HOMEAGE)*, focusing on population ageing in a pandemic era.

A great success for the FSS in 2023 was the fact that the **Invenio psychodiagnostic application** created by Šárka Portešová's team became the **absolute winner of the Technology Agency of the Czech Republic awards**. This is a significant recognition in the field of scientific research and innovation. Another significant success for the faculty was noted by Alena Kluknavská, whose project dealing with the relativization of truth in political communication won the **President of the Czech Science Foundation Award**. These achievements not only highlight the scientific potential of the MU Faculty of Social Studies, but also contribute to strengthening its reputation in the academic community.

Also in 2023, the Faculty of Social Studies of Masaryk University focused on fulfilling its **social role** through collaboration with various social groups and institutions. In October, the *EKOFILM* environmental world film festival was held, with water as this year's theme. In November, the 15th *Multimedia Day* was held for those interested in media events.



THE FACULTY OF SOCIAL STUDIES CELEBRATES 25TH ANNIVERSARY OF ITS FOUNDATION

The faculty started the celebrations of the anniversary of its foundation with the traditional *Faculty Day*. Students and staff could enjoy a day full of activities or explore the history and the present of the faculty with a new audio guide. To celebrate its quarter century, the faculty gifted itself with an annual publication mapping the faculty's origins and development, and held the scientific conference *Czech Society through the Eyes of the FSS*, at which faculty researchers discussed pressing issues in Czech society, while presenting interesting but lesser-known research. The celebrations included the *Garden Festival* in the Mendel Greenhouse, which was combined with the awarding of *MU Silver Medals* to personalities who made a significant contribution to the history of the faculty.

Photo: Rector Martin Bareš (from left), MU Silver Medal awardees Lubomír Kostrůň, Markéta Pitrová, Petr Mareš, Jitka Štěpánková, Irena Šléglová on behalf of her father Ivo Plaňava, and Břetislav Dančák together with the current Dean of the Faculty Stanislav Balík

Faculty of Sports Studies

2,530
applications submitted

1,605
students in total

132
students from Slovakia

20
students from abroad
(outside Slovakia)

417
graduates

107
employees (FTE)

1
GACR
research project

For the faculty, 2023 was the year of the implementation of systemic and organizational measures with the aim to create conditions for promising scientific research and teaching activities. Based on ISAB recommendations, small departments were reduced and **three new departments were created**: the Department of Physical Activities and Health Sciences, the Department of Sport Performance and Exercise Testing, and the Department of Physical Education and Social Sciences. Under the guidance of research leaders, the research areas of the departments were defined.

In the area of infrastructure development, the **reconstruction of the Veslařská sports ground** was successfully completed and a new seminar room was finished on the campus. During 2023, the FSpS management engaged in activities to raise funds for the construction of the missing sports infrastructure at the Bohunice University Campus.

In 2023, the interest in bachelor's and follow-up master's studies grew. Accreditation materials for the establishment of **three new bachelor's degree programmes**: *Coaching, Movement and Health, and Sports Management* were prepared. The programmes are conceived as modern, professionally oriented, aiming to prepare high-quality graduates for the future labour market.

Within the **Blended Intensive Programme** international online course, students and teachers from partner universities from five countries visited the faculty. The **International Week**, a week-long series of lectures by 14 teachers from nine European countries, took place in November. In 2023, **34 foreign teachers** appeared at the faculty as visiting lecturers. 25 academic and five non-academic employees travelled abroad under mobility programmes. **Over 50 courses** were offered to exchange students.

The **Lifelong Learning Centre** newly started to collaborate with the Czech Swimming Sports Association, providing training for a Class III Swimming Coach. LLL expanded its offer of education with new courses and seminars. A mindfulness lecture called *We are stronger than we think* generated interest among employees as well as the general public. More than 2,000 athletes from the South Moravian Region were helped in the FSpS laboratories and outpatient clinics of physical medicine and physiotherapy. The majority of the performances comprised physical education examinations to assess the health condition with subsequent application of movement therapy in the physical therapy outpatient clinic.

In science and research, the appointment of research programme managers in the newly created departments was a major step. Unifying **research directions** and a research development plan were **defined** for each department to increase publication and project success rate.

In the past year, the faculty implemented several research projects. The most important ones included a project funded by the Ministry of Defence - *Comprehensive optimization of the service of members of the 601st Special Forces Group of the Czech Armed Forces*, as well as the GACR project - *Stress resilience and coping with physical and verbal attack*, and the AZV project - *The impact of controlled physical activity on imbalance of autonomic nervous system, immune system and reduced cardiorespiratory fitness in cancer patients after adjuvant chemotherapy*.

Zoran Milanovic, from the Incubator of Kinanthropology Research, was selected as one of the forty best young sports scientists in the world and participated in the *Young Scientific Talents Week* organized by the Universcience (French national scientific body), and was also included among the 50 best football experts in the world by the Expertbase in 2023. Tomáš Hlinský, together with his supervisor Pavel Stejskal and consultant Michal Kumstát, received the *Award for Excellence in Doctoral Studies* at MU.

The faculty actively strengthens its **internal culture** and promotes internal communication. It organizes informal meetings for staff once a month and publishes newsletters. It works on the promotion of its professional and scientific research activities, for example through the MUNISPORTcast podcast.

The Faculty of Sports Studies also collaborates on events for the elderly, children and youth, prepared charity events or the *Day of Health* in support of a colleague with cancer, and on 6 December students and employees organized the *Christmas charity café* in support of the Liga vozíčkářů (Wheelchair League).



FACULTY OF SPORTS STUDIES OPENS NEW SPORTS GROUND AT VESLAŘSKÁ

The multi-purpose sports ground at Veslařská street went through extensive revitalization in the past two years, resulting in the creation of a modern facility for teaching and university sports and cultural activities. With facilities for 70 athletes, the site offers space for indoor and outdoor sports. Students will find a gym for physical training and dance classes, an outdoor multi-purpose field with artificial grass, a workout field, a jetty on the river bank, and also a boarding jetty for boats and river sports. The Veslařská complex also includes a listed building of the former boathouse.

Photo: Students of the Faculty of Sports Studies on the workout field of the reconstructed Veslařská sports ground

Central European Institute of Technology

The Central European Institute of Technology (CEITEC) is a respected scientific research institution in the domain of basic research in the Czech Republic and has achieved significant success internationally. In 2023, CEITEC Masaryk University also contributed to a number of achievements of the whole consortium and enhanced the reputation of Brno science with a society-wide impact. From September 2023, CEITEC has had a new director, **Pavel Plevka**.

In 2023, CEITEC scientists published **over 200 articles** in prestigious peer-reviewed scientific journals, more than 50% of which were in journals belonging to the 25% of the world's top journals, and nearly 800 researchers from more than 20 countries used the state-of-the-art facilities of the shared laboratories.

The research team of **Jiří Fajkus** and their colleagues described the intricate evolution of telomerase RNA (TR) in insects and challenged the existing knowledge of TR evolution in all animals.

Furthermore, **Jiří Fajkus**, together with **Petr Fajkus**, participated in the discovery of plant DNA and the evolution of plant telomeres. The results of the study could have important implications for the future of crop breeding.

Markéta Šámalová and her colleagues have elucidated the effect of expansin on the root growth of the *Arabidopsis thaliana*. Their findings could lead to improved plant production and increased plant stress tolerance.

Martin Lysák's team was involved in the successful sequencing of the horseradish genome, unlocking the secret of its characteristic pungent taste and health benefits. These findings provide new opportunities in the genetic improvement of this crop.

Marek Mráz's team has been granted a US patent for the use of GAB1 inhibitors in the treatment of haematological malignancies. This achievement follows more than a decade of study of the GAB1 protein and its role in the biology of B-cell malignancies.

The research group of **Konstantinos Tripsianes** and other colleagues have expanded knowledge of the role of the so-called intrinsically disordered region of the human RECQ4 protein. The new findings offer new perspectives in understanding the function of RECQ4 in the cell in terms of how proteins are organized into condensates.

Agata Kilar is behind the development of the GERONIMO bioinformatics tool, which simplifies the identification of homologous genes of non-coding RNAs across evolutionary groups of organisms. She continues her scientific career in the USA at Harvard University.

Karel Lacina from the Nanobiotechnology research group has developed a pocket-sized biosensor that enables testing of biochemical markers outside the laboratory. This technology can be used even by unqualified people and a reliable result is obtained within 30 minutes.

Molecular biologist **Dalibor Blažek** has become a member of the **prestigious European Molecular Biology Organization**, which brings together leading molecular biologists and promotes excellence in the life sciences in Europe and beyond.

Structural biologist **Petr Těšina** received the European Research Council Starting Grant. His research team will focus on quality control during the translation process to uncover translational mechanisms in neural tissues.

CEITEC MU hosted the **first ever Czech-Slovak conference on strategic management in science at national and institutional level**. The Minister for Science, Research and Innovation Helena Langšádlová visited CEITEC MU and discussed excellent research and research topics of the 21st century with representatives of its management. CEITEC MU also hosted Czech **economic diplomats** who, before leaving for their embassies, get to know the needs and the potential of export companies and scientific research institutions for the development of foreign collaboration.

CEITEC MU was selected by the **European Research Council** as an example of good practice in science communication, and together produced an educational video that was successful on social media.

3 9 4

total staff (FTE)

6 5

employees from abroad
(outside Slovakia)

3 2

employee countries of origin

4 7

GACR and TACR
research projects

2 8

international
research projects

3

ERC grants



CEITEC PHD SCHOOL OPERATES FOR TEN YEARS ALREADY

One of the roles of CEITEC MU is to educate the next generation of scientists. The research institute therefore offers an international training programme for talents from all over the world with access to state-of-the-art research infrastructure and education in an interdisciplinary scientific community. Since its foundation, the PhD School has drawn inspiration at prestigious international institutes, bringing back a lot of ideas. This included the mentoring concept, so far unusual in the Czech Republic, thanks to which the CEITEC PhD School students can consult their project not only with their supervisor, but also with other experts in the Czech Republic and abroad. The CEITEC PhD School also strives for the professional development of mentors together with students, thus promoting a culture of continuous growth and innovation. Graduates subsequently work in a number of prestigious institutions abroad or head into the commercial sphere.

Photo: Michaela Fajkusová (from left) and Irena Doubková, managers of the CEITEC PhD School

Institute of Computer Science

At the beginning of 2023, **Jan Mysliveček** took up the post of the Director of the Institute of Computer Science, replacing the previous Director, Luděk Matyska, after 10 years. In February, a change took place in the position of the secretary of the Institute of Computer Science, when Vojtěch Příbyla became the new secretary.

During the year, the ICS worked to strengthen its activities in **cybersecurity**. It significantly shifted from reactive incident handling to proactive user education, setting and enforcing rules to improve the security of IT infrastructure services. New **phishing tests** were prepared and implemented at seven economic units of the university. Based on the results obtained, preparations were then initiated for new education as well as tools to help users not to succumb to such attacks. A new online cybersecurity training course was also prepared, which will be made available to users in 2024 and will be mandatory with view to the requirements of the *Cybersecurity Act*.

The Institute of Computer Science also continued its coordination role in cybersecurity development, acting as a coordinator in the Ministry of Education’s **CRP-Kyber23** project, involving 26 public universities in the Czech Republic. Significant financial support was generated by the success of the *SOC* project in the Digital Europe programme, the aim of which is to build an SOC (Security Operations Centre) that will serve Masaryk University (possibly other entities in the future).

In 2023, the ICS team successfully handled some 176 thousand attempted attacks and resolved 3,816 cybersecurity incidents.

Developments were also made in **Open Science** activities, where the Institute of Computer Science as the principal investigator started works on the **EOSC** (European Open Science Cloud) project and helped with the preparation of follow-up projects. This in particular concerns the **National Repository Platform** project, to be launched in 2024. The goal of this initiative is to promote good practice in research data management and to ensure the establishment of a common platform for sharing, managing and accessing data and computing resources for research purposes.

Also in 2023, the ICS team actively monitored technological advances and enhanced its services in line with the needs of the university. The first university-wide collection of feedback on IT services provided by the ICT was undertaken. The evaluation helped to identify and subsequently address issues in the areas of individual IT services. In addition, preparations were made for the replacement of the MU network core, in particular the acquisition of a large number of network elements. Investments in high-end equipment will ensure readiness for **technological innovations** and will enable a generational renewal of IT infrastructure and service monitoring technology. Last but not least, the NAT architecture for the Eduroam Wi-Fi network was successfully implemented, increasing security and scalability. The MU Rector’s Office replaced wireless access points to improve coverage and performance. In addition, the multi-factor authentication service was improved, resulting in a 17-fold increase in its use, and migration to the new RemSig remote signing tool for qualified certificates took place.

In 2023, preparations were undertaken for the **generational renewal of the economic and personnel information system** (EPIS), the aim of which is to enable a full and effective computerization of administrative non-study processes at MU. Works on the **data warehouse**, including the mechanism of assigning rights to the data available in it, continued. The development of the *Employee Portal* and the digitization of a number of administrative agendas, implemented mainly in the INET system, continued.

The Institute of Computer Science continuously improved the **IT support** available at it.muni.cz and it@muni.cz and provided support for the use of the MS 365 tools to streamline not only administrative agendas.

1 6 1
total staff (FTE)

1 7 6 , 3 7 9
cyber-attacks averted

2
GACR and TACR
research projects

1 3
international
research projects



UNIQUE SOFTWARE FROM MASARYK UNIVERSITY DEVELOPERS HELPS CRIMINOLOGISTS TO EXPOSE CRIMINALS

Developers from the Institute of Computer Science at Masaryk University have developed a new software tool called *LikPik*, which facilitates the daily work of investigators in detecting and proving criminal offences. The *LikPik* tool can process and search huge amounts of digital data very quickly and then clearly sort the information. In addition, *LikPik* automatically corrects and cleans the data and actively helps investigators to describe it. This helps to speed up their work significantly. In addition to sorting and analysing data in a reasonable time, the Police of the Czech Republic also appreciates the modularity and openness of the developed tool, which is released under a free license. As an invaluable tool, *LikPik* will become part of the police IT infrastructure.

Photo: Tomáš Rebok, head of the development team for the LikPik software tool

MU Organizational Structure

Masaryk University

MU

Rector's Office

RMU

Žerotínovo nám. 617/9, 601 77 Brno, Česká republika, www.muni.cz

Žerotínovo nám. 617/9, 601 77 Brno

Faculties

**Faculty
of Law**

FLaw

Veveří 158/70, 611 80 Brno

**Faculty
of Medicine**

FMed

Kamenice 753/5, 625 00 Brno

**Faculty
of Science**

FSci

Kotlářská 267/2, 611 37 Brno

**Faculty
of Arts**

FA

Arna Nováka 1/1, 602 00 Brno

**Faculty
of Education**

FEdu

Poříčí 623/7, 603 00 Brno

**Faculty
of Pharmacy**

FPharm

Palackého třída 1946/1, 612 00 Brno

**Faculty of Economics
and Administration**

FEA

Lipová 507/41a, 602 00 Brno

**Faculty
of Informatics**

FI

Botanická 554/68a, 602 00 Brno

**Faculty
of Social Studies**

FSS

Joštova 218/10, 602 00 Brno

**Faculty
of Sports Studies**

FSpS

Kamenice 753/5, 625 00 Brno

University Institutes

**Institute
of Computer Science** **ICS**

Šumavská 416/15, 602 00 Brno

**Central European
Institute of
Technology** **CEITEC**

Kamenice 753/5, 625 00 Brno

University Facilities

**Language
Centre** **LC**

Komenského nám. 220/2,
602 00 Brno

**Masaryk University
Archives**

Žerotínovo nám. 449/3,
602 00 Brno

**Centre for International
Cooperation** **CIC**

Komenského nám. 220/2,
602 00 Brno

**Support Centre for Students with
Special Needs (Teiresiás)**

Komenského nám. 220/2,
602 00 Brno

**Technology Transfer
Office** **TTO**

Komenského nám. 220/2,
602 00 Brno

**Mendel
Museum**

Mendlovo náměstí 907/1a,
603 00 Brno

**University Centre
Telč** **UCT**

Náměstí Zachariáše z Hradce 2,
588 56 Telč

Career Centre **CC**

Komenského nám. 220/2, 602 00 Brno

**Competence
Development Centre** **CERPEK**

Komenského nám. 220/2, 602 00 Brno

**Accommodation and
Catering Services** **ACS**

Vinařská 472/5b, 603 00 Brno

**Masaryk University Press
(Munipress)**

Rybškova 987/19, 602 00 Brno

**Management of the
University Campus
at Bohunice** **MUCB**

Kamenice 753/5, 625 00 Brno

List of Abbreviations

University

ACS	Accommodation and Catering Services	IS MU	Masaryk University Information System
AS	Academic Senate	KYPO	Kybernetic Polygon
CCAE	MU Centre for Culture, Art and Events	KYPO CRP	Kybernetic Polygon, Cyber Range Platform
CEITEC	Central European Institute of Technology	LC	Language Centre
CERIT	Centre for Education, Research and Innovation in Information and Communication	LLL	Lifelong learning
CERPEK	Competence Development Centre	LPT	Learning potential test
CIC	Centre for International Cooperation	MASH	MUNI Award in Science and Humanities
CORE	selective Common University Courses	MjUNI	Masaryk Junior University
CREATIC	Central European Advanced Therapy and Immunology Centre	MU	Masaryk University
CSIRT-MU	Computer Security Incident Response Team	MUCB	Management of the University Campus at Bohunice
DCS	Department of Classical Studies	MUIEB	MU Internal Evaluation Board
EVAK	Evaluation of academic activities	MUNI	Masaryk University
FA	Faculty of Arts	P-Pool	Undergraduate programme for motivated medical students
FEA	Faculty of Economics and Administration	REC	Research Ethics Committee
FEdu	Faculty of Education	RECETOX	Research Centre for Toxic Compounds in the Environment
FI	Faculty of Informatics	RMU	Masaryk University's Rector's Office
FLaw	Faculty of Law	ROPOT	Revision Opinion Poll and Testing
FMed	Faculty of Medicine	SC	Shopping centre
FPharm	Faculty of Pharmacy	SIMU	FMed Simulation Centre
FSci	Faculty of Science	SMSP	Strategic Management Support Programme
FSpS	Faculty of Sports Studies	SPF	Special-purpose Fund
FSS	Faculty of Social Studies	SUPO	System of Payment of Claims
GAMU	Grant Agency of Masaryk University	TGM	Tomáš Garrigue Masaryk
GEP	Gender Equality Plan	TopSeC	Top Students Centre
HEPII	Health Economics, Policy and Innovation Institute	TTO	Technology Transfer Office
ICRC	International Clinical Research Centre	U3A	University of the Third Age
ICS	Institute of Computer Science	UCB	University Campus at Bohunice
INET	Enterprise resource planning system	UCT	University Centre Telč
IRDE	Internal Research and Doctoral Studies Evaluation	WO	Welcome Office

Other

AI	Artificial intelligence	CAFM	Computer-aided facility management
ALTE	Association of Language Testers in Europe	CAS	Czech Academy of Sciences
ARWU	Academic Ranking of World Universities (Shanghai Ranking)	CerclS	European Confederation of Language Centres in Higher Education
AZV	Czech Health Research Council	CHESS	Cyber-security Excellence Hub in Estonia and South Moravia
BIM	Building information modelling	CoARA	Coalition for Advancing Research Assessment
BMS	Building management system	CR	Czech Republic
BUT	Brno University of Technology		

CV	Curriculum Vitae	LCDRO	Long-term conceptual development of a research organization
CZARMA	Czech Association of Research Managers and Administrators	LRI	Large research infrastructures
CZK	Czech koruna	M&R	Metering and Regulating
CzechELib	National Centre for Electronic Information Resources	MA	Ministry of Agriculture of the Czech Republic
DDP	doctoral degree programme	MENDELU	Mendel University in Brno
DP	Degree programmes	MEYS	Ministry of Education, Youth and Sports of the Czech Republic
EAIE	European Association for International Education	MEYS CDP	Centralized Development Programmes of the Ministry of Education, Youth and Sports of the
EDUC	European Digital UniverCity (consortium of universities)	MIT	Massachusetts Institute of Technology
EMBO	European Molecular Biology Organization	MSCA	Marie Skłodowska-Curie Actions
ENAI	European Network for Academic Integrity	MSCA-PF	Marie Skłodowska-Curie Actions Postdoctoral Fellowships
ERA	European Research Area	NAT	Network Address Translation
ERC	European Research Council	NCISA	National Cyber and Information Security Agency
ESFRI	European Strategic Forum for Research Infrastructure	NGO	Non-Governmental Organization
EU	European Union	NRP	National Recovery Plan
EUI	European University Association	OHS	Occupational health and safety
EULETA	European Legal English Teachers' Association	OP JAK	Operational Programme Jan Amos Comenius
FETS	Further education of teaching staff	OP RDE	Operational Programme Research, Development and Education
FIT BUT	Faculty of Information Technologies at BUT	PB	petabyte
FNUSA	St. Anne's University Hospital in Brno	PMIS	Project Management Information System
FP	Framework Programme	QR	Quick Response
FSE	Final state examination	QS	QS World University Rankings
FTE	Full-time equivalent	QUVIK	Quick Ultra-Violet Kilonovae Surveyor
GACR	Czech Science Foundation	R&D	Research and development
GHG	Greenhouse gas	RDI	Research, development and innovation
GIS	Geographic Information System	RIV	Information Register of R&D Results
GMO	Genetically modified organism	SSH	Social sciences and humanities
GMP	Good Manufacture Practice	STM	Science, technology, medicine
H2o2o	EU Research and Innovation Framework Programme	SYRI	National Institute for Research on Socioeconomic Impacts of Diseases and Systemic Risks
HE	HORIZON EUROPE	TACR	Technology Agency of the Czech Republic
HPV	Human papillomavirus	TB	terabyte
HR	Human resources	THE	Times Higher Education
IATEFL	International Association of Teachers of English as a Foreign Language	UN	United Nations
ICT / IT	Information and communication technologies / information technologies	UNILEAD	University leaders in SDGs
IFMSA	International Federation of Medical Students Associations	USA	United States of America
ISAB	International Scientific Advisory Board	WoS	Web of Science

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