

CHARLES UNIVERSITY

FACULTY OF PHYSICAL EDUCATION AND SPORT

STRATEGIC PLAN

2021-2025

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STRATEGIC PLAN OF THE FACULTY OF PHYSICAL EDUCATION AND SPORT OF CHARLES UNIVERSITY FOR THE PERIOD 2021–2025

PREAMBULE

The Faculty of Physical Education and Sport (FTVS UK) is an integral part of Charles University. The Faculty of Physical Education and Sport and the people who act on its behalf consider it a matter of vital importance to espouse the traditions and legacy of our predecessors, as well as create conditions for development and its sustainability in all areas of the faculty's activities. The key principles for fulfilling the mission of the faculty, as a constituent part of Charles University, are academic freedom, critical thinking, the quality and mutual interconnectedness of educational and research activities, the development and support of internationalization, ethical principles of scientific and pedagogical work, and the opening up of socially relevant topics, particularly in areas closely related to the mission and focus of the faculty.

In line with the long-term plan of Charles University, the faculty must focus on human resources, because „the best people make the best university“. The faculty is a community of people; it is a multidisciplinary workplace. Essential factors in the development of the faculty are the development of human resources and mutual cooperation between people and workplaces within the faculty and the University, as well as with other research, educational and professional institutions.

Multidisciplinarity, in the form of implemented study programmes, is also anticipated in the field of science and research. The development of the scientific disciplines cultivated at the faculty, the emphasis on excellence in science and the practical use of research, scientific and development activities, and the interconnection of research activities with educational activities are crucial because: “Competitive research is of benefit to society”. In the coming period, it will be necessary to find and develop key research topics that will, in accordance with the faculty's mission, help to give it a clear identity and contribute to its recognition internationally. We anticipate the wider involvement of members of the academic community in the active search for and tackling of research topics and the transfer of findings into education. It will be necessary to ensure a broader connection with the professional sphere and professional organizations and to achieve a more efficient use of the research, educational and infrastructural resources of the faculty. Excellence in research and in the results of educational activities in this regard can also be perceived as a tool for increasing the interest of gifted, talented and motivated students, employees, and members of academia.

Our mission in the field of education is to educate professionals working in the field of sports, physical activities and other professions, who following graduation have mastered the professional knowledge, skills and managerial abilities that allow them to fulfil their potential on the labour market in the Czech Republic or abroad. In the field of education, attention must be paid not only to education itself, but also to the new requirements of society, and this must be continuously projected into changes in implemented study programmes in order to maintain their high quality and the viability of graduates on the labour market. A concurrent task is to provide such an education as allows graduates of FTVS UK will be able to orient themselves in the rapid development of postmodern society and be prepared for the changes that await them in their future professional and civil life. Through this, the Faculty of Physical Education and Sport wants to contribute to ensuring that education continues to be a lasting, and the most beneficial, value of society; one that contributes to maintaining humanism, democracy and freedom.

Amongst the key conditions for the development, increasing competitiveness and sustainable development of the faculty are internationalization, cooperation and investment in infrastructure development. The faculty will continue to support openness to international students, teachers, researchers, the acceptance of new ideas, and the tackling of both research and other issues. Students, academic staff and employees should constantly strive for and make the most of the opportunities offered by international cooperation and become involved in international scientific and pedagogical activities. The fundamental vision of the faculty is to build a strong brand as an independent institution with clearly profiled research topics that have a clear link to implemented study programmes and that are able to respond to external working conditions, new challenges in the field of knowledge development and stimuli provided by professional organizations. The faculty will continue to support lifelong learning and contract research as one of the forms of close cooperation with professional organizations

and the wider involvement of experts from the professional sphere in educational and research activities and the transfer and application of knowledge and technology.

An important part of fulfilling the fundamental vision of the faculty is investment in the development of faculty infrastructure, IT technologies, transformation of human resources policy and other development assets in the areas of marketing, as well as in the faculty's main and subsidiary activities. We will continuously strive for the renewal and innovation of teaching and research infrastructure, with the goal of becoming a modern institution that meets the requirements of the modern world while respecting the principles of sustainable development, equal treatment, transparency and responsible procurement and innovation. We will invest with the goal of improving conditions for academic staff, encouraging high-quality output by all members of staff, and creating an attractive and motivating environment that not only encourages performance, but provides sufficient opportunities for all members of the academic community to meet, discuss and relax.

In connection with the massive use of IT technologies in both education and research, we consider it important to continue innovation, create user-friendly environments, as well as increase the quality of support for distance learning, the digitalization of selected areas, data sharing, wider use of modern communication technologies, etc. Increasing the use of modern technologies will necessitate the training of members of staff, including training in security risks.

The starting point for the long-term development of the faculty are people who perform their duties and influence the direction taken by the faculty. The basic prerequisite for this is therefore the acceptance of the vision for the development of the faculty and a joint effort to fulfil the submitted plans with the contribution of all members of faculty staff.

1. TEACHING AND EDUCATION

The Faculty of Physical Education and Sport is an integral part of Charles University. Together, we strive to ensure that the implemented study programmes in all forms of education are the first choice for applicants. In the previous period, we successfully transformed the conditions for carrying out educational activities in the context of institutional accreditation and the transition to study programmes. We have gone through the difficult process of preparing and submitting applications for course accreditation. In the coming period, we must focus on the evaluation of implemented study programmes and introduce changes that reflect the current needs of the labour market. The goal of the evaluation of study programmes is to calibrate the educational process such that students and graduates are able to orient themselves in postmodern society and are able to adequately respond to changes in society and conditions associated with the performance of their profession. Orientation to the quality of study programmes in undergraduate, doctoral education and lifelong learning courses, the introduction of modern forms and individualization of teaching, cooperation, and the linking of the results of research activities and education and internationalization are key elements of future development.

Priorities and goals

- Support the quality and development of implemented undergraduate and doctoral study programmes in all forms of education with regard to the innovations introduced in education and the employability of graduates on the labour market.
- Create a comprehensive system of support for students and their active involvement in academic life.
- Reduce the proportion of students who fail to graduate and students whose study period last longer than the standard study period.
- Develop and strengthen the importance of various forms of lifelong learning courses offered to various target groups from the general public.
- Focus on increasing the possibility of permeability between lifelong learning courses offered and study programmes.
- Strengthen the involvement of professionals and their permeability in education through lifelong learning courses and study programmes.
- Support the use of modern educational forms and the innovation of methods and forms of teaching that contribute to the active role of students in education and the employment of graduates.
- Increase the share of distance forms of teaching and the use of modern technologies in education in all full-time, combined and lifelong learning study programmes.
- Support the training of academic, research and other staff involved in education in order to increase their competencies in the use of modern technologies and their implementation in flexible forms of education.
- Increase interest in and the promotion of implemented study programmes.
- Increase the number of international students.
- Strengthen academic and research integrity and the development of key competencies.

Activities

- Quality evaluation and optimization of implemented study programmes through regular evaluation.
- Development and supporting of the quality evaluation of educational activities through student feedback and reflection on the content and quality of education.
- Support for mentoring activities by students and academics.
- Greater scope for recognizing previous educational results and education achieved through lifelong learning courses.
- Continuous revision and innovation of the offer of lifelong learning courses, reflection on the current needs of the labour market, innovation of study programmes and the traditional position of the faculty in training professionals in sports and leisure activities for a wide range of target groups, including the University of the Third Age.
- Creation of facilities (material, technical and methodological) for the creation of electronic study aids and their sharing for students of the faculty.
- Supporting the bilingual environment within implemented study programmes and linking Czech- and English-language study programmes.

- Creation of a comprehensive system of student support provided by both academics and students, and the recruitment of gifted students.
- Continuous evaluation and adjustment of the content and form of the admission procedure for individual study programmes.
- Support for implemented Joint and Multi Degree study programmes.
- Continuous support and creation of conditions for further education of academic and research staff (seminars, workshops), including other forms of non-formal education and the development of key competencies and active involvement in university-wide activities in this area.
- Increasing the interest of motivated and gifted students in implemented doctoral study programmes and creation of conditions for their support.

Indicators

- High-quality evaluation system for study programmes.
- Number of study aids created for use in flexible forms of education.
- Proportion of students across all study programmes who complete their studies within the regular period of study.
- Ratio between the number of applicants and the number accepted for study; ratio between the number of students admitted and enrolled; ratio between the number of enrolled students and graduates.
- Number and proportion of lifelong learning and vocational training courses offered; number of participants in lifelong learning courses.
- Number of courses in place for the lifelong learning of teaching staff and other people working in the professions.
- Proportion of professionals involved in tuition.
- Ratio of students in individual types of study programmes.
- Ratio of international and domestic students in undergraduate and doctoral study programmes.
- Number of study programmes in which innovations are introduced based on the results of quality evaluation and cooperation with the commercial sphere.

2. SCIENCE AND RESEARCH

In the upcoming period, FTVS UK must clearly profile itself as an institution through defined activities in the education, research and society, both at university level and nationwide. The main goals of the research activity of FTVS UK for the upcoming period include the identification of key topics through the natural monitoring of the creation of relevant indicators of research activity, as well as a capacity for conceptual and long-term stable solutions. It is necessary to ensure a broader connection with professional organizations and associations and to achieve a more effective absorption of requirements for the formulation of relevant research topics and to centralize and conceptually prioritize thematic areas within research activities, while preserving academic freedoms, but also to ensure the development of research infrastructure. Within the framework of internationalization, the goal of these efforts will be to involve FTVS UK in a consortium research project of subject workplaces abroad and to significantly increase the internationalization of doctoral studies, and research activity as a whole. A key step with respect to human resources will be to develop a codex for career advancement and motivational tools, as well as to introduce innovation in the established robust system for the evaluation of research activity, as required.

Priorities and goals

- Identify key topics with the potential for excellent results and long-term development; build and develop strong research teams.
- Create conditions for the support of research cooperation within the faculty and University and in cooperation with the commercial sphere.
- Focus on the wider involvement of undergraduate and doctoral students in scientific and research activities, increase the success rate of students in research funding programmes of the Grant Agency of Charles University and in other projects to support science and research.
- Seek out opportunities for the implementation of contract research with regard to the application of outputs in the evaluation system for scientific and research institutions with regard to their social relevance and the application of outputs in the commercial sphere.
- Strengthen research cooperation with professional organizations and associations in the field of sport.
- Support the creation of interdisciplinary, interfaculty and international research teams, and thus the acquisition of excellent researchers from the Czech Republic and abroad.
- Increase the share of the faculty in institutional programmes for the development of scholarship and research areas of Charles University.
- Continue to develop the multidisciplinary orientation of the scientific and research activities of the faculty and create conditions for the sharing of both data and outputs.
- Strengthen the excellence of bibliometrizable and non-bibliometrizable outputs of scientific and research activities.
- Focus on obtaining grant support from national programmes (GA CR, TA CR), operational programmes, Horizon Europe and other national and international sources.
- Engage in cooperation within international consortia.
- Support the development of scientific and research infrastructure and instrumentation, including increasing the efficiency of its use.
- Further develop the internal evaluation system the results of research activity and continuously implement the recommendations made in the international evaluation of research work.

Activities

- Establish rules for the effective sharing and use of research infrastructure and equipment, including principles for the participation of staff involved in the results of scientific and research activities.
- Support for scientists and researchers through the administrative and information activities of the project department.
- Continuous evaluation of the research output of employees, workplaces, research teams and the relevance of the outputs of research and publishing activities.

- Support for the acquisition of promising and top researchers (from both the Czech Republic and abroad) in order to strengthen and develop the quality of the faculty's research output.
- Preparation and implementation of educational and discussion activities in order to strengthen the key competencies necessary for scientific and research work.
- Creation of a research portal for FTVS UK as part of the existing website in English.

Indicators

- Number of grant projects obtained.
- Number of relevant outputs of scientific and research activities.
- Total volume of contract research.
- Number of significant research awards won by academic and research staff.
- Number of awards won for extraordinary results of research activity.
- Ratio of Czech and international researchers.
- Improved position in the quality ranking of sports faculties across the world.

3. INTERNATIONALIZATION, EXTERNAL RELATIONS AND COMMUNICATION

Internationalization intersects to varying degrees with all areas of activity and all priorities of the strategic plan as one of the important tools for improving the quality of all faculty activities. The strategy in this area is in line with the Internationalization Strategy for Higher Education for the period starting in 2021, and in the coming period it will continue to focus on expanding international cooperation, strengthening and stabilizing relations with partner institutions, the further internationalization of study programmes and consolidation of the strategic management of internationalization so that the faculty becomes a fully international institution.

The basic goal of the communication strategy is to support the faculty's overall strategy to create a unified communication channel with regard to the needs of target groups and the faculty's vision and goals.

In the coming period, emphasis will be placed on further strengthening the strategy of open relations and effective communication with the academic sphere and the public, i.e. the implementation of the faculty's strategy for communication with both professionals and the general public, applicants, students, and graduates. Key elements of this will include the development of relationships with important partners and the media, effective communication within the University, and the implementation of a number of specific marketing events and activities.

Priorities and goals

- Support the faculty staff mobilities, which cannot be financed from the resources of the Mobility Fund, the Erasmus+ programme and others, through other programmes which enable co-financing these mobilities.
- Focus on developing cooperation with existing partners and on finding new partners in order to develop cooperation in the areas of education, research and knowledge and technology transfer.
- Create adequate facilities for the admission of international students and staff.
- Deepen cooperation with strategic partners of CU and FTVS UK, as well as actively seek out new partners.
- Create conditions for the introduction and use of new forms of mobility (blended mobility and virtual mobility).
- Strengthen the cooperation of faculties within the University with other universities, with public institutions and with other national professional, research and specialist institutions.
- Develop the use of modern forms of communication and promotion of the faculty, including the results of scientific and research activities, knowledge transfer and the results of cooperation with partners.
- Create a functional internal communication and document sharing system.
- Collaborate with the commercial sphere and develop cooperation with graduates.
- Create conditions for the stable development of the University's third role.

Activities

- Creation of continuous and systematic support that focuses on increasing the number of faculty staff members and students sent on external study trips, and the number received from outside.
- Development of cooperation with existing partners and active search for new partners from the professional, educational and research spheres.
- Enhancing the readiness of international students for study and orientation of incoming students and academic, research and other staff in implemented study programmes and the Czech environment.
- Updating the range of study programmes and creating conditions for the permeability of implemented study programmes for students coming from abroad.
- Needs analysis of internal communication and the circulation of electronic documents.
- Building of a synergistic communication network and preparing conditions for wider involvement of students, staff and partners in communication with the public and promotion of the results of mutual cooperation.
- Development of cooperation with graduates (Alumni Club).
- Implementation of relevant results of the development of cooperation, internationalization and promotion into the regular evaluation of academic and other staff.

Indicators

- Number of incoming and outgoing employees and students.
- Number of international students.
- Number of partnership and membership agreements concluded within relevant international professional organizations.
- Number of visiting professors and senior researchers.
- Number of international staff member assisted through support services for international staff members (Welcome Centre activities).
- Number of actively involved international students receiving support through the Body programme.
- Number of media outputs, number of active users of social networks.
- Number of active alumni members.
- Functional intranet and environment for sharing multimedia files usable in promoting the results of the faculty's educational and research activities and strengthening the third role.

4. INTERNAL AFFAIRS AND HR POLICY

The basis and bearers of performance, identification of the faculty, and the recognition of educational results and research activities by both the professional and general public, are people. Requirements for quality and the recognition of pedagogical and research activities are constantly growing and are reflected in the increased workload of staff members. Fulfilling expectations for success and recognition places increased demands on the training and personal and professional development of members of staff. There is an increased need to diversify the roles of all faculty employees and their mutual cooperation in the form of effective interconnection at the level of not only workplaces, but especially across the faculty and University, as well as internationally. The dynamics of the relationship between performance and quality in educational and research activities, their interconnection, knowledge and technology transfer, the development of new technologies, and internationalization increases the demands on employee flexibility, professional overlap and the ability to cooperate effectively. The faculty includes not only staff, but also students. Their involvement in the internal events and presentation of the faculty is an important element of our development. We will continue to support and create conditions for the education of all students, and students with special needs. Attention must be paid not only to the education and involvement of undergraduate and doctoral students in science and research, but also to the creation of conditions for their personal development and encouraging them to maintain a lasting relationship with the faculty. The aim of activities in the field of internal affairs and HR policy is to create a stable body of academic, research and technical and economic staff based on the principles of openness, mutual cooperation, the encouraging of mutual discussion, and the creation of conditions for equal opportunities and performance appraisal.

Priorities and goals

- Support the sense of community between students, employees and graduates of FTVS UK and to develop social life at FTVS UK.
- Support, both internally and externally, the principles enshrined in our Statutes and the Code of Ethics of Charles University, and in particular academic freedom, critical thinking, the right to education, the quality and interconnectedness of educational and research activities, international cooperation, ethical principles of research and pedagogical work, and the open discussion of socially relevant topics especially in areas closely related to the mission and focus of the faculty.
- Develop a system of employee benefits to support employee motivation and the recruitment of qualified employees.
- Support a bilingual environment.
- Continuously develop workplaces that provide relevant support activities necessary for the sustainable development of educational, research and other activities of the faculty.
- Put conditions in place for the implementation of changes in CU's human resources policy, concerning in particular the diversification of the workload of employees and career rules.
- Create conditions for the fulfilment of the principles of equal opportunities in connection with the priorities stated in the Strategic Plan of Charles University.
- Reduce administrative burdens and the electronization of selected agendas.
- Continuously develop an internal evaluation system for academic, research and other staff who are involved in educational and research activities.

Activities

- Implementation of social, sports and other events with the participation of students and staff.
- Strengthening the conditions of academic self-governance, fulfilling our statutes and increasing the responsibility of all members of the academic community for promoting the good name of the faculty.
- Ongoing review and active search for new partners for innovation in employee benefits.
- Gradual involvement of information technologies in administrative activities and internal self-governance.
- Creating and ensuring the sustainability of a functional platform for the circulation of electronic documents.
- Modernization of the human resources management and its functional connection with other information systems and databases used at FTVS UK (e.g. study information system, WhoIS database).

- Development of measures leading to the effective replenishment of academic and research staff and other faculty staff, prevention of burnout syndrome, support for the compatibility of professional and personal life, with emphasis on support for parents and staff who are caring for other family members.
- Support for the lifelong and further education of employees within the framework of their personal and professional development.

Indicators

- Number of organized and supported events.
- Innovative system of employee benefits
- Number of employees from the commercial sphere.
- Number of employees participating in various forms of educational activities, workshops, seminars and internships.
- Proportion of electronic and shared documents.
- Number of shared jobs and part-time work.

5. INNOVATION AND DEVELOPMENT

The faculty operates an extensive campus in the Veleslavín district, the Central Physical Education Library, a canteen, and administers dormitories, a hostel and other training centres where it provides facilities for educational and scientific activities and additional activities, as well as facilities for leisure and gatherings. Innovation and development affect all areas of our activity and their interconnection is the basis of long-term sustainable development and prosperity. In the previous period, we successfully implemented a number of development projects, through which we managed to cultivate the faculty environment and create conditions for the development of science and research and ensure that adequate conditions are in place for teaching and educational activities. We want to apply the experience gained with the implementation of development projects in the following period and continuously ensure conditions for excellence in research, increasing the quality of educational activities and conditions for other development and additional activities of the faculty. The world today has shown and taught us how effectively and to what extent it is possible to utilize IT technology in relation to our plans. In the following period, it will be necessary to focus on improving the standard of tools and technology that the faculty has at its disposal. Modern infrastructure and instrumentation and the development of new technological solutions and methodologies is a key element of our development. The faculty's priorities include the completion of the construction of an inflatable indoor sports facility, reconstruction of NP block B (Centre for Health and Physical Education for Students with Special Needs), the renovation of classrooms and lecture halls, the installation of insulation and renovation of the facade of buildings in the Veleslavín campus, the preparation of project documentation and the start of construction of the Veleslavín Campus, the modernization and construction of facilities to protect property, people and health (flood wall in Troja, evacuation routes and PA system) and a number of other investment projects aimed at the maintenance, renewal and modernization of existing infrastructure.

Priorities and goals

- Promote and support the principles of sustainable development and responsible public procurement.
- Continue to build the Veleslavín Campus with the aim of developing the facilities and adequate conditions for fulfilment of the faculty's mission in all areas of its activities. The faculty's priority is to have a modern infrastructure and material, technical facilities and instrumentation that support the minimization of operating and maintenance costs, while at the same time facilitating the continuous development of the faculty and creating appropriate conditions for teaching, science and research, including cooperation with other entities. This also applies to investments in the renewal and maintenance of existing infrastructure and assets.
- Create rules for the use of faculty equipment and cooperation in their maintenance and renewal.
- Create conditions for the effective use of premises in the Veleslavín campus and training centres.
- Develop the faculty's internal information and navigation system.
- Strengthen and further develop technical and material facilities for the wider use of IT technologies in the areas of data sharing, support for the use of flexible forms of education, science and research, and the promotion of faculty activities.
- Continue to participate in national and international development projects and create synergies with the commercial sphere.
- Modernize complementary processes, including trade and services, by introducing electronic tools.

Activities

- Continuous development, support of education and technical support for the effective use of IT technologies, computerized areas and platforms used for flexible forms of education, teamwork, data sharing, communication on social networks, personal data protection, security in the digital environment, etc.
- Ongoing review of the use of the Veleslavín campus and training centres and the continuous creation of offers for the use of free capacities for external partners.
- Implementation of construction and renovation of sports, research and educational infrastructure.
- Preparation of strategic investments in the development and maintenance of the faculty infrastructure.
- Implementation of University-wide strategy of sustainable development into the faculty's internal processes in affected areas with respect to primary and ancillary activities.
- Creation of faculty innovation and development strategy.

Indicators

- Number of prepared and implemented investment projects.
- Number of implemented measures leading to the fulfilment of the principles of sustainable development.
- Number of implemented measures leading to the introduction of the use of electronic tools, support for the use of flexible forms of education and data sharing.
- Number of implemented measures to increase the promotion and presentation of activities on social networks and other information channels.
- Ratio of submitted and obtained projects.
- Innovative internal faculty navigation system and information system.
- Number of projects implemented to support the principles of sustainable development and rules of responsible procurement.

6. MANAGEMENT, ECONOMIC AND ANCILLARY ACTIVITIES

The faculty's economic activities are divided into categories, the mutual interaction of which create an economic whole with an overlap into all areas and activities of the faculty. The categories are economic, operational, investment and projects. Each category is further divided into other organizational units according to specific work activities. Due to the successful fulfilment of strategic goals for the 2014–2020 period, project management and the administration of external financing projects, which in 2021 manages more than 25 projects worth more than 150 million CZK, are important activities. Strategic planning in economic activities is therefore a prerequisite for the successful development of the working environment at the faculty and, above all, the improvement of main and ancillary activities for students and other graduates of courses at FTVS UK. The strategic goals of the faculty management are in accordance with the goals defined in the University's Strategic Plan and are supplemented with specific areas based on the needs of the faculty.

For the period following 2021, the prioritization of economic activities is strongly influenced by the acceleration of the trend of the computerization and digitalization of teaching and communication, both within and outside the faculty. The management and staff of the faculty's economic department will focus on supporting the paradigm shift in the faculty's main and ancillary activities, while at the same time devoting considerable effort to absorbing the increasing demands on administration as a result of legislation so as to maximize the impact on administrative demands on academic staff.

The sound financial management of the faculty has long been closely correlated with the amount of income in ancillary activities, lifelong learning and investment in external financing projects. Unfortunately, the significant loss of income from these sources, which has lasted for more than a year due to the epidemiological situation in the Czech Republic also affects the strategic management of these activities, with the aim of finding new sources and areas of income of the faculty.

The internal funding system is increasingly linked to the specific activities of faculty staff, which fulfil the set goals and activities leading to these goals. The analysis and distribution of resources according to specific performance will be strengthened in the long run in compliance with Charles University's HR policy and strategy, primarily with Priority I of the CU Strategic Plan (The best people make the best university).

The implementation of project steps related to the construction of the Veleslavín Sports Campus is a strategic priority in the development of infrastructure. Thanks to the systematization of preparatory work in individual phases of project preparation, the faculty is proceeding in line with the set schedule. Preparations also include the modernization of the current Veleslavín campus, including in terms of technology, energy and the environment. The future faculty overlap of usability and usefulness for students of other parts of CU, including students with special needs, will also require the cooperation of the faculty with the relevant departments of CU. It will be necessary to co-finance construction work from University resources, as stated in the project budget. The list of significant planned investments in infrastructure for FTVS UK is contained in the CU Strategic Plan.

Priorities and goals

- Strengthen and stabilize the faculty's financial resources through University-wide contributions and subsidies.
- Search for strategic partnerships in the implementation of contract research and projects.
- Conceptually support and provide sufficient financial resources for the implementation of grants and projects.
- Permanently reduce, or at least maximize administrative burden absorption.
- Computerization, archiving and protection of the internal circulation of documents and data.
- Secure sources of external financing for the modernization of the faculty's infrastructure.
- Optimize internal processes related to the efficient procurement of goods and services.

Activities

- More efficient work with data when budgeting and financial planning.
- Greater degree of diversification of the internal distribution of resources with regard to future benefits.
- Introduction of electronic circulation and sharing of data and information.
- Revision and adjustment of organizational rules to reflect changes in the external environment.
- Stable staffing and professional oversight of project management in the construction project.
- Establishment of a procurement department.

Indicators

- Value of resources of main activity.
- Value of resources from external financing projects.
- Amount of income from ancillary activities and lifelong learning.
- Amount of general costs.
- Value of payroll fund resources.

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