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# **Strategic Intent for Educational and Creative Activities of the University of Defence for the Period 2021–2030**

**Brno 2021**



## Preamble

The University of Defence (hereinafter also referred to as the "University" or "UoD"), in accordance with the Higher Education Act<sup>1</sup> and the measure taken by the Minister of Defence<sup>2</sup>, submits this Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030 (hereinafter referred to as the Strategic Intent), defining the main directions of the University development and its approaches to fulfilling its vision and mission and to satisfying the needs of the Ministry of Defence of the Czech Republic (hereinafter referred to as the "MoD").

In formulating its Strategic Intent, the University, as an integral part of the Czech education system, draws on the Strategic Plan of the Ministry for Higher Education for the period from 2021, issued by the Ministry of Education, Youth and Sports of the Czech Republic (hereinafter referred to as the "MoEYS"), to be elaborated into the specific conditions of the University.

The unique role of the University, resulting from its legal status as a public military university, is fulfilled in all areas of its activities - educational, creative and related ones – in promoting its vision and accomplishing the mission. These areas of activities are contained in the individual operational objectives and the follow-up measures respecting the principles of management of an effective institution.

Within the framework of the objectives set by MoD, the strategic intent contributes to the fulfilment of the missions and measures stipulated by the MoD, primarily in Objective 120302 *Ensure optimal conditions for education and permanent development of knowledge and skills of personnel in accordance with the needs of the MoD* and its implementation will be directly linked to the creation and evaluation of the Annual Plan of the MoD in compliance with the Order of the Minister of Defence No. 66/2021, MoD Bulletin *Planning of Activities and Development in the Ministry of Defence Sector*. The fulfilment of the individual indicators of the priority objectives will be evaluated annually through the metrics set out in the annual UoD plan.

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<sup>1</sup> § 21, par 1 b) Act 111/1998 Coll., on Higher Education Act and amending other Acts, as subsequently amended (Higher Education Act).

<sup>2</sup> Measures for Submission and Publication of the Strategic Intent for Educational and Creative Activities of the University of Defence in Brno and Plans for Implementation of the Strategic Intent of the University of Defence in Brno.

## Starting Points

The initial conceptual documents at international level are:

- European Qualifications Framework,
- European Higher Education in the World (COM/2013/0499).

The initial conceptual documents at national level are:

- The Long-Term Perspective for Defence 2035,
- Forces Development Concept of the Army of the Czech Republic 2030,
- Concept of Personnel Training for the Needs of the Ministry of Defence,
- Defence Applied Research, Development and Innovation Concept 2016–2022,
- National Referencing Report of the Czech Republic,
- Strategy for the Education Policy of the Czech Republic up to 2030+,
- Strategic Plan of the Ministry for Higher Education for the period from 2021 (SP MoEYS),
- Strategy for the Internationalisation of Higher Education for the Period from 2021.

The strategic intent, in line with the SP MoEYS, builds on the Innovation Strategy of the Czech Republic, and particularly relevant are two of its pillars:

- The Country for R&D: Funding and Evaluation of Research and Development,
- The Country for Technology: Polytechnic Education.

Both documents are reflected in the appropriate measures detailed in the relevant chapters of the Strategic Intent.

The implementation phase of the Strategic Intent will also reflect the measures resulting from the new documents emerging at the national level, in particular:

- Economic Policy Strategy of the Czech Republic,
- National Research, Development and Innovation Policy of the Czech Republic,
- National Research and Innovation Strategy for Smart Specialisation of the Czech Republic („National RIS3 Strategy“).

In formulating the Strategic Intent, the University also drew on its currently effective strategic documents:

- Definition Framework of the Competences of the University of Defence in Brno,
- Strategy of Educational Activities of the University of Defence in Brno until 2025 with a view to 2030,
- Strategy of Creative Activities of the University of Defence in Brno until 2025 with a view to 2030.

The starting point for the choice of operational objectives and the formulation of measures is also the degree of fulfilment of the priority objectives and measures stipulated in the Long-Term Plan of Educational and Scientific, Research, Development, Innovation and Other Creative Activities of the University of Defence for the period 2016–2020.

The formulated measures reflect the general requirements for ensuring the national security and defence, the needs of the Armed Forces of the Czech Republic (hereinafter referred to as "AFCR") and the specific requirements of the Ministry of Defence. Therefore, the University will continue to develop in the following period as:

- an internationally recognized public military university,
- a university professionally oriented according to the requirements and needs of the Ministry of Defence for the preparation of the AFCR personnel through accredited study programmes and lifelong learning curricula,
- a long-established educational and research institution in the field of defence and security,
- a research centre of the Ministry of Defence developing scientific and innovative capabilities for the needs of development and maintenance of operational capabilities of the AFCR, the North Atlantic Treaty Organisation (NATO), the European Union (EU), and national security,
- an expert centre developing the strategic and security community of the Czech Republic.

The strategic intent also includes a strategy for the internationalisation of the University by 2030, expressed in individual measures within the framework of fulfilling the operational objectives.

The intention of investment support to the priority and operational objectives and related measures is presented in the "Intent for Investment Activities of the University of Defence for the Period 2021–2030" and in the "Intent for Development of the Investment Scientific Base, Acquisition of Investment Technical and Instrumentation Equipment for the Period 2021–2030", which form annexes to the Strategic Intent.

The fulfilment of the Strategic Intent is not possible without the support and contribution of all members of the academic community and other University staff.

The Strategic Intent also forms the content basis for the elaboration of the strategic intents of individual faculties.

The implementation of the Strategic Intent is also dependent on the creation of system conditions, resources, information and methodological support from the MoD.

The relevance of the priority and operational objectives and measures set out in this Strategic Intent and the degree of their implementation will be continuously evaluated and revised either within the framework of the annually adopted Strategic Intent Implementation Plans or by updating the Strategic Intent itself. The impetus for such revision or update will be, in particular, the results from the evaluation of the quality of the University's educational, creative and other related activities. Revision may also take place in the event of a significant change in the external environment, in particular changes in the needs and requirements of the Ministry of Defence, the development and implementation of new capabilities of the Army of the Czech Republic (hereinafter referred to as the "ACR"), new equipment and technologies introduced into the ACR.

Therefore, the essential impulse for the update of the Strategic Intent and the creation of the related Strategic Intent Implementation Plans will be the response to the social, economic and technological changes brought about by Industry 4.0. Updating as a result of technological developments necessarily influences the operational objectives, measures and tasks in all priority objectives, but especially those focused on education. In the future, it will be crucial to create new educational activities for the preparation of specialisations related to new technologies and the related requirements for new capabilities of the ACR.

## **Vision**

The University of Defence, as a public military university, is an internationally recognised centre of educational, creative and expert activities in the field of defence and security. While respecting ethical rules and academic freedoms, it develops critical thinking, generates and disseminates the latest knowledge gained through creative work, develops competences essential for the dynamic field of security and defence, and the education provided is relevant, flexible and based on interdisciplinary cooperation. The results of creative work and expert recommendations correspond to and further develop the level of knowledge achieved at national and international level.

## **Mission**

The mission of the University of Defence, as a public military university, is to train and prepare military professionals and other university-educated experts engaged in defence and security of the Czech Republic and countries with which the Czech Republic has international contractual obligations. Through creative activities, expert work and knowledge transfer, the University contributes to the development of capabilities for ensuring national defence and development of military education.

## Priority Objectives of the Strategic Intent

The priority objectives of the Strategic Intent<sup>3</sup> are defined as follows:

1. To develop competences relevant to life and practice in the 21<sup>st</sup> century with an emphasis laid on defence and security.
2. To improve the availability and relevance of flexible forms of education.
3. To increase the effectiveness and quality of doctoral studies.
4. To strengthen strategic management and effective use of R&D capacities.
5. To build capacities for strategic management of the university.

The management, coordination and control of the implementation of the individual priority objectives of the Strategic Intent are under competent responsibility of the respective Vice-Rectors:

- for priority objectives 1 & 2, Vice-Rector for Education and Student Issues (VRESI),
- for priority objectives 3 & 4, Vice-Rector for Research and Expert Activities (VRREA),
- for priority objective 5, Vice-Rector for Internal Management and Quality Control (VRIMQC).

The area of internationalisation, which is cross-sectionally included in the individual priority objectives, is the responsibility of the Vice-Rector for External Relations and Internationalisation (VRERI).

The following officials are responsible for the coordination and cooperation in implementing the priority objectives of the Strategic Intent at individual parts and units:

- Bursar (Bur.),
- Secretary (Sec.),
- Deputy Rector (DR),
- Deans and Directors, namely:
  - Dean of the Faculty of Military Leadership (FML),
  - Dean of the Faculty of Military Technology (FMT),
  - Dean of the Faculty of Military Health Sciences (FMHS),
  - Director of the CBRN Defence Institute (CBRNDI),
  - Director of the Centre for Security and Military Strategic Studies (CSMSS),
  - Director of the Language Centre (LC),
  - Director of the Physical Training and Sports Centre (PTSC).

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<sup>3</sup> The designation of priority and operational objectives in this Strategic Intent and subsequently in the annual implementation plans corresponds to their designation in the MoEYS Strategic Plan for Higher Education for the period from 2021.

## Priority Objective 1

**To develop competences relevant to life and practice in the 21<sup>st</sup> century with an emphasis laid on defence and security.**

**Manager-in-charge: Vice-Rector for Education and Student Issues (VRESI)**

### **Operational Objective:**

**1A Support the development of staff's competences for teaching and designing curricula.**

Measures:

**1A1** Create, implement and develop a system of adaptation of new academic staff in the field of pedagogical and creative activities at the University and familiarizing these new personnel with the specifics of the military environment. (VRESI, coordination with VRREA, Sec., Deans and Directors of Centres and Institutes)

- implementation start: 2021
- running continuously until 2030

**1A2** Develop a system of education for current academic staff in the field of application of modern methods and teaching instruments to innovate the content and organisation of study subjects or programmes, including lifelong education. (VRESI, coordination with Deans and Directors)

- implementation start: 2022
- running continuously until 2030

**1A3** Implement and develop a system of evaluating the quality of educational activities of academic staff. (VRESI, coordination with VRIMQC, Deans and Directors)

- implementation start: 2022
- running continuously until 2030

**1A4** Create a system of internships for academic staff at cooperating universities and research institutions to gain experience with modern methods and teaching instruments in the Czech Republic and abroad, and to transfer positive approaches to the university environment. (VRESI, coordination with VRERI, Deans and Directors)

- implementation start: 2023
- running continuously until 2030

**1A5** Increase linguistic skills of academic staff. (VRESI, coordination with LC Director)

- implementation start: 2021
- running continuously until 2030

**1A6** Increase linguistic skills of non-academic staff who provide services to foreign academics and students at the University. (VRESI, coordination with VRERI, LC Director)

- implementation start: 2022
- running continuously until 2030

**1A7** Through the UO Counselling Centre provide academic staff with consultation and information services aimed at supporting work with different categories of students, including students with specific needs. (VRESI, coordination with Sec.)

- implementation start: 2022
- running continuously until 2030

#### **Operational Objective:**

**1B Develop methods of quality assurance in education and verification of learning results.**

Measures:

**1B1** Systematically implement and develop a system of quality assurance and internal quality assessment supporting the acquisition of institutional accreditation in the field of Security Subjects education. (VRESI, coordination with VRIMQC)

- implementation start: 2021
- running continuously until 2030

**1B2** Revise internal regulations and related documents for the preparation of accreditation of study programmes in accordance with the requirements of the SP MoEYS. (VRESI, coordination with VRIMQC)

- implementation start: 2024
- running continuously until 2030

**1B3** Develop a system of evaluation and remuneration of study programme guarantors, guarantors of study subjects and lifelong learning programmes. (VRESI)

- implementation start: 2022
- running continuously until 2030

**1B4** In the development of curricula consistently apply the European Credit Transfer and Accumulation System (ECTS). (VRESI)

- implementation start: 2021
- running continuously until 2030

**Operational Objective:****1C Strengthen the link between studies and practice and preparation for future careers.**

Measures:

**1C1** Create an internal methodology for providing internships and study stays for students. (VRESI, coordination with DR, Deans and Directors)

- implementation start: 2021
- running continuously until 2030

**1C2** Design new study programmes in such a way that students gain an idea of the practical application of the acquired knowledge already from the first semester and have a chance to understand its relevance for future employment, thus develop their positive motivation to studying as an effective prevention of academic failure and a prerequisite for effective learning. (VRESI)

- implementation start: 2023
- running continuously until 2030

**1C3** Continue to incorporate practice/practical learning into the curriculum while developing new academic study programmes. (VRESI)

- implementation start: 2023
- running continuously until 2030

**1C4** Revise the guidelines for the elaboration of final theses and take into account the possibility of producing final theses in other than written form. (VRESI, coordination with VRREA, VRERI)

- implementation start: 2024
- running continuously until 2030

**1C5** Systematically monitor changes in the practice requirements for graduates of the University and take them into account in educational activities in connection with the evaluation of the content of education by the guarantors of study programmes, lifelong learning programmes and study subjects, make changes in the content of subject topics (especially in the areas of digitalization, robotization, automation, etc.) in accredited study programmes, including lifelong learning ones. (VRESI, coordination with VRREA, DR, CSMSS Director)

- implementation start: 2023
- running continuously until 2030

**1C6** Support the development of sports and leisure activities at the University. (VRERI, coordination with VRESI, Bur., PTSC Director)

- implementation start: 2021
- running continuously until 2030

**Operational Objective:**

**1D Develop the professional profile of the university study and strengthen its prestige.**

Measures:

**1D1** Identify and develop opportunities for cooperation with selected higher vocational and secondary schools. (VRESI, coordination with VRERI)

- implementation start: 2022
- running continuously until 2030

**1D2** Diversify the study portfolio so that the university offers mainly professionally but also academically oriented study programmes. (VRESI)

- implementation start: 2024
- running continuously until 2030

**Operational Objective:**

**1E Promote the building of infrastructure for interactive learning methods and integration of students.**

Measure:

**1E1** Create conditions enabling the development of interactive methods of education and integration of students. (VRESI, coordination with Bur.)

- implementation start: 2021
- running continuously until 2030

**Operational Objective:**

**1G Strengthen the international dimension of higher education at the University.**

Measures:

**1G1** Develop cooperation with foreign partners, primarily with universities. (VRERI, coordination with VRESI)

- implementation start: 2021
- running continuously until 2030

**1G2** Maintain and develop student and staff mobility programmes with foreign partners. (VRERI, coordination with VRESI, VRREA)

- implementation start: 2021
- running continuously until 2030

**1G3** Engage the University in multilateral platforms of cooperation in order to reflect on current educational trends in the field of military higher education, especially in the European context. (VRERI, coordination with VRESI)

- implementation start: 2021
- running continuously until 2030

**1G4** Create organisational and resource conditions for the implementation of foreign study stays or internships for at least 20% of all graduates of bachelor's and master's degree programmes in the full-time form of study, lasting for minimum two working weeks, and for all graduates of doctoral degree programmes in the length of at least one month. (VRERI, coordination with VRESI)

- implementation start: 2022
- running continuously until 2030

#### **Indicators for the Fulfilment of Priority Objective 1:**

- the number of new academic staff included in the adaptation system (1A1);
- the number of current academic staff educated in the field of application of modern methods and teaching instruments (1A2);
- the number of academic staff included in the system of evaluating the quality of educational activities (1A3);
- the number of students included in the system of evaluating the quality of educational activities of academic staff (1A3);
- the number of academic staff who have completed internships at universities and research institutions in the Czech Republic (1A4);
- the number of academic staff who have completed internships at universities and research institutions abroad (1A4);
- the number of academic staff who have completed a language course to increase their foreign language competences (1A5);
- the number of non-academic staff who have completed a language course to increase their foreign language competences (1A6);

- the number of academic staff who have received consultations and information services from the UO Counselling Centre to support their work with different categories of students (1A7);
- the share of fulfilled criteria for obtaining institutional accreditation in the field of Security Subjects education (1B1);
- the number of revised internal regulations and related documents for the preparation of accreditation of study programmes (1B2);
- the established system of evaluation and remuneration of guarantors (1B3);
- the number of newly submitted applications for accreditation in accordance with the principles of the European Credit Transfer and Accumulation System (ECTS) (1B4);
- the established methodology for providing internships and study stays for students (1C1);
- the number of new study programmes designed in such a way that students gain an idea of the practical application of the acquired knowledge already from the first semester and have a chance to understand its relevance for future employment (1C2);
- the share of new academic study programmes included in the curricula that incorporate practice/practical learning (1C3);
- internal regulations which allow for the preparation of final theses in other than written form (1C4);
- the number of sports organizations and clubs for leisure activities at the University (1C6);
- the number of higher vocational and secondary schools with which the UO has established cooperation (1D1);
- the number of accredited professionally and academically oriented study programmes (1D2);
- the number of newly concluded cooperation agreements with foreign partners (1G1);
- the share of students who participated in international student mobility programmes (1G2, 1G4);
- the share of academic and non-academic staff who participated in international mobility programmes (1G2, 1G4);
- the number of active memberships of the University in international multilateral organizations (1G3).

## Priority Objective 2

**Improve the availability and relevance of flexible forms of education.**

**Manager-in-charge: Vice-Rector for Education and Student Issues (VRESI)**

**Operational Objective:**

**2A Increase the use of distance learning methods in full-time study programmes.**

Measures:

**2A1** Create technical background to support education at the university with an emphasis on the development of practical skills reflecting the profile of a graduate of the relevant study programme. (VRESI, coordination with Bur.)

- implementation start: 2022
- running continuously until 2030

**2A2** Build the conditions for online streaming of lectures, including their storage, and continuously increase the proportion of streamed lectures in education. (VRESI, coordination with Bur.)

- implementation start: 2022
- running continuously until 2030

**2A3** Create a platform for sharing experience and mutual support of personnel in the implementation of blended learning methods. (VRESI)

- implementation start: 2022
- running continuously until 2030

**2A4** Prepare and execute the implementation of the e-library in the librarianship services of the University and increase the availability of study materials. (VRREA, coordination with VRESI, Bur.)

- implementation start: 2021
- running continuously until 2025

**Operational Objective:**

**2B Develop the offer and innovate methods of flexible forms of learning, including online programmes.**

Measures:

**2B1** Offer and implement third age educational courses in the form of online or blended learning. (VRESI, coordination with VRERI)

- implementation start: 2023
- running continuously until 2030

**2B2** Prepare and implement block teaching in combined study programmes within the framework of weekend courses. (VRESI, coordination with VRERI, Bur.)

- implementation start: 2021
- running continuously until 2030

**2B3** Create resource conditions for the implementation of block teaching in combined study programmes within the framework of weekend courses. (VRESI, coordination with VRERI, Bur.)

- implementation start: 2021
- running continuously until 2030

**2B4** Create technical and organisational conditions to provide language education for the benefit of the MoD sector, including the form of blended learning, and for distance testing of language skills. (VRESI, coordination with LC Director)

- implementation start: 2021
- running continuously until 2030

**Operational Objective:**

**2E Improve the recognition of previous learning results in further studies.**

Measures:

**2E1** Define in internal regulations the processes for handling applications for recognition of previously achieved education and specify internal procedural deadlines for their consideration. (VRESI, coordination with Bur., Sec.)

- implementation start: 2023
- running continuously until 2030

**2E2** Continue with the implementation of the system for eliminating the initial knowledge gap and for mentoring within the adaptation period of students. (VRESI)

- implementation start: 2021
- running continuously until 2030

#### **Indicators for the Fulfilment of Priority Objective 2:**

- the number of classrooms from which lectures can be streamed (2A2);
- the number of activities carried out to share experience and promote blended learning (2A3);
- the introduction of e-library into the librarianship services of the University (2A4);
- the number of third age educational courses run in the form of online or blended learning (2B1);
- the introduction of weekend courses in the combined form of study (2B2);
- the number of students who received mentoring support during the adaptation period (2E2).

## Priority Objective 3

**Increase the efficiency and quality of doctoral studies.**

**Manager-in-charge: Vice-Rector for Research and Expert Activities (VRREA)**

**Operational Objective:**

**3C Strengthen the quality, openness and internationalisation of doctoral studies.**

Measures:

**3C1** Strengthen external and international elements in the evaluation of learning and research results achieved by students of doctoral degree programmes. (VRREA, coordination with VRESI, VRERI)

- implementation start: 2023
- running continuously until 2030

**3C2** Create conditions for the implementation of international mobility of students in doctoral degree programmes. (VRERI, coordination with VRREA, VRESI, Bur.)

- implementation start: 2021
- running continuously until 2025

**3C3** In pertinent disciplines, wherever possible, establish requirements for PhD students' research internships in companies and other relevant organisations. (VRREA, coordination with VRESI, VRERI)

- implementation start: 2022
- running continuously until 2025

**3C4** Specify the minimum qualification requirements for supervisors, the scope of their responsibilities, the maximum number of doctoral students per supervisor in relation to the supervision of students in other types of study programmes, the powers, and administrative, methodological and other support of supervisors. (VRREA, coordination with VRESI)

- implementation start: 2021
- running continuously until 2023

**Operational Objective:**

**3D Improve conditions for successful study, including support for balancing study and family life, and strengthen the social integration of students in doctoral degree programmes.**

**Measures:**

**3D1** Set rules for the implementation of a competitive scholarship policy for doctoral studies. (VRREA, coordination with VRESI, Bur.)

- implementation start: 2021
- running continuously until 2024

**3D2** Define the rights and duties of students in doctoral study programmes and ensure compliance with them. (VRREA, coordination with VRESI, Bur.)

- implementation start: 2021
- running continuously until 2030

**3D3** Promote the balancing of doctoral studies and early career activities with family life. (VRREA, coordination with VRESI, Bur., Sec.)

- implementation start: 2021
- running continuously until 2030

**3D4** Provide students in doctoral study programmes with adequate working space and access to the necessary instrumentation and other equipment so that they can carry out their study and research activities on the premises of the University, or at a partner research organisation. (VRREA, coordination with Bur.)

- implementation start: 2021
- running continuously until 2030

**Indicators for the Fulfilment of Priority Objective 3:**

- the number of external and international evaluators involved in the evaluation of learning results achieved by students of doctoral degree programmes (3C1);
- the number of external and international evaluators involved in the evaluation of research results achieved by students of doctoral degree programmes (3C1);
- the number of students in doctoral degree programmes who participated in international mobility (3C2);
- the number of doctoral students who have completed research internships in companies and international organisations (3C3);
- elaboration of a methodological instrument for supervisors of PhD study programmes (3C4);
- the amount of individual scholarships for students of PhD programmes (3D1).

## Priority Objective 4

**Strengthen strategic management and effective use of R&D capacities.**

**Manager-in-charge: Vice-Rector for Research and Expert Activities (VRREA)**

### **Operational Objective:**

**4A Complete a comprehensive transformation of the environment and process setup.**

Measures:

**4A1** Implement the recommendations of the international evaluation panel as part of the complete evaluation according to the M17+ methodology. (VRREA, coordination with Bur.)

1st cycle

- implementation start: 2021
- implementation end: 2025

2nd cycle

- implementation start: 2026
- implementation end: 2030

**4A2** Optimise the administrative and institutional background to support research and development. (VRREA, coordination with Bur.)

- implementation start: 2021
- running continuously until 2025

### **Operational Objective:**

**4C Promote excellence and societal relevance of research.**

Measures:

**4C1** When setting research priorities and allocating resources within the University, focus more efforts on research objectives with a higher potential for excellent results; emphasize the needs of ensuring the defence and security of the Czech Republic in the context of the requirements and needs of the MoD sector and within international defence and security structures. Promote cooperation within the University, with other research organisations, and with the application sphere, and ensure the transfer of knowledge into practice. (VRREA, coordination with VRERI, Bur., Sec.)

- implementation start: 2021
- running continuously until 2030

**4C2** Primarily develop the basic area of education, i.e. Security disciplines and areas of creative activity of the UO with a focus on meeting the needs and developing the capabilities of the Czech Armed Forces. (VRREA, coordination with VRESI, Deans and Directors)

- implementation start: 2021
- running continuously until 2030

#### **Operational Objective:**

#### **4D Develop international cooperation.**

Measures:

**4D1** Promote the international mobility of the University staff in the field of creative activities and build adequate advisory and support capacities for this purpose. (VRREA, coordination with VRERI, Bur.)

- implementation start: 2021
- running continuously until 2030

**4D2** Increase the proportion of the University staff who have studied abroad or gained significant professional experience there, and remove formal and informal barriers to their recruitment and integration into the University life. (VRREA, coordination with VRERI, Bur.)

- implementation start: 2023
- running continuously until 2030

**4D3** Create conditions for receiving support from international sources. Encourage researchers to submit project applications for international projects and provide adequate support for their preparation. (VRREA, coordination with VRERI, Bur.)

- implementation start: 2021
- running continuously until 2030

#### **Operational Objective:**

#### **4E Cooperate with strategic partners in the implementation of R&D policy.**

Measures:

**4E1** Participate in the formulation and implementation of the objectives and priorities of the MoD in the field of R&D; deepen cooperation with relevant components of the Czech Armed Forces and other entities involved in ensuring national defence and security. (VRREA)

- implementation start: 2021
- running continuously until 2030

**4E2** Continue in developing cooperation with the CR MoEYS in the implementation of R&D policy. (VRREA)

- implementation start: 2021
- running continuously until 2030

**4E3** Create conditions for cooperation with other universities and research consortia, especially those that have built large research infrastructures and formed international research teams. (VRREA, coordination with VRERI)

- implementation start: 2022
- running continuously until 2030

**4E4** Create conditions for the implementation of the Research, Expert and Technology Centre UoD (RETC). (VRREA, coordination with FMT Dean and other deans and directors)

- implementation start: 2022
- running continuously until 2030

#### **Indicators for the Fulfilment of Priority Objective 4:**

- the number of J<sub>imp</sub> and J<sub>sc</sub> publications corresponding to the focus of study programmes (4A1, 4C2);
- the number of publications published by academic staff of the University in Open Access system (4A1, 4C2);
- the number of national and international recognitions of excellent results in creative activities (4C1);
- the number of university staff successfully supported in international mobility for the development of creative activities (4D1);
- the number of personnel who have received assistance in the framework of counselling and support for creative activities (4D1);
- the proportion of university staff who have studied abroad or gained significant professional experience there (4D2);
- the amount of funding obtained through international research and expert projects (4D3);
- the number of results of research, development and expert activities transferred to the use of the MoD (4E1);
- the number of results in accordance with the M17+ Methodology achieved within the RETC (4E4).

## Priority Objective 5

**Build capacities for strategic management of the University.**

**Manager-in-charge: Vice-Rector for Internal Management and Quality Control (VRIMQC)**

**Operational Objective:**

**5B Strengthen strategic management at the University.**

Measures:

**5B1** Create systemic conditions, in cooperation with the MoD, for the implementation and development of all activities of the University in order to maintain its competitiveness in university education on a national and international scale. (VRIMQC, coordination with Vice-Rectors, Bur., DR, Sec.)

- implementation start: 2021
- running continuously until 2030

**5B2** Develop internal capacities for the development, implementation and evaluation of the University's strategies and their communication in the internal and external environment. (VRIMQC, coordination with Vice-Rectors, Bur., DR, Sec.)

- implementation start: 2021
- running continuously until 2030

**5B3** Revise and implement internal mechanisms for the distribution of funds and staff remuneration that take into account the University's strategies, the influences of the internal and external environment, and simultaneously any constraints on the part of an employee. (Bur., coordination with the Economic Council of the University, Vice-Rectors, DR, Sec., Deans and Directors)

- implementation start: 2022
- running continuously until 2030

**5B4** Increase the involvement of members of the academic community and other university staff in discussions on the strategic development of the university and measures to be taken at the university level and in their implementation. (VRIMQC, coordination with Vice-Rectors, Bur., DR, Sec., Deans and Directors)

- implementation start: 2021
- running continuously until 2030

**5B5** Promote the cooperation of individual units of the University in the exchange of experience and transfer of best practices. (VRIMQC, coordination with Vice-Rectors, Bur., DR, Sec., Deans and Directors)

- implementation start: 2021
- running continuously until 2030

**5B6** Strengthen the common identity within the University. (VRERI, coordination with Vice-Rectors, Bur., DR, Sec., Deans and Directors)

- implementation start: 2021
- running continuously until 2030

**5B7** In cooperation with the Ministry of Defence, ensure the development of the University's infrastructure resulting from the departmental requirements for a higher number of graduates with an emphasis on increasing the capacity of accommodation facilities, educational rooms and related supporting capabilities.

(Bur., coordination with Vice-Rectors, DR, Deans and Directors)

- implementation start: 2021
- running continuously until 2030

#### **Operational Objective:**

#### **5D Strengthen strategic management of human resources at the University.**

Measures:

**5D1** Apply a transparent system of staff evaluation and their performance appraisal to minimise the risk of any bias in the evaluation. (VRIMQC, coordination with Vice-Rectors, Bur., DR, Sec., Deans and Directors)

- implementation start: 2022
- running continuously until 2030

**5D2** Set up and implement a career system for academic staff in accordance with the accreditation standards while respecting legal rules and internal regulations of the Ministry of Defence (VRIMQC, coordination with Vice-Rectors)

- implementation start: 2022
- running continuously until 2030

#### **Indicators for the Fulfilment of Priority Objective 5:**

- the established system for the development, implementation and evaluation of the UoD strategies, including a system for their communication in the internal and external environment (5B2);
- completed revision of the internal mechanisms for the distribution of funds and staff remuneration (5B3);

- creation of a platform for managing discussions on the strategic development of the University and the measures taken for a wider involvement of the University's academic community (5B4);
- the number of activities implemented to exchange experience and share best practices (5B5);
- creation of a new visual style of the university (5B6);
- the amount of funds invested in the development of the University's educational and training facilities (5B7);
- the established system of comprehensive staff evaluation and their performance appraisal (5D1);
- the implemented career management system for academic staff of the University (5D2).

*The Strategic Intent for Educational and Creative Activities of the University of Defence for the period 2021–2030 was discussed by the Scientific Council of the University of Defence on May 26, 2021 and approved by the Academic Senate of the University of Defence on June 23, 2021.*

## List of Abbreviations

AFCR	Armed Forces of the Czech Republic
Bur.	Bursar
CSMSS	Centre for Security and Military Strategic Studies
DR	Deputy Rector
ECTS	European Credit Transfer and Accumulation System
FML	Faculty of Military Leadership
FMHS	Faculty of Military Health Sciences
FMT	Faculty of Military Technology
LC	Language Centre
MoD	Ministry of Defence
MoEYS	Ministry of Education, Youth and Sports
M17+	Methodology for the assessment of research organisations and evaluation of special purpose programmes supporting research, development and innovations
PTSC	Physical Training and Sports Centre
Sec.	Secretary
R&D	Research and Development
RETC	Research, Expert and Technology Centre
VRERI	Vice-Rector for External Relations and Internationalisation
VRESI	Vice-Rector for Education and Student Issues
VRIMQC	Vice-Rector for Internal Management and Quality Control
VRREA	Vice-Rector for Research and Expert Activities

## Annex 1

### **Intent for Investment Activities of the University of Defence for the years 2021–2030**

As part of its investment strategy, the University of Defence applies the principle of replacement and gradual improvement of the quality of movable assets in accordance with the current requirements for accredited education, delivered courses and general support of the University's activities, with a view to maintaining its position in the competitive environment among universities to the extent permitted by the asset replacement programme and the medium-term budget outlook of the Ministry of Defence.

In the framework of the maintenance of the immovable infrastructure, the University's ambition is, in accordance with the Plan for the Development of the Immovable Infrastructure and within the horizon of the Strategic Intent, to build a logistics centre, an auditorium, a library and the Research, Expert and Technology Centre of the UO. Furthermore, the Faculty of Military Health Sciences will open a new radioisotope laboratory and a vivarium department. A separate issue is the planned increase in the capacity of the university as a whole, i.e. the extension of educational, lodging and other related support facilities. In addition, the University aims to offer students an equal or better learning environment and services comparable to those of other universities.

**Intent for individual investment projects related to immovable and movable property for the years 2021–2030 with a planned scope of expenditure exceeding 50 million CZK including VAT**

In view of the amount of planned expenditure, the overview below contains only projects in the area of immovable infrastructure. The individual investment projects and their real costs will be updated depending on the development of the national budget, the expenditure on Chapter 307 thereof, and the amount of resources allocated to the UoD.

SI Priority	Project Brief Description	Project Estimated Costs, VAT incl. (millions CZK)	Project Estimated Timeframe	Synergistic links to other investment projects, including those implemented in the framework of other subsidy programmes	Project ID in the MoD Medium Term Plan (MTP)
<b>Priority Objective 1, Operational Objective 1E:</b> Promote the building of infrastructure for interactive learning methods and integration of students.	Brno – Kounicova 44 – utility networks, data distribution – reconstruction	135,000	2026–2029		A17062500
<b>Priority Objective 4, Operational Objective 4A:</b> Complete a comprehensive transformation of the environment and process setup.	Hradec Králové, new campus of the UoD FMHS – construction of a radioisotope laboratory and vivarium	283,820	2022–2023	Veterinary operating table - purchase (A17011100); Vivarium laboratory equipment - purchase (A19020700); Irradiator for vivarium - purchase (A19024900); Spectrometer for vivarium - purchase (A19025000); Weight detector for vivarium - purchase (A19025100); Sealed source of gamma ionizing radiation (60 Co isotope) - purchase (A18018100); Hot air sterilizer - purchase (A17010900); Digital Whole Body Ultrasound Machine - Purchase (A17010800); Projects in the total amount of 76,325 mil. CZK in the years 2022–2026.	A20008200

SI Priority	Project Brief Description	Project Estimated Costs, VAT incl. (millions CZK)	Project Estimated Timeframe	Synergistic links to other investment projects, including those implemented in the framework of other subsidy programmes	Project ID in the MoD Medium Term Plan (MTP)
	Brno – kasárna Šumavská (UoD Premises) – building No. 10 – demolition and construction	298,500	2026–2030		A17053500
	Brno – Building of the Research, Expert and Technology Centre (RETC) – construction	1 015,600	2024–2028		A19014400
<b>Priority Objective 5, Operational Objective 5B, Measure 5B1:</b> Create systemic conditions, in cooperation with the MoD, for the implementation and development of all activities of the University in order to maintain its competitiveness in university education on a national and international scale.	Brno, kasárna Šumavská, building No. 5 – measures to reduce the energy consumption of the buildings	71,929	2020–2021		A19002700
	Brno – Kounicova 44, refurbishment of the building exterior – implementation	220,555	2021–2023		A20008300
	Brno – kasárna Černá Pole – construction of a kitchen block with a capacity of 900 meal portions	75,000	2024–2026		A17019200
	Brno – kasárna Černá Pole – building No. 17 (LC) – reconstruction and security of the building	75,300	2026–2027		A20000200 A17053000
	Brno – kasárna Černá Pole – workshops for education and training – construction	228,050	2026–2030		A17019300
	Brno – kasárna Šumavská – building No. 1 – reconstruction	117,000	2026–2029		A17060400
	Brno – kasárna Jana Babáka – auditorium and library centre – construction	658,500	2023–2026		A20007900
	Vyškov – VeV-VA, CBRN Institute – building No. 244, 4th and 5th floor – reconstruction	130,500	2027–2030		A17051800
	Hradec Králové, UoD FMHS – block of departments – reconstruction, exterior wall coating	217,891	2020–2021		A18036400

SI Priority	Project Brief Description	Project Estimated Costs, VAT incl. (millions CZK)	Project Estimated Timeframe	Synergistic links to other investment projects, including those implemented in the framework of other subsidy programmes	Project ID in the MoD Medium Term Plan (MTP)
	Hradec Králové, new campus of the UoD FMHS – block of departments, 3rd – 5th floor – reconstruction	73,800	2021–2023		A17017700
	Hradec Králové – new campus of the UoD FMHS – Dean's Office building, insulation of the building's outer coating, entry ramp – reconstruction	64,234	2025–2027		A18020400
<b>Priority Objective 5, Operational Objective 5B, Measure 5B7:</b> In cooperation with the MoD, ensure the development of the University's infrastructure resulting from the departmental requirements for a higher number of graduates, with an emphasis on increasing the capacity of accommodation facilities, educational rooms and related supporting capabilities.	Brno – Chodská, B3 and B4 dormitory buildings, AS-CO – construction	245,000	2023–2026	Elaboration of an urban development study in accordance with SIIP 2021, measure 5B7.1	A19053300

**List of Abbreviations:**

AS-CO	Army Service, Contributory Organization
CBRNDI	CBRN (Chemical, Biological, Radiological and Nuclear) Defence Institute
FMHS	Faculty of Military Health Sciences
GDP	gross domestic product
ID	identifier
LC	Language Centre
MoD	Ministry of Defence
MoD MTP	Ministry of Defence Medium Term Plan
RETC	Research, Expert and Technology Centre
SI	Strategic Intent
SIIP	Strategic Intent Implementation Plan
TC-MA	Training Command – Military Academy
UoD	University of Defence

## Annex 2

### Intent for the Development of the Investment Scientific Base, Acquisition of Investment Technical and Instrumentation Equipment for the Years 2021–2030

UoD organizational element	Planned expenditures, VAT incl. (thous. CZK)
Faculty of Military Leadership	42 162
Faculty of Military Technology	1 239 242
Faculty of Military Health Sciences	146 226
CBRN Defence Institute	49 190
<b>University of Defence total</b>	<b>1 476 820</b>

**Intent – individual investment projects with a total financial amount of more than CZK 10 million, VAT incl.**  
**Faculty of Military Technology**

Workplace	Specification	Project Estimated Costs, VAT incl. (thous. CZK)	Expected source of coverage
Planned UoD RETC	RETC Building – kasárna Šumavská (including demolition of old buildings) – see Annex 1	600 000	MoD, MoEYS
Planned UoD RETC	Instrumentation, laboratory and workshop equipment of the RETC building – see Annex 1	400 000	MoD, MoEYS
Planned UoD RETC	Analytical Laboratory of Materials for the needs of the Czech Army Optical emission spectrometer GDS850 - T0Q; Optical emission spectrometer GDS850 using glow discharge as a source, for bulk and QDP analysis of the chemical composition of metallic materials	10 000	To be requested from the MoD budget
Planned UoD RETC	Laboratory of Modern Materials and Production Technologies Micropuls Diamond Xtended 40/60 single micropulse system, for samples up to 400 mm diameter and 600 mm high, weighing up to 500 kg, process temperature from 550 to 650°C	16 000	To be requested from the MoD budget
Planned UoD RETC	Laboratory of Modern Materials and Production Technologies Additive metal printing – OBSLUHA 0.2	19 000	To be requested from the MoD budget
Planned UoD RETC	Laboratory of Modern Materials and Production Technologies Machining Centre - machining of printed parts – OBSLUHA 0.6	16 000	To be requested from the MoD budget
FMT	Laboratory Modular Air Force and Air Defence Simulator	10 037	REMO AIROPS

**Intent – individual investment projects with a total financial amount of more than CZK 10 million, VAT incl.**  
**Faculty of Military Health Sciences**

Workplace	Specification	Project Estimated Costs, VAT incl. (thous. CZK)	Expected source of coverage
FMHS	Weight detector for vivarium	12 000	To be requested from the MoD budget
FMHS	Irradiator for vivarium	18 000	To be requested from the MoD budget
FMHS	Sealed source of gamma ionizing radiation (60 Co isotope)	10 000	To be requested from the MoD budget
FMHS	Flow cytometer	10 000	To be requested from the MoD budget
FMHS	Fluorescence microscope	25 000	To be requested from the MoD budget
FMHS	Mass spectrometer	32 500	To be requested from the MoD budget

**List of Abbreviations:**

FMHS	Faculty of Military Health Sciences
FML	Faculty of Military Leadership
FMT	Faculty of Military Technology
MoD	Ministry of Defence
MoEYS	Ministry of Education, Youth and Sports
REMO AIROPS	project included in the medium-term plan of the Czech Republic Ministry of Defence focused on air operations
RETC	Research, Expert and Technology Centre
UoD	University of Defence