



**Sustainable
Masaryk
University**

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**SUSTAINABILITY AS THE
THEME AND THE PRINCIPLE**

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**Sustainable
Masaryk University
2025–2028**

**MASARYK
UNIVERSITY**

Brno 2025

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SUSTAINABLE MASARYK UNIVERSITY 2025-2028 STRATEGY

Entitled **Sustainable Masaryk University 2025-2028**, the strategy represents a unified plan building on and developing the adopted Masaryk University Strategic Plan 2021-2028 in the area of sustainable development. It is based on the mission, values and visions of MU which encompass key elements of sustainability, and it emphasises and stipulates in a greater detail the opportunities offered by MU on the journey towards sustainability to its community and the society at large, and it stipulates other measurable indicators and outputs. The Sustainable Masaryk University 2025-2028 Strategy approaches sustainability within the entire framework of the United Nations Sustainable Development Goals SDGs, thus developing not only the environmental aspect, but also the economic and social aspects in the long-term perspective.

Mission of Masaryk University

The mission of MU 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.

Values of Masaryk University

Being one of the key values of MU in addition to respect and freedom, **responsibility** emphasises the role of the university as a co-creator of public opinion, a **solver** of local and **society-wide topics** and a provider of public service open to everyone. Moreover, the **individual responsibility of students and staff members** reflected in the respect for university rules and belonging to the university.

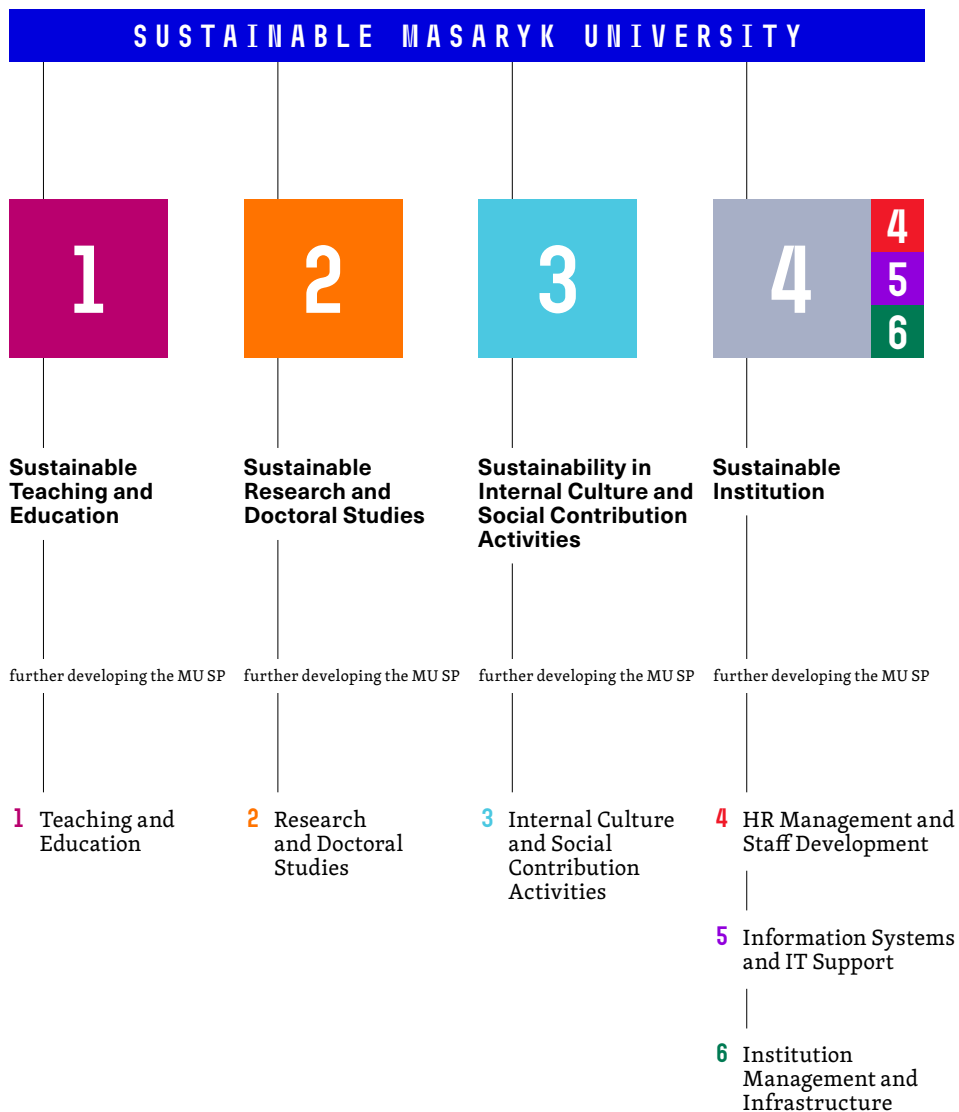
Relevant part of the Masaryk University Vision 2028

In 2028 Masaryk University will be an inspiring community which, through its principles and **daily actions, fully respects and embodies the principles of social responsibility and contributes to the implementation of the SDGs, and encourages its students and staff to act accordingly.**

Structure of Sustainable Masaryk University 2025–2028 Strategy

In line with the structure of the Masaryk University Strategic Plan 2021–2028 (MU SP) the **Sustainable Masaryk University 2025–2028 Strategy is divided into four priorities, further divided into topical sub-areas** – sub-priorities. Each priority has its strategic goals defined, along with measures, key outputs and indicators. The **Sustainable Masaryk University 2025–2028 Strategy will be followed by individual sub-strategies for the sustainability of individual MU faculties and institutes throughout 2025.**

**Priorities of the Sustainable
Masaryk University
2025–2028 Strategy**



SUSTAINABILITY AS THE THEME AND THE PRINCIPLE

Link of the Sustainable Masaryk University 2025–2028 Strategy to SDGs

The Sustainable Masaryk University 2025–2028 Strategy identifies, systematises and declares its contribution to the fulfilment of all seventeen United Nations Strategic Development Goals (SDGs). Sustainability-oriented education, research and the promotion of awareness of sustainability within the academic community and the society as a whole are key factors for the integration and strengthening of relevant principles in all social processes on the path towards sustainable future. Therefore, MU aims to lead by example in the field of sustainability in all areas defined for this purpose, including the administration and operation of the institution as such.

Responsibility for the implementation of the Sustainable Masaryk University 2025–2028 Strategy, progress monitoring and evaluation

The implementation of the Sustainable Masaryk University 2025–2028 Strategy falls, pursuant to the system of responsibilities under the MU SP, within the areas of responsibilities of individual vice-rectors who have at their disposal the pre-existing university-run platforms for the support of the implementation process. The ultimate responsibility for the implementation of the strategy rests with the Vice-Rector for Personnel Policy, Lifelong Learning and Sustainability. The **progress monitoring** process shall take place alongside the monitoring of the implementation of the Masaryk University Strategic Plan 2021–2028 at dedicated meetings of the top management of MU, relevant platforms and at the meetings of the Board for Sustainable Development of Masaryk University. Due to the timeframe of the strategy, its **evaluation** shall be carried out in 2028, so that its conclusions can be taken into consideration for the purpose of the anticipated follow-up sustainability strategy for the period starting 2029.

SUSTAINABLE MASARYK UNIVERSITY

Vice-rector for Personnel Policy, Lifelong Learning and Sustainability

1



Sustainable Teaching and Education

Vice-rector for Studies and Quality

Vice-rector for Student Affairs and External Relations

2



Sustainable Research and Doctoral Studies

Vice-rector for Research and Doctoral Studies

3



Sustainability in Internal Culture and Social Contribution Activities

Vice-rector for Student Affairs and External Relations

Vice-rector for Academic and Cultural Affairs

4



Sustainable Institution

4.1 HR Management and Staff Development

4.2 Information Systems and IT Support

4.3 Institution Management and Infrastructure

Vice-rector for Personnel Policy, Lifelong Learning and Sustainability

Vice-rector for Development, Legislation and Information Technologies

Bursar

Sustainable Teaching and Education



The vision of MU is to be a prestigious educational institution where **education crosses the borders of individual disciplines and encourages interdisciplinarity, personalisation of studies and synergy among the parts of the university.**

Moreover, it aims to be an **excellent institution** not only within the framework of the Czech tertiary education and a **trend-setter in the embodiment of all roles of universities.** The key condition for the fulfilment of this vision and goal is to be a university where **students are treated as respected colleagues.**

In terms of sustainability, MU strives, through its portfolio in education, to **provide conditions and opportunities for the utilisation of the university environment as a laboratory of sustainable development** which can help achieve the SDGs through **effective synergies among university roles, interdisciplinarity and efforts in equal opportunities and elimination of barriers.**

To this end, MU shall support **further strengthening of sustainability within the framework of its teaching opportunities, including lifelong learning,** in order to **boost the literacy of students in the area of sustainability in accordance with the desired graduate profiles, to make easier their choice of fields of study, courses and activities** aimed at sustainability through **clear identification and promotion.**







GOALS AND MEASURES IN MU SP 2021-2028

Goal 1.1: Strengthen the importance of teaching as a prestigious academic mission focusing on the success of students in study and in life; and to become an institution characterised by its excellent teaching, which is sought after by quality and talented candidates.

Goal 1.2: Ensure the flexibility of study paths with an emphasis on the personalisation of studies, **interdisciplinarity of the curriculum and its long-term applicability and strengthen students' motivation for their own development and learning.**

Measures: Introduction of social responsibility and sustainable development related issues in the curriculum. / Rationalisation of study programme structure. / Support of joint degree programmes. / Preparation of related processes and teaching of CORE courses across faculties.

1.1 Curriculum

OBJECTIVE

Provide excellent education to ensure sustainable future – integration of sustainability related principles into educational programmes

MEASURES

Relevance – revision and updating of curriculum

– identification of opportunities for including sustainability topics (environmental, economic and social) in MU’ curriculum, or even introducing new courses or study programmes, eliminating duplicities in the courses offered.

—
Cooperation – development of multidisciplinary subjects/courses provided by several departments in a coordinated manner.

—
Availability – clearly identify, in the course catalogue including lifelong learning, **subjects related to sustainability, link them** to the relevant **SDGs** and make them easily accessible.

—
Quality – develop, in the context of sustainability, **teaching staff competences**, knowledge, motivation, and support them in the use of relevant methods and approaches, including international cooperation.

—
Outreach – promote environmental and sustainable education among professionals, schools and educational institutions.

INDICATORS

1.1.A Number of graduates of sustainability-related courses; **1.1.B** Number of new ore revised multidisciplinary sustainability-related courses; **1.1.C** Percentage of clearly identified sustainability-related courses out of the total number; **1.1.D** Dropout rate at MU, not including doctoral students.

OUTPUTS

Sustainability becomes an integral part of the MU curriculum, giving students the option to take a specialised or CORE course during their study aimed at sustainability.

—
Clearly visible and available offer of sustainability-related courses.

—
MU is developing teaching staff’s competences in the area of sustainability, and education for sustainability has significant overlap beyond the university community.

—
Graduates meet the MU Graduate Profile definitions in the area of sustainability, i.e. they are prepared within their area of expertise to address the challenges related to climate change, social injustice and other aspects of sustainability; they apply competences for sustainability (e.g. critical thinking, systems thinking, ability to take collective action etc.) and they are motivated to take action and behaviours to promote sustainability in their professional, personal and civic life.

—
Regular surveys are carried out to validate competencies for sustainability among students, including feedback.

Contributes to SDGs achievement → SDG 1, 4, 5, 10



GOALS AND MEASURES IN MU SP 2021-2028

Goal 1.3: Develop progressive modern teaching methods, distance and online forms of education and strengthen the participation of students and practitioners in teaching and the evaluation of its quality.

Goal 1.4: Enable education for professional growth and personal development throughout life by providing appropriate degree programmes and strengthening the importance of lifelong learning.

Measures: Role at the regional, national and international levels as a trend-setter in inclusive policies. /Support in boosting social mobility. / Development of various forms of support for greater opportunities for education of applicants with health-related, social or other disadvantages or handicaps.

1.2 Equal Opportunities

OBJECTIVE

Sustainable education without barriers – Removing barriers to education

MEASURES

Equality – remove potential **barriers** within the education process leading to open access for all groups, including explicit **provisions on non-discriminatory access in relevant regulations**.

Motivation – support **activities leading to increased accessibility and attractiveness of traditionally less desirable fields of study** among groups with special needs.

Support – **further develop and support institutions within MU** whose mission is to support disadvantaged applicants and students, **and promote the principles of universal design**.

OUTPUTS

Equal opportunities for applicants and students are part of the internal culture of MU.

MU regulations prevent discrimination.

MU has functioning institutions that support disadvantaged students and applicants.

Investigations are carried out to identify barriers experienced by students, including causes of academic failure.

INDICATORS

1.2.A Proportion of individuals with special needs among applicants admitted and graduates; **1.2.B** Number of students benefiting from the support granted to the disadvantaged students; **1.2.C** Number of measures introduced to eliminate barriers for students, including academic success support (not including doctoral students).

Contributes to SDGs achievement → [SDG 1, 4, 5, 10](#)

2

Sustainable Research and Doctoral Studies

The vision of MU is to be a prestigious institution where **science and research cross the borders of individual fields**, as it actively **encourages** interdisciplinarity, **formation of interdisciplinary research teams and synergy among its parts**.

MU also aims to be an **excellent research university, a globally respected school and a trend-setter in the responsible fulfilment of all university roles**.

And finally, MU aims to be a university where **teaching, science and social action** are an integral aspect of the professional portfolio of its academic staff.

In terms of sustainability, MU aims, through its research portfolio, to **contribute to the efforts addressing local and global challenges** arising from the health-related, social, technological, environmental and economic needs of the society, thus **playing a role in achieving the SDGs**. Its intention is not only to develop excellent research but also to ensure that its outcomes have a positive impact and relevance vis-à-vis the society, economy and environment, boosting their resilience.

MU shall support the strengthening of **doctoral study programmes** to ensure top quality, relevance and roles in improving the prestige and long-term sustainability of the university and the society as such.







GOALS AND MEASURES IN MU SP 2021-2028

Goal 2.1: Contribute to addressing global and local challenges through basic and applied research and the application of its results in society in the areas of health and the quality of life, education, historical and cultural heritage, **sustainable development**, technological progress, security, rights and equality in society.

Measures: Targeted development of strategic research priorities based on health, social, technological and economic challenges, especially in the fields of biomedicine, pharmacy, security, health and quality of life, **environment and**

sustainable development, with the support of AI and synergies across MU. / **Motivation and practical support for the creation of interdisciplinary and multidisciplinary teams** from life sciences, IT, social sciences and humanities. / **Linking research and teaching by involving all research institutes at the university in educational activities** with the aim of strengthening the transfer of the latest scientific knowledge to students and postgraduates. / **Development of long-term cross-sector cooperation and strengthening close research cooperation with the industry sector, state administration and local government.**

2.1 Sustainability in Research

OBJECTIVE

Develop top-quality research whose results have a positive impact on the society, economy and the environment

MEASURES

Excellence and interdisciplinarity – the university purposefully supports strategic research priorities within specialised areas of research that will act as laboratories of sustainability and will promote interdisciplinary cooperation among teams across fields and the university structure.

—
Partnerships and practical application – the university develops partnership with the public, private and non-profit sectors, as well as other universities, both nationally and internationally. These partnerships will enable the application of research results in practice and ensure their direct contribution to the SDGs.

—
Atmosphere for sharing – the university promotes a sustainable and inspiring environment for science through, inter alia, quality infrastructure, spaces and opportunities for meetings, or by implementing sustainable environmental standards not only in research (Green labs, LEAF) and by sharing equipment and facilities independent of research teams, and by promoting efficiency overall.

OUTPUTS

Improving the position of the university as an **excellent institution in research for sustainable development**, capable of attracting and retaining talented scientists from all over the world, and of acquiring international funding resources.

—
A clear system for the transfer and application of research outputs in the public and private sectors.

—
A system, created and applied, for the identification of links to SDGs for projects and publications.

—
Increased number of scientific results in topics which contribute to the SDGs and their communication both internally and externally.

—
Expanding partner network to include partners who disseminate research outputs in practice.

INDICATORS

2.1.A Percentage of scientific results focused on sustainable development that are indexed in prestigious world citation databases out of the total number of results for MU authors; **2.1.B** Financial volume of joint projects with third-party entities fulfilling the SDGs.

Contributes to SDGs achievement → SDG 1, 2, 3, 6, 7, 8, 9, 10, 13, 14, 15, 17



GOALS AND MEASURES IN MU SP 2021-2028

Goal 2.5: Pay due attention to the socio-economic status of doctoral students and their full integration into the scientific community.

Measures: Setting motivational amount of financial remuneration with clear qualitative criteria for ongoing success in study and related publishing and teaching activities. / **Creating scholarship programmes to reward excellent results in doctoral studies.** / **Providing support for reconciling doctoral studies and new careers and family life.**

2.2 Sustainability and Doctoral Studies

OBJECTIVE

Provide high quality and future relevant doctoral studies what will boost the prestige of MU and long-term sustainability

MEASURES

Relevance - **updating and innovation** of the curriculum of doctoral studies, so that it reflects the latest scientific knowledge and the challenges of the 21st century – such as digital transformation, AI, climate change, global health and other key topics, **simplifying the structure of doctoral studies**.

Cooperation - **promote interdisciplinarity** reflecting the complexity of the issues of sustainability, close cooperation with graduates on the improvement and development of doctoral studies.

Removing barriers - **create and ensure equal conditions within doctoral studies; provide support to disadvantaged students** (financial assistance, consultations, education), including support for study-career-life balance.

Quality - **implement the latest trends and good practice of excellent universities** in setting the quality of supervisors, study programme councils and other stakeholders in doctoral studies, including the students themselves; **regular assessment of the quality of doctoral studies, their contribution to sustainability, including third-party evaluation**; development of critical thinking and promotion of international cooperation and mobility and reduction of inbreeding.

Applicability - **provide students in doctoral programmes with the education and skills necessary for their careers**, not only in the academic sector but also the private, public and non-profit sectors, which includes **soft skills development**.

OUTPUTS

The principle of sustainability is an integral part of doctoral studies at MU.

Equal opportunities for applicants and doctoral students are part of the internal structure.

MU develops teaching competences and quality in sustainability in doctoral studies.

The research activities of students in the doctoral studies in the field of sustainability have a significant overlap into practice.

INDICATORS

2.2.A Number of doctoral studies graduates with a sustainability topic;

2.2.B Percentage of individuals with specific needs among applicants admitted and doctoral students;

2.2.C Academic failure in doctoral studies;

2.2.D Number of measures adopted to remove barriers for students, including support for academic success in doctoral studies.

Contributes to SDGs achievement → SDG 1, 4, 5, 7, 8, 10, 13, 14, 15, 17

3

Sustainability in Internal Culture and Social Contribution Activities

MU aims to be an **inspiring community** whose principles and everyday actions embody the full respect and the fulfilment of the principles of social responsibility, thus contributing to the achievement of the SDGs, and it encourages its students and staff likewise.

Moreover, MU wants to be a university that is a trend-setter in terms of internal culture and its ability to reach consensus, to harmonise its individual parts for the benefit of the university as a whole and the integrity of the work and study environment known for its high ethical and professional standards.

Employees and students must have **opportunities and they must be motivated to take action to promote sustainability** at MU.

MU shall be active, at the national and international level, in efforts to improve the sustainability and resilience of universities to achieve optimal solutions through, inter alia, the sharing of experience and cooperation with partners from a variety of sectors.







GOALS AND MEASURES IN MU SP 2021-2028

Cíl 3.3: Support altruistic initiatives initiated by students and staff aimed at the public through an open environment to help those in need, by developing association activities and volunteering.

Cíl 3.5: Strengthen the esprit de corps of the students, staff and graduates and create a university community sharing common values as a basic prerequisite for fulfilling all university roles.

Measures: Support for volunteering and its development within university associations and initiatives. / **Strengthening cooperation among university units.** / **Provision of information services and consulting and other services to students, staff members and alumni.** / **Setting priorities** in relation to social demand and necessity. / **Creating a fund managing finances for socially beneficial activities** and setting rules to support special projects initiated by students and staff. / **Rewarding of, and motivation for, socially beneficial activities of academic, research and non-academic staff** as part of their professional portfolio, support for student projects of socially beneficial nature, and motivation to take part in them, e.g. as a symbolic number of credits within certain subjects.

3.1 Internal Culture

OBJECTIVE

Together create conditions and opportunities for a cohesive and inspiring university community sharing common values in sustainability – Know, Act, Inspire

MEASURES

Know – educate and increase knowledge of sustainability principles among staff and students through workshops, seminars and campaigns; motivating them to adopt sustainable practices.

Act – encourage and reward participation of students and staff in volunteering, community initiatives and projects contributing to sustainable development, support and development of the Volunteer Centre, the ComMUNity Fund and student associations; creation of a platform for sharing knowledge and experience in sustainability among staff members, students and the wider community.

Inspire – promote healthy lifestyle and well-being through initiatives focused on physical and mental health; implementation and support for activities focused on sustainability (e.g. Bike to Work, Giving Day, Let's Clean Up the Czech Republic/MU, swap events, ESWD, International Volunteer Day); creation and compliance with rules on the sustainable organisation of these events; emphasis on the sustainability of merchandise; cohesion and belonging to the university through, inter alia, the cultivation of interiors.

INDICATORS

3.1.A Number of activities, events and initiatives implemented to increase awareness; **3.1.B** Existence and development of an open, flexible and accessible system for university community engagement; **3.1.C** Percentage of events organised in accordance with the applicable sustainability standards.

OUTPUTS

Staff members and students **know and implement the principles of sustainability** and support MU's activities to strengthen sustainability.

A well-functioning system of university community engagement, e.g. through the Volunteer Centre, the ComMUNity Fund, student associations and an open platform for sharing and engagement.

Sustainability-related initiatives and events organised in accordance with the applicable standards.

Contributes to SDGs achievement → [SDG 1, 3, 4, 7, 10, 12, 13, 14, 15, 17](#)



GOALS AND MEASURES IN MU SP 2021-2028

Goal 3.2: Act as a credible and strategic partner which, with its broad portfolio of professional, independent expertise and ability to clearly reach the whole of society, **actively contributes to solving local and global challenges**, raises new issues and cultivates public discussion.

Goal 3.4: Act as a centre of social, cultural and sports life for students, staff and the public.

Measures: Provision of a variety of educational, awareness-related, consulting and beneficial activities. / **Sharing of cultural heritage** administered by the university to strengthen the cultural role of the university and disseminate knowledge to the public. / **Institutionalisation of cooperation with key actors in the region in priority topics and active participation in addressing strategic issues** (social, environmental, economic etc.). / **Cooperation with industry and companies, educational institutions, providers of health and social services, NPOs and NGOs.** / **Acting in regional, national and international environments as a standard setter in inclusive policy.** / **Active role in the creation of policies, strategies and legislation** at the local, national and international level, especially in key areas of MU's expertise.

3.2 Social Contribution Activities

OBJECTIVE

To create an exemplary community in the area of sustainability that actively uses its expertise for community-wide action – Cooperate, transfer, share

MEASURES

Cooperate – actively collaborate with partners in the public, private and non-profit sectors at the regional, national and international levels to address strategic topics in the area of sustainability (social, environmental, economic etc.), including participation in the development of recommendations, methodologies, policies, strategies and legislation reflecting the university's expertise in the topic.

Transfer – carry out, in the long-term perspective and even outside the university, educational and popularization activities in the field of sustainability aimed at the general public.

Share – protect values and make culture (including through dedicated premises) and tangible and intangible heritage held by MU accessible, including archived materials and their digital counterparts; cultivation of the public space.

OUTPUTS

The university is a trustworthy and strategic partner in sustainability, positively influencing solutions to global and local challenges.

MU plays a significant role in raising awareness about sustainability among the general public.

Mapped cultural portfolio of MU (including tangible and intangible heritage) and exemplary care for its preservation and development.

INDICATORS

3.2.A Number of strategic partners in the support of sustainability; **3.2.B** Number of joint projects with partners with relevant output promoting sustainability; **3.2.C** Number of participants at public cultural events or edification/educational events aimed at sustainability.

Contributes to SDGs achievement → [SDG 1, 3, 4, 9, 11, 13, 14, 15, 16, 17](#)

4

Sustainable Institution

Masaryk University focuses on the **adaptation of processes and operations** under conditions of the **current global challenges** pertaining to sustainability and increasing **resilience**.

MU will be an **example of a responsible and demanding employer acting according to the principles of transparency, equality and non-discrimination**; one which supports the achievement of professional goals and the work-life balance of all employees.

Being a prestigious employer, MU leads the way with its open and non-discriminatory hiring practices, which is the basis for a motivational environment that inspires and rewards employees, boosts their engagement in sustainability and supports their individual and career development.

Masaryk University shall strengthen its position as a leader in computerisation not only in the academic environment, move towards a paperless institution; it shall be an active player in the **development of information society** and a strategic partner in the field of **cybersecurity**.

MU shall strive to reduce its environmental footprint through systematic **streamlining of administration processes**, ensuring that all roles of a university are fulfilled through responsible development, operation and resource management.







GOALS AND MEASURES IN MU SP 2021-2028

Goal 4.2: Create a motivating environment by providing equal opportunities and conditions for individual development and career growth of employees, as well as supporting work-life balance.

Measures: Maintaining the **HR Excellence in Research Award** by individual parts of MU. / Introduction of **tools to prevent unwanted behaviour** or to help in the event of occurrence. / Application of existing **tools supporting part-time involvement**, and the subsequent **full return** of parents or persons caring for loved ones **to work** (flexible employment status or hours, home office, job sharing). / Support for **children's groups** or kindergartens. / Strengthening **awareness of workplace ethics and rules of conduct as part of personal integrity**, as well as information and methodological measures, including legal services.

4.1 HR Management and Staff Development

OBJECTIVE

To foster a safe and dignified working environment guaranteeing equal opportunities and fair remuneration, and to motivate employees to act responsibly and efficiently – A safe, open, equal and motivating environment for all

MEASURES

Safe environment – guaranteeing respect and protection of the rights of university employees; introduction of measures to care for the **mental and physical health of employees** and increasing the **friendliness of their work environment** (support for informal meetings, relaxation zones – both external and internal, facilities for self-catering).

Respectful environment for all – implementation of **relevant measures** and related **monitoring of age management, support for employees taking care of family members** (flexibility, part-time work, children's groups); introduction of GEP and exit policy; **adaptation of working environment to employees according to their special needs**, removal of barriers.

Motivating and inspirational environment – systematic introduction of employees to the **concept of HR and the values of internal culture** pertaining to sustainability and their **motivation to responsible and efficient behaviour** including rewarding and creating opportunities for such actions; sharing of good examples.

INDICATORS

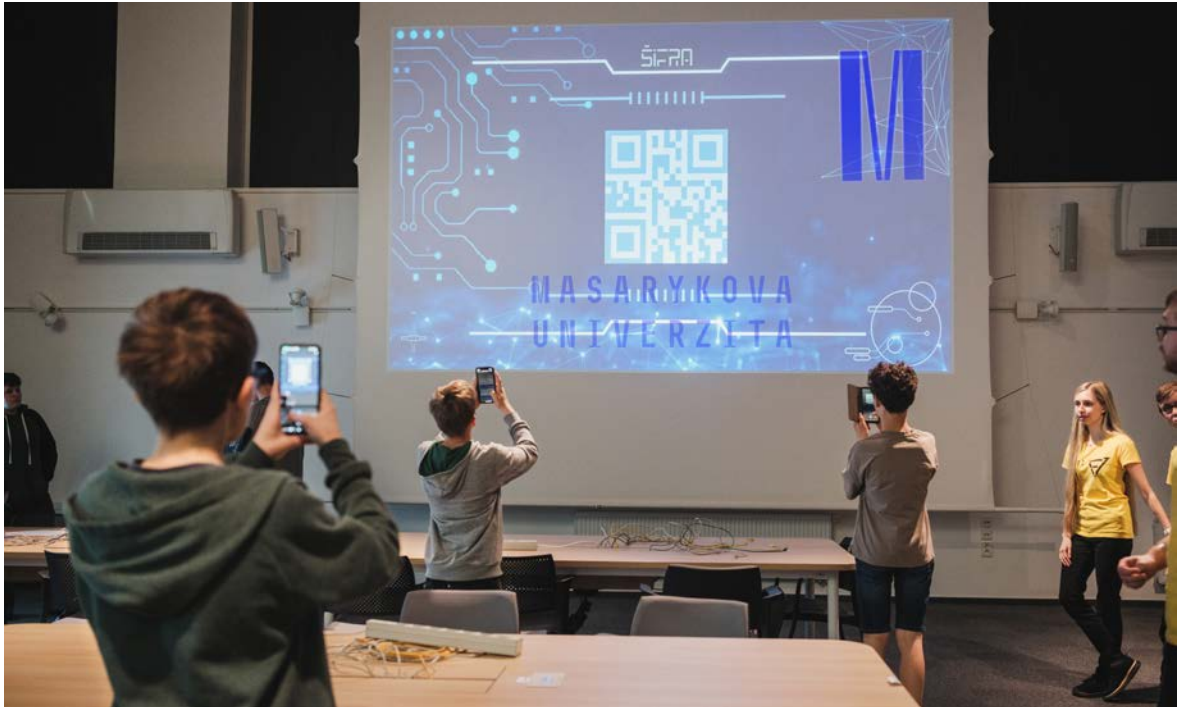
4.1.A Number of measures to care for the mental well-being of employees and measures to increase the friendliness of working environment; **4.1.B** Existence of a regulation/institute guaranteeing transparency and equality in remuneration, including a commitment to measure and eliminate gender pay gaps; **4.1.C** Percentage of employees familiar with the concept of sustainability at MU.

OUTPUTS

Institutionalised protection of employee rights.

Measures in effect for the identification of potential income inequality based on gender, as well as other measures to adapt the working environment to the specific needs of employees.

A tool is in place for familiarising employees with MU values and areas addressed within the framework of sustainable development at MU.



GOALS AND MEASURES IN MU SP 2021-2028

Goal 5.2: Strengthen the competences and position of the university as a strategic partner in cybersecurity and actively participate in the development of an information society.

Measures: Implementation of advanced technologies, including those based on AI, to extract data from information systems for decision-making processes at all levels of management. / **Continuation of full electronic processes** in accordance with the requirements of legal and internal regulations in all relevant agendas, including economic and HR administration, administration of receivables and payables, legal proceedings etc. / **IT support for transforming the file service into a fully electronic**

form. / Implementation of Single Digital Gateway principles according to Regulation (EU) 2018/1724 and the right to digital service pursuant to Act No. 12/2020 Sb. into IT tools for communication with applicants, students, staff and public. / Coordinated development of tools for fully electronic legal acts, development and implementation of tools for electronic proceedings. / **Ensuring access to data for various users and individual levels of decision-making in an accessible form with appropriate SW support.** / **Strengthening cooperation** with other national and international bodies and organisations in the field of **cybersecurity and cyber defense.** / **Preparation and implementation of the necessary processes for the Erasmus Without Paper initiative.**

4.2 Information Systems

OBJECTIVE

To make MU's operations more efficient through the computerisation and optimisation of processes, supported by the collection of relevant data, while increasing user comfort and high level of security of information systems

MEASURES

Computerisation and data collection – identification of opportunities and existing reserves in the **efficient use of available technologies** for more effective use of resources; collection of data relevant for sustainability and support for its evaluation, including visualisation.

IT education and sharing – with the aim of streamlining operations; **creating electronic platforms** for sharing devices, rooms, asset disposal etc.

IT development – as a tool for developing a secure and efficient university environment that is resilient to outages and other challenges, and supports process optimisation, including the reduction of paper documents.

OUTPUTS

Computerised and efficient processes contributing to the reduction of administrative and environmental burdens.

A system of **regular monitoring of indicators** pertaining to the implementation of SDGs.

A working **platform** (booking system) for sharing devices, rooms or disused assets.

INDICATORS

4.2.A Proportion of documents issued and processed electronically (e.g. with respect to business trips);

4.2.B Proportion of IT-related waste, reused and disposed of; **4.2.C** Volume of transactions at the IT equipment / furniture / equipment and instrument “market”.

Contributes to SDGs achievement → SDG 9, 16



GOALS AND MEASURES IN MU SP 2021-2028

Goal 6.2: Sustainably and responsibly manage the renewal, development and construction of the university infrastructure.

Goal 6.3: In accordance with the principles of sustainable development, manage energy resources, water and waste and strengthen informed management enabling the efficient use of the premises and property management.

Measures: Creation and implementation of strategies for energy, water and waste management. / Systemic measures to efficient consumption of water, se of rainwater and increase in the ratio of grey water used. / **Expansion and optimisation of the CAFM system** for the purpose of efficient operation of buildings, including space management. / **Active energy management with the aim of strengthening of efficient use.** / Creation and implementation of strategies for **energy, water and waste management.** / **Implementation of systemic measures for the increasing ratio of OZE.** / **Presentation of clear principles of efficient and responsible water and energy management** and motivating students and staff to abide by them. / **Reducing the energy intensity of buildings** and modernising of the related technology infrastructure. / Monitoring the university's carbon and overall environmental footprint and adopting measures to reduce them. / Cultivation of the environment through **increased ratio of green spaces and accessibility of clean transport.** / **Development of outdoor areas of the university campus and integration of green spaces for active use** on the current premises. / Completion of the necessary step-free access to MU building including interior renovations. / **Optimisation of the scope and quality of services provided by MU ACS** in the area of accommodation and catering to achieve the expected standard. / **Implementation and development of the MU BMS** and the related methodologies in capital construction and repairs in MU's buildings. / Use of **BIM data** to optimise fixed asset management.

4.3 Institution Management – Responsible Operation and Resources Management

OBJECTIVE

Develop and implement sub-strategies for responsible operation and management of resources and ensure the establishment of sustainability principles in other areas of operation and management

MEASURES

Procurement, energy, waste – continue to **implement and evaluate the impacts of approved strategies:**

—
for sustainable waste management and prevention 2023-2028,

—
for responsible public procurement 2023-2028,

—
for sustainable energy management 2024-2028.

—
Water and biodiversity – development and implementation of a **strategy for responsible water management** based on the UNILEAD project (monitoring of consumption, retention of rainwater and water leakage, green space management) **and linking to biodiversity.**

—
Clean mobility – adoption and implementation of a **sustainable mobility strategy** that will support the minimisation of environmental impacts of work, study and commuting trips of students and employees, evaluate the **status and opportunities for optimising parking infrastructure and promoting clean mobility**, support negotiations with relevant partners (public, private and non-profit sectors) and motivate employees and students in the field of clean mobility, including shared mobility.

—
Sustainable construction – during construction and reconstruction, **follow the principles of sustainable construction**, including the possible use of certified tools, development of systems optimising the links between construction and future sustainable operation, increasing the proportion of green areas and their accessibility, compliance with the principles of universal design, increasing the number of beds in dorms.

—
Sustainable catering – adoption and implementation of a **sustainable catering strategy** reflecting the principles of sustainable procurement of ingredients for canteens, menus, management of food waste and packaging, as well as education of staff and clients; the fulfilment of the strategy shall be included as a permanent item of the agenda for meetings of the current platform (e.g. MU Catering Policy Commission).

OUTPUTS

Implemented strategies for **sustainable waste management and prevention**, for **sustainable energy management and public procurement**, including guaranteeing adequate rights for employees of outsourcing companies under contract with MU.

Responsible water management strategy, duly developed and implemented, linked to biodiversity support, including mapping and promotion of local biodiversity.

A quantified commitment to **rational reduction of MU's carbon footprint**.

Formulation of a **climate action plan** shared with local government and community stakeholders.

Implementation of the **sustainable mobility strategy** with its goals and measurement defined, with support for clean forms of transportation for commuting and business trips.

New construction projects, reconstructions and repairs are carried out in accordance with the sustainable construction principles (certified instruments).

Implementation of the **sustainable catering strategy** with its goals and measurement defined, with support for sustainability efforts (environmental, economic and social) over the entire catering process, including policies for third-party providers.

INDICATORS

4.3.A MU carbon footprint; other indicators will be covered within specialised strategies.

Contributes to SDGs achievement → [SDG 6](#), [7](#), [11](#), [12](#), [13](#), [15](#)

List of abbreviations

AI	Artificial Intelligence
BIM	Building Information Modeling
BMS	Building Management System
CAFM	Computer-Aided Facility Management
EU	European Union
GEP	Gender Equality Plan
HR	Human Resources
HR AWARD	Award bestowed upon research institutions by the European Commission
IT	Information Technologies
LEAF	Laboratory Efficiency Assessment Framework
MU	Masaryk University
SDGs	Sustainable Development Goals
MU SP	Masaryk University Strategic Plan 2021-2028
SW	Software
UNILEAD	University Leaders in SDGs





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