



*Strategic Plan for Teaching, Publishing and Creative Activities  
of the Faculty of Medicine and Dentistry, Palacký University Olomouc for period 2021+*

## STRATEGIC PLAN

### for Teaching, Publishing and Creative Activities

### OF THE FACULTY OF MEDICINE AND DENTISTRY, PALACKÝ UNIVERSITY OLOMOUC

### FOR PERIOD 2021+

#### **Mente et Corde**

*Medicine is a beautiful, noble profession and at the same time a mission. Already the father of medicine, Hippocrates, declared "Omnium artium medicina nobilissima est", i.e. "Of all the sciences, medicine is the most noble". After all, what could be more beautiful and meaningful than curing a sick person, saving his or her life or helping him or her out of suffering. Studying medicine means engaging not only your mind, that's not enough, but also your whole heart. Only the one who really wants to become a doctor with all his or her heart will be able to complete his or her studies and will be able to perceive his or her profession more like a mission. The motto of the Faculty of Medicine and Dentistry, Palacký University Olomouc (hereinafter referred to as the Faculty) "Mente et Corde" expresses the stated essence of medicine and is also the basic starting point of the Strategic Plan of the Faculty for period 2021+.*

#### **Introduction**

The Faculty belongs to the best teaching and scientific and research institutions in the Czech Republic. The faculty provides medical education in both master's and doctoral study programs at a high level and at the same time produces excellent scientific results. The main goal of the Faculty is to educate doctors for medical practice. Very good results are also documented by the evaluation of universities and faculties in 2018 by the Center for Educational Policy of the Faculty of Education of Charles University, in which the Faculty significantly succeeded and was ranked among the 10 best faculties in the Czech Republic. In 2018, Palacký University Olomouc applied for institutional accreditation, including the fields of education General Medicine and Dentistry, and successfully obtained this accreditation. Another significant fact was the acquisition of the accreditation of the Association of Medical Faculties in Europe (AMSE), which confirms the high quality and European level of the Faculty. The mission of the faculty can be defined by the following points:

- provision of education in medical and subsequent master's healthcare programmes,
- scientific and research activity at postgraduate and undergraduate level,
- spread of education, cultivation of independent scientific research and care for the cultural and educational development of human society.



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The tradition of a successful Faculty starting in 1778 and its mission are a motivation for the entire academic community to maintain and constantly strive to improve quality. The development of the Faculty is supported at all levels, in particular the preparation for practicing the medical profession, the development and further deepening of current knowledge and quality pedagogical work, which focuses primarily on expanding and refining the competences of students not only for their future application, but also on preparation for life in the present dynamically developing companies in accordance with the European concept of the quality of university education and medical or healthcare activities.

Scientific and research activity is one of the most important areas. This can be proven by the fact that revenues in this area represent roughly 50% of all revenues of the Faculty. According to the results recorded by The Research, Development and Innovation Council (hereinafter referred to as RDIC), the Faculty ranks among the three best medical faculties in the Czech Republic. Many results ensue from long-term cooperation with research teams from a number of Czech and foreign institutions. According to Web of Science (hereinafter referred to as WOS), the H-index of the faculty is 88 and the number of citations reached 46 226 (without self-citations). The Faculty pays a lot of attention to the scientific education of undergraduate and postgraduate students, which is evidenced both by the number of student researchers (134 in 2019) and students in doctoral study programs (401 in 2019), as well as successful presentations of their results at national conferences.

Responsible and mutually beneficial cooperation with the University Hospital Olomouc (hereafter referred to as UHO) is an essential part of the healthy development of the Faculty, within which it is possible to combine high-quality teaching and scientific and research activities with high-quality treatment and preventive care. This synergistic and very friendly cooperation significantly strengthens the Faculty as well as UHO and represents an important prerequisite for the successful development of both organizations. The Faculty also cooperates with other institutions, for example the Olomouc Military Hospital and a number of medical facilities in the Czech and Slovak Republics.

The close and open cooperation of the faculty management with the Academic Senate and the Scientific Board of the Faculty, Heads of Departments, student organizations operating at the Faculty and the entire academic community including teachers and students also contributes to the successful development of the Faculty.

***Vision of the Faculty***

- ***The Faculty will continue to be a leading medical faculty in the Czech Republic, whose prestige derives from high-quality teaching and scientific and research activities.***
- ***Ensuring a welcoming environment while maintaining a high level of efficiency in all Faculty activities.***
- ***Maintaining an above-standard relationship with UHO, which represents the primary base for practical training, as well as with other medical facilities in the Czech Republic.***



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### **Foundational Materials**

The basis for the creation of this strategic plan was extensive data series, especially for the period 2011–2019. Another basis was the analysis prepared on the basis of AMSE accreditation in 2018. The strategic plan of the Faculty is linked to the key strategic documents of the Palacký University Olomouc and the Ministry of Education, Youth and Sports of the Czech Republic, and at the same time it fully reflects the outlined national strategies. At the same time, the further direction of the Faculty is based on the goals defined in ongoing or upcoming projects (for example, Resolution of the Government of the Czech Republic dated September 4, 2018 No. 563 on "Long-term financial measures to increase the capacities of medical faculties"). The development of the Faculty is processed in the Annual Reports on the activities of the Faculty (see <https://www.lf.upol.cz/de/uredni-deska/#c8396>).

### **Position of the Faculty**

As the second oldest medical faculty in the Czech Republic, the Faculty has long held a place among the most prestigious medical faculties in the Czech Republic and belongs to important centres of education and research. The role of the Faculty is also important on a national scale, as it belongs to the largest faculties in terms of the number of students. It is impossible to imagine the provision of quality medical care in the Czech Republic without the Faculty of Medicine and Dentistry, Palacký University Olomouc. The position of the Faculty in the international context is also significant due to the high number of graduates of General Medicine and Dentistry (in English) and at the same time a smaller number of graduates of the General Medicine and Dentistry study programs (in Czech) who perform high-quality medical work in many countries of the world.

### **Educational Activity**

The Faculty represents a modern educational institution with an offer of high-quality study programmes. In 2019, the faculty offered a total of 5 study programmes:

- General Medicine (in Czech)
- Dentistry (in Czech)
- General Medicine (in English)
- Dentistry (in English)
- Public Health (in Czech)

A total of 1 944 students were studying in the above-mentioned study programmes as of December 31, 2019, 22% of whom were foreign students of the General Medicine and Dentistry programmes in English. The share of students/graduates of the Faculty in the total number of students/graduates of medical faculties in the Czech Republic is approximately 11%.

An essential part of the quality of teaching is the number of professors, associate professors, assistant professors and other academic staff. Table 1 shows the age qualification structure of academic



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staff in 2019. The total physical number of academic staff was 653, converted to full-time employment 283.

Table 1: Age qualification structure of academic staff of the Faculty in 2019

Category	20-29	30-39	40-49	50-59	60-69	70-99
Professors	-	1	7	23	18	10
Associate Professors	-	7	29	13	19	9
Assistant Professors	11	136	102	63	28	4
Assistants	112	29	-	-	-	-
Lectors	-	-	-	-	-	-
Scientific and pedagogical workers	1	17	9	3	2	-

The prestige of the Faculty is also evidenced by the long-term significant excess of study applicants over the Faculty's capacity. Table 2 provides, as an example, basic data on the admission procedure in 2019.

Table 2: Data on the admission procedure for academic year 2019/2020

	Form	Number of applications	Arrived	Accepted	Enrolled to study
Master's degree programmes					
General Medicine (in Czech)	P	2063	1636	473	287
General Medicine (in English)	P	600	418	140	59
Dentistry (in Czech)	P	1125	965	125	88
Dentistry (in English)	P	113	81	29	15
Follow-up master's degree programmes					
Public Health	K	103	82	37	32
Doctoral study programmes					
Doctoral study programmes in Czech	P	54	50	47	45
	K	47	46	46	46
Doctoral study programmes in English	P	2	2	1	0

Explanations: P – full-time study, K – combined study

### Creative activities

The Faculty reaches European and world level with its scientific results. The largest number of basic and applied research results are presented every year in the form of articles in domestic and foreign professional journals. The publications of faculty members are strongly represented in the WOS and Scopus databases year-on-year. An essential part of the published results is created in cooperation



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with both research teams from other research institutions in the Czech Republic and with international scientific teams. The quality of creative activities is confirmed by the data in graph 1. It is worth emphasizing that the drop in RIV points was caused by a change in the methodology of The Research, Development and Innovation Council of the Czech Republic, i.e. the evaluating of only those outputs published in impact journals included in the WOS database. It is clear from the data that the Faculty is in 2<sup>nd</sup> place among medical faculties in the Czech Republic in this evaluation.

Graph 1: Evaluation of creative activity based on RIV points



### Internationalization

The Faculty intensively supports the internationalization of the educational and scientific and research environment. The deepening of international activities and the overall development of internationalization are fulfilled in the form of support for foreign scholarship and study stays, work trips abroad, educational fairs, international promotion of the Faculty, the establishment of new and



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strengthening of existing strategic partnerships or the implementation of foreign language programmes. The effort is to constantly improve the administrative support of both foreign employees and present employees when traveling abroad. The language skills of employees are deepened, foreign-language modules of information systems and websites are expanded, and bilingual building signage is introduced. In 2019, the number of foreign students/graduates of the Faculty was 349 (293/37 in the General Medicine programme, 56/13 in Dentistry programme).

### **The Role of the Faculty in Specialised Medical Training**

The role of the Faculty of Medicine UP in the specialized medical training of doctors is also important. In this area, the faculty meets all declared requirements, and in 2019 the number of doctors enrolled in specialized medical training was 1 418. The Faculty received accreditation from the Ministry of Health of the Czech Republic for the theoretical part of teaching in all basic branches of specialized medical training. In accordance with the Public Contract signed between the Ministry of Health of the Czech Republic and the Palacký University Olomouc on September 01, 2017, the Faculty provides the theoretical part of teaching in a number of accredited medical fields.

### **Employees**

The Faculty performs evaluation of its employees based on the implementation of a comprehensive information system for the evaluation of academic staff (IS HAP). The goal is to ensure high-quality educational and scientific activities, to support the motivation and recruitment of high-quality workers, including the category of postdoctoral workers. At the same time, the Faculty tries to maintain an optimal distribution of the structure of academic staff so that the conditions for the accreditation of individual study programmes are not jeopardized.



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## **STRATEGIC GOALS OF THE FACULTY OF MEDICINE AND DENTISTRY, PALACKÝ UNIVERSITY OLOMOUCI for the period 2021 – 2030**

Strategic goal 1	Quality teaching for the 21 <sup>st</sup> century
Strategic goal 2	Quality scientific and research activity
Strategic goal 3	Administratively friendly Faculty
Strategic goal 4	A healthy, socially responsible and sustainable Faculty
Strategic goal 5	Faculty in a global academic network
Strategic goal 6	Systematization of tools of the third role
Strategic goal 7	Supporting a common identity
Strategic goal 8	Internationalization of the Faculty
Strategic goal 9	Strategic partnerships

### **Strategic goal 1: Quality teaching for the 21st century**

Students, quality teaching and successful graduates are at the centre of attention of the Faculty. The development of the following pillars in the field of education will lead to the achievement of this goal:

- Further development of study programmes implemented by the Faculty
- Development of infrastructure for education (implementation of the project "Completion of the Faculty campus", see Annex No. 1)
- Support of pedagogical competences of academic staff/teachers
  - Career development of teachers
  - Innovations in education
  - Flexible forms of education
  - Prizes for outstanding teachers
- Development of clinical teaching using the potential of UHO and other medical facilities (e.g. Olomouc Military Hospital)
- Methodological support for innovations in teaching and learning
- Strengthening of technological elements in the teaching of existing subjects
- Support and implementation of further education of the Faculty staff
- Improving the quality of pedagogical practice within doctoral study programs (hereinafter referred to as DSP)
- Ongoing implementation of the ECTS system
- Expansion of teaching on simulators
- Uniform methodology for registration and administration of internships and traineeships





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- Support of applicants, students and graduates (e.g. participation in Gaudeamus student fairs, implementation of the Open Day, responsible application of the scholarship system, organization of the annual meeting of faculty graduates)
- Regular consultations of the management of the Faculty with student representatives on issues concerning students
- Involvement of students in innovations in education, creation and evaluation of study programs
- Support of student activities and associations (Spolek mediků, Sdružení studentů stomatologie ČR, IFMSA, PEPA)
- Supporting active involvement of students in teaching and faculty life
- Support of teaching evaluations by students
- Support of University of the Third Age and other forms of education (Children's University, courses and events for the wider public)

**Strategic goal 2: Quality scientific and research activity**

To achieve the goals in this area, the Faculty will implement the following activities:

- Ensuring the development of research capacities
- Support of cooperation with domestic and foreign scientific teams and workplaces
- Strengthening the international dimension of research and development
- Support of the integration of foreign researchers (and their families) into the life of the Faculty, the city of Olomouc and the region
- Internal monitoring and evaluation of research teams, academic and scientific workers (IS HAP)
- Implementation of internal evaluation of other employees (IS HOP)
- Implementation of external evaluation recommendations according to Methodology 2017+ and other external evaluations (e.g. by AMSE)
- Support of the strategic management of science and research
  - Creation and support of systemic stimulation measures to support quality research
  - Defining research priorities considering social needs
  - Methodological and administrative project support
  - Support of connecting research and teaching
- Support of the protection of intellectual property
- Knowledge transfer support
- Support of connections with the application sphere
- Innovation and support of DSP programmes
- Support of doctoral students
  - Internationalization of doctoral studies
  - Promotion and motivation for doctoral studies
  - Support of excellent PhD students (e.g. awarding prizes for the best publication results)





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- Support of foreign mobility of DSP students (internships in foreign scientific centres, laboratories, etc.)

**Strategic goal 3: Administratively friendly Faculty**

This strategic goal requires the following activities:

- Initiation of legislative changes to the strategic management of the Faculty
- Development of internal capacities for strategic management
- Optimization of quality management systems
- Optimization of human resources management
- Reducing the administrative burden of academic staff
- Revision of internal processes (including R&D in relation to Methodology 2017+)
- Optimization of IS HAP parameters in relation to Methodology 2017+
- Continuation of the digitalization of administrative documents
- Ensuring professional care for employees
- Implementation of the education system for employees of the Faculty
- Improving the quality of recruitment and selection of academic and non-academic employees

**Strategic goal 4: A healthy, socially responsible and sustainable Faculty**

As part of this goal, the Faculty will implement the following measures:

- Proper maintenance, planning and implementation of repairs and renovations of properties used by the Faculty (see Annex No. 1)
- Ensuring social responsibility and sustainable development (waste minimization, circular economy, saving water and energy, care for greenery, catering for employees and students of the Faculty, etc.)
- Increasing the energy and ecological efficiency of the faculty infrastructure
- Development and optimization of supporting infrastructure
- Digitization of archive and file services
- Emphasizing the principle of a healthy lifestyle and implementing projects supporting these aspects

**Strategic goal 5: Faculty in a global academic network**

This strategic goal requires the following activities:

- Effective use of new types of social networks



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- Implementation of intra-faculty discussion of problematic issues
- Direct communication between the management of the Faculty and the academic community
- Material and technological provision of the new generation of electronic communication
- Use of communication tools and educational potential to connect with practice
- Support and use of professional and library databases
- Use of special platforms for implementing strategic changes

**Strategic goal 6: Systematization of tools of the third role**

This strategic goal presupposes carrying out of the following activities:

- Participation of the Faculty in solving strategic goals in the area of social responsibility and sustainable development
- Involvement in solving the significant shortage of doctors in the healthcare system of the Czech Republic
- Implementation of specialized medical training of doctors in the entire spectrum of this activity
- Implementation of cooperation with professional medical societies and fellowships of physicians of the Czech Medical Association of Jan Evangelista Purkyně

**Strategic goal 7: Supporting a common identity**

A necessary prerequisite for the successful development of the Faculty is the identification of the academic community with the Faculty and the assumption of responsibility for the entire spectrum of its activities. Specific activities in the fulfilment of this goal can be defined as follows:

- Brand building and building of common unique Faculty culture
- Creation and cultivation of public space, with the target groups being both students and employees of the Faculty, as well as applicants for study, graduates and the wider public, medical facilities, state institutions, companies, etc.
- Production of content and visual quality materials, activities and publicly accessible events
- Increasing the satisfaction of students and employees, including supporting the study and work environment
- Maintaining a consistent visual style and its consistent, creative application
- Brand building abroad
- Implementation of a broad application campaign through optimal marketing tools
- Support of golden and diamond graduation ceremonies, meeting of graduates of the Faculty (Kořeny/Radices) and other alumni-associated activities.



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### **Strategic goal 8: Internationalization of the Faculty**

The strategic goal aimed at increasing the level of internationalization of the Faculty assumes the following activities:

- Ensuring the high quality of study programmes in a foreign language (mainly General Medicine and Dentistry)
- Strengthening the internationalization of Czech programmes, recognition of studies at foreign medical faculties
- Support of foreign clinical practices
- Closer linking of subjects offered within the Czech study programmes, exchange programmes and programmes in a foreign language
- Increasing the intercultural, language and professional competences of academic staff for teaching Czech and foreign students
- Increasing the competences of Czech students for working in an intercultural environment, teaching Czech to foreign students as part of their adaptation to the Czech environment
- Strengthening the development of the Faculty in cooperation with foreign students and employees
- Support for Czech language teaching for foreign DSP students and employees of the Faculty
- Internationalization in the field of science-research-innovation

### **Strategic goal 9: Strategic partnerships**

Strategic partnerships are a necessary prerequisite for the successful development of the Faculty. The main objectives can be defined by the following points:

- Strengthening the above-standard partnership with UHO
- Development of the partnership with the Olomouc Military Hospital
- Ensuring cooperation with other medical facilities in the Czech Republic
- Development of partnerships with other faculties within the Palacký University Olomouc
- Development of partnerships with other medical faculties in the Czech Republic and abroad
- Development of partnerships with scientific and research organizations in the Czech Republic and abroad



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and Dentistry  
Palacký University Olomouc

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Discussed by the Scholarly Board of the Faculty of Medicine and Dentistry, Palacký University Olomouc  
on November 02, 2020

Approved by the Academic Senate of the Faculty of Medicine and Dentistry, Palacký University  
Olomouc  
on June 15, 2021

In Olomouc, on May 11, 2021

.....  
Prof. MUDr. Josef Zadražil, CSc.

Dean of the Faculty of Medicine and Dentistry, Palacký  
University Olomouc

In case of any discrepancies or inconsistencies between the Czech and English versions of the text, the  
Czech version shall prevail.



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#### **Annex no. 1                      Summary of the Faculty Investment Activities Plan for 2021 – 2030**

<b>Name</b>	<b>Address</b>	<b>Source</b>
Construction of a new building of the Faculty (see note)	Hněvotínská	ISPROFIN LF UP
Reconstruction of the building of the Theoretical Institutes	Hněvotínská 3	UP sources
Repairs to the New Building of the Theoretical Institutes	Hněvotínská 3	UP sources
Renewal and development of the material and technical base of the faculty (purchase of new devices/simulators, renewal of obsolete devices and equipment of an investment nature necessary for the running of the faculty)	Hněvotínská 3	UP sources and possibly other subsidy/grant sources

#### **Note**

##### **Construction of a new building of the Faculty**

**Brief description of the activity:** It is the construction of a new building at Hněvotínská Street, which will contain an auditorium with a capacity of 400 students and the necessary teaching spaces and facilities. The necessary catering facilities will also be part of the new building.

**Costs:** 575 333 thousand CZK

##### **Schedule in outline:**

- Study 12/2018
- Project documentation 12/2021
- Start of construction 04/2022
- Completion of construction 08/2024

**Justification:** The construction is part of the long-term development plan of the Faculty of Medicine and in accordance with the approved plan to support medical faculties in the Czech Republic (Resolution of the Government of the Czech Republic No. 352 of June 06, 2018) and the approval of the Long-Term Financial Measure to Increase the Capacity of Medical Faculties of the Czech Republic for the period 2019– 2029 by the government of the Czech Republic from September 04, 2018.

**Synergistic links to other investment actions:** None.