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## **REPORT ON THE TRAINING VISIT TO MASARYK UNIVERSITY**

**(BRNO, CZECH REPUBLIC)**

**5<sup>th</sup>-8<sup>th</sup> October 2015**

The training visit to one of FUSE TEMPUS Project EU partners, Masaryk University in Brno, took place from the 5<sup>th</sup> to 8<sup>th</sup> October 2015, according to the settled agenda (attached below), which includes capacity building training activities both for WP3 and WP4 representatives. The representatives of the two groups worked together except for some additional activities for each of the group, related to their specific tasks.

### **Objectives:**

The aim of the Training Visit was closely related to almost all activities planned within WP3 and WP4:

- DEV WP3: Capacity building of the teaching and non-teaching staff for better participation in EHEA (3.1 Making study visits to EU partners, A 3.3 Developing and updating foreign student hosting networks, model working protocols and databases of student hosts, A 3.4 developing and updating databases of academic contact persons for foreign students)
- DEV WP4: Providing language support for full participation in EHEA (Activity 4.2 - Developing and adopting guidelines for providing language support to teaching staff, 4.3. Developing model English for specific purposes courses for university administrative staff, 4.4. Developing guidelines for organizing language support, A 4.4. Developing guidelines for organizing language support (Serbian classes) for foreign students coming to Serbian universities.

In particular, the study visit programme included:

- Functions, purposes, connectivity of the Centre for International Cooperation, Masaryk University
- Incoming, outgoing mobility; Agreements and contracts;
- Language trainings for students and language support for staff
- Courses taught in English as a starting point, Overview on approaches and methodologies,
- Logical Framework Approach; procedures
- Summer Schools in partnership with other institutions
- International Cooperation Offices at faculties of Masaryk University
- Internationalization strategy
- English taught study programs

### **Participants:**

The Training Visit was attended by 9 persons from all Serbian HE partner institutions:

1. Prof. Biljana Mišić Ilić, University of Niš
2. Prof. Savka Blagojević, University of Niš
3. Prof. Miodrag Lazarević, University of Belgrade
4. Aleksandra Vukotic, MA, University of Belgrade
5. Vladimir Mikić, consultant in Office for Education and Research, University of Belgrade
6. Dr Aleksandar Kavgić, University of Novi Sad
7. Sibela Eminović, MA, State University of Novi Pazar
8. Ivana Balšić, MA, Career centre and International Office, University of Kragujevac
9. Smiljka Kesić, MA, College of Tourism (Belgrade)

Attendance lists for each of the four working days are available on the MNGT platform, for consortium partners only ([http://mngt.fuse.ni.ac.rs/projects/wp3/dmsf?folder\\_id=82](http://mngt.fuse.ni.ac.rs/projects/wp3/dmsf?folder_id=82)).

The four day training programme was organized in the form of discussions and had an interactive character, initiated by the participants from the host University who were ready to share with us their experiences in the field of high education internationalization and organization of language support to incoming students and administrative and teaching staff. Since the training visit was filled in with numerous activities, they will be reported day by day.

One part of the programme was jointly attended by all RS participants, as indicated in the activities description and the agenda, while some parts were different for teaching/administrative staff focusing on IRO, and for teaching staff focusing on language support activities, as presented by MU Language Centre.

## **Activities:**

### Day 1 (October 5, 2015)

Immediately upon the arrival in Brno, the representatives of WP3 and WP4 were met by Martin Glogar from the Center for International Cooperation (CIC) who gave a brief presentation of the programme. Then followed a visit to the Faculty of Social Sciences, with the presentation of Dagmar Habova and Jolanda Navratilava about the beginnings of internalization at Masaryk University, problems they faced and the ways of how to overcome them. Due to a big number of incoming students to Masaryk University, a new study program, The South European Study Program was introduced, which proved to be an excellent solution for international students, besides the financial means which it brought to the University.

In the process of internalization the Faculty of Social Sciences started relying, and is still doing so, on guest lecturers of English language and visiting professors who are helping both the teaching staff and are lecturing international students and Czech students who can sit in courses in English. It was said that most internationalized courses at the Faculty of Social Studies have so-called 'twin' courses in the Czech language. As for further internationalization in a sense of receiving foreign students at Masaryk University and, at the same time, helping home students join Erasmus program, a system of Erasmus coordinators at all the three levels (the level of department, the level of faculty and the level of university) has been established. This empowers departmental coordinators, for example, to choose appropriate students for Erasmus program in a direct way.

A special outcome of this visit can be seen in sharing experiences with people who are directly responsible for internationalization at their Faculty.

Day 2 (October 6, 2015)

The language team (WP4) visited MU Language Centre and met the Director Libor Stepanek, who talked about the structure, organization and function of the Language Centre reorganized in 1999.

The teaching/administrative staff (WP3) visited MU Centre for International Cooperation (CIC) and the training included a set of presentations on following topics: I) Interactive Session: Logical Framework Approach- analysis, problems and strategies for Internationalization, II) Group work: Developing Indicators for mobility quality (incoming and outgoing mobility, agreements and contracts, settings and deadlines, planned and approved mobility, etc.), III) What are approaches and methods used, IV) Organization and coordination of Erasmus coordinators, V) International cooperation offices at faculties of Masaryk University.

NOTE: The following section of this report is particularly interesting for WP4, and capacity building of WP4 staff. It is also available at WP4 implementation section of the FUSE MNGT platform.

LC is formally part of the rector's office divided into nine teams so that each faculty has the number of staff relevant for its demand. Different faculties have different language needs, e.g. Medical School is only interested in English, Czech for Foreigners and Latin.

The courses aimed at non-specialist language learners in English, Czech for foreigners (as two most important languages for internationalization) German, French, Spanish, Russian, Chinese, Arabic and Latin are offered, with focus on academic and specific professional language skills in Bachelor, Master and Doctoral programmes and distance study modes.

Besides the educational function, the Language Centre concentrates on improving the quality of education through its own and partner projects. There are around 100 staff members, 60 are full time (40 teachers and 20 administratives) and 40 part-time staff.

Basic strategy of the Language Centre is minimum requirement and competence. Language Memorandum, signed in 2006 by all faculties provides that:

- All students have the right to a foreign language course (2 ECTS for introductory course)
- Each faculty has to give minimum amount of money to the rector's office for this minimum course, but extra money is to be paid to the Language Centre for additional courses.
- Minimum levels of foreign language are B1 for Graduate, B2 for MA and C1 for PhD (school leaving level is supposed to be B1)
- But some faculties such as Faculty of Informatics insist on Master and PhD theses to be written in English.

External testing company is engaged for the entrance exam. Starting next year, one part of entrance exams (critical thinking section) will be in one of four different languages. Because of changes in the financing (government now provides a lump sum, instead of earlier per student), the Masaryk university will enroll fewer students (39000, versus 45000 before). There is a tuition fee only for education in English. Study programmes in Czech are free.

Survival Czech course is 90 minutes per week and it costs around EUR 120 per term. Full term language course is 30 weeks, 1200 sessions (five sessions per day with 3 hours online activities, 2/3 general and 1/3 specialized Czech in groups of 5-15) and it costs EUR 4400. These intensive courses are usually taught by

externally hired people. Some commercial courses are for academic preparation of the first year students, 20 hours for a week. It is a week intensive course that costs EUR 150.

Language center insists on specific expertise-academic writing, reading, presentations in order to compete with the private schools. Language competence of teachers has to be made compulsory. It could be done through regular courses of English for academic staff, mixed group teachers and PhD students, one-day or weekend seminars focused on a topic: how to deliver a lecture in English, prepare a PowerPoint, use multiple intelligences in teaching (all courses are in English), academic speaking, making a video recording of visiting lecturers' (coming through Erasmus) presentations, establishing a network of people established through projects and conferences (European Confederation of Language Centres in Higher Education – CERCLES) and feedback support.

Feedback support means that every researcher can send a 2000 word document and get feedback from the English editor and it could be discussed, class observation (in personal or recorded and later discussed at the language center with the provided feedback) analysis of teaching materials and communication with students provided by native speakers of English, who are e.g. teacher trainers.

Partner institution of Masaryk University, Rijksuniversiteit Groningen was mentioned as an example of a good practice with internationalization from bottom up: courses for porters and courses for rectorate people. The rector's office is getting a tailored course in editing for published materials.

Regarding quality control we were told that class observation is obligatory. Teachers cannot get bonuses without it. To avoid resistance it should be presented to the teachers it is not necessarily an issue of control but learning experience for observer.

The non-language teachers could not be motivated if mixed with language teachers. The courses for them should not be focused on language but how to use language.

Martina Jezkova informed us about the LC projects: IMPACT –innovation in language education with the aim to transform the quality of foreign language education and its outcomes. It presents a wide range of educational approaches and tools, engaging many practicing experts. It lasted from June 2012 to April 2015; CZKey-Online Platform for Learning Medical Czech ([www.mluvtecesky.net](http://www.mluvtecesky.net)); EILC- Erasmus Intensive Language Course; Deutsch.info (focused on teaching German as a foreign language).

Some useful facts on LC information system was also presented.

After the first, different part, both groups we went to Kotlarska Campus, Faculty of Science and had a meeting with an academic advisor for student mobility, Assoc. Prof. Petr Bures. We were informed on the procedure for degree-seeking students mobility for Master and Doctoral studies at this faculty, possible problems with diploma recognition and opportunities to study in Czech Republic without tuition fees.

Day 3 (October 7, 2015)

The RS participants meet Prof. Jan Pavlik, head of the Center for International Cooperation, with whom we discussed different activities and responsibilities, as well as potential problems which International Cooperation Center has to deal with.

Prof. Pavlik first spoke about the history and structure of CIC, explaining that up to 1998, the University did not exist as a legal body, and that faculties operated independently. Even though faculties are no longer legal bodies, teachers still feel as members of faculties, not as members of the university, so the Rectorate therefore has to cooperate with faculties. Each faculty has its own vice dean for international cooperation, who is in charge of implementation of what was agreed at the Rectorate office. They also have their own cooperation. The Rectorate has four regular meetings with

vice deans each year and the communication functions very well. If a visiting professor is coming, he is received by the faculty or the department, but there is a need to create a welcome center for incoming teachers. This is why at Masaryk University each faculty or department is responsible for welcoming teachers. This is fundamentally a matter of money, and the faculties do not want to pay for it. The only welcome center for visiting professors is part of Central European Institute of Technology, CEIT, which was a huge investment by EU.

Then Prof. Pavlik went on to talk about the students, for whom CIC functions as a welcome center, among other. This is where they can get information on where to eat, where to buy public transport tickets, where to shop, etc. CIC organizes orientation weeks, as there are 400 to 500 incoming students each month. Incoming students have elections and they choose their representative. It works very well and helps everything run smoothly. The representative gets a scholarship for his work. However, accommodation capacities are underused, as most students ask for dorms in the first year, but then they move to rented flats in the second and subsequent years.

Prof. Pavlik also spoke about the problems which CIC faced over the years. He said that free English classes didn't help a lot, especially with administrative staff. They only helped some middle-aged lecturers, so now new lecturers are required to be able to teach in English – it is a job requirement. As for foreign students, most of them decide to take intensive Czech course and then study in the Czech language, as studies in Czech are free of charge. Prof. Pavlik also feels this is a better idea not only because it has helped saving the Czech language from extinction, but also because he believes that the English used in the classroom by both Czech teachers and foreign students is only an approximation of English. What is more, the head of Association of Universities said that there was no correlation between the classes taught in English and the number of international students. Still, the goal is for each faculty to provide one program in English. Further, Prof. Pavlik spoke about the importance of introducing new criteria for assessment of teachers, saying that it is of central importance to include some internationalization variables into the assessment of lecturers. For example, a dean gets much more money if he introduces new programs in English. The dean then forces the heads of departments to do that and the heads do it to their employees.

At 14.00, the language team met with Prof. Libor Stepanek to discuss the tailor made courses at the Masaryk University Language Center. Prof. Stepanek spoke about the importance of team work, as this is how learning materials were created at the Language Centre. Each team was led by a team leader, who was in charge of management and problem solving. In QA they would talk to authors and teachers, why something was done and how the teachers felt about the materials. The new idea is to mix people from different institutions so that their expertises have a synergetic effect. At the end of this meeting, Prof. Stepanek suggested starting with a course for PhD students, as they are in direct contact with their supervisors, and it creates a word of mouth advertising.

The representetives of WP3 and WP4 teams (both administrative and language professionals) paid a visit to the Bohunice Campus with Martin Glogar and a PhD candidate at Masaryk University, Miodrag Milovanovic, from Serbia, who showed us the campus (the library, lecture halls, classrooms, laboratories and the Central European Research Centre of Excellence). The visit lasted from 15.00-

18.00 and we were impressed by the opportunities which the campus offers to the students, professors, and especially to young researchers.

In the evening, from 19.00-20.00, we were taken by Martin Glogar to Scala Cinema to the International Food Fair, an event organized by the Center for International Cooperation, which was supposed to show our team integration and interaction among foreign students can be encouraged.

#### DAY 4 (October 8, 2015)

The agenda for the last day's visit to Masaryk University in Brno included a meeting at The Faculty of Arts with Jeff Vanderziel, the Head of the Department and American Studies as well as Tomas Pospisil, the Vice-Dean for Internationalization. Next on the agenda was the meeting at the *Centre for International Cooperation* with Radka Vicarova who is the International Programme Coordinator.

Additionally, as another segment of the students' mobility week, the hosts organized a rich academic programme in *Scala Cinema* including presentations and film screenings on internationalization, student exchange and scholarship schemes (*Fulbright Programs, DAAD scholarship scheme, Study and Work in Canada* etc.)

The aim of the first meeting with Prof. Tomas Pospisil, the Vice Dean for Internationalization, and Prof. Jeff Venderziel, the head of the English Department, was to learn more about the organizational structure and operation, budget planning and management, study programme for both domestic and international students, ERASMUS programme coordinators and possibilities of staff mobility as well as the incentive schemes for lecturers.

As for the Faculty of Arts, three categories are listed: Study Degree in Czech, Studies in Other Languages and Non-Degree Studies such as ERASMUS+, Freemover Studies, and Czech for Foreigners. The studies entail 3+2 BA programme, 4 MA degrees and 3 PhD programmes of all philology departments. Three categories are listed: Studies in Czech, Studies in Other Languages and Non-Degree Studies. These are the studies such as ERASMUS+ exchange, Summer School or Czech for Foreigner Courses: <http://www.phil.muni.cz/kabcest/en/czech-language-courses.php>

There are 25 staff members, whereas 6 to 10 external staff members. There are no rules on teaching load since the priority is the number of students served. The departments are characterized by the budgetary autonomy and teaching loads may vary depending on the individual faculty.

One of the issues of our particular interest was related to motivating teaching staff and management at the faculties in Serbia to initiate foreign language education. As a response to this, we learnt that the teaching staff at the Faculty of Arts in Brno is given incentives and bonuses for publishing in high-impact journals. Financial incentives are also available to the teachers who introduce new courses in English language. The standard principle is that at least one course in each study programme has to be taught in English/any foreign language. For instance, there is a German-taught course at the History Department. One of the ideas is to introduce internationalization in-house. There is a generous scheme for visiting lecturers. These are intensive one-week 20 hour courses.

The faculty is featured by 300 or 400 incoming students. At the English Department there are 14 degree seeking paying students. ERASMUS coordinators are appointed and nominated by the faculty department and they are all members of the teaching staff. Separate coordinators are appointed for incoming and outgoing students. Coordinators have their own meetings and circulate that to students. Every semester, there is an informal orientation meeting for all incoming students at the English Department. A meeting with incoming students is organized so as to provide relevant information on requirements, list of courses to be attended, registration etc. Each semester, there are about 10 or 15 incoming students to the English Department.

The focus of the second meeting with Radka Vicarova - the International Programme Coordinator, held at the Centre for International Cooperation, was to obtain practical information on the procedure and examples of good practice on support services to incoming students.

Within the ERASMUS+, prior to the arrival service, students opt for the faculty e.g. at the education fair and then send an e-mail. The process already commences with the nomination at the outgoing - partner university. The coordinator links all nominations with the applications and documents. After being nominated online they can reach the online application. The coordinator sends them an e-mail via *MailChimp*. The students then need to upload all the documents and if the application is accepted they get the acceptance letter. Students are required to register for the courses and related university matters. After a while, the coordinator sends the info on accommodation. Instructions are delivered twice a month. If students are coming in September, the coordinator sends in August the info on being ready to study at MU: compulsory courses, admission, student ID card, Czech courses, getting a student buddy, etc. Two weeks before the arrival they obtain information on the arrival, orientation week, directions, etc. As soon as the student sends an e-mail, the coordinator responds to it promptly, in a day or two, at the latest.

On arrival, the coordinator takes them to the compulsory admission when every student gets a welcome package with brochures etc. Upon the occasion, the academic advisor must sign the learning agreement, which is also sent to the department. According to the MU experience, the procedure becomes more complicated if the vice rector is to sign the agreement, since they are generally busy and the procedure takes longer thus resulting in students' dissatisfaction. It is important to emphasize that the orientation week is a paid service and it cost 20e per pack. All the support services are provided during the stay and before the departure.

Finally, we were supplied with the relevant materials, links and online resources, leaflets, brochures with many details on procedural steps in support services to the incoming students including an extremely helpful publication for students – Introduction to the MU Info System.

Naturally, all the necessary data are also available at the MU home website [http://www.muni.cz/media/flipbooks/intl\\_students/eng/#/0](http://www.muni.cz/media/flipbooks/intl_students/eng/#/0), and Masaryk University - Centre for International Cooperation YouTube Channel <https://www.youtube.com/channel/UCMIS2H4PwajOs52v2oT5ueg>

Outcome:

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On the basis of the presentations, the actual examples of good practice, and especially discussions with colleagues from MU, RS partner HEIs representatives obtained the significant insight into the issues related to international mobility organization, teacher motivation and language support. Administrative staff participants from RS universities in particular were able to identify good practice, learn more about Centre for International Cooperation(CIC) activities performed in order to promote mobility. This included CIC functions, purpose, levels and contents and timing of procedures/activities, how the logical framework approach works, availability of programs, students, professors, interests/points of view on problems, potentials and motivations, and last but not least, possible actions to address interests. English language teachers (WP4 workteam) from RS in particular were able to find out more about the impressive LC of MU and all aspects of its organization, have the insight into the specialized teaching materials and methods and establish the cooperation with is directly related to WP4 activities in WP4.2., 4.3. and 4.4.

Presentations and other materials from the Training Visit are available for consortium members only at the link [http://mngt.fuse.ni.ac.rs/projects/wp3/dmsf?folder\\_id=82](http://mngt.fuse.ni.ac.rs/projects/wp3/dmsf?folder_id=82), as well as the special passwords for MU LC materials provided to WP4 representatives.

The Training Visit Agenda is given below:



## Masaryk University FUSE Training

October 5-8, 2015

Monday Oct 5	MU participants	Topic	Location
Around 9 am		Pick up at the Vienna airport, transfer to Brno, check in to the hotels	
14.00 /14.10	Martin Glogar	Pick-up at the Europe (14.00) and Slavia (14.10) hotel	
14.10-14.40	Martin Glogar	Brief presentation of the programme	CIC
14.40-15.00	Martin Glogar	Visit to the Faculty of Social Studies; <a href="#">Student Organizations Fair</a>	FSS, Jostova 5

15.00-16.00	Dagmar Habova, Jolana Navratilova	Internationalization at the Faculty of Social Studies	FSS, Jostova 5
16.00-17.00	Martin Glogar	Tour of Brno	

<b>Tuesday Oct 6</b>	<b>MU participants</b>	<b>Topic</b>	<b>Location</b>
9.00-11.00	Libor Stepanek	<b>Languages I:</b> Presentation of the MU Language Center, meeting with the Center Director	CJV
9.00-11.00	Martin Glogar	<b>Administration I:</b> <i>Overview of the operation of the Center for International Cooperation</i>	CIC
11.30-13.00	Petr Bures	Lunch and presentation of the Faculty of Science	Kotlarska Campus
13.00-15.00	Libor Stepanek, Alena Hradilova	<b>Languages II:</b> <i>International cooperation of the Language Center, meeting with the Deputy Director for Academics</i>	CJV
13.00-15.00	Martin Glogar	<b>Administration II:</b> <i>Incoming and outgoing student services, semester- and short-term programmes, bilateral agreements</i>	CIC
15.00-16.00	Martina Jezkova	<b>Languages III:</b> <i>Project work of the Language Center</i>	CJV

<b>Wednesday Oct 7</b>	<b>MU participants</b>	<b>Topic</b>	<b>Location</b>
10.00-12.00		Languages IV: WP4 meeting (RS participants only)	CIC
12.30-14.00	Jan Pavlik	Internationalization at MU	CIC
14.00-15.00	Libor Stepanek	<b>Languages V:</b> Tailor made courses at MU LC	Scala Cinema
14.00-15.00	Martin Vašek	<b>Administration III: Mobility week presentation: Exchange studies and internships</b>	Scala Cinema
15.00-18.00	Martin Glogar	Visit to the Bohunice campus and lunch	
19.00-20.00		International Food Fair	Scala Cinema
20.00-22.00		Movie night (Erasmus)	Scala Cinema

<b>Thursday Oct 8</b>	<b>MU participants</b>	<b>Topic</b>	<b>Location</b>
9.30-11.00		Visit to the Faculty of Arts; Meeting with Jeff Vanderziel, head of the Dept. of English and American Studies and Tomas Pospisil, Vice-Dean for Internationalization	Faculty of Arts, Gorkeho 7
11.00-12.00		<b>Mobility week presentation: Fulbright Programs</b>	Scala Cinema
12.00-13.00	Radka Vicarova	Services for incoming students	CIC
13.00-14.30	Martin Glogar	Lunch and wrap-up	
12.00-13.00		<b>Mobility week presentation: Study and Work in Canada</b>	Scala Cinema
13.00-14.00		<b>Mobility week presentation: German Scholarship DAAD scheme (in German)</b>	Scala Cinema
14.00-15.00		<b>Mobility week presentation: Vive la France! (in French)</b>	Scala Cinema
16.30		Departure from Brno, transfer to Vienna airport	
20.45		Take off from Vienna airport	

Addresses.

**Scala Cinema:** Moravské nám. 3, Brno, [map](#)

**CJV (Language Center):** Komenského nám. 2, Brno, 2<sup>nd</sup> floor, [map](#)

**CIC (Center for International Cooperation):** Komenského nám. 2, Brno, 3<sup>rd</sup> floor, [map](#)  
Department of English and American Studies, Faculty of Arts, Gorkeho 7, 3<sup>rd</sup> floor

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