

Strategic Plan of Educational and Scientific Research, Development and Innovation, Artistic or Other Creative Activities of the University of Chemistry and Technology Prague for the Period from 2021

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In accordance with Act No. 111/1998 Coll., on Higher Education and on Amendments and Supplements to Other Acts (hereinafter referred to as the "Higher Education Act"), the **University of Chemical Technology in Prague** (hereinafter referred to as the "UCT Prague") submits the strategic document **Strategic Plan of Educational and Scientific and Research, Development and Innovation, Artistic or Other Creative Activities of the University of Chemical Technology in Prague for the period from 2021** (hereinafter referred to as "SI2021+").

SI 2021+ builds on the previous five-year period 2016-2020, during which UCT Prague implemented activities within the framework of 8 priority objectives formulated in the Long-term plan of UCT Prague for the period 2016-2020 in order to fulfil its vision to strengthen its position as a top educational and research institution in both basic and applied research with significant social impact within the Czech Republic and the entire Central European region.

The process of creating, approving and publishing the Strategic Plan of UCT Prague and its annual implementation plans is governed by the valid internal directive A/S/961/11/2018.

For SI2021+, the starting document is the Ministry's Strategic Plan for Higher Education for the period from 2021 (hereinafter referred to as "MoE SI2021+") and the complementary document Strategy for the Internationalisation of Higher Education for the period from 2021 (hereinafter referred to as "MoE IS2021+"). The SI2021+ is structured into 6 main priority objectives. The other 5 priority objectives are focused on the internationalization of the activities of UCT Prague. On the basis of the formulated vision and mission of UCT Prague, a SWOT analysis was performed at the level of individual operational objectives. In planning measures (in the form of activities and projects) to achieve the operational objectives, the expected measures at the level of Higher Education Institutes from the Ministry's Strategic Plan were taken into account. At the level of measures, the timeframe, the necessary resources (material, financial, human) and the responsibility for their implementation are defined. For the subsequent evaluation of the contribution of the implemented measures to the quality of the activities of UCT Prague, target values of performance indicators at the level of operational objectives are proposed. The measures, the implementation of which is planned to be financed by the state budget from the contribution from the Strategic Management of Universities Support Programme for the years 2022 - 2025 (hereinafter referred to as "SMSP"), are marked.

By implementing the SI2021+ measures, UCT Prague aims to fulfil its long-term vision and mission over the next 5 to 10 years.

An integral annex to the SI2021+ is the Plan of Investment Activities of UCT Prague for the years 2021 - 2030, the outline of which is set by the Ministry of Education.

The second annex of the SI2021+ is the Allocation of the SMSP funds for individual priority objectives.

Vision of UCT Prague - starting points and conditions for fulfilment

At UCT Prague we carry out excellent science and research with social relevance and significant application potential not only on a regional and national, but also on a global scale. We educate/train highly sought-after professionals for the workplace, especially in the chemical-technological fields (*chemical, technological, engineering, materials, biochemical, biotechnological, pharmaceutical, food, environmental and economic*) for employers both at home and abroad, from industrial companies through the scientific research sector to public and state institutions.

UCT Prague bases its current high quality and reputation on a long tradition of teaching technical chemistry and food science in the Czech Republic and throughout Central Europe. UCT Prague therefore profiles itself as a distinctly supra-regional research technical university with high-quality basic and applied research in a wide range of fields closely related to the areas of education implemented at UCT Prague.

The **vision of UCT Prague** is to strengthen its position as a leading educational and research institution in both basic and applied research with a significant social impact in the Czech Republic and the entire Central European region. We want to be a technical university of the 21st century, i.e. open to external and internal stimuli, fair in internal and external relations, involved in international cooperation and at the same time globally competitive, including the ability to reflect the challenges of sustainable development. We build on our traditions, but at the same time we want to co-determine the development of new disciplines that will lead to civilizational, especially technical progress, increasing the quality of human life in sustainable natural conditions. We will be open to societal demand for education, knowledge and technical and technological solutions. The aim is to build the unique brand of UCT Prague as a relatively small, innovative and quality-oriented technical university, reflecting European higher education and research standards as a necessary condition for strengthening its already excellent international reputation.

In higher education, we will develop top professional quality, especially in master's and doctoral degree programmes, which are highly attractive to applicants both from other Czech and foreign universities. UCT Prague will focus on the development of unique engineering, technological, biochemical, materials, pharmaceutical and economic fields of strategic importance for the Czech Republic in the context of global sustainable development. As a priority, we will expand cooperation with industrial partners in regions with traditional and emerging chemical, pharmaceutical, cosmetic, food, nanotechnology or environmentally focused industries.

A prerequisite for achieving this vision is significant investment not only in the renewal, but also in the expansion and development of quality educational and research infrastructure, including the improvement of spatial conditions, but above all in the area of human resources. Significant attention will be paid to both the youngest researchers, i.e. PhD students from the ranks of our own talented students and motivated graduates of other universities, as well as academic and research staff with experience preferably from abroad or in natural science and engineering research spheres. We will focus special support on the establishment of new research groups in promising areas, on cooperation with top experts, especially from foreign universities and research institutes, and from domestic and foreign industry.

A prerequisite for meeting our goals is the development of effective university management and support/service departments, across the whole university. To increase the success rate in grant competitions and improve the monitoring of projects, we will build a project centre. To make the school more attractive in terms of friendliness to job applicants from abroad, we will create a "welcome" centre. We will provide full support to the faculties, both at the level of central laboratories and other supporting departments, with quality staffing and material support. We will use information technology as well as methodological, managerial and communication tools inspired by European partner universities (e.g. KU Leuven, TU Delft, University of Tromsø, UNI Regensburg, ETH Zurich) to manage the university.

Mission and Values

The mission of UCT Prague is to train high quality university-educated professionals for industrial practice, public and state administration, as well as top research and scientific staff contributing to the increase of the country's competitiveness and the development of an economy based on knowledge and innovation.

This education is and will continue to be based both on widely developed research activity from basic scientific knowledge through applied research to innovative industrial solutions, and on close cooperation with industry and society in general, both domestic and foreign (especially European).

An integral part of the mission of UCT Prague is also the active promotion and popularization of technical and natural science disciplines including their latest trends in the public with a direct impact on the sustainable development of society, the future of the young generation and the spread of civilizational and ethical values, especially democracy, openness, tolerance, respect, personal responsibility as well as education and culture in our society.

UCT Prague subscribes to the values of equal opportunities and fairness. We support the diversity of students and staff, their enthusiasm and creative motivation, while being aware of their personal responsibility and ethical behaviour, in all three closely interconnected core areas of the school - education, research, development and innovation, and in the direct social and professional activities of the university, the so-called "third role".

A necessary condition for fulfilling the school's mission is the synergy of top-quality education and high-quality basic and applied research with an awareness of social responsibility. The fulfilment of this mission brings an excellent international reputation in education, science, research and a widely accepted social role.

All the activities of UCT Prague are directed towards the goal of profiling itself as a research technical university in the European area, which co-determines new developmental educational and research trends.

Priority objective 1: Develop competencies directly relevant to life and practice in the 21st century

Operational objective: Support for the development of staff competences for teaching and curriculum development (MoE SI2021+: 1A)

For the development of pedagogical competences of academic staff, UCT Prague uses the support of its own experts from the Institute of Teaching and Humanities. Courses to support the pedagogical skills of doctoral students and academic staff sponsored by the Institute of Teaching and Humanities were previously financially supported by the institutional programme. The support was mainly used by young academics and PhD students at the beginning of their teaching career. However, there is still no systematic training of teaching staff at various stages of their careers at UCT Prague with a link to the evaluation and professional development of academic staff. Using the synergistic effect of cooperation with other universities, UCT Prague will focus on systematising the development of pedagogical competences of academic staff and PhD students, as well as on deepening their language skills to ensure quality teaching in both Czech and English. Linking the achieved level of pedagogical competencies to the career development and evaluation system of academic staff will strengthen their motivation to improve the quality of their teaching activities, including the use of new effective educational procedures, and will contribute to the stable quality and relevance of teaching in accredited study programmes and LLE courses at UCT Prague.

S:	<ul style="list-style-type: none"> • Sufficient potential of didactics experts from the Institute of Teaching and Humanities. • Practical experience from didactic courses for PhD students. • Sharing information about the quality of teaching through discussion forums and social networks (Yammer, Facebook)
W:	<ul style="list-style-type: none"> • Systematic training of teaching staff is not implemented. • Limited funding for course provision. • Limited financial resources for the application of new educational practices. • The development of pedagogical competences is not linked to the evaluation of academic staff.
O:	<ul style="list-style-type: none"> • Strengthening cooperation between universities in the field of didactics of teaching technical and natural sciences. • Improving the pedagogical competencies of academic staff will contribute to improving the quality of teaching. • The quality of pedagogical competencies will become part of the evaluation of academic staff.
T:	<ul style="list-style-type: none"> • Academic staff cannot be sufficiently motivated to take an active approach to developing pedagogical competencies. • The departure of some quality employees from UCT Prague due to a negative feeling of permanent overburden and disproportionately increasing demands for self-education.

Guarantor of the operational objective: vice-rector for pedagogy

Measure: Development of pedagogical and other competencies for teaching and curriculum development (O_01)

- **Training courses for academics:** To support initial and continuing education of teachers, with a focus on the use of interactive and innovative educational methods to implement training courses for PhD students and academic staff. The aim of the courses is the development of didactic

competencies, acquisition, strengthening and development of practical pedagogical skills of the participants, which they then apply in their own teaching, in the adaptation of study subjects or in their work with diverse groups of learners. The target group of the courses will be PhD students and academic staff of all faculties and departments across the whole of UCT Prague who are involved in teaching in study programmes or LLE courses.

It is provided by: Institute of Teaching and Humanities.

- **Coaching and mentoring:** Especially in the area of support for beginning teachers, including PhD students, UCT Prague plans to use the methods of coaching and mentoring in addition to classical training courses for the development of pedagogical competencies and their subsequent application in teaching. This can be done either with experienced colleagues from UCT Prague or in the form of field placements at partner institutions both domestic and abroad. The target group of the activity will be teachers of all faculties and departments across the whole of UCT Prague.

It is provided by: The Pedagogical Department, The International Relations Department

- **Developing language skills:** In order to ensure the teaching of foreign students and to broaden the possibilities of gaining and sharing experience in the field of educational activities not only within domestic but also within foreign institutions, both long-term semester and short-term intensive language courses for academic and scientific staff and other employees of the university will continue to be supported, including specialized language courses for PhD students focused on professional and academic English. The language courses significantly contribute to the targeted internationalisation of the university environment, i.e. in particular to strengthening the teaching of study subjects in English, to more intensive involvement of staff in international scientific and pedagogical projects and also to improving the quality of support for service departments providing care for foreign members of the academic community. The target group of the courses will be PhD students, academic, scientific and other staff of faculties and other departments of UCT Prague; *synergy with the operational objective "Support of language and intercultural training of university students and staff" (PC I1).*

Provided by: The Department of Languages.

Funding sources: IP/SMSP, own sources.

Measure: Motivation of academic staff to develop pedagogical competencies (O_02)

- **Evaluation of the quality of educational activities:** A systematic dialogue between students, teachers and supervisors of study courses/programmes will be promoted, focusing on the quality of education. Feedback will be obtained from students and participants of LLE courses on the quality of pedagogical competencies of teachers in the form of qualitative and quantitative data (student survey, discussions with students, questionnaire surveys). The data obtained will be analysed and evaluated in order to continuously improve the pedagogical performance of teachers and the quality of the courses taught as part of the evaluation of study programmes.

It is provided by: The Department of Education, The Department of Quality Assessment.

- **Career development of academic staff:** Regular evaluation of the quality of teaching performance will be part of the systematic evaluation and professional development of academic staff. Completion of courses for the development of pedagogical competencies will become the standard for the career development of academic staff. It will be necessary to anchor this standard in the internal documents of UCT Prague and also to provide the necessary support for internal IS.

Provided by: The Personnel Department, The Quality Assessment Department, CIS.

Sources of funding: own resources, EU funds (OP JAK)

Measure: Sharing good practice and innovation in educational activities (O_03)

Pedagogical conference: A regular meeting of teachers of UCT Prague with the participation of (invited) external guests will become part of the public evaluation of the implementation of innovative pedagogical projects supported within the internal grant competition for innovative pedagogical projects on an annual basis. The Pedagogical Conference will enable the sharing of experiences, contribute to mutual information and expand the space for discussion of current topics and trends in the field of educational activities, and become an inspiration for continuous improvement of the quality of teaching.

Provided by: The Pedagogical Department.

Funding sources: IP/SMSP, own sources, CRP.

Indicator: Number of participants in training and language courses	
Default state 2020: 320	Target state 2025: 500
Indicator: Rate of active student participation in the student survey to evaluate the quality of teaching (%)	
Default state 2020: 35 %	Target state 2025: 50 %

Operational objective: Development of methods for quality assurance of education and verification of learning outcomes (MoE SI2021+: 1B)

For the fields of chemistry and food science education UCT Prague can accredit its own study programmes internally within the framework of the granted institutional accreditation. The College has set up a functional system of quality assurance of educational activities, including the organizational structure of the RVH, a set of internal standards for the development of study programmes and a regular proven student survey to obtain feedback on the quality of education provided by individual teachers. However, it still lacks a unified and general definition of how to determine the quality of education and some teachers are reluctant to incorporate new methods into their teaching. UCT Prague sees opportunities for improving the quality assurance system and evaluation of educational activities in the greater involvement of domestic and foreign experts in modern teaching methods and the process of developing study programmes, in the use of international cooperation in the process of developing study programmes and, last but not least, in the unification of requirements for both Czech and foreign language study programmes. The evaluation of the educational activities of universities and the subsequent allocation of funds for education predominantly according to the quantitative indicator of the number of students is perceived by UCT Prague as an external risk due to the high demands placed on students studying in accredited study programmes at UCT Prague.

S:	<ul style="list-style-type: none"> • Functional organisational structure of the RVH. • Traditional student survey of teaching evaluation with high participation of respondents. • Sophisticated internal standards for curriculum development.
W:	<ul style="list-style-type: none"> • Difficult definition of determining the quality of different types of educational activities. • Scientific research activities are rated higher than educational activities by many academic staff.
O:	<ul style="list-style-type: none"> • Optimization of educational methods for study programs. • Involvement of experts in didactics of teaching in the development of curricula. • International cooperation, adapting to EU curriculum requirements.

T:	<ul style="list-style-type: none"> • Teachers' lack of confidence to use new teaching methods. • The persistent evaluation of the pedagogical process of universities is dominated by quantitative indicators.
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Guarantor of the operational objective: vice-rector for pedagogy

Measure: Optimization of the process of quality assurance of educational activities (O_04)

- **Quality assurance and development of study programmes:** A process audit and setting of competencies/responsibilities in the area of quality assurance and assessment will be carried out. It is planned to strengthen and expand the agenda provided by the Quality Assessment Department in the field of education evaluation, quality monitoring, quality assurance and evaluation system and consultancy and support within the accreditation process. In the field of educational evaluation, it is conceptual and methodological support of the agenda of creation, development and evaluation of study programmes at the UCT Prague and coordination of the process of internal evaluation of study programmes, including preparation of supporting analyses for study programme guarantors. In the area of monitoring, it is about monitoring the development of the European Higher Education Area, especially in the field of quality assurance, the structure of higher education studies, the ECTS credit system, qualification frameworks and learning outcomes, as well as monitoring the development of national legislation and the results of national projects focused on quality assurance and ensuring the transfer of information from these areas within UCT Prague. In the area of quality assurance and development, this involves supporting the implementation of the "Standards and Guidelines for Quality Assurance in the EHEA (ESG)" covering the core activities of the University and the co-creation of quality standards including monitoring their implementation. The standards of educational activities for individual forms of teaching at UCT Prague will be proposed.

Provided by: The Department of Communication, The Department of Education, The Department of Quality Assessment.

- **Optimisation of the content and structure of study programmes:** On the basis of the evaluation of the outputs of the internal quality assessment of study programmes at all three levels of study and feedback from students / graduates / employers / representatives of professional associations, the content and structure of study programmes at UCT Prague will be continuously optimised. In the development of new and modifications of existing study programmes, good practice from domestic and foreign universities of similar focus, the experience of an advisory group of external experts from practice, international standards and modern teaching methods will be taken into account. The internal accreditation process will be gradually revised to optimise the document workflow, including deadlines and modifications to the IS to support the RVH and the internal accreditation process. The materials and recommendations of international associations such as the European Chemistry Thematic Network Association, EUR-ACE Standards and Guidelines for Accreditation of Engineering Programmes or the European Federation of Chemical Engineering Recommendations will be used to optimise and further develop the education system. Direct cooperation with foreign universities in optimising study programmes will take place mainly within the framework of existing, but mainly planned, joint study programmes such as Joint Degree and Multiple Degree.

Provided by: The Department of Communication, The Pedagogical Department., CIS.

Funding sources: SMSP own resources, CDP, EU funds (OP JAK).

Indicator: Number of revised internal documents in relation to the quality of teaching	
Default state 2020: 0	Target state 2025: 5
Indicator: Modernised IS (AIS) to ensure SP accreditation	
Default state 2020: No	Target state 2025: Yes

Operational objective: Strengthening the link between studies and practice and preparation for future employment (MoE SI2021+: 1C+)

Cooperation with the application sphere has long been an integral part of the study programmes at UCT Prague and thanks to it our graduates achieve a high level of employment on the labour market. These include specialised student internships, which are a direct part of the curricula of some study programmes, the involvement of experts from practice in the teaching of subjects, the use of project-based learning or the cooperation of partners from the application sphere on the topics of students' final theses. Cooperation with the application sphere at individual institutes, however, is carried out with varying intensity. The internal methodology for the implementation of student internships no longer fully corresponds to the current legislative possibilities. Although the current curricula accredited at UCT Prague aim at fulfilling the professional knowledge and skills of graduates, they provide little space for the inclusion of general industry required (transferable) skills into the teaching. However, efforts to involve industry experts more in teaching may be met with a heavy workload or generally little interest in their involvement in teaching and curriculum development. The inclusion of compulsory internships in the curricula may also run the risk of companies not being interested in actually implementing student internships. There is a need to clearly define the profiles of academic and vocational study programmes in terms of the requirement to acquire a level of practical skills and to harmonise legislation for universities in the area of student work experience. Supporting student business ideas, which are currently of little or no interest, could also help students' future employment in the labour market.

It has long been shown that if secondary school graduates who have an idea of what studying in technical and natural science fields entails, and who are at least partially prepared for demanding studies, enter UCT Prague, their study success rate and probability of successful completion is significantly higher. It is therefore very important to promote chemistry and other science and engineering subjects in secondary (and primary) schools in a comprehensible and interesting way, to change the perceived fear of pupils about the difficulty of chemistry, to facilitate the transition to university studies and, last but not least, to provide professional support to secondary school teachers who can significantly influence pupils' attitude towards chemistry. UCT Prague has been successfully engaged in providing support to secondary schools for a long time and also within the framework of this Strategic Plan, cooperation with secondary schools will be one of the key components of the proposed operational objective or specific measures.

- S:
- Professional practice is a traditional, functional and proven part of the curriculum.
 - Long-term experience of involving industry experts in teaching.
 - Cooperation of the university with industry application on the topics of the final thesis.
 - The existence of an incentive scholarship program for students interested in studying.
 - Long-term and successful cooperation with secondary schools in the provision of chemistry teaching and in the promotion of chemical, technical and natural science disciplines.

W:	<ul style="list-style-type: none"> • Little room for soft skills and project-based learning in accredited work experience placements. • The internal methodology of professional practices does not correspond to the current requirements. • Uneven distribution of cooperation with the application sphere across individual departments. • Student business ideas are practically non-existent. • Persistent negative public attitudes towards chemistry in general.
O:	<ul style="list-style-type: none"> • Unification of legislation for universities in the field of student work experience. • Clarifying the definition of the content of academically oriented and professionally oriented study programmes. • Increasing the interest of the younger generation in studying chemical, technical and natural sciences.
T:	<ul style="list-style-type: none"> • Little interest of industry experts to participate more intensively in teaching or preparing study programmes. • Businesses are not interested in student internships. • Those interested in higher education will prefer fields of study less intensive in terms of knowledge and time, rather than chemistry, biochemistry, technology or materials engineering.

Guarantor of the operational objective: vice-rector for pedagogy

Measure: Incorporation of the development of general competencies required by practice into the curricula (O_05)

Incorporating the development of generic competencies into the curriculum: An analysis of the need for and quality of teaching of transferable competencies in study programmes accredited at UCT Prague will be carried out. The analysis will also use the outputs of national or international surveys among graduates and will be compared with study plans at other technical universities in the Czech Republic and abroad. Through collaboration with the Alumni Club, systematic collection of quantitative and qualitative data will be carried out to assess the quality of our graduates. Based on cooperation with the Chemical Industry Association and Federation of the Food and Drink Industries of the Czech Republic, the requirements and expectations of employers will be regularly identified and evaluated. Based on the outputs of the analysis, a comprehensive programme of transferable skills courses ending with a certificate of completion will be prepared and continuously updated based on the identified need for change by graduates or employers. On the basis of the analyses and identified needs, courses in general competencies will be developed and included as an optional part of the curricula of study programmes at UCT Prague. The courses will also be offered in English. Provided by: The Department of Communication, The Pedagogical Department., The Department of Economics and Management.

Funding sources: IP/SMSF, EU funds (OP JAK), own resources.

Measure: Promoting student entrepreneurship (O_06)

Promoting student entrepreneurship: Conditions will be created for the creation of a platform to support student business ideas, especially in the pre-startup phase. Students will be offered professional consultancy services and training courses in entrepreneurship, technology transfer and intellectual property protection. Cooperation with employers from the application sphere, who appreciate the study programmes of UCT Prague and the quality of its graduates, will also be used to promote student entrepreneurship. In addition, contacts with graduates who are self-employed or have experience in establishing, building and managing innovative companies in the Czech

Republic and abroad will be used much more intensively. An important part of the proposed measure will be the creation of an information base and signpost for the needs of student internships and practical placements in companies.

It is provided by: The Department of Communication, CCC, Institute of Economics and Management, Department of Technology Transfer.

Sources of funding: own resources, EU funds (OP JAK, OP TAC)

Measure: Development of targeted cooperation with practice in education, involvement of expert practitioners in teaching (O_07)

- **Application of general knowledge and practice procedures to teaching:** The traditional and proven cooperation with experts from the application sphere will continue in the form of expert lectures and workshops, new trends and information technologies will be incorporated into teaching, and project-based learning methods with the solution of real problems from practice will be used to a greater extent. A permanent goal is to maintain a high proportion of final student theses and projects directly linked to cooperation with companies or current scientific research projects. More intensive support will be given to the implementation of student internships and apprenticeships in manufacturing companies. Theoretical teaching will continue to be effectively combined with practical knowledge and skills from research and business practice in laboratory teaching. Interdisciplinarity in teaching will be promoted in existing accredited study programmes by offering courses in related and similar disciplines in order to increase the flexibility and employability of graduates on the labour market. Experts from companies that employ our graduates will be offered the opportunity to act as consultants in the preparation of the content of new study programmes, which should best reflect the requirements of practice, regional and national social needs and trends, and the future employability of UCT Prague graduates.

Provided by: the guarantor of the study programme.

- **Regional activities of UCT Prague in the Ústí nad Labem Region and activities supporting the retention of qualified persons in structurally disadvantaged regions:** The University Centre of UCT - CTU FS - ORLEN Unipetrol in Litvínov will educate new specialists in chemical and food technology, biotechnology, process and chemical engineering within the framework of the new study programme "Engineer of Industrial Technologies and Materials". This study programme will be prepared in cooperation with the strategic partner of UCT Prague - UNIPETROL, the research and education centre UniCRE, the Chemical Industry Association and the Chemical Industry Association and Federation of the Food and Drink Industries of the Czech Republic, as well as on the basis of consultations with other important partners in the Ústí nad Labem region. The newly conceived study programme will respond to the ongoing significant changes in the industrial and social profile of the Ústí nad Labem and Karlovy Vary regions, especially the transition from coal-based primary energy to new directions respecting the principles of decarbonisation technologies, circular economies, sustainable use of local raw material resources, all with the maximum support of new forms of management and IT resources. The curriculum will incorporate proven forms of university teaching as well as effective modern teaching trends in technical, science and industry-oriented education.

It is provided by: The Pedagogical Department.

- **Cooperation with secondary schools in facilitating the transition between secondary and higher education:** In particular, with regard to the support of applicants for education in areas with an identified demand for graduates in technical and natural sciences, to appropriately set conditions to facilitate their transition between secondary and higher education and to reduce academic failure in the initial semesters of study, specifically in the following areas:
 - offers of online courses "Get ready" for profile subjects such as mathematics, chemistry,

English (for economists);

- offers of individual tutoring for first-year students;
- offers of preparatory courses in laboratory techniques for students enrolled before beginning their first year;
- the possibility of studying a hybrid zero year, which will enable the applicant to prepare for a smooth completion of the first year and give him/her time to clarify the choice of a suitable study programme for full-time study, including the possibility of using psychological counselling services;
- tailor-made laboratory training and professional practice for secondary school students in student laboratories at UCT Prague;
- a modern form of promotion of studies in technical-scientific and economic fields at UCT Prague on the basis of an electronic on-line platform, which in an attractive audiovisual and interactive form will convey to those interested in studying the atmosphere, environment and professional quality as well as the broad background of the university's leisure activities, while answering all questions, introducing study programmes and outlining the prospects for future employment of graduates of university studies. The analytically processed feedback from a wider group of prospective students and accepted applicants will allow us to improve the content and form of this activity according to the needs;
- organizing a traditional summer school for secondary school teachers and students;
- offers the educational project "Modern Chemistry Lesson", which introduces chemistry and key chemical disciplines to secondary school students in an interesting and popular way;
- (co-)organization of the National Chemistry Olympiad and organizing the participation of the national team in the International Chemistry Olympiad and other international competitions;
- support of patron secondary schools in different regions of the Czech Republic.

It is provided by: The Department of Teaching and Humanities, The Department of Communication, CCC.

Sources of funding: own resources, IP/SMSP, EU funds (OP RDE, OP JAK).

Measure: Support for active involvement of learners in the teaching/life of the university (O_08)

Support for student activities: Social integration and the development of student competencies will be systematically supported to increase their employability on the labour market, including through the projects of the Student Internal Grant Competition for Social Projects (SIGA). SIGA facilitates cultural, social, educational or sporting activities that positively influence relations within the academic community. Furthermore, an online tool for the supply and demand of student activities will be created. For students at all levels of study, introductory integration and sports courses will be organised every academic year, which help to build relationships between students through common activities and subsequently make it easier to cope with the demands of studying. The tutoring programme will also be further developed, where more experienced students help their colleagues to manage their studies and student life (the tutoring programme will be extended to PhD students as well).

It is provided by: The Department of Communication, The Pedagogical Department., CCC.

Sources of funding: own resources, EU funds (OP RDE, OP JAK)

Measure: Promoting a transparent link between curricula and the applicability of studies in practice (O_09)

Strengthening the idea of practical application of studies: Motivational courses will be included in the curricula of the first and second semesters of the Bachelor's degree. At the master's level, students' scientific research activities will be supported within the Student Scientific Conference in the form of involvement of experts from the application sphere in the evaluation of student scientific projects.

Provided by: guarantors of study programmes, The Department for Science and Research.

Sources of funding: own resources, PSW, EU funds (OP JAK).

Measure: Innovation of study programmes on development trends in the needs of the labour market (O_10)

Innovation of study programmes according to the development of labour market requirements: The evaluation of study programmes will monitor whether long-term trends in the labour market are taken into account to ensure maximum employability of graduates. A systemic cooperation with the Alumni Club, employers' representatives, including professional organizations, will be set up and the changing requirements of employers will be reflected in the content of existing and new study programmes (new technologies, robotization, automation, digitalization) through the study programme guarantors. As part of their education, students will be offered optional certified courses in transferable skills, in both Czech and English, to broaden their knowledge in the required areas of labour market developments.

Provided by: the guarantor of the study programme, the Pedagogical Department.

Sources of funding: own resources, SMSP, EU funds (OP JAK).

Measure: Methodological and organizational provision of student internships and placements in the framework of teaching (O_11)

- **Support for student internships and placements:** A new internal guideline will be created at a university-wide level, which will methodically unify the management of internships at UCT Prague, provide guidance for their contractual treatment, credit evaluation, administrative and financial support of students, ensuring the necessary quality standards, the method of verification of acquired knowledge and skills, and other relevant subjects. In accordance with the intention to strengthen the position of UCT Prague as a quality research university, the implementation of practical internships of students abroad will be intensively supported; *synergy with the operational objective "Development of international mobility of students and staff" (PC I1).*

It is provided by: The Pedagogical Department, Student Internship Guarantors and The Foreign Department.

- **Opportunity Portal:** The offer of internships and placements for students of UCT Prague will also be available through the web Opportunity portal website, which will become a point of contact between students and employers and will provide up-to-date information on job offers, mobility and mentoring. In the future, the Portal will be linked between several universities.

It is provided by: CCC, The Communications Department.

Sources of funding: own resources, EU funds (OP JAK), CDP.

Measure: Motivational support for students (O_12)

Motivational support for students: The scholarship fund to reward outstanding academic performance (incentive scholarships) will be strengthened. Students will also be awarded for exemplary representation of UCT Prague in their extracurricular and leisure activities (exceptional

sports performances, socially significant acts).

Provided by: faculty, The Pedagogical Department, The communication Department.

Funding sources: IP/S MSP, own sources.

Measure: Promotion of the LLE offer through career guidance (O_13)

Improving the quality of CCC services: In cooperation with other public universities, UCT Prague will focus on improving the quality of services provided by the Career and Counselling Centre (CCC). A common strategy for the development of career counselling will be proposed and quality standards for career counselling services will be set in line with other universities in the Czech Republic. In order to increase the quality of services and availability of career counselling at UCT Prague, career counselling will also be offered to graduates, always reflecting the results of the current survey of the needs of students and employers (Union of Chemical Industry, -Federation of the Food and Drink Industries of the Czech Republic). CCC in cooperation with student organisations (IAESTE) will prepare a programme for the traditional job fair held at UCT Prague with a focus on all years of study, as well as offering a range of support services to integrate students into school life, to cope with demanding studies or to clarify career direction and support, etc.

Provided by: CCC

Sources of funding: own resources, EU funds (OP JAK), CDP.

Indicator: Number of revised internal documents in relation to practical teaching of students	
Default state 2020: 0	Target state 2025: 2
Indicator: Number of secondary school students participating in educational events promoting chemistry	
Default state 2020: 2,000	Target state 2025: 3,000

Operational objective: Developing the professional profile of the study and strengthening its prestige (MoE SI2021+: 1D+)

Greater cooperation between UCT Prague and HVSs in the development of vocational education is significantly limited by the existence of a very limited number of HVSs focused on chemistry or the food industry, as well as by the persistent low interest of applicants in vocationally focused study programmes. For these reasons, UCT Prague in cooperation with the HVSs has long been running only bachelor's degree programmes focused on restoration. The transformation of professionally oriented study programmes suitable for HVSs can strengthen the reputation and supra-regional character of UCT Prague. The prerequisite is to attract the interest of applicants by a suitable presentation of an admittedly demanding, but at the same time interesting and promising study, especially in terms of subsequent very good employment opportunities.

S:	<ul style="list-style-type: none"> Functional cooperation with HVSs within the Conservation-Restoration of Objects of Cultural Heritage - Arts and Crafts (CROCH). Possibility to provide high quality laboratory teaching for HVSs.
W:	<ul style="list-style-type: none"> Difficulty of CROCH studies exceeding the general standards of HVSs, less popularity of the field among the general public. Persistent negative opinion of professionally oriented study programmes among members of the academic community (low professional intensity of studies does not belong to a research-oriented higher education institute).

O:	<ul style="list-style-type: none"> Strengthen the reputation and trans-regional character of the school. To present the study as demanding, but at the same time interesting and promising in terms of subsequent smooth application in practice.
T:	<ul style="list-style-type: none"> Limiting number of HVSSs focused on chemistry or food science. No interest in career-oriented bachelor's study programmes in chemistry and food science.

Guarantor of the operational objective: vice-rector for pedagogy

Measure: Development of cooperation with HVSSs (O_14)

Cooperation with the university: The traditional cooperation with HVSSs on the development and implementation of the study programme Conservation-Restoration of Cultural Heritage Objects-Art and Craft Works will continue. Cooperation with HVSSs will be used as needed in the creation of educational videos demonstrating selected chemical and technological processes from company practice for teaching purposes (e.g. cooperation with the Higher School of Journalism).

Provided by: the guarantor of the study programme.

Sources of funding: own resources, EU funds (OP RDE, OP JAK).

Operational objective: Support for building infrastructure for interactive methods of education and integration of learners (MoE SI2021+: 1E+)

UCT Prague has prepared an Infrastructure Renewal Master Plan representing a detailed plan for the construction renewal and development of all parts of the university with a view to 2030. The implementation of the individual stages of the plan depends, however, on securing sufficient financial resources, which are estimated at CZK 2.2 billion for the overall redevelopment and improvement of the Dejvice campus. In order to maintain the high quality of teaching in the study programmes taught at UCT Prague, it is necessary to modernise, renew and expand teaching facilities and laboratories, including related equipment for educational purposes (instruments, IT equipment, software). UCT Prague will actively seek available sources of funding, including the planned calls for the OP JAK funded by the ERDF in the programming period 2021-2027. UCT Prague has long supported the activities of student associations. Student associations actively cooperate with the university management and significantly enrich student life at UCT Prague by organizing a number of educational, cultural and sporting events. However, due to the limited space capacity at UCT Prague, they have been lacking suitable facilities for a long time.

S:	<ul style="list-style-type: none"> A detailed Infrastructure Renewal Master Plan has been prepared. The development of the UCT Prague campus is included among the priority actions of the National Investment Plan of the Czech Republic until 2050. Functional structure of student associations, their high level of activity and cooperation with the university management.
W:	<ul style="list-style-type: none"> Generally insufficient space capacity at the Dejvice campus. High investment intensity of providing education in chemical disciplines.
O:	<ul style="list-style-type: none"> Sufficiently sized facilities and equipment to enhance the quality of teaching. Strengthening the cooperation of student societies between HEIs.
T:	<ul style="list-style-type: none"> Lack of institutional resources for infrastructure development. Students' lack of interest in participating in student association activities.

Operational objective guarantor: Vice-Rector for Education and Vice-Rector for Strategy and

Development

Measure: Modernisation and renewal of infrastructure for education (O_15)

Modernisation and renewal of infrastructure for education: In accordance with the Infrastructure Renewal Master Plan of UCT Prague, the premises used for teaching in accredited study programmes at all levels of study and LLE courses will be gradually expanded, renewed and modernised. In order to improve the long-standing unsatisfactory spatial situation at the Dejvice campus, UCT Prague considers it expedient to purchase a suitable new property in the location of the capital city, Prague. Furthermore, the organisational and design preparation for the construction of new laboratory and administrative premises will continue (technological extension to the courtyard of Building B, construction of a new teaching and administrative building on Vítězné náměstí). The university will also ensure the development and renewal of instrumentation in student laboratories as well as IT classrooms, including software equipment. The infrastructure, including sports facilities, at the Běstvína Student Learning Centre will be upgraded.

Provided by: The Department of Operational and Technical Services (construction part), Faculty (instrumentation) and the Computer Centre (AV and IT equipment).

Sources of funding: own resources, programme funding of the MoE, EU funds (OP JAK).

For more detailed information, see the Plan of Investment Activities of UCT Prague for the years 2021-2030, which is an integral annex to this document (Annex 1).

Measure: Support for student clubs and organisations (O_16)

Supporting the activities of student clubs and organisations: UCT Prague will allocate suitable premises for providing decent facilities for student clubs and organizations that are actively involved in the activities and life of the university. The support will also include financial and other (material, organizational) participation in activities implemented at the Dejvice Campus. The modernization and expansion of the existing facilities for students in the buildings of UCT Prague will be important.

It is provided by: The Department of Operational and Technical Services, CCC, the Communication Department.

Sources of funding: own resources, programme funding from the MoE, EU funds (OP JAK), special-purpose funds from other providers.

Indicator:	Spatial saturation of faculties and all-school departments for educational and scientific research activities in the buildings of the Dejvice Campus (%)*		
Default state 2020:	55 %	Target state 2025:	70 %
Indicator:	Space allocated for the activities of student associations within the Dejvice Campus (m ²)		
Default state 2020:	20	Target state 2025:	70

**the ideal state (100%) corresponds to the laboratory, teaching and administrative area per student and employee in accordance with the methodological material of the MoE "Technical basis for the preparation of building programmes for the construction of university buildings and their special purpose facilities", March 1999*

Priority objective 2: Improve the availability and relevance of flexible forms of education

Operational objective: Increasing the use of distance learning methods in full-time study programmes (MoE SI2021+: 2A)

The use of distance learning methods in full-time study programmes has so far been limited by legislation and partly also by the willingness of teachers. The longer-term restriction/impossibility of face-to-face teaching in the context of the COVID-19 pandemic meant a forced transition to distance learning and massive use of online tools by both teachers and students. Thanks to the establishment of a support team at UCT Prague for the use of distance learning elements, a number of e-learning courses at all levels of study (Moodle system) and the cooperation of student associations, the transition to distance education was managed, despite the initial distrust of some teachers to change the existing methods of frontal teaching and insufficient technical equipment for the provision of distance education on the part of the university. Changing the National Accreditation Authority (NAU) standards to incorporate distance learning elements into full-time education would provide universities with a legislative framework and enable them to set new standards for teaching quality. UCT Prague must also provide sufficient financial resources for technical staff support when using distance learning methods.

S:	<ul style="list-style-type: none"> The existence of a support team providing elements of distance education (within the Institute of Teaching and Social Sciences). Very good feedback from students.
W:	<ul style="list-style-type: none"> Insufficient technical equipment for distance learning. Teachers' reticence to change existing teaching methods resulting from insufficient methodological support for distance education.
O:	<ul style="list-style-type: none"> Changing NAU standards to incorporate distance learning elements into full-time education. Increased digitalization of teaching, introduction of progressive elements of virtual reality into teaching.
T:	<ul style="list-style-type: none"> Lack of funding for regular technical support for modern forms of teaching. Excessive online and virtual learning at the expense of hands-on practical laboratory learning will negatively affect students' manual dexterity and skills.

Guarantor of the operational objective: vice-rector for pedagogy.

Measure: Innovative solutions for increasing the efficiency and quality of distance learning and assessment (O_17)

- Internal support for blended learning:** Innovative pedagogical projects of students and academic staff focused on the implementation of blended learning elements into teaching and for the introduction of other innovations of existing study programmes or subjects (various forms of distance learning, workshops, project-based learning, creation and innovation of study aids, preparation of multimedia study materials for students, academic staff and pupils and teachers of primary and secondary schools with an emphasis on the support of the combined form of study) will be supported. The intention is to support a smaller number of financially larger projects whose results will be usable by a larger number of students. Development projects aimed at creating and innovating LLE courses will also be supported. The internal grant competition of UCT Prague will be used to support the projects to the maximum extent possible. In cooperation with other public universities and using good practice from abroad, methodological materials will be

prepared to support the development of distance forms of education and the use of blended learning elements - in terms of didactics, strengthening the integrity of the academic community in the use of online methods of distance learning or assessment and ensuring adequate technologies and tools for effective inter-university sharing of online teaching materials (LMS Moodle).

Provided by: The Pedagogical Department., The Institute of Teaching and Humanities, CIS.

- **Building classrooms for distance learning:** Functional facilities with the necessary technical equipment for the preparation and provision of distance learning and the verification of learning results in distance form (e.g. streaming support, e-conferences) will be built at all institutes providing teaching.

Provided by: faculties, Computer Centre.

Funding sources: IP, EU funds (OP RDE, OP JAK), CDP, own resources.

Measure: Supporting students with specific needs in distance learning (O_18)

Supporting disadvantaged students: Sufficient material support for online education of students with specific needs and socially or economically disadvantaged students will be provided in the form of computer equipment and other technical aids for teaching, for communication with teachers and for verification of learning outcomes.

Provided by: CCC

Sources of funding: EU funds (OP RDE, OP JAK), own resources.

Indicator: Number of supported innovative pedagogical projects per calendar year	
Default state 2020: 64	Target state 2025: min. 45
Indicator: Number of functional AV conference sets for distance learning	
Default state 2020: 4	Target state 2025: 25

Operational objective: Development of the range and innovation of methods of flexible forms of education, including online learning (MoE SI2021+: 2B)

UCT Prague traditionally organizes summer schools for secondary school chemistry teachers (see operational objective "Strengthening the link between studies and practice and preparation for future employment", PC 1), but also international summer schools thanks to the good reputation of experts at UCT Prague. CTU and U3A courses are offered as part of further education. However, UCT Prague does not have sufficient spatial capacity to organize these forms of full-time education on a larger scale, their preparation is time-consuming and is also underestimated in terms of staff evaluation. Expanding the range and forms of quality summer schools or LLE courses, including their online forms, can significantly strengthen the reputation of UCT Prague. In order to share educational materials in an open way, steps must be taken to properly handle copyright law (maintaining academic integrity) and to eliminate the risk of misuse of these materials for commercial purposes.

S:	<ul style="list-style-type: none"> • The existence of experts in flexible forms of education within the institution. • Long-term experience in organizing e-learning, summer schools and courses.
W:	<ul style="list-style-type: none"> • Limited space capacity of the school for holding full-time courses and summer schools. • The financial remuneration of staff does not take into account the time required to prepare the courses.

O:	<ul style="list-style-type: none"> Strengthening the reputation of UCT Prague as a leader in progressive forms of chemistry education. Address copyright issues with regard to open access for educational materials
T:	<ul style="list-style-type: none"> Misuse of study materials for commercial purposes. Declining interest in studying chemistry in secondary schools and less interest in summer schools.

Guarantor of the operational objective: vice-rector for pedagogy

Measure: Developing flexible forms of education (O_19)

- Developing the offer of certified LLE courses:** As part of the development of the services of the LLE Department, organisational support will be provided and the promotion of the offered corporate, commercial and pedagogical courses, including courses offered in English, the organisation of summer schools and the production of popularisation and teaching videos based on an analysis of the needs of the target group of those interested in further education, including U3A. Different forms of education will be used to organise courses and professional summer schools - from full-time, combined, to distance learning. A unified form of certificates awarded to graduates of lifelong and continuing education courses offered at UCT Prague will be set up to contain all relevant information and have sufficient telling value for graduates and their employers, etc., including a bilingual version of the certificates for their use outside the Czech Republic. As part of the expansion of the offer of LLE courses, an analysis of the possibilities of offering retraining courses for the public will be carried out, especially in cooperation with the branches of the Labour Office in the localities of its operation, and if relevant, the focus will be on the preparation of these courses.

Provided by: The LLE Department.

- Support for e-learning:** Public access to educational resources created within the activities of UCT Prague will be ensured in cases where study materials, tools or publications were created as an output of projects supported by public funds. To this end, methodology will be developed for the preparation of educational materials to be made available to the public.

Provided by: The Pedagogical Department., CIS.

Sources of funding: own source, IP/SMSP, EU funds (OP JAK), CDP, own sources.

Indicator: Methodology for the preparation of educational materials for public access	
Default state 2020: NO	Target state 2025: YES
Indicator: Number of LLE courses with certificate	
Default state 2020: 2	Target state 2025: 10

Operational objective: Improving the recognition of prior learning in further education (MoE SI2021+: 2E+)

Within the framework of the institutional accreditation granted for the fields of education in chemistry and food science, UCT Prague is authorized to recognize the previous secondary education of applicants for study in accredited study programs. However, there is still no internal methodology for this administrative task (there is only an internal methodology for the recognition of previous higher education of applicants for study at UCT Prague). Clear rules and setting up and simplifying the process of assessing previous education abroad may contribute to an increase in the number of

foreign students admitted to study at UCT Prague. Otherwise, students will not be interested in education in the Czech Republic.

S:	• Methodology for the recognition of prior higher education studies.
W:	• No methodology for recognition of prior secondary education.
O:	• Increase the number of international students.
T:	• Students' lack of interest in education in the Czech Republic.

Guarantor of the operational objective: vice-rector for pedagogy

Measure: Developing an internal system for the recognition of prior learning (O_20)

Developing an internal system of recognition of prior learning: The process of recognition of previous secondary education for foreign applicants for education within the framework of the granted institutional accreditation will be set up and optimised. In this context, internal procedures will be adjusted to improve the system of recognition of previous education at UCT Prague, whether it is secondary or higher education of applicants. The internal document will anchor transparent and comprehensible rules for the process of recognition of prior learning. The necessary personnel and financial resources will be provided, as well as adequate adjustment of the internal IS for the functioning of the process and simplification of the admission of foreign students to study programmes at UCT Prague.

Provided by: The Quality Assessment Department, the Teaching Department, The International Relations Department, CIS.

Sources of funding: own resources, SMSP.

Indicator: Internal document governing recognition of prior learning	
Default state 2020: NO	Target state 2025: YES

Priority objective 3: Increase the efficiency and quality of doctoral studies

Operational objective: Strengthening the quality, openness and internationalisation of doctoral studies (MoE SI2021+: 3C+

In terms of the absolute number of DSP students and their share in the total number of students, UCT Prague is among the best universities in the Czech Republic. A basic condition for quality doctoral studies in chemistry is the availability of high-quality instrumentation in research laboratories corresponding to the latest trends in science and research. To ensure competitiveness and to maintain its position as a quality research university, UCT Prague must therefore regularly invest considerable financial resources in the renewal and modernisation of its instrumentation. Doctoral studies students can use all the research infrastructure in the preparation of their dissertations and in their participation in national or international research projects. Another important aspect of quality doctoral studies and preparation for future employment is gaining international research experience. Students of UCT Prague in accredited doctoral study programmes, including double degree programmes, are offered opportunities for international mobility, thanks to very good

contacts with top workplaces abroad, or active involvement in international cooperation projects (Horizon 2020). Within the newly accredited study programmes, emphasis is also placed on the development of transferable skills of PhD students, which increase their subsequent employability on the labour market in the field of scientific research and also in industry. The study obligations imposed on PhD students during their studies at UCT Prague are considerable and the average length of study usually exceeds 4 years. The low financial valuation of PhD students, some of whom already have or are considering starting a family, is a risk of dropping out and going into the commercial sphere or prolonging their studies because of the need for additional financial security for their families while studying. The interest of foreign DSP students in studying at UCT Prague could be supported by introducing scholarship programmes and offering high-quality double degree DSPs prepared in cooperation with top foreign research institutes.

S:	<ul style="list-style-type: none"> • Excellent research laboratory facilities commonly available to DSP students. • Attractive offer of dissertation topics, linking research with the application sphere. • Broad involvement of PhD students in high-quality domestic and international projects. • Very good opportunities for international student mobility. • High employability of DSP graduates on the labour market.
W:	<ul style="list-style-type: none"> • Higher number of study obligations compared to other universities. • The average length of study of DSP students exceeds 4 years. • Persistent low number of DSP students going on long-term internships abroad.
O:	<ul style="list-style-type: none"> • Making DSP studies more attractive for international students thanks to the scholarship programme. • More attractive DSP studies thanks to the expanded opportunities for international mobility within international projects and double degree study programmes. • Improved completion rates of full-time DSP studies if a suitable incentive system for students and their supervisors is put into practice.
T:	<ul style="list-style-type: none"> • Decreased interest in DSP studies due to the totally insufficient number of scholarships. • Better financial conditions in the corporate sector will negatively affect early graduation. • The interest in Master's degree graduates from companies is reflected in the small number of applicants for doctoral studies.

Operational objective guarantor: Vice-Rector for Science and Research

Measure: Strengthening external and international elements in the assessment of learning outcomes and research activities of PhD students (O_21)

- **Modification of the internal grant competition for PhD students:** In order to support internationalisation, mobility, interdisciplinarity of research, development of professional and linguistic competences and skills of doctoral students at UCT Prague, an internal grant competition will be implemented within the IGRA@UCTP project from the OP RDE call "Improving the quality of internal grant schemes". In accordance with the competition principles, the preparation and implementation of project applications will be conducted in English. The evaluation of the submitted project applications will be carried out by external evaluators. A mandatory part of the student project solution will be for the researchers to complete a research or educational activity abroad and support thematic training for the successful implementation of grant projects. The positive elements verified within the IGRA@UCTP project will be subsequently implemented into the existing internal grant competition at UCT Prague.

Provided by: The Department of Science and Research.

- **Minimum requirements for publishing activity of PhD students:** In accordance with the accreditations granted, minimum requirements for publishing activity of DSP students will be set,

i.e. before the defence of the dissertation, the obligation to prove authorship of at least one scientific paper published in an impacted journal registered in the Web of Science / Scopus database (as first or corresponding author) and co-authorship of at least one other valuable scientific research result during the doctoral studies.

Provided by: guarantors of the DSP, faculties.

Sources of funding: EU funds (OP RDE, OP JAK), own resources, DKRVO.

Measure: Requirements for international mobility of PhD students (O_22)

Requirements for international mobility of PhD students: It is necessary to adopt a systemic solution at the level of the institution to fulfil the requirement for international mobility of doctoral students, which is highly desirable in terms of the contribution to the quality of studies in the doctoral study programme and the future career development of the DSP graduate and is in line with the granted accreditations of the DSP. UCT Prague will ensure sufficient sources of funding for doctoral students' mobility abroad so that doctoral students can fulfil their study obligations without negatively impacting the extension of the normal length of their studies in the DSP.

Provided by: deans, rector.

Funding sources: DKRVO, EU funds (OP JAK), grants from other providers.

Measure: Motivation of PhD students and supervisors to successfully complete their studies in due time (O_23)

Motivation for successful completion of doctoral students: As part of regular academic staff evaluations, supervisors of doctoral students will be monitored not only for the appropriate number of doctoral students per supervisor, but also for the number of doctoral students who have successfully completed their studies in the DSP within the standard period of study. To motivate trainers to successfully complete their studies in due time, the current remuneration system will be adapted. To motivate DSP students to graduate on time, a bonus system will be proposed after discussion in the academic community (e.g. target bonuses, offer of interesting post-doc internships, offer of interesting job opportunities).

Provided by: faculties, The Personnel Department, The Department for Science and Research.

Funding sources: DKRVO, own sources.

Measure: Supporting and facilitating the transition of DSP graduates into their future careers (O_24)

- **Supporting the transition of graduates into their future careers:** Information, education and support services will be provided to scientists and academics at all levels of their scientific careers, including PhD students, through the Rectorate Service Centres in relation to their possible participation in appropriate grant schemes. Sufficient financial support will be provided for scientific research projects of DSP students within the internal grant competition of UCT Prague (VIGA). As part of the CCC services, mentoring will be offered to DSP students as a tool for shaping their future career paths. Students and graduates of the DSP will be offered jobs in the corporate and research spheres if they are interested.

Provided by: The Science and Research Department, the Foreign Affairs Department, CCC.

- **Teaching transferable skills:** The teaching of transferable skills of PhD students within the so-called Module C of the study courses will be systematically supported by offering optional courses / seminars / workshops to strengthen transferable skills, knowledge and awareness, especially in the areas of dissemination of results, application and protection of results of scientific and research activities and management of research and development. Theoretical and practical communication and presentation skills of PhD students will continue to be supported and

developed in popularising their own research work to the general public.

Provided by: The Department of Science and Research, the Department of Communication, Faculty.

Funding sources: IP/SMS, own resources, DKRVO, EU funds (OP RDE, OP JAK)

Indicator: Percentage of PhD students with outgoing mobility longer than 1 month (%)	
Default state 2020: 23 %	Target state 2025: increase by 10%
Indicator: Success rate of completion of doctoral studies in the standard study period (%)	
Default state 2020: <30 %	Target state 2025: >30 %

Operational objective: Improving conditions for successful studies, including support for balancing studies with family life, and strengthening the social integration of doctoral students (MoE SI2021+: 3D+

Successful doctoral studies are not only based on excellent infrastructure, expertise and international experience, but also on creating study conditions that support the natural integration of DSP students into the academic community while allowing them to balance their studies with their personal lives. The status of DSP students is described in detail in the CPR and in the DSP accreditation materials. In addition to fulfilling their study obligations, PhD students have the opportunity to actively participate in scientific research work at the institutes during their studies, in the solution of domestic and international projects and in teaching in undergraduate studies. This gives them the opportunity to learn practical skills that they can then use in their future academic career, but also in their personal life. Possible problems of doctoral students during their studies are solved at the level of institutes, faculties and possibly by the Ethics Committee. At present, students of DSP programmes lack a platform for their regular meetings with the university management where they could discuss current topics and problems of studying at UCT Prague. Another negative element affecting the capacity of doctoral studies at UCT Prague is the limited spatial possibilities of the Dejvice campus and the social facilities that do not meet the expectations of young budding scientists and researchers. To better balance their studies with family life, some parent-students of the DSP would appreciate the possibility to use the services of the Children's Crèche Zkumavka, which are so far provided only to the employees of UCT Prague. Last but not least, the low level of financial remuneration is a limiting factor for DSP students, which is often the reason for early termination of studies or prolongation of studies beyond the standard duration.

S:	<ul style="list-style-type: none"> • Very good theoretical and practical expertise and skills of PhD students thanks to their active involvement in quality international and domestic projects. • Opportunity to gain practical experience in leading people/teams in project management within a student grant competition (VIGA) or as educators within undergraduate teaching.
W:	<ul style="list-style-type: none"> • Limited spatial possibilities and insufficient social facilities at the Dejvice campus, which can negatively affect motivation to work during the demanding doctoral studies. • Low financial evaluation of PhD students often causes complications in their personal lives (more difficult to start a family, more difficult to access mortgages). • Lack of a suitable platform for regular meetings between PhD students and the university management.

O:	<ul style="list-style-type: none"> Improved completion rates of full-time DSP studies if a suitable incentive system for students and their supervisors is put into practice. The opportunity to enhance the management and organisational competences of PhD students through a comprehensive range of courses in practical skills and knowledge, self-development and soft skills (Module C).
T:	<ul style="list-style-type: none"> The increase in attractive job offers in the corporate sphere, which cannot compete with the financial provision of doctoral studies, will lead to a decrease in interest in the demanding DSP studies or to their early termination. Extension of the study period due to doctoral students' workload other than study duties.

Operational objective guarantor: Vice-Rector for Science and Research

Measure: Definition of the status of doctoral students (O_25)

Definition of the status of doctoral students: From 2020, work is underway to obtain the HR Award. In the event of winning this internationally recognised award, the measures of the Action Plan will be implemented, including the definition of the status of all categories of scientific researchers, including DSP students. In order to improve the financial situation of PhD students, their involvement in research projects or in teaching in the form of part-time jobs or agreements for work outside the employment relationship will be supported to the maximum extent possible. After agreement of the faculties, the minimum requirement for the teaching performance of DSP students necessary for obtaining a teaching scholarship will be set and the system of remuneration of PhD students for their teaching work will be revised. Based on the agreement of the faculties and the university management, a platform for supporting doctoral studies will also be established. The platform will motivate PhD students to study properly and provide their education in the area of "soft skills" (subjects of module C in the DSP accreditations and development of other skills), solve problems of PhD students related to the entry into the new environment, possible disputes with supervisors, problems with the fulfilment of study and other obligations. The number of courses focused on foreign language learning or "effective scientific writing" will be significantly increased.

Provided by: rector, faculties, the Personnel Department, the Pedagogical Department.

Funding sources: SMSP, own resources, EU funds (OP JAK).

Measure: Balancing PhD students' studies and early career work with family life (O_26)

Balancing PhD students' studies/work with family life: The capacity of the CCC will be strengthened and the range of support services for DSP students will be expanded in the professional psychological counselling centre, where it will be possible to consult and find solutions to problems related to studies and difficult life situations. UCT Prague will allow parents of DSP students to use the services of the Children's Crèche Zkumavka to best balance their studies and the beginnings of their academic career with their family life.

Provided by: CCC, The Personnel Department.

Funding sources: IP, own resources, EU funds (OP JAK).

Measure: Space, social facilities, equipment and services for PhD students (O_27)

- Improving the material conditions of DSP studies:** In accordance with the Infrastructure Renewal Master Plan, UCT Prague will continue to improve the material conditions for doctoral study programmes by increasing the quality of the existing educational capacities, including the necessary spatial and social facilities for doctoral students and, of course, by renewing and expanding the instrumentation of research laboratories for DSP students.

Provided by: The Department of Operational and Technical Services (construction part), Faculty

(instrumentation), Computer Centre (IT equipment).

Sources of funding: EU funds (OP JAK), programme funding from the Ministry of Education, DKRVO, grants from other providers, own resources.

For more detailed information, see the Plan of Investment Activities of UCT Prague for the years 2021-2030, which is an integral annex to this document (Annex 1).

- **Improving the conditions for the successful study of PhD students:** Work will continue on improving the functionality and quality of the IS for the evaluation of the results and outputs of PhD students (e-Doctorand). UCT Prague will continue to provide organizational and financial support to doctoral students in writing and publishing their dissertations (setting up uniform templates) and also in commissioning their printing and bookbinding (formats corresponding to the standards of foreign universities).

Provided by: CIS

Funding sources: IP/SMSP, own sources.

Indicator: Number of children of parents - DSP students in the children's crèche	
Default state 2020: 4	Target state 2025: 6
Indicator: Number of DSP students using CCC services per calendar year	
Default state 2020: 18	Target state 2025: increase by 25%

Priority objective 4: Strengthen strategic management and effective use of R&D capacity in universities

Operational objective: Completion of a comprehensive transformation of the environment and setting up of R&D&I processes at UCT Prague (MoE SI2012+: 4A)

As a research university, UCT Prague has long been combining science and research in traditional chemical-technological fields with the most modern world scientific trends. It has state-of-the-art instrumentation, including unique instruments, and high quality human resources for science, research and innovation. Researchers from UCT Prague are researchers or co-investigators of a large number of research grants from domestic and foreign providers or are involved in direct cooperation with the application and public spheres. The Science and Research Department, the Economics Department, the Personnel Department and the Foreign Department provide academic and scientific staff of UCT Prague with high-quality information, advisory and administrative support when applying for research grants. To further expand services for project developers, the establishment of a Project Centre is planned. The Technology Transfer Department is able to provide basic services in the field of intellectual property protection and setting up conditions for cooperation with the application sphere. Insufficient staffing of this university-wide department, especially for the provision of professional legal services, and a not yet sufficiently defined strategy for establishing spin-off, licensing and valuation of intellectual property may be one of the limiting factors in expanding the cooperation of UCT Prague with the industrial sphere (including greater use of the potential of the Kralupy Technopark) as well as more significant appreciation of quality research results with the potential for transfer to practice. UCT Prague has set up a functional system for recording R&D&I results, which will be further developed as a source of data for the evaluation of the institution according to the 2017+ Methodology and for the internal allocation of funds within the

faculties of the University. UCT Prague has subscribed to the principles of the European Charter and the Code for Researchers and will gradually adjust its strategy of human resources management in science and research in accordance with these principles. In accordance with the European strategy for Open Science, the internal strategy of Open Science of UCT Prague will be prepared and implemented.

S:	<ul style="list-style-type: none"> Professional know-how, long-term cooperation with the private and public spheres, a number of high-quality research results with the potential for transfer into practice. Administrative support for Czech and foreign project developers. Functional internal systems for recording R&D&I results.
W:	<ul style="list-style-type: none"> Lack of staff capacity to further expand support to project investigators in terms of administrative, legal and commercialization of intellectual property. There is no defined strategy in spin-off formation, licensing, evaluation of intellectual property.
O:	<ul style="list-style-type: none"> Establishment of a Project Centre to ensure sufficient capacity to provide effective administrative support to all project workers. Winning the HR Award and implementing the principles of Open Science will allow us to fully integrate into the European research area. Greater interest in cooperation from the application sphere, increased transfer of research results into practice, better protection of intellectual property of UCT Prague. Increased financial support for Open Access publishing
T:	<ul style="list-style-type: none"> The changing external environment, different rules of grant providers, constantly increasing demands on administration. The stagnation of the public research budget and the current increase in the number of grant applications is leading to a decrease in the success rate of winning projects. Lack of experienced project specialists on the labour market for the needs of the Project Centre. Loss of interest in cooperation from industrial partners.

Operational objective guarantor: Vice-Rector for Science and Research

Measure: Implementation of MEP recommendations (O_28)

- **Systematic support for Open Science:** UCT Prague supports the principles of Open Science based on international standards, which lead to increasing the quality of research, promoting collaboration, communication, transparency and acceleration of the research process for more efficient dissemination of scientific information. Open access to scientific publications and open access to data are the two fundamental pillars of Open Science. Systematic support and implementation of international standards in the field of Open Science at UCT Prague will be mainly related to communication of scientific results, publishing and management of research data according to FAIR principles. In the case of open data, the University's policy will follow the principle of "as open as possible, as closed as necessary", i.e. to make data "as open as possible and as limited as necessary". Other key areas will be cooperation at local, national and international level in the field of Open Science, including active support and involvement in the European Open Science Cloud (EOSC). Emphasis will also be placed on training researchers (including PhD students) in Open Science issues. It will also be important to implement the principles of Open Science systematically in the evaluation of academic and research staff, as part of the career regulations or rules for the selection of new staff. The need to introduce a new generation of metrics will be linked to this.

Provided by: CIS

- **Intellectual property protection and technology transfer:** A long-term strategy for the functioning

of the Technology Transfer Department of UCT Prague will be developed, including support for the establishment of spin-off companies, support for student entrepreneurship and the commercialization of intellectual property arising from the university's scientific research activities. To set the strategy, the new professional capacities of the Institute of Economics and Management of UCT Prague will be used - an analysis of the functioning of technology transfer at the University of Science and Technology Prague will be commissioned, including a comparison with other universities and recommendations to optimize the existing process. Furthermore, the experience of newly emerging spin-off projects at UCT Prague will be used, from the analysis of their life cycle, starting with the identification of a suitable result with high commercial potential and successful setting of the conditions of operation. The process of establishing and implementing a specific spin-off, which has been tested and proven in practice, will help the Technology Transfer Department to set up functional system procedures for other cases of commercialization of intellectual property created at UCT Prague. The experience and knowledge of the members of the working group focused on technology transfer support at UCT Prague, consisting of experts from UCT Prague (technology scouts, EIT Food HUB, Technology Transfer Department) and from external entities focused on technology transfer (Czechinvest, I&I, Unico, Kapaji, lawyers from other universities or public institutions specialized in the commercialization of intellectual property) will also be used to set an appropriate technology transfer strategy. The proposed strategy will be submitted for discussion in the academic community and after its approval by the management of the UCT Prague it will be applied in practice. A comprehensive analysis will also be carried out regarding the possibility of establishing a legally sovereign entity focused on technology transfer from UCT Prague, which, according to the experience of other universities and the Czech Academy of Sciences, would significantly facilitate and accelerate the economic and legal processes related to the commercialization of intellectual property.

Provided by: The Technology Transfer Department.

- **R&D&I personnel policy:** In the selection and evaluation of academic staff, consideration will be given to international mobility and international cooperation, or experience in its implementation. To further improve internal internationalisation, English versions of internal documents in the field of human resources management will be created. For the evaluation of academic staff in the field of R&D&I, the "Staff Profile" will be updated regularly.

Provided by: The Personnel Department, faculties

Funding sources: DKRVO, own resources, EU funds (OP JAK, OP TAC).

Measure: Strengthening administrative and support facilities for research and development (O_29)

Administrative and support facilities for research and development: The number of project specialists for international grant schemes will be increased and the Technology Transfer Department will be strengthened with an emphasis on legal and economic expertise in the field of intellectual property protection and transfer of R&D&I results into practice. The Project Centre will be established as a new central workplace for providing administrative and project support to project developers in the field of science and research, education, operational programmes, mobility and other areas; *synergy with the operational objective "Support for the development of professional apparatuses providing support services for academic staff and university operations (PC 6).*

Provided by: The Department of Science and Research, The Technology Transfer Department.

Funding sources: DKRVO, own resources, EU funds (OP JAK), grants from other providers.

Indicator: Implementation of the Open Science Strategy at UCT Prague	
Default state 2020: NO	Target state 2025: YES

Indicator: Percentage of internal documents in the field of HRM in English (%)	
Default state 2020: 35	Target state 2025: 100

Operational objective: Promoting excellence and societal relevance of research (MoE SI2021+: 4C+)

The scientific research activities of UCT Prague are focused on quality and competitive basic and applied research in three main pillars, which are: Health and Safety, Energy Efficiency and Materials and Chemical Specialities. The supported research topics correspond to the professional focus of the individual units of UCT Prague and fulfil the parameters of excellence (international overlap and high publication potential), social relevance to the needs of the national economy and society, have interdisciplinary overlap offering complex solutions with real commercial potential and are fully in line with the strategic agenda of the Czech Republic and the EU (RIS3, European Green Deal, Country for the Future). Researchers receive support from central university departments that provide them with information, advisory and administrative services in the areas of preparation and handling of research grants (including excellent research projects), international mobility, legal services, intellectual property protection and technology transfer. However, the range of support services provided by the central offices is limited by their inadequate staffing levels. High-quality research at any university depends on the ability of its management to create conditions for the work of top researchers and research teams. In this respect, the lack of space and funding for the development of research infrastructure at UCT Prague may be perceived as a risk for attracting and retaining new promising researchers when in competition with other domestic and foreign research institutions.

S:	<ul style="list-style-type: none"> • High quality scientific and research staff, fully competitive results of basic and applied research. • A clearly defined research strategy across the entire university (3 pillars) in line with the strategic documents of the Czech Republic and the EU. • Extensive and long-term cooperation with industry and the public sector. • International overlap of research, large number of high quality research projects.
W:	<ul style="list-style-type: none"> • Still insufficient commercialisation of applied research results. • Lack of staff capacity to further expand and improve the quality of support services for researchers and students in the area of R&D&I. • Limited spatial conditions for further development of the Dejvice campus, high financial requirements for maintaining and improving the research infrastructure in chemical, technical and natural sciences.
O:	<ul style="list-style-type: none"> • Potential to be a quality, internationally competitive research university and a recognised partner of top international research institutes. • Increased interest in cooperation from the application sphere. <p>Improvement of the system of intellectual property protection at UCT Prague, increase of revenues from the commercialization of research and development results.</p>
T:	<ul style="list-style-type: none"> • Difficult financing of research directions that are not included in the strategic documents of the Czech Republic (RIS3). • Inability to retain top researchers due to the fact that UCT Prague will not be able to provide financial conditions comparable to its competitors. • Insufficient capacity/know-how to capture all opportunities for commercialisation of results in a timely manner. • Low volume of funding, high competition and low success rate not only in prestigious (ERC, MSCA, FET) but also in standard (GAČR, TAČR) grant competitions.

Operational objective guarantor: Vice-Rector for Science and Research

Measure: Taking into account societal needs at national and global level in the research priorities of UCT Prague (O_30)

- **Supporting the relevance of research at UCT Prague:** In accordance with the national R&D&I strategy, UCT Prague will actively respond to current societal challenges and needs (National RIS3 strategy, SDGs, Country for the Future), it will support long-term cooperation with partners from industry, as well as state and public administration, to address research topics with high societal relevance, such as environmental protection, nuclear waste disposal, hydrogen technology, energy storage, waste recycling (in accordance with the European Green Deal policy), healthcare, protection of national cultural heritage, etc. Cooperation should lead not only to high quality basic and applied research, but also to the training of promising young scientists (postdocs). An example is the support for the preparation and implementation of the following collaborative projects with the application sphere:
 - Centre for Advanced Mechanical and Chemical Processes in cooperation with Lafarge Cement in Čížkovice and ČEZ to test new environmentally friendly cement and metallurgical technologies.
 - The Parc Centre for Applied Pharmaceutical Research, which successfully links the research collaboration of UCT Prague, the Faculty of Science of the Charles University and the Institute of Applied Pharmaceutical Sciences with Zentiva to accelerate the process of innovation in drug research and development.
 - Cooperation within the Unipetrol Group with the UniCRE research and education centre in the field of chemical safety, petrochemistry and polymers, alternative motor fuels, hydrogen technology and environmental protection.

We will continue to establish and support prospective cooperation with small and medium-sized enterprises in Prague and other regions, while making maximum use of the potential of the Kralupy Technopark and the know-how of the faculties. In terms of the possibility of cooperation across the university, the issue of circular economy is very promising, where UCT Prague will initiate the establishment of specialized platforms and innovation clusters (chemical use of carbon, processing of construction and metal-bearing waste) at the national level.

Provided by: faculties, Technopark Kralupy.

- **Cooperation with the commercial sphere and technology transfer:** The aim of the prepared strategy for strengthening technology transfer is to contribute to faster, more flexible and safer setting up of cooperation at UCT Prague with the commercial sphere. With the help of internal technology scouts, partners in the application sphere will continue to be systematically searched for, the emerging results of the scientific research teams at UCT Prague will be monitored and their application potential and the possibilities of successful commercial use will be assessed. A fund will be established and maintained at an appropriate level to cover the costs associated with the protection of intellectual property. Further training of academic and scientific staff and students of UCT Prague in the field of commercialization of intellectual property will be implemented. The range of courses and seminars specializing in this issue will be expanded in cooperation with UCT Prague's CCC and the Department of LLE. In the future, the Technology Transfer Department of UCT Prague will remain an active cooperating member of the organization "Transfera", the transfer office of Czech universities and colleges. Promotion of the services of the Technology Transfer Department and gaining the trust of the employees and students of UCT will be carried out using appropriate internal communication tools in cooperation with the Communication Department. A commercial company VŠCHT-Enterprise s.r.o. will be established, and will be fully owned by UCT Prague, focussing on the implementation of one-off production activities and distribution/sales of small-tonnage products with high added

value, with the aim of supporting product market entry and marketing activities. The ideas for production will be primarily come from the workplaces of UCT Prague as a result of its own research activities. The rapid implementation of small-scale production and commercial sale of products which enables a fast feedback between research/development and market needs, will be an indication for further direction of research activities and will be a source of other project ideas.

Provided by: The Technology Transfer Department, Technopark Kralupy.

- **Laboratories for excellent research and strengthening research infrastructure:** Excellence research at UCT Prague will be supported by the construction of laboratories and necessary facilities that will be available to researchers receiving grants for excellent research (e.g. ERC, EIC, EXPRO, H2020, etc.) from among the employees of UCT Prague and top scientists coming from the external environment.
- **Efficient use and sharing of instrumentation:** Gradually, the instrumentation and technological equipment for science and research will be modernized in all units of the university, with the aim of further strengthening the competitiveness and excellence in the areas of basic and applied research carried out at UCT Prague. In particular, support will be provided for the purchase of instrumentation that can be shared and used effectively between the individual parts of the university, e.g. within the Central Laboratories, which should not only provide quality services of a research nature, but should also become a centre of innovation and development in selected areas of chemical analysis and evaluation of materials.

Provided by: The Department of Operational and Technical Services (construction), Faculty, Central Laboratories (instrumentation), Computer Centre (IT equipment).

For more detailed information, see the Plan of Investment Activities of UCT Prague for the years 2021-2030, which is an integral annex to this document (Annex 1).

Sources of funding: EU funds (OP RDE, OP JAK, OP TAC, OP FST, Horizon Europe 2021-2027), own resources, programme funding of the Ministry of Education.

Indicator: New laboratory space for excellent research (m ²)	
Default state 2020: 0	Target state 2025: 400
Indicator: Investment funds for instrumentation renewal (CZK; 3 year moving average)	
Default state 2020: CZK 147.5 million.	Target state 2025: CZK 170 million.

Operational objective: Development of international cooperation in the field of R&D&I (MoE SI2021+: 4D+)

UCT Prague has long been expanding its international cooperation in science and research with European and non-European institutions. A strong point is the relatively high involvement of leading scientists of UCT Prague in international scientific projects compared to other research institutions. Young researchers at UCT Prague are also motivated to participate in international mobility, establish new partnerships and join prestigious international consortium projects. Internal initiation grants are announced to attract new high quality researchers with previous international experience. Despite the increasing organizational, administrative and financial support from UCT Prague, significant differences persist between the individual departments, especially in openness and approach to sending/receiving scientists to/from abroad, which is related to the relatively high workload of academic staff within the framework of routine activities and sometimes with differing levels of language proficiency. In the selection of new academic staff, as well as in the evaluation of

academic staff it will be necessary to take even more account of their foreign experience and to reflect it in the remuneration system so that UCT Prague can attract and retain quality employees in competition with other research organisations on the labour market.

S:	<ul style="list-style-type: none"> • Intensive involvement of scientists and researchers in the international research area. • Systematic support for searching for mobility and grant opportunities. • Internally funded initiation grants for young scientists with international experience.
W:	<ul style="list-style-type: none"> • Large differences between the departments of UCT Prague in openness and approach to sending/receiving scientists from abroad. • Still insufficient language skills of some academic staff negatively affecting their abilities regarding international cooperation.
O:	<ul style="list-style-type: none"> • Experience abroad taken into account in the evaluation and selection of staff. • Implementation of language courses for employees of UCT Prague.
T:	<ul style="list-style-type: none"> • Limited interest of excellent, experienced researchers with experience abroad, competition from foreign institutions offering higher prestige and higher salaries.

Operational objective guarantor: Vice-Rector for Science and Research

Measure: Organisational support for international mobility of academic and non-academic staff - consultancy, administration (O_31)

Organisational support for R&D&I mobility: Strengthening of the central service units at the rectorate level providing administrative and advisory support for the implementation of foreign mobility of academic and scientific staff at UCT Prague. Part of the agenda related to the administration of mobility projects will be taken over by the newly established Project Centre; *synergy with the operational objective "Support for the development of professional apparatuses providing support services for academic staff and the operation of UCT Prague" (PC 6).*

Provided by the Foreign Affairs Department, Science and Research Department.

Sources of funding: own resources

Measure: Increase the proportion of academic and non-academic staff with foreign experience (O_32)

Recruiting academic and non-academic staff with international experience: As part of the implementation of the HRS4R principles, previous study or intern experience abroad or other significant professional work experience abroad will be systematically integrated into the transparent selection of researchers as one of the evaluation criteria. In the form of internal initiation projects funded by the Dagmar Procházková Fund, support will continue for young academics with international experience, who are expected to connect their future professional career with UCT Prague.

Provided by: The Personnel Department, Faculty, Department of Science and Research.

Sources of funding: own resources, DKRVO

Measure: Obtaining special-purpose R&D&I support from international sources (O_33)

Support for participation in international R&D&I collaborative projects: UCT Prague will build on the current high level of support for the involvement of its scientists in international R&D&I projects and will continue to expand and improve it. Intensive support for "first-time applicants" to join international consortium projects will continue through the "incentive scheme to support new investigators to join international research and innovation projects". The newly established Project Centre (see PC6) will take over the agenda related to the involvement in international projects and

their administration.

Provided by: The Department of Science and Research.

Sources of funding: own resources, DKRVO, grants from other providers

Indicator: Increasing the number of initiation grants from the Dagmar Procházková Fund	
Default state 2020: 2	Target state 2025: 4
Indicator: Involvement in international networks/clusters of prestigious European technical universities	
Default state 2020: 0	Target state 2025: 2

Operational objective: Popularization of natural sciences and results of creative activities of UCT Prague (MoE SI2021+: other priority objectives II. 10)

Active promotion and popularization of technical and natural science disciplines is an integral part of the mission of UCT Prague and is one of its long-term strategic priorities. To reach the general public, including potential groups of future students or applicants for education, many years of know-how based on a comprehensible and interactive form of popularization and promotion of science and the results of creative activity is used. Popularisation and promotion is targeted mainly at the areas of interest of UCT Prague, taking advantage of the very good existing relationships with relevant cooperating institutions. For further development and improvement of popularisation and promotion, new sources of funding will have to be sought, either from domestic or foreign development projects or from cooperation with the commercial sphere. Successful graduates of UCT Prague and examples of good practice from abroad will be used to a much greater extent for popularization and promotion activities. Cooperation within the Association of Research Universities and membership in Learned Societies will also be used effectively. In order to further increase the effectiveness of the work in the field of promotion and popularization of science and research at UCT Prague, it is essential to acquire a professional with expertise in audiovisual production.

S:	<ul style="list-style-type: none"> • Long standing know-how in the field of promotion/popularization of science and research. • There are a number of functional, proven and successful popularization projects available. • UCT Prague is a respected partner in the popularization and promotion of science. • Promotion of science and research is a long-term strategic priority of UCT Prague.
W:	<ul style="list-style-type: none"> • Implementation of promotion/popularization events depends on PhD students • Still low effectiveness of cooperation with the corporate sector in popularization events. • Absence of a professional with AV expertise. • Little experience with the international market in the field of science popularization.
O:	<ul style="list-style-type: none"> • Increased funding for the popularization of engineering and science, both from public and private sources. • The opportunity to make greater use of successful graduates for the popularisation of science and research. Use of existing international cooperation for popularization events abroad too.

- T:
- Shortage of professionals and high wage demands in professions with AV expertise.
 - Rising costs associated with the popularisation of science in the mass media.
 - Over-saturation of the Czech market with a large number of popularization events.

Operational goal guarantors: vice-rector for external relations and communication, vice-rector for science and research, vice-rector for pedagogy

Measure: Popularisation of science with an emphasis on chemistry (O_34)

Popularization of the results of creative activities of UCT Prague: In accordance with the mission of the UCT Prague as a quality research university, the popularization of its own interesting and valuable results of creative activities will be implemented in a comprehensible and clear form for the general public, with partial emphasis on the target group of primary and secondary school students as potential applicants for study at UCT Prague:

- Existing successful popularization projects will be implemented and innovated (Night of Scientists, The World (is) Chemistry Photo Contest, ChemQuest, Youth Academy, Science Festival, etc.). At the same time, new possibilities and forms of addressing the public will be sought - in cooperation with schools, municipalities, regions, state administration, but also the corporate sector, the Association of the Chemical Industry, the Association of Industry and Trade, etc. The aim will be to implement popularization activities, if possible, in a personal, physical way, as direct interaction with the recipient of the message is always crucial.
- The development of popularization and communication skills of students and employees of UCT Prague will also be supported with a focus on the general public. UCT Prague will also participate in selected popularization events organized by third parties and opportunities will be sought to participate in targeted promotional and marketing events popularizing science and technology also at the international (Central European or pan-European) level.
- Consistent monitoring of results of creative activities, their processing into press releases and contributions to the university website and social media profiles will be carried out, with maximum emphasis on up-to-date forms of processing (audiovisual form). Selected topics will now be communicated to the public in the form of podcasts. The possibilities of so-called gamification of scientific content and the use of virtual reality elements will be examined. The preparation of consumer-oriented microsites has great potential. UCT Prague will want to extend the reach of the described activities beyond the borders of the Czech Republic by publishing papers in English on international platforms and forums.
- UCT Prague will contribute to the promotion of science, research and higher education in the Czech Republic by active media appearances, participation in national and international conferences, organization of professional summer schools, workshops, etc. Information centres in the Technopark Kralupy and in the University Centres of UTC Prague - FS ČVUT - ORLEN Unipetrol in Litvínov, as well as websites and social networks will be used to promote the results of science and research and chemical and other technical and natural science disciplines in general for the general public.

Provided by: The Department of Communication, The Department of Science and Research, The Department of Teaching and Humanities.

Funding sources: IP/SMSP(funding implemented within the framework of the so-called Other Priority Objectives of University's Strategic Plan), own resources, sponsor donations, CDP.

Indicator: Number of popularization events per year	
Default state 2020: 8	Target state 2025: 10

Indicator: Number of new popularization projects (1 per 2 years)	
Default state 2020: N/A	Target state 2025: 2

Priority objective 5: Capacity building for strategic management of higher education

Operational objective: Implementation of strategic priorities at UCT Prague (MoE SI2021+: 5A)

UCT Prague has long benefited from being a relatively small, primarily research-oriented technical university with four very close faculties focused on chemical, technological, engineering, materials, biochemical, biotechnological, pharmaceutical and food disciplines. In 2020, the areas of expertise were expanded to include economics. It is the size and disciplinary affinity that positively translates into faster and easier agreement across the university and easier consensus-building on key strategic priorities, and consequently easier implementation of innovations related to the strategic management of the institution. In order to finance measures to support strategic priorities of school-wide importance, UCT Prague plans to use all available financial resources, including contributions from the development programmes of the Ministry of Education and the ESIF funds enabling the financing of longer-term systemic projects in the field of educational activities, university management or the implementation of a third role. A number of strategic activities with a focus on meeting the priorities in accordance with the Strategic Plan and its annual implementation plans will continue to be financed or co-financed by UCT Prague from its own resources, e.g. implementation of innovative pedagogical projects within the internal grant competition (PIGA), promotion and popularization of technical and natural science disciplines, support of young scientists.

S:	<ul style="list-style-type: none"> The compactness of the university makes it easier to agree/collaborate on defining and implementing priorities with an institutional impact. The funds of the MoE for strategic development are predominantly used to support activities of university-wide importance. Motivation of staff/students to generate innovation in teaching and support services to improve the quality of university activities. For the strategic development of UCT Prague, it can also use the revenues from its complementary activities.
W:	<ul style="list-style-type: none"> Due to the size of the university there is a limited subsidy for strategic development from the MoE, which allows funding only for smaller projects.
O:	<ul style="list-style-type: none"> The SMSP will enable long-term stable financing of strategic activities until the end of 2025. External evaluation of the SI will allow assessment of the impact of the implemented measures on the quality change, an important source of information for the evaluation of the quality of the university's activities.
T:	<ul style="list-style-type: none"> Changes in the external environment may lead to changes in the funding requirements for strategic priorities (e.g. it is not yet clear from the OP JAK what can be funded and from when). It is not possible to reliably guarantee the acquisition of additional public resources for financing strategic priorities (e.g. from OP JAK).

Guarantee of the operational objective: the Rector, the Vice-Rector for Strategy and Development.

Measure: Evaluation of the Implementation of the Strategic Plan of UCT Prague (O_35)

Evaluation of the implementation of the Strategic Plan: UCT Prague will carry out ongoing, annual evaluation of the implementation of the Strategic Plan, based on the evaluation of the interim values of indicators set at the level of individual operational objectives. This evaluation will be part of the internal quality assessment of the activities at UCT Prague and will be reported as an annex to the Internal Quality Assessment Report or its annual Supplement. In order to ensure external evaluation of the implementation of the Strategic Plan 2021+, UCT Prague plans to approach foreign experts, including existing members of the International Evaluation Panel of Evaluators created for the evaluation of R&D&I activities according to the Methodology 2017+. This international evaluation and advisory panel will be suitably supplemented by representatives of selected employers of our graduates, i.e. representatives of the CAS, the Association of the Chemical Industry of the Czech Republic, the Federation of the Food and Drink Industries of the Czech Republic and possibly other relevant evaluators who can professionally assess the quality of activities implemented at the public technical university. An interim evaluation by an external panel is tentatively planned for 2024 at the latest. The evaluation report will be a stimulus for continuous improvement of the quality of activities at UCT Prague and preparation of the Strategic Plan for the period from 2026. In the longer term, UCT Prague is considering supplementing the above mentioned (regular) evaluation by its own external panel also with a lower frequency evaluation provided within the Institutional Evaluation Programme (IEP) under the European University Association (EUA), or by using the consulting services of the European Chemistry Thematic Network Association (ECTN) or "ranking" agencies (e.g. QS, THE) according to the analysis of benefits and costs, depending on the choice of the evaluator.

Provided by: The Strategy and Development Department.

Sources of funding: own resources, SMSP.

Indicator: External Evaluation of the Implementation of the Strategic Plan of UCT Prague	
Default state 2020: NO	Target state 2025: YES

Operational objective: Strengthening of strategic management at UCT Prague (MoE SI2021: 5B)

In 2019, UCT Prague was granted institutional accreditation, which on the one hand proves that the university has a well-established system of quality assurance and evaluation not only in the field of education and scientific research, but also in supporting related activities, such as economics, human resources or project support. On the other hand, institutional accreditation is a major commitment to the continuous improvement of the quality of strategic management at all levels of university management. An important role in this will be played by the quality of information systems and their ability to provide appropriately structured information, and above all by the human factor - the ability of managers, as well as members of self-governing academic bodies, to analyse data effectively, to propose realistic strategic objectives and specific measures for their implementation, to choose appropriate control indicators and to evaluate the impact of implemented strategies correctly, at appropriate intervals. The issue of strategic management in the university environment has become so complex that it requires some form of systematic education or at least professional training. In the case of academic self-governing bodies, it will be advisable to further strengthen their information support and improve their service facilities at UCT Prague. Important feedback is provided by independent external evaluation of the quality of basic activities and the level of strategic management, which is still very limited at UCT Prague. Therefore, one of the measures will be the introduction of regular external evaluation of the strategic agenda (see *Operational Objective 5A "Implementation of strategic priorities at UCT Prague"*).

S:	<ul style="list-style-type: none"> • Active interest of the members of the academic community in the activities of the academic senates (faculty and university-wide), high participation of senators in the meetings. • Good information support from the academic senates and the board of trustees from the school management and faculties related to the discussion/approval of strategic issues.
W:	<ul style="list-style-type: none"> • Lack of human resource capacity for HW and SW sustainability and internal IS development. • Insufficient spatial capacity for the facilities of academic senates. • High workload of academic staff holding leadership/decision-making positions at the faculty or university-wide level. • The use of external evaluation of the strategic agenda is still very limited.
O:	<ul style="list-style-type: none"> • Systematically improve the flow of information between both the faculty and university-wide academic senates, and between the university-wide academic senate and the board of trustees. • Increasing motivation to serve as a member of the Academic Senate.
T:	<ul style="list-style-type: none"> • Increase in administration and bureaucracy associated with strategic management, loss of activity. • Increasing passivity of the academic community and its unwillingness to implement strategic measures, prevalence of formality.

Guarantee of the operational objective: the Rector, the Vice-Rector for Strategy and Development.

Measure: Developing internal capacity for strategic management (O_36)

Strengthening internal capacity for strategic management: Close cooperation will be developed between the Quality Assessment Department and the Strategy and Development Department in the continuous evaluation of the quality of the activities of UCT Prague and in the planning of quality improvement measures within the annual implementation plans of the Strategic Plan. Attention will be paid to the preparation of quality documents for international university rankings (QS, THE) with the aim of maintaining and strengthening the university's position in selected world rankings, both general (ranking among the world's top 500 universities) and sectoral, with an emphasis on improvement in the field of chemistry and chemical engineering (ranking among the top 100 world/European universities). Training will be provided to selected senior management of the university and its units in the development and evaluation of strategies in higher education. Internal information systems providing data for quality assessment and strategic management of the university will be rationalised (in terms of the amount of sub-data, emphasis will be placed on data aggregation). On the basis of the audit of the existing information systems, their development in terms of HW, SW and personnel support will be optimized in order to increase the yield of relevant data for reporting and to improve the analysis of available data. The aim is to strengthen informed strategic management and decision-making based on reliable internal data, compatible with external datasets and analyses (e.g. SciVal in R&D).

Provided by: Strategy and Development Department, Quality Assessment Department, CIS, Computer Centre.

Sources of funding: own resources, EU funds (OP JAK), SMSP.

Measure: Implementation of a responsible purchasing strategy at UCT Prague (O_37)

Strategy for Socially Responsible Public Procurement (SRPP): The aim of the measure is to set up basic rules and internal processes in the organisation that will help UCT Prague to gradually achieve a state where public procurement will be carried out in a socially responsible manner, i.e. with maximum positive impact on society, the economy and the environment, while emphasising the highest possible quality of the requested performance for the spent financial resources. UCT Prague

will strive to find tools for measuring and evaluating the impact of responsible purchasing and will subject the adopted strategy to continuous evaluation at regular three-year intervals (the strategy is currently prepared for the period 2021 - 2023). In particular, the university intends to place a strong emphasis on:

- promoting environmentally friendly and circular solutions to reduce negative environmental impacts,
- respect for human rights in supply chains and the promotion of decent working conditions for those involved in public procurement,
- support for small and medium sized enterprises participating in public procurement,
- support for people who are long-term disadvantaged on the labour market through their employment in public procurement,
- creating demand for fairtrade products,
- creating demand for innovative solutions.

For this purpose, the internal regulations will be modified, and methodological guidelines and training for the employees of UCT Prague will be prepared. The SSOVZ Strategy is fully in line with the Strategic Framework for Sustainable Development of the Czech Republic, Resolution of the Government of the Czech Republic No. 75 (25. 01. 2017) and No. 531 (24. 07. 134/2016 Coll., on public procurement, as amended.

Provided by: The Bursar, Faculty, The Procurement Department.

Sources of funding: own resources.

Measure: Development of internal mechanisms for the distribution of funds and remuneration of academic staff (O_38)

Allocation of funds and remuneration: New options will be sought to adjust the current system of resource allocation to the school components, taking into account the new priorities within the Strategic Plan 2021+ and the recommendations proposed by the international evaluation and advisory panel, or other external reviews and analyses. If necessary, the parameters of the calculation algorithm will be adjusted using internal and comparative external data. The adjustments will concern only the system of division of financial resources at the school level, within the individual faculties of UCT Prague an independent division of resources will be maintained reflecting their differences and specific missions. The mechanism of resource allocation within the institution and its constituent parts will be transparently communicated to the academic community. At the level of the internal information systems of the university, relevant data and information support for senior staff will be provided, with the possibility of individual creation of exported reports (IS MIS). Senior staff will be offered the opportunity for external professional training aimed at improving management performance and rational strategic decision-making. In order to improve the stabilization of human resources, UCT Prague will strive to strengthen the components of salaries while maintaining the motivational role of variable salary components based on transparent criteria for evaluating employee performance.

Provided by: rector, deans, The Personnel Department, The Economic Department, The Computer Centre.

Funding sources: SMSP, own resources, EU funds (OP JAK).

Measure: Support for academic self-governing bodies (O_39)

- **Support for Academic Senates:** UCT Prague will support the activities of the university-wide and faculty academic senates by improving the spatial facilities of these self-governing bodies, including providing facilities for student representatives in the senates (office space, meeting room) at the Dejvice Campus. The technical and software support for in person, online and hybrid

meetings of the Academic Senates will continue to be developed. Especially with regard to various crisis situations (e.g. the COVID-19 pandemic), which make it impossible to hold meetings in person, the distance electronic method of holding elections to the Academic Senates, which has a long tradition at UCT Prague, will be supported. The aim will be that all the accompanying processes, such as nominations, candidate proposals and their communication with the electoral commissions, will be carried out within one electronic system. Communication between both faculty and university-wide academic senates and the members of the Council of Universities will also be strengthened, both by setting up a system for the easy operational sharing of documents, experience and information, as well as through off-site meetings and regular on-line meetings (videoconferences). An effort will be made to motivate the academic community to take a greater interest in membership and active work in academic senates by, for example, paying an appropriate financial reward for the function performed. This form of incentive support will be subjected to a broad discussion in the academic community, on the basis of which transparent rules will be established and adopted so that the system and amount of remuneration of members and officers of academic senates will be independent of the current leadership of the university and its faculties.

Provided by: the Rector, Deans, the President of the Academic Senate, the Personnel Department, the Computer Centre.

- **Support from the Board of Trustees:** An electronic information platform will be created to easily and clearly provide relevant information to the members of the Board of Trustees (BoT) of UCT Prague about the activities and activities of the school important for their informed decision-making. This information platform will ensure the sharing of relevant documents with other bodies of UCT Prague (AS, VR, KR). Technical and software support will be provided for distance forms of BoT meetings and for the communication of the BoT Chair with the BoT Secretary and the university management.

Provided by: The Rector, The Chancellor, The Computer Centre, CIS.

Sources of funding: own resources, SMSP

Measure: Development of cooperation, coordination and common identity within UCT Prague (O_40)

Internal cooperation, coordination and identity support with UCT Prague: Regular meetings of the staff of the Rector's Office and faculty deaneries will support the development of cooperation and the sharing of information and examples of good practice. At the level of heads of departments of the Rector's Office and secretaries of faculties, current topics crucial for the development of the university as a whole will be discussed, taking into account the specific needs of faculties, and effective ways for their implementation will also be sought. Potential ideas and suggestions for improving the organisation of work and management methods arising from these meetings will be used as a source of valuable input for strategic decision-making by the senior management of the university. It has become a tradition for the Rector to hold regular annual meetings with the academic community, at which the results of the most recent period and priority tasks for the following year in individual areas of the activities of UCT Prague are presented. Existing and new communication channels, both in Czech and English, will be developed for effective internal communication within UCT Prague, for sharing a wide range of information and obtaining regular feedback on the functioning of the university. These communication channels will be further used for sharing good practices of individual departments, for strengthening the common identity and brand of UCT Prague and also for external communication. The activities of the Alumni Club will be supported organizationally and financially as an important organization for obtaining feedback from alumni and for increasing the visibility and social prestige of UCT Prague.

Provided by: Department of Strategy and Development, Chancellor, Department of Communication.

Funding sources: IP/SMSP, own resources

Indicator: Internal document specifying the incentive support for serving as a Senator		
Default state 2020:	NO	Target state 2025: YES
Indicator: Electronic information platform for providing information to the academic self-government bodies of UCT Prague		
Default state 2020:	NO	Target state 2025: YES

Operational objective: Promoting cooperation and exchange of experience between universities and capacity development for strategic management at national level (MoE SI2021+: 5C+

UCT Prague is very active in representing the university - in the Czech Rectors Conference (CRC) and the Council of Higher Education Institutions (CHEI), in the Bursars' Club and in a number of university professional associations. Its experts participate in the work of a number of working and advisory groups of the Ministry of Education and other state administration bodies and are active in the development of national strategies. UCT Prague is a valid member of the Association of Research Universities and the Association of Technical Universities. UCT Prague is also actively involved in the Centralized Development Programme of the Ministry of Education supporting cooperation of public universities in solving larger projects of a systemic nature in the format of participation of 18+ research entities.

S:	<ul style="list-style-type: none"> UCT Prague is represented in the leading positions of the CRC and CHEI. Experts of UCT Prague participate in the design and management of national system projects with impact on the national R&D community (CzechELib, NCIP VaVal). The know-how of CDP 18+ projects is used in the regular activities of UCT Prague.
W:	<ul style="list-style-type: none"> There is not always a consensus among HEIs on a number of issues.
O:	<ul style="list-style-type: none"> A unified approach by most/all HEIs would enable much more effective dealings with government and enforcement of requirements.
T:	<ul style="list-style-type: none"> Due to the worsening economic situation, stagnating budgets and the struggle for students, meeting the HEIs' own needs will take priority over open communication and cooperation.

Guarantee of the operational objective: the Rector, the Vice-Rector for Strategy and Development.

Measure: Strengthening cooperation and sharing of good practice between HEIs (O_41)

Cooperation of HEIs: UCT Prague will actively participate in the projects of the Centralized Development Programme of the Ministry of Education in relevant topics with the aim of sharing good practice and creating common practices and standards that will strengthen the position of public universities in the Czech Republic. UCT Prague will submit suggestions to the CRC and CHEI for negotiations with the state administration for the benefit of higher education in the Czech Republic. It will be a leader in open science and open data policy in R&D&I in the context of collaboration and sharing of good practice across the higher education sector. It will continue to be active in the Association of Research Universities and the Association of Technical Universities.

Provided by: the Rector, Vice-Rectors, CIS.

Funding sources: CDP, own sources.

Indicator:	Number of regular participation of UCT Prague in CDP projects of type 18+ (MoE)		
Default state 2020:	6	Target state 2025:	min. 8

Operational objective: Strengthening of strategic human resources management at UCT Prague (MoE SI2021+: 5D+

Human resources management at UCT Prague is centrally provided by the Rector's Office in terms of organisation, administration and methodology. The evaluation and remuneration of faculty staff is fully within the competence of the faculties. UCT Prague already offers its employees a number of benefits, both monetary and non-monetary (flexible working hours, working from home, meal allowance, pension contribution, incentive bank programme, support services of the Zkumavka Children's Crèche, educational courses, foreign mobility, relaxation exercises, accommodation in recreational facilities, own GP's surgery). The further development of the benefits system should therefore take more account of the needs of combining personal life and professional career and motivational incentives for the career growth of employees. Although the system of evaluation of academic staff at faculties respects the specifics of faculties, these are not always sufficiently formalised and described in a systematic way. The created MIS application "Employee Profile", which aggregates the information needed for the evaluation of academic staff, does not yet provide fully-fledged data support from internal information systems. As at most other universities, the composition of the salary, with a low proportion of tariff components and a high proportion of non-tax motivation variable components, does not allow to fulfil the stabilising function especially for young academic staff starting out (post-docs), therefore it is necessary to ensure a gradual restructuring of the salary. UCT Prague is generally seeking to transform its internal processes and policies of human resources management in order to strengthen its position as an attractive employer for high-quality foreign researchers and teachers, so that it does not have to rely only on its graduates (threat of so-called inbreeding). It has therefore started the process of obtaining the prestigious HR Award.

S:	<ul style="list-style-type: none"> Existing relatively wide range of employee benefits. Modern HR IS with a wide range of support functions. A unified and centralised HR agenda. The initiation grants from the Dagmar Procházková Fund enable the recruitment of high quality young researchers with foreign experience outside of UCT Prague.
W:	<ul style="list-style-type: none"> Due to the multiple increase in the HR agenda in response to the requirements of grant providers and labour legislation in general, there is a lack of staff capacity to support the staff appraisal and development agenda. There is no systemic link between staff appraisal and remuneration within internal documents and IS. Inadequate centralised management of staff and student identities (IDM) in IT systems. Still low level of digitisation and electronic circulation of documents. The composition of the salary components is not suitable in terms of fulfilling the stabilisation function (tariffs are too low).
O:	<ul style="list-style-type: none"> Winning the HR Award will strengthen the position of UCT Prague as an attractive employer for foreign scientists. The expansion of employee benefits will increase the attractiveness of employment at UCT Prague.

- T:
- Further increase in the administrative burden associated with the personnel agenda with negative impacts on both academic staff and staff providing payroll and personnel agenda.
 - Quality employees will leave if they cannot be sufficiently motivated to work for the benefit of UCT Prague.

Guarantor of the operational objective: the Rector, the Bursar, the Vice-Rector for Strategy and Development.

Measure: Strengthening human resources capacities (O_42)

Staff development and employee care: Appropriate measures in the area of human resources will be sought and gradually implemented to attract and retain quality teachers, researchers and staff in administration and support services, e.g. measures resulting from the HR Award Action Plan or from negotiations with the university trade union (collective agreement). The aim is to provide a complete information service for all employees, i.e. easily accessible and comprehensible information in the field of personnel development and employee care, including information in English. Based on the results of the surveyed employees of UCT Prague, the offer of existing employee benefits, both monetary and non-monetary, will be modified, including the implementation of a system of employee training (using online tools) to support career growth or the expansion of the range of services for parents caring for children, which will make it easier to balance personal life and professional career. The system of care for the mental health of employees will also be developed in the form of expert consultations or thematic seminars. The quality of the staff development system and the care offered to staff will be continuously evaluated based on feedback from staff and benchmarking with other comparable institutions.

Provided by: The Personnel Department, The UCT Prague GP.

Funding sources: SMSP, own resources

Measure: Preventing academic “inbreeding” (O_43)

Measures against inbreeding: Based on the experience of other universities, the obligation to obtain at least a minimum of foreign professional experience (taking into account exceptions worthy of special consideration) for those graduates of UCT Prague who would like to continue their professional career at their alma mater can be considered an effective measure against so-called academic inbreeding. The proposal for this measure will first be discussed in the academic community and, in the event of its positive acceptance, subsequently anchored in internal documents. Recruitment procedures for selected academic and scientific staff positions will be advertised in a way that allows effective outreach to non-academic candidates, including those from abroad. Cooperation with foreign universities or scientific research institutions will be used for targeted outreach to potential candidates for the new employee selection procedures. The academic community will also first discuss and then set the conditions supporting the use of creative sabbaticals at UCT Prague.

Provided by: the Faculty, The Personnel Department, The Department for Science and Research, The International Relations Department.

Sources of funding: own resources.

Measure: Remuneration of academic staff in relation to results and quality of activities (O_44)

Support for IS staff appraisal: A quality data and information base will be provided for regular evaluation of academic staff through the MIS module "Employee Profile", which will provide managers with relevant aggregated data for evaluating the performance of academic staff in terms

of their involvement in educational and creative activities and in terms of the activities of the so-called third role of universities. The outputs of the "Employee Profile" module can be used to set up a transparent system of rewarding employees according to their performance. Methodological guidelines for the staff appraisal process will be developed for both the appraisers (managers) and those being appraised. The aim is to minimize the administrative burden associated with the evaluation process and to strengthen its motivational role as a tool for career development of academic staff. UCT Prague will also continue the traditional recognition of the contribution of employees to the university in various areas of their professional life in the form of annual Rector's Awards for the best teachers, scientists and technical and economic staff.

Provided by: The Personnel Department, Rector's Secretariat, The Communication Department.

Funding sources: IP/SMSP.

Measure: Implementation of HRS4R principles - obtaining and maintaining the HR Award (O_45)

Implementation of HRS4R principles: An internal analytical and evaluation process will be completed in order to apply for and receive the HR Award awarded by the European Commission to research organisations whose HR policy respects the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. If UCT Prague wins this prestigious award, the approved Action Plan will be gradually implemented (2 years) into internal management systems and revised in regular cycles (3 years). Specifically, measures can be expected to be implemented in the following areas:

- **Equal access to R&D&I workers from abroad:** It will be necessary to ensure that all relevant documents in the field of human resources management are available in English. It will be necessary to modify the general rules of the selection procedures at UCT Prague so that they now include proof of experience with foreign mobility. It will also be necessary to ensure the possibility of using internal information systems intended for users among staff and students in English language versions.
- **Human resources, selection and working conditions of R&D&I staff:** It will be necessary to revise the current internal documents and methodology for selection procedures in line with the Code of Conduct for the Recruitment of Researchers (EUR-Lex-32005H0251), to systematically guarantee the balance of selection panels. The newly created Welcome Centre will greatly facilitate the adaptation process of new foreign employees. Mentoring and guidance services for new early career researchers will also need to be strengthened and developed, including in English language. In order to strengthen expertise and promote career growth in R&D&I, a system of seminars and training covering intellectual property rights and copyright protection, communication and management skills will need to be designed and implemented.

Provided by: The Personnel Department, The Science and Research Department, The technology Transfer Department, Faculty, CCC.

Funding sources: IP/SMSP, own resources, EU funds (OP JAK).

Indicator: Obtaining and maintaining the HR Award for UCT Prague	
Default state 2020: NO	Target state 2025: YES

Priority objective 6: Reduce the administrative burden on university staff so that they can focus on their professional work

Operational objective: Simplifying the transfer of information to public administration and improving the availability and circulation of information through the continued digitisation of agendas (MoE SI2021+: 6A)

At UCT Prague, data from various areas of the university's activities are systematically collected at different levels of the institution. Many of these data are absolutely necessary for the preparation of various analyses and reports related to the evaluation of the quality of individual activities of the university. For reporting purposes, automated superstructures are created that obtain the necessary data from various internal information systems. Unfortunately, there is a lack of sufficient capacity of in-house programmers and data analysts with knowledge of internal IS to create, maintain and develop these modules. Despite this limiting factor, further development of the internal IS application and automated processes for linking data from various databases and information systems (especially for the evaluation of R&D&I results, staff evaluation, evaluation of study programmes, support for accreditation, administrative and study agenda) is absolutely necessary, without quality data strategic management and decision-making are not possible. In the development of digitization and computerization of agendas related to the activities of universities, UCT Prague benefits from the cooperation of higher education institutions in the search for common solutions and procedures, especially with regard to cybersecurity, a single digital gateway and the gradual digitization of all agendas related to the provision of public administration in higher education, all in accordance with the requirements of legislation and the needs of users.

S:	<ul style="list-style-type: none"> • The existence of a large number of IS enabling the collection and storage of large volumes of data and information. • The IS and data management security within the IT infrastructure of UCT Prague is technically and systemically well secured.
W:	<ul style="list-style-type: none"> • There is no possibility of operational setting of "managerial reports", there is no IS connection for effective data reporting for analysis and statistics. • There is insufficient programming capacity (focused on internal IS) to develop and modify software applications within existing IS, and there is a lack of a qualified data analyst.
O:	<ul style="list-style-type: none"> • Extension of existing IS with "smart" SW superstructures will enable more efficient data extraction and reporting. • Joint development of IS applications and modules across multiple universities, which will have a positive impact both in terms of speed of implementation and financial savings.
T:	<ul style="list-style-type: none"> • Further increase in administration and bureaucracy from both external and internal environment, which will paralyse the existing IS and require further large investments in strengthening the IT infrastructure. • The persistent shortage of programmers for the creation, maintenance and qualified use of internal IS superstructures as well as data analysts on the labour market will have a negative impact on the quality and capacity of services provided by the Computing Centre of UCT Prague.

Operational objective guarantor: Vice-Chancellor for Strategy and Development

Measure: Development of information systems, digitisation of agendas (O_46)

- **Development of internal IS to reduce administrative workload:** The acquisition of a new identity management system (IDM) for employees and students as a replacement for the already inadequate and unsustainable existing IS seems to be crucial for the further development of internal information systems at UCT Prague. Furthermore, the gradual optimization and updating of all internal information systems of UCT Prague (personnel, study, financial, managerial) will be continued and, in connection with this, the creation, implementation and qualified use of automated reporting and especially analytical tools and superstructures. The internal IS will be expanded with additional modules supporting electronic circulation of documents in HR, economics, study and project agenda, LLE agenda, etc. Furthermore, the internal SW application will be developed to support accreditation and changes to the SP. Necessary steps (organizational and technical) will be taken to ensure cyber security at UCT Prague.

Provided by: The Computer Centre, CIS, The Personnel Department.

- **Supporting the digital agenda:** A tool will be created for the submission of documents for approval (and publication) at the level of academic self-governing bodies. This system will enable unambiguous identification of the current version, archiving of old versions, setting of accesses and also dating of individual files with regard to their timely submission in connection with the obligation given by the Act on higher education institutions. At present, there is no such system and the submission of documents is based on a shared drive.

Provided by: The Computer Centre.

Sources of funding: own resources, IP, CDP, EU funds (OP JAK).

Indicator: Number of modules for analysis and reporting of data from internal IS	
Default state 2020: 8	Target state 2025: 12

Operational objective: Support for the development of professional apparatuses providing support services for academic staff and university operations (MoE SI2021+: 6C+)

UCT Prague provides most of the support services centrally, at the level of rectorate departments, which guarantees the provision of professional services, the application of uniform procedures and uniform reporting of data from UCT Prague to the state administration and other institutions. However, the analysis and evaluation/use of the collected data as a source of information for effective decision-making and management processes or for project administration will need to be significantly improved. At present, depending on the type and subject focus of the project, it is provided separately from several Rectorate departments and Technopark Kralupy, which have their own different procedures of project agenda administration, which makes the work of project solvers, control of the project agenda from the point of view of the institution and uniform reporting of data for UCT Prague more difficult. The effectiveness of the work of the support service units must be continuously evaluated and improved based on feedback so that it is possible to provide comprehensive services to members of the academic community with a minimum administrative burden. The anticipated positive effect will be to free up the capacity of academic staff to fulfil their pedagogical and creative mission with quality outputs, including the preparation of high-quality projects and thus increase the success rate in obtaining them. UCT Prague invests considerable financial resources in the renewal and modernisation of HW and SW equipment, also with the aim of simplifying the administrative process in general, e.g. by implementing SW superstructures that

enable efficient collection and processing of data from several different information systems.

S:	<ul style="list-style-type: none"> The high centralization of services of service departments, the existence of uniform procedures and rules for all parts of UCT Prague brings an advantage compared to other universities.
W:	<ul style="list-style-type: none"> There is a lack of specialists in the supporting administration, their low representation due to their absence persists, and know-how is retained by individuals. Often, the knowledge of only their own issues and processes in individual support departments and administrative staff limits the comprehensive provision of services to the academic community.
O:	<ul style="list-style-type: none"> It will improve the quality of analysis and evidence for operational and strategic decision-making on the running of the school with positive impacts on the workload of senior management staff at both faculty and university level. Inspiration from good practice elsewhere, including abroad. It will be possible to map, optimize, automate and digitize most of the administrative processes at the university with positive effects on saving human and financial resources. Providing comprehensive services in one place will significantly reduce the administrative burden on the academic community.
T:	<ul style="list-style-type: none"> Further increase in administrative work related to the increase in the number of administrative staff at the Rectorate's workplaces. The supply of administrative support will exceed the demand from the academic community, and maintaining a large number of administrative staff will have a significant impact on the university's budget.

Guarantor of the operational objective: vice-rector for science and research, bursar, rector

Measure: Creation of new centralised support centres (O_47)

Creation of a Project Centre: A centralized "Project Centre" will be newly created at the university level, which will significantly facilitate the work of the researchers from among the employees and students of UCT Prague by providing qualified administrative and information support for a wide range of different types of projects. In this way, the university will be able to increase the capacity of researchers and the number of projects. The services of the Project Centre are focused mainly on active assistance in preparing the budget according to the provider's tender documentation and internal regulations of UTC Prague, on assistance in designing, implementing and reporting the project and on communication with other Rectorate departments that provide support services for the researchers (Personnel Department, Economic Department, Public Procurement Department). The project centre will be anchored in the organisational structure of UCT Prague and will be provided with staff, space and technical support. In addition to the new Project Centre, the support services of other centralised rectorate departments will continue to be actively strengthened and developed, including the provision of qualified data analyses enabling the optimisation of the management and operation of the university.

Provided by: Department of Science and Research, Department of Strategy and Development.

Sources of funding: own resources, IP, EU funds (OP JAK), CDP.

Measure: Promoting capacity sharing in the framework of university cooperation to reduce administration (O_48)

Collaboration between universities to reduce administration: UCT Prague will make maximum use

of the sharing of capacities, experience and good practice of similar universities within the associations of which it is a member (Association of Research Universities, Association of Technical Universities, Community of Chemical Technology Faculties) in order to support mutual cooperation in various areas of activities and, above all, to reduce the administrative burden, e.g. related to the processes of evaluation of research organizations, ensuring foreign mobility, reporting the results of creative activities or evaluation of educational activities within the framework of institutional accreditation.

Provided by: The Computer Centre, The Strategy and Development Department.

Sources of funding: own resources, CDP.

Indicator: Functional Project Centre			
Default state 2020:	NO	Target state 2025:	YES

Internationalisation strategy

Prioritní cíl I 1: Developing global competences of students and staff in higher education

Operační cíl I: Support for language and intercultural training of students and staff of higher education institutions (MoE SI2021+: I1A+)

Creating an attractive environment for studying in English and opening the university to those interested in studying abroad has long been one of the priority strategic goals of UCT Prague. The international environment also has a very positive impact on the success of graduates' careers at home and abroad. The basis of internationalisation is undoubtedly quality foreign language teaching. In the most recent period, we have managed to significantly increase the range of courses taught in English thanks to financial support from the MoE OP RDE project aimed at creating new study programmes accredited in English or double degree study programmes. It is also very positive that the number of experts from abroad who are interested in guest lecturing at UCT Prague and who can make teaching in English more attractive and lively is gradually increasing. However, an obstacle to further expansion and improvement of foreign language teaching at UCT Prague, outgoing mobility and strengthening of the international environment is still the persistent language barrier regarding some students and employees. This operational objective within the framework of internationalisation is closely related to priority objectives 1 and 3 "Competences for life and practice in the 21st century" and "Internationalisation of doctoral studies" respectively.

S:	<ul style="list-style-type: none"> • A gradual increase in the number of courses regularly taught in English, accreditation of double degree study programmes. • A large number of academic staff already speak English at a decent level. • Increasing the number of experts from abroad visiting UCT Prague able to participate in teaching in English.
W:	<ul style="list-style-type: none"> • Some teachers are not willing to teach in English. • Problematic level of English language proficiency of most administrative staff. • Low student interest in intercultural competence courses.
O:	<ul style="list-style-type: none"> • A larger number of Czech students studying in English will allow to increase the effectiveness of teaching foreign language subjects. • Teaching in English has a positive impact on increasing the qualification of Czech students and their finding better employment on the labour market. • Increasing interest from abroad in studying at UCT Prague as a quality research university fully supporting internationalisation.
T:	<ul style="list-style-type: none"> • Small number of international students due to limitations on travel (COVID-19) • The highly competitive environment of the labour market in Prague will offer employees with a good level of English better financial compensation than is within the possibilities of UCT Prague.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Foreign Language as an Integral Part of Study and Work at UCT Prague (O_49)

- **Visiting foreign experts:** UCT Prague will support visiting foreign experts from partner and other important institutions who will be actively involved in educational activities to improve the quality of teaching in a foreign language. The activity will also benefit the development of existing and

the creation of new contacts for future international cooperation in various areas of pedagogical and scientific research.

Provided by: International Relations Department

- **Teaching of subjects in English:** A motivational tool will be proposed to increase the interest of Czech students to choose selected subjects taught in English, e.g. in the form of a bonus in selection procedures for foreign mobility (Erasmus +, UCT Prague MOBI programme, etc.). The range of subjects taught in English will continue to be expanded, both from common core and specialist subjects.

Provided by: faculty, International Relations Department

- **Language courses:** As part of the improvement of language competencies, internal language courses will be offered at UCT Prague to PhD students and employees; *synergy with the operational objective "Development of pedagogical and other competencies for teaching and curriculum development" (PC 1).*

Provided by: The Department of Languages.

Funding sources: IP/SMSP, EU funds (OP JAK).

Opatření I: Development of intercultural competencies (O_50)

Courses for the development of intercultural competencies: Courses or seminars will be provided for students and staff preparing for mobility abroad or for cooperation with foreign partner institutions (e.g. in joint scientific research projects) to introduce them to the cultural environment of these countries, particularly when it comes to non-European destinations.

Provided by: International Relations Department

Sources of funding: own resources, EU funds (OP JAK).

Indicator: Number of supported visits of renowned foreign experts (annually)	
Default state 2020: 3	Target state 2025: 7

Operační cíl I: Development of international mobility of students and staff (MoE SI2021+: I1B+)

UCT Prague has long been an attractive location for inbound mobility of students and staff from abroad, thanks to its high level both scientifically and in terms of research, very high quality laboratory facilities and intensive international cooperation of its departments, and of course also thanks to its location in the capital city of Prague. In recent years, the offer of interesting courses taught in English for incoming students has been expanded and the first course packages have been prepared for outgoing students, eliminating the risk of non-recognition of study obligations fulfilled during foreign mobility and the associated prolongation of studies. New double degree study programmes have also been accredited and are now offered to international students. The International Relations Department has sufficient know-how and in cooperation with the Erasmus Student Club is able to provide quality services to those interested and those already participating in mobility. The experience of recent years shows that the interest in outbound mobility at UCT Prague still does not reach the level usual for foreign universities, while the long-term higher values of inbound mobility at UCT Prague are already encountering administrative limits and capacity constraints regarding the teaching schedule. Supporting international mobility of students and staff in terms of targeting mobility offers and using their various forms and types therefore necessarily requires securing sufficient financial resources from all available sources and eliminating the administrative complexity of the mobility agenda by implementing appropriate tools for

computerisation and digitisation of the whole process.

S:	<ul style="list-style-type: none"> • High-quality offer of attractive courses in English for incoming international students. • A wide range of outgoing mobility, financial support from the MOBI scholarship programme. • Increasing number of incoming international students as part of mobility programmes. • Attractiveness of UCT Prague for international students (research infrastructure, location). • A well-functioning Erasmus student club. • The know-how of the International Relations Department regarding mobility.
W:	<ul style="list-style-type: none"> • Persistent scheduling and space issues for provision of teaching. • Interest in student trips is still not as high as at other universities. • The information value of the website of UCT Prague in English is lower than in Czech language. • Problems with the recognition of study abroad are negatively reflected in the prolongation of studies. • The administrative complexity of arranging a large number of different types of mobility • There is a lack of resources (human, IT and financial) to ensure the full digitalisation of the mobility agenda.
O:	<ul style="list-style-type: none"> • The new double degree study programmes have great potential for further development of mobility. • Expanding the possibilities of funding mobility from various grants. • The implementation of the investment programme at UCT Prague will significantly expand the spatial capacity and improve the conditions for incoming foreign mobility. • University cooperation will streamline the digitalisation and computerisation of the internationalisation agenda.
T:	<ul style="list-style-type: none"> • Risks of long-term significant reduction in physical travel due to the COVID-19 pandemic. • Lack of financial resources for support of mobility from public sources due to the priority implementation of measures to eliminate the damage caused by the COVID-19 pandemic. • The worsening economic situation may lead to increased barriers to mobility for students from socio-economically disadvantaged backgrounds. • Further increase in administration and bureaucracy associated with the internationalisation and mobility agenda, the need for further substantial investment for the introduction of electronic tools.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Targeted offer of international mobility for students and staff (O_51)

- **Web application for mobility search:** UCT Prague will continue to support the two-way mobility of students and staff, mainly within the Erasmus+ programme, but also outside the framework of this programme. It will provide a quality information service to students and employees and a web application for mobility search will be created for better orientation in the various mobility options (mobility seekers will be recommended a suitable type of trip and programme after entering basic preferred mobility parameters).

Provided by: The International Relations Department

- **Course packages for outgoing students:** Cooperation with foreign partner universities to define the so-called course packages that will be equivalent in content and credit intensity to the courses taught in the selected study programmes at UCT Prague. Completion of courses that are part of these "packages" during semester study stays at partner universities abroad will be a prerequisite for their subsequent recognition within the study programme at UCT Prague and will reduce the

risk associated with prolonging studies. The offer of course packages is aimed primarily at motivated/gifted students. The provision of practical internships abroad for doctoral and master's students remains as standard.

Provided by: The International Relations Department, Faculty.

- **Mobility funding programme:** Funding will be secured and the parameters for supporting student and staff mobility under the MOBI programme will be defined.

Provided by: The International Relations Department

Funding sources: IP/SMSP, Erasmus+, EU funds (OP JAK).

Opatření I: Mobility support for recipients of state benefits and the socio-economically disadvantaged (O_52)

Support for mobility of those on state benefits/disadvantaged students: There will be a range of different types and forms of mobility suitable for students on state benefits and those from socio-economically disadvantaged backgrounds. For these students, increased financial support for mobility will be provided using the opportunities offered by the Erasmus+ programme and the special fund from the MOBI scholarship programme.

Provided by: The International Relations Department, CCC

Sources of funding: own resources, Erasmus+, SMSP.

Opatření I: Improving the quality of activities related to the organisation and digitisation of mobilities (O_53)

Improving the quality of mobility organisation: As part of the internal quality assessment process, questionnaire surveys will be regularly conducted and evaluated and the experiences and opinions of participants in mobility visits will be monitored. Appropriate electronic tools will be introduced to make the monitoring process faster and more efficient. Staff organising the mobility agenda will be able to gain new knowledge at national and international training events. Within the framework of cooperation of public universities, UCT Prague will be involved in solving the problem of automation of the mobility process and the use of digital elements in mobility (virtual mobility, blended mobility) or in the implementation of the Erasmus Without Paper (EWP) system. The administrative process associated with the implementation of mobilities will be fully integrated with internal information systems.

Provided by: The International Relations Department, The Pedagogical Department, The Computer Centre, CIS.

Funding sources: SMSP, CDP, own resources, EU funds (OP JAK), Erasmus+.

Indicator:	The number of international student mobilities of more than 28 days (per calendar year)		
Default state 2020:	42	Target state 2025:	55
Indicator:	The number of international staff mobilities (supported by mobility programmes)		
Default state 2020:	3	Target state 2025:	20

Operační cíl I: Development of professional competencies of UCT Prague staff in the field of internationalisation (MoE SI2021+: I1C)

Most of the departments of UCT Prague are involved in various forms of international cooperation and thanks to active international contacts, employees have the opportunity to use various forms and opportunities for trips abroad to partner departments, international conferences or networking

events. However, a persistent fear of a lack of foreign language skills among some employees is still an obstacle to the realization of trips abroad. An obstacle to longer-term mobility of staff abroad is their commitment to grant projects, which largely fund them, and last but not least the obligation to ensure regular teaching throughout the semester. Equally important for motivating employees is the provision of sufficient financial resources for their mobility.

S:	<ul style="list-style-type: none"> • Most of the departments of UCT Prague have intensive international cooperation with high-quality foreign universities and research institutions. • Quality services of the Rectorate's departments in providing international mobility.
W:	<ul style="list-style-type: none"> • Internationalization is still not perceived by many employees as an activity important for their professional and career growth (lack of knowledge of foreign languages, reluctance to travel abroad). • Barriers to mobility remain due to the obligations associated with grant projects and the provision of regular teaching.
O:	<ul style="list-style-type: none"> • The expansion and support of foreign cooperation and mobility also at those workplaces of UCT Prague, which have not been very active in the field of internationalization, will open up opportunities to obtain quality grants, improve publication performance and attract quality students to the teams. • If the share of components in the salary of academic staff can be significantly increased, there will be motivation and space for active participation in foreign mobility. • Possibility to provide online teaching even during the academic staff member's trip abroad.
T:	<ul style="list-style-type: none"> • Stagnation of institutional funding of universities - only the provision of teaching and research activities will be primarily addressed, internationalisation will not be a priority. • Long-term restrictions on international travel due to anti-epidemic measures associated with the COVID-19 pandemic.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Systematic development of employees' competences in the field of internationalisation and their motivation to participate in mobility (O_54)

- **Increased awareness of mobility:** UCT Prague will strengthen the information of employees about opportunities for various types and forms of mobility, including the use of sabbaticals, by introducing regular faculty information seminars or using internal communication channels (the International Relations Department website, the internal magazine SPIN).

Provided by: The International Relations Department, The Communications Department.

- **Support for IS mobilities:** UCT Prague will continue to develop information systems to support mobility, including the provision of methodological guidelines and instructions for their use, and their promotion through internal communication channels.

Provided by: The International Relations Department, Computer Centre.

- **Evaluating the benefits of mobility:** A system for evaluating the mobility of employees after their return to their home workplace and the impact of mobility on their further teaching and research activities will be ensured. Selected examples of "good practice" will be used to motivate other employees to participate in internships and stays abroad.

Provided by: The International Relations Department, The Personnel Department.

- **Development of employees' language competencies:** UCT Prague will ensure the development of professional and general language competencies of its employees by its own capacities (see operational objective "Development of pedagogical and other competences for teaching and curriculum development", PC 1).

Provided by: The Department of Languages.

- **Promoting education for internationalisation:** Financial support will be provided for the participation of UCT Prague employees in conferences, educational and other events organized by foreign associations for international education (EAIE, NAFSA, etc.) and other institutions that will contribute to the development of employee competencies in the field of internationalization.

Provided by: The International Relations Department

Funding sources: SMSP, own resources, Erasmus+, EU funds (OP JAK).

Indicator:	Number of events to develop competences in the field of internationalisation with the participation of UCT Prague employees		
Default state 2020:	0	Target state 2025:	5

Prioritní cíl I 2: Internationalisation of university study programmes

Operační cíl I: Increasing the number and quality of study programmes offered in foreign languages and joint study programmes (MoE SI2021+: I2A)

The institutional accreditation granted for chemistry and food science education gives UCT Prague great flexibility in creating new or modifying existing study programmes, including foreign language and double degree study programmes. The faculties have sufficient qualified and linguistically equipped academic staff capable of working with foreign students and internees. However, despite the growing trend in recent years, interest in studying in English degree programmes has been rather stagnant. The implementation of learning for self-payers encounters mainly space and scheduling problems. A major obstacle to the study of self-payers, especially from third countries, is the complicated visa policy and limited financial resources for offering study scholarships. The internal process for simplified assessment of foreign prior learning for admission purposes will also need to be optimised. By innovating existing or preparing new double degree study programmes, it will be possible to achieve a higher interest in studying in English study programmes, especially among foreign students. Without quality teaching in English at all three levels of education, UCT Prague will not be able to compete with other research-oriented universities at home and abroad.

S:	<ul style="list-style-type: none"> • Study programmes in English are accredited for all three levels of study, and there is a relatively wide and comprehensive range of subjects taught in English. • Institutional accreditation allows flexibility in creating new or changing existing study programmes. • A sufficient number of highly qualified and linguistically equipped teachers supporting the work with foreign students and interns.
W:	<ul style="list-style-type: none"> • Persistent low interest of foreign self-payers and Czech students in study programmes taught in English. • The limited number of classrooms, scheduling problems, heavy workload of teachers and the lack of appreciation of foreign language teaching negatively affect the willingness to increase the number of study programmes and subjects taught in English. • The process of internal nostrification of previous secondary education at UCT Prague is not yet optimal (lack of human resources, only basic internal documentation).
O:	<ul style="list-style-type: none"> • Improvement of the quality of the offered study programmes taught in English and systematization of the offer of English courses will lead to higher interest in studying among foreign applicants and Czech students.

	<ul style="list-style-type: none"> Through high-quality double degree study programmes, cooperation with foreign universities can be significantly deepened and expanded in the field of R&D. Improving the financial evaluation of academic staff who are actively engaged in working with international students, bonuses for career appraisal.
T:	<ul style="list-style-type: none"> COVID-19 pandemic, unpredictable global events/instability (political, economic, health) limiting mobility. The country's persistently restrictive visa policy limits the study of applicants from third countries. Increasing competition from domestic and foreign universities in the acquisition of prospective students from abroad.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Offer of study programmes responding to the demand of international students (O_55)

- Unification of processes related to the study of international students:** Processes related to the organization of study of foreign students at UCT Prague will be mapped and unified. Internal documents will define the competences of the individual actors involved in these processes (deaneries, rectorate departments); *synergy with the operational objective "Improving the recognition of prior learning in further studies" (PC 2).*

Provided by: The International Relations Department, The Pedagogical Department.

- Innovation of study programmes in English in response to demand:** Cooperation with partner foreign universities will be used to create new and possibly modify/innovate existing study programmes in English or double degree/joint degree study programmes. As part of the quality assessment process, all English degree programmes will be evaluated on an ongoing basis. UCT Prague will respond flexibly by offering quality courses in English to the demand of selected foreign partner universities within the framework of the "international semester" exchange programme for students of all levels of study.

Provided by: Faculty, The Pedagogical Department, The Department for Science and Research, The International Relations Department.

Sources of funding: own resources, Erasmus+, CDP, EU funds (OP JAK).

Opatření I: Quality assurance of study programmes and courses taught in English (O_56)

Evaluation of the quality of teaching in English: The promotion of the semester subject survey in the study information system and its evaluation within the framework of the evaluation of the quality of study programmes by the study programme guarantors will be supported, namely its variant for the evaluation of teaching in English. The quality of courses in English will be continuously monitored and evaluated using feedback forms from student participants (both foreign students and students in Czech study programmes who enrol in courses in English). At the same time, the evaluation of English courses/curricula will be compared with the results of the evaluation of their Czech equivalents in order to verify whether the quality of both language versions is comparable.

Provided by: The Pedagogical Department, The International Relations Department.

Sources of funding: own resources, EU funds (OP JAK), CDP.

Indicator:	Number of contracts under which double, multiple or joint degree studies with foreign HEIs are organised (number of valid contracts)		
Default state 2020:	20	Target state 2025:	25 (+ 1 contract/year)

Indicator: Number of active studies in foreign language study programmes	
Default state 2020: 139	Target state 2025: 175

Operační cíl I: Inclusion of the international dimension in the structure of study programmes, including mobility windows (MoE SI2021+: I2B)

The interest in outbound mobility within the study programmes accredited at UCT Prague is more or less stable. Thanks to the possibility of individual study plans, it is possible to study abroad without having to extend your studies beyond the standard study period. However, the newly accredited study programmes do not have the so-called mobility windows consistently incorporated into their curricula and it will therefore be necessary, where possible, to modify the IA study programmes. The newly promoted types and forms of mobility using a combination of online tools and physical mobility, the possibilities of which are the subject of a number of professional training and support events, seem to be an opportunity to include an international dimension in studies. The possibility of setting up an individual curriculum also provides space for the realization of foreign mobility. Another viable option is to support the participation in the teaching of courses in English, offered e.g. within accredited double degree study programmes, also for students in Czech study programmes. The risk of introducing compulsory mobility within study programmes is the potential lower interest of applicants in studying and the uncertainty in securing sufficient financial resources for the sustainability of mobility in the future.

S:	<ul style="list-style-type: none"> • Interest in international mobility among students has been stable for a long time. • The granted IA gives sufficient room for the inclusion of an international dimension in the structure of accredited study programmes (use of the so-called mobility windows).
W:	<ul style="list-style-type: none"> • There is not enough space in the curricula for the inclusion of "mobility windows" as part of the standard studies (in B and N study programmes). • The administration does not have sufficient capacity to ensure the international mobility of all students in B, N and D study programmes.
O:	<ul style="list-style-type: none"> • The new double degree programmes offer the possibility of teaching of subjects in English for students of Czech study programmes too. • Compulsory international experience even within standard study programmes would significantly increase the quality of graduates and their competitiveness on the labour market.
T:	<ul style="list-style-type: none"> • With a bigger interest in English versions of the courses there could be complications with arranging the timetable. • Unless sufficient institutional funding for universities can be secured, it will not be possible to introduce international mobility as a compulsory part of the curriculum across the board. • The obligation of foreign mobility within the study programmes offered at UCT Prague could negatively affect the interest of Czech applicants in studying.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Incorporation of international student mobility as an integral part of the curriculum (O_57)

International mobility as part of study plans: The obligation of some form of foreign cooperation, including mobility, has already become an integral part of studies in doctoral study programmes accredited UCT Prague, but it will still be necessary to set up a system of its financing and the way of taking into account various forms of realized foreign experience in the evaluation of studies; *synergy with the operational objective "Strengthening the quality, openness and internationalization of*

doctoral studies" (PC 3). The international dimension of study in the follow-up master's degree programmes is addressed by the possibility of study visits. To simplify the related agenda, it will be necessary to optimise and administratively simplify (digitise) the procedure of planning and approving study plans together with partner universities using packages of compatible courses suitable for semester-long stays; *synergy with the operational objective "Implementation of automatic recognition of education and study results abroad" (PC I3).* The internationalisation of studies will be further addressed by greater support for the choice of subjects taught in English, including the possibility of writing a thesis in English.

Provided by: faculties, The Pedagogical Department, The Department for Science and Research.

Funding sources: Erasmus+, own resources (MOBI), EU funds (OP JAK).

Indicator:	Percentage of degree study programmes offered with an international dimension of the curriculum (%)		
Default state 2020:	95 %	Target state 2025:	100 %
Indicator:	Percentage of Czech B and N students participating in English versions of courses (offered for Erasmus, double degree, self-payers) (%)		
Default state 2020:	0 %	Target state 2025:	5 %

Prioritní cíl I 3: Simplifying the process of recognition of foreign education

Operační cíl I: Implementation of automatic recognition of education and study results abroad (MoE SI2021+: I3A)

Within the framework of the institutional accreditation, UCT Prague can already internally verify the previous education obtained abroad of applicants for studies. For applicants for doctoral studies, this process is the responsibility of individual faculties, while for applicants for undergraduate studies, the process is now unified at the central rectorate level. However, the whole process of recognition of previous education still needs to be optimised at UCT Prague, internal documents need to be set up and the necessary organisational and personnel facilities need to be created. UCT Prague tries to simplify the process of recognition of education and study results abroad by creating packages of courses mutually recognizable between partner universities. The automatic recognition of study abroad results would further facilitate the consideration of the mutual compatibility of subjects taught at major partner universities, already when designing new study programmes. Setting up uniform processes and transparent criteria for the recognition of study abroad results within the institution in accordance with the current legislative framework can strengthen the interest of our students in studying abroad and increase the number of self-payers from abroad.

S:	<ul style="list-style-type: none"> Significant acceleration and simplification of the agenda related to the recognition of previous studies thanks to IA, the university can provide this process itself. Creating course packs simplifies the recognition of study abroad.
W:	<ul style="list-style-type: none"> The inconsistent approach of teachers and faculties complicates the process of recognition of courses taken abroad. The limited compatibility of the study programmes at UCT Prague and partner universities makes the recognition process more difficult.
O:	<ul style="list-style-type: none"> Systematic setting and anchoring of the process of mutual recognition of education and study results abroad will allow to take into account the compatibility of the study programme with the main foreign partner universities.

	<ul style="list-style-type: none"> Thanks to faster and easier recognition of previous studies provided under the IA, the interest of foreign applicants in studying at UCT Prague may increase.
T:	<ul style="list-style-type: none"> Too strict conditions of recognition of study abroad, or insistence on full compatibility of courses will reduce the interest of students of UCT Prague in studying abroad. Any lower quality of recognised prior learning from abroad may lead to lower quality students and higher academic failure.

Guarantor of the operational objective: vice-rector for pedagogy

Opatření I: Unification of the Process and Criteria for Automatic Mutual Recognition of Results from Study Abroad at UCT Prague (O_58)

Automatic mutual recognition of learning outcomes: UCT Prague will unify the process of recognition of education from abroad within individual faculties, set transparent recognition criteria and anchor them in an internal document. It will promote automatic mutual recognition of study results with partner universities on the basis of pre-agreed course packages, especially in the framework of joint double degree programmes; *synergy with the operational objective "Improving the recognition of prior learning in further studies" (PC 2)*. UCT Prague will be involved in European initiatives within the process of recognition of foreign education from EU countries as well as to address the agenda of applicants from third countries. It will ensure sufficient staffing and IT support for this agenda.

Provided by: The International Relations Department, The Pedagogical Department, The Quality Assessment Department.

Funding sources: Erasmus+, own resources, CDP.

Indicator:	Percentage of ECTS recognised out of the total number of ECTS obtained during the trip (%)		
Baseline 2019*:	30 %	Target state 2025:	45 %

**The 2020 baseline is not shown because it has been distorted by the impact of the COVID-19 pandemic, which saw the premature or otherwise non-standard termination of most mobilities.*

Prioritní cíl I 4: Creating an international environment at universities and promotion abroad

Operační cíl I: Support for the development of international marketing of universities and the Czech Republic (MoE SI2021+: I4A)

UCT Prague takes the initiative to engage in international marketing activities and actively and purposefully promotes and offers all types of study opportunities abroad. In cooperation with other public universities, it participates in the Study in Prague initiative, which provides a complete information service to those interested in studying at a higher education institute in Prague. Promotion of studies at UCT Prague is carried out through participation of representatives at student and educational fairs in selected foreign regions/countries, direct visits to selected foreign universities and involvement in national promotional and marketing initiatives to support higher education in the Czech Republic and through local branches of international student organizations. The promotion of science and research at UCT Prague is carried out using all available communication channels and also by presenting the professional contributions of students and employees of UCT Prague at international events. Promotion of the quality of the institution as well as scientific research disciplines at UCT Prague is also ensured by active involvement of UCT Prague in international university rankings, where it maintains a good position in comparison with other universities in the Czech Republic and also in comparison with similar foreign universities.

S:	<ul style="list-style-type: none"> • UCT Prague has a good position in international rankings. • Studying in the Czech Republic is of the same quality, but significantly cheaper than in Western European destinations. Prague is an attractive place to study. • A generation of today's parents of potential foreign students studied chemistry and food science in the former Czechoslovakia, so they have a very good relationship with the Czech Republic.
W:	<ul style="list-style-type: none"> • At a national level there is a lack of effective marketing of domestic HEIs abroad. • The rigid visa system severely limits the potential of the Czech Republic to be a popular study destination. • Modern marketing approaches are costly in terms of both technical and personnel needs.
O:	<ul style="list-style-type: none"> • The creation of the Welcome Centre may bring an increase in interest in studying at UCT Prague. • Expanding the university's offer with new study programmes focused on applied economics may bring more students from abroad to UCT Prague.
T:	<ul style="list-style-type: none"> • Situations similar to the COVID-19 pandemic have a significant potential to limit or significantly complicate interest in studying abroad. • The deterioration of the security situation in the world may lead to a decline in interest in studying abroad. • The development of online study may result in a decline in interest in traditional in person study.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Provision of comprehensive information services to prospective foreign students (O_59)

Information services for prospective foreign applicants: The foreign-language website of UCT Prague will be significantly modified and expanded to provide clear, structured, practical and up-to-date information for foreign students (offer of study programmes, method of recognition of foreign education, description of the process of obtaining visas, overview of services provided to students, basic information about student life at UCT Prague and in Prague in general). The English versions of other websites of the university, faculties and institutes will also be continuously updated and improved.

Provided by: The International Relations Department, The Communications Department.

Funding sources: CDP, own sources, SMSP.

Opatření I: Institutional Scholarship Programme for International Students (O_60)

Scholarship fund to support study in English language programmes: A scholarship fund will be created at the level of the institution to support studies in English language study programmes as a motivational incentive for talented applicants from abroad to decide to study at UCT Prague. This scholarship fund will be a part of the scholarship system of UCT Prague based on equal opportunities and fair access to all students. In the form of extraordinary scholarships, students who ensure the teaching of foreign students and their integration into the environment and life of UCT Prague will also be awarded. Scholarship support for students in English study programmes will be publicly advertised. The scholarship fund will help stabilize master's or doctoral degree programs in English.

Provided by: The International Relations Department, The Science and Research Division.

Funding sources: IP/SMSP, own sources.

Opatření I: Presentation of UCT Prague abroad using joint national initiatives (O_61)

Promotion of UCT Prague abroad: Marketing activities will be implemented to promote UCT Prague abroad to attract students to English study programmes as well as academic staff and other employees to fill vacant positions. For these purposes, the use of proven marketing tools is expected, such as participation in foreign higher education fairs (including their currently offered on-line alternatives), the use of agencies providing recruitment of foreign students or the promotion of study programmes on portals presenting all study offers (studyinprague.cz; studyin.cz). Modern forms of communication on social media will also be used with on-line promotion of studies and job opportunities at UCT Prague with outreach to specific target groups. This activity also includes the preparation of promotional materials, printed materials and promotional items.

Provided by: The International Relations Department, The Communications Department.

Funding sources: IP/S MSP, own sources, CDP.

Indicator: Number of applications submitted for foreign language study programmes	
Default state 2020: 81	Target state 2025: 120
Indicator: Number of unique accesses to the page study.vscht.cz from abroad	
Default state 2020: 18,700	Target state 2025: increase by 25%

Operační cíl I: Development of services offered to students and staff from abroad at UCT Prague (MoE SI2021+: I4B)

The quality of the University in terms of its ability to ensure and further develop internationalisation is also reflected in the information and service offer, not only for existing foreign students and employees, but also for all potential applicants for study and employment from abroad. The main qualified support for international students and employees in the form of a broad information service and administrative support has long been provided by the Foreign Department of UCT Prague, in cooperation with other Rectorate departments and faculty deans' offices, as well as in cooperation with student associations, which are local representations of international student organizations. Newly, the employees of the International Relations Department are also involved in dealing with visa issues of incoming employees and their family members. The creation of the Welcome Centre at UCT Prague will significantly improve and expand services for all foreign employees and students.

S:	<ul style="list-style-type: none"> • High quality support for international students and staff from the International Relations Department, deaneries and other rectorate departments. • Active activities of student associations at UCT Prague in the field of internationalisation.
W:	<ul style="list-style-type: none"> • Less clarity of some of the English information sections of the UCT Prague website. • A very complicated system for obtaining visas to study and work/research in the Czech Republic and for employing foreigners.
O:	<ul style="list-style-type: none"> • Opportunity to create a Welcome Centre.
T:	<ul style="list-style-type: none"> • A further increase in bureaucracy and administration related to visa requirements will reduce interest in studying and working in the Czech Republic.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Welcome Centre UCT Prague and services for international students (O_62)

UCTP Welcome Centre: UCT Prague will establish and gradually develop the services of the UCTP

Welcome Centre. A website will be created for potential foreign applicants to UCT Prague with practical information on relocation to the Czech Republic and life in the Czech Republic. For these purposes, an IT infrastructure will be provided to enable effective remote communication and rapid advice. Assistance services will also be provided in the event of difficult situations arising. On the basis of the practical knowledge gained, the necessary adjustments to the internal information system MOBIS will be made. The effective functioning of the UCT Prague Welcome Centre will be supported by the participation of UCT Prague staff in training courses and by identifying good practice at other public universities in the Czech Republic. The services provided to international students (from remote communication to personal counselling) will be further developed, using the experience from the functional cooperation with the Buddy Programme for students (Erasmus+ cooperation).

Provided by: The International Relations Department

Funding sources: Erasmus+, IP/SMSP, EU funds (OP JAK).

Opatření I: Development of cooperation with international student clubs (O_63)

Cooperation with international student clubs: Traditional forms of active cooperation with international student associations in the organization and provision of services for outgoing and incoming students will be developed, specifically with the student associations IAESTE UCT Prague and Erasmus Student Network ESN UCT Prague. Both associations will be provided with infrastructure and facilities, targeted financial support and the necessary synergies for their activities.

Provided by: The International Relations Department

Funding sources: Erasmus+, own resources.

Indicator: Number of foreign employees of UCT Prague supported by the Welcome Centre	
Default state 2020: 135	Target state 2025: 175
Indicator: Number of international students supported by the Welcome Centre	
Default state 2020: 81	Target state 2025: 120

Operační cíl I: Working with foreign students and graduates (MoE SI2021+: I4C)

Organisational and administrative support for foreign students in English study programmes is currently the responsibility of the International Relations Department and individual deaneries. The main support of the International Relations Department is focused on the application period and the processing of applications. After enrolment, all study matters are then the responsibility of individual deaneries. Furthermore, the Counselling and Career Centre is involved in supporting foreign students and provides services to all students of UCT Prague regardless of the language of their study programme. The International Relations Department cooperates with active foreign students in promoting the opportunities to study at UCT Prague by involving them in marketing activities and promoting study and opportunities at UCT Prague. The Alumni Club of UCT Prague systematically works and develops the area of alumni relations and participates in the working group within the project "Study IN" provided by the House of International Cooperation organization (HIC) with the aim of further development of cooperation with foreign alumni. Thanks to participation in this initiative, UCT Prague has the opportunity to share "best practices" with other participating Czech universities. In order to increase the attractiveness of UCT Prague as an institution enabling the smooth study of foreign students with a range of services standard at most European and world universities, it will be necessary to further strengthen this area of internationalisation, both financially and organisationally.

S:	<ul style="list-style-type: none"> The Alumni Club of UCT Prague. Very good administrative and organizational know-how of the International Relations Department. CCC is also able to offer its services in English.
W:	<ul style="list-style-type: none"> The work with foreign students is divided between the dean's office, the International Relations Department and other university-wide departments of UCT Prague. The Alumni Club focuses on graduates of degree programs in Czech language. There are no foreign alumni members of the Alumni Club leadership yet.
O:	<ul style="list-style-type: none"> Expanding the range of services offered by the Counselling and Career Centre. Increased interest from abroad in studying at UCT Prague.
T:	<ul style="list-style-type: none"> If the support of alumni relations by the HIC/MoE were to be reduced, UCT Prague itself might not be able to fully exploit the potential of foreign graduates.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Setting up a system of cooperation with international students and graduates (O_64)

Cooperation with international students and graduates: UCT will strive to maintain contact with its international alumni through their involvement in Alumni Club activities. Its activities will be expanded by sending information and news about events at UCT Prague in English language. UCT Prague will use the experience and positive relationship of foreign alumni to their alma mater to promote their studies at UCT Prague, e.g. by publishing "stories of our successful alumni" on the website of the university, as well as by presenting the insights and experiences of foreign students on social media and within the internal communication channels and marketing activities of the school.

Provided by: The Communications Department, CCC, The International Relations Department.

Funding sources: CDP, own resources, EU funds (OP JAK).

Indicator: Number of foreign members of the Alumni Club of UCT Prague	
Default state 2020: 38	Target state 2025: + 25 %

Prioritní cíl I 5: Strengthening the strategic management of internationalisation

Operační cíl I: Support for comprehensive internationalisation at institutional level (MoE SI2021+: I5A)

Internationalization is interwoven across all the main and supporting activities of the university and is an integral part of the Strategic Plan of UCT Prague. UCT Prague actively seeks to develop international cooperation at the level of faculties and individual departments and takes maximum advantage of the opportunities offered to improve processes leading to the development of internationalisation also at the institutional level. The internationalisation of UCT Prague will be regularly evaluated externally to ensure its further development and strengthening towards educational and scientific research activities. Promoting internationalisation is an organic part of all strategic documents.

S:	<ul style="list-style-type: none"> International cooperation (at least to a minimum extent) is an organic part of strategic documents at all levels of management.
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	<ul style="list-style-type: none"> The size and compactness of UCT Prague allows for effective and rational implementation of the necessary measures to strengthen and develop internationalisation.
W:	<ul style="list-style-type: none"> The positive effects of internationalisation only become apparent over a longer period of time, which sometimes reduces the interest of academics in internationalisation. Many academic staff do not have sufficient time to devote to the issue of internationalisation outside their current work duties.
O:	<ul style="list-style-type: none"> Support for the internationalisation of higher education from the Ministry of Education and the EU is growing, offering the possibility of using a wide range of financial support instruments and expert advice. There are many examples of good practice in the field of internationalisation at the institutional level of other universities, which can be effectively applied in the conditions of UCT Prague.
T:	<ul style="list-style-type: none"> Unless there is a consensus among all actors within UCT Prague on the necessity of a comprehensive internationalisation of the entire university, this may slow down or jeopardise the achievement of the planned ambitious goals.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Institutional strategies for internationalisation (O_65)

Institutional strategies for internationalisation: UCT Prague will use the updated Action Plan resulting from the results of the MICHE (Monitoring Internationalization of Czech Higher Education) evaluation organized under the auspices of HIC, MoE and EC. In accordance with the new priorities in the field of internationalisation at the national and international level and new internal and external aspects in the operation of UCT Prague, the action plan will be updated and developed to strengthen internationalisation at UCT Prague.

Provided by: The International Relations Department, The Strategy and Development Department.

Sources of funding: own resources, CDP, EU funds (OP JAK), Erasmus+.

Opatření I: External quality assessment of activities (O_66)

External Advisory Board for quality assessment of activities: For the purpose of evaluation of educational and scientific research activities, UCT Prague will set up a foreign advisory panel composed of renowned foreign experts (Advisory Board). The recommendations of the advisory panel will be regularly used in the preparation, evaluation and modification of strategies at UCT Prague. In the longer term, conditions will be prepared for a fully independent evaluation of the school using the IEP at the EUA, or a selected foreign agency specialising in university evaluation according to the results of the analysis of the expected benefits and costs, depending on the choice of the evaluator; *synergy with the operational objective "Implementation of strategic priorities at UCT Prague" (PC 5).*

Provided by: Rector's Secretariat, The Quality Department.

Sources of funding: own resources, EU funds (OP JAK), SMSP, CDP.

Indicator: External evaluation of internationalisation according to MICHE recommendations	
Default state 2020: NO	Target state 2025: YES

Operační cíl I: Support for international cooperation strategic partnerships and membership of international networks/organisations (MoE SI2021+: I5B)

Thanks to its top scientists, a number of departments of UCT Prague are involved in consortia cooperating on research projects funded from European sources. In order to establish strategic cooperation with foreign partners and to participate in consortium projects in the field of education and research, UCT Prague tries to motivate members of the academic community in an appropriate way.

S:	<ul style="list-style-type: none"> A number of departments of UCT have strong international cooperation and participation in international consortium projects. For many foreign institutions, UCT Prague is an interesting partner.
W:	<ul style="list-style-type: none"> Currently insufficient capacity of the International Relations Department to devote itself to a sufficient amount to projects in the field of strategic partnerships
O:	<ul style="list-style-type: none"> Possibility to participate in emerging international cooperation structures (e.g. European Universities) and to use other mobility programmes (CEEPUS). Opportunity to obtain institutional support for international cooperation in a strategic area. Establishment of the Project Centre, which will enable the development of involvement in international consortia dealing with scientific research and educational projects.
T:	<ul style="list-style-type: none"> Foreign universities will not be interested in a strategic partnership with UCT Prague as a small, narrowly focused technical university.

Operational objective guarantor: Vice-Rector for External Relations and Communication

Opatření I: Connection of UCT Prague to international networks (O_67)

Integration into international networks of universities: In accordance with its vision, UCT Prague will continue to support and develop partnership cooperation with foreign (mainly European) related institutions, both in the field of research and education in the development of jointly implemented study programmes, the organisation of summer schools and the implementation of programmes to support student and staff mobility. For participation in international networks such as European Universities, Erasmus+ Strategic Partnerships, etc., central support will be provided at the level of the institution through the services of the Rectorate support offices.

Provided by: faculties, The International Relations Department, The Department for Science and Research.

Funding sources: SMSP, CDP, own resources, EU funds (OP JAK), Erasmus+.

Opatření I: Active use of synergistic funding opportunities for European universities' projects from European Community programmes to support education and science and research (O_68)

Ensuring synergistic funding from Community programmes: In the framework of the support of the newly built Project Centre, the possibilities of synergistic financing of educational and scientific research projects of European universities from EU Community programmes will be analysed and their administrative and technical support will be provided.

Provided by: The Department of Science and Research.

Sources of funding: own resources, EU funds (OP JAK).

Indicator: Number of international cooperation projects with participation of UCT Prague
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Default state 2020: 2	Target state 2025: 5
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Conclusion

The presented Strategic Plan represents a widely discussed collective work, which was created in close cooperation with the top management of the University, as well as the management of all its faculties and Technopark Kralupy. Heads of university-wide departments, members of academic senates, including student representatives, and members of the board of trustees were all sources of valuable input.

The preparation of the document was carried out in the period when the evaluation of UCT Prague by the International Evaluation Panel (IEP) in connection with modules 3 to 5 of Methodology 17+ for the evaluation of research organisations and the preparation of documents for the HR Award was also underway. All these three activities were closely linked. The recommendations of the IEP, together with the anticipated recommendations of the European Commission on the implementation of the HR Award, will be reflected in the strategic management of UCT Prague in the coming period.

The Strategic Plan is a key document for the further development of UCT Prague. It reflects the priority objectives of the new Strategic Plan of the Ministry of Education for the field of higher education for the period from 2021 and at the same time develops its own mission and vision based on long-held European civilizational values.

The Strategic Plan reflects the ambitious vision of European universities as described in the EUA (European University Association) strategy document Universities without walls - A vision for 2030.

The preparation of the Strategic Plan was influenced in no small part by the Covid-19 pandemic. This pandemic has shown the fragility of European civilisation, but also the extraordinary social role of universities. We also understand the crisis events of the pandemic as an opportunity to make changes in favour of new quality educational activities, cutting-edge technical research and, above all, the irreplaceable social role of UCT Prague in the Czech and European environment. We are convinced that the SWOT analyses and the proposed measures including specific indicators are the right way for the development of UCT Prague as a competitive European technical university of the 21st century.

Abbreviations used:

AIS Accreditation Information System

AS Academic Senate

ISC Information Services Centre

CDP Centralised Development Programme

LLE Lifelong education

CCR Czech Conference of Rectors

DKRVO Long-term conceptual development of the research organisation

DSP Doctoral study programme

HIC House of International Cooperation

ECTS Credit (European Credit Transfer and Accumulation System)

ERDF European Regional Development Fund

EC European Commission

EU European Union

FJT Fund for a Just Transition

HW Hardware

IA Institutional accreditation granted by NAU

IAESTE International Association for the Exchange of Students for Technical Experience

IP Institutional Programme

IS Information system

IT Information Technology

JIGA Junior internal grant agency of UCT Prague

MIS Management Information System

MoE Ministry of Education

NAO National Accreditation Office for Higher Education

M Measures

OC Operational objective

OP Operational Programme

OP JAK Operational Programme Jan Amos Komenský

OP EIC Operational Programme Enterprise and Innovation for Competitiveness

OP TAC Operational Programme Technologies and Applications for Competitiveness

OP RDE Operational Programme Research, Development and Education

PO Priority objective

PIGA Pedagogical internal grant agency of UCT Prague

CCC Counselling and Career Centre

SMSP Strategic Management Support Programme

SIIP Strategic Plan Implementation Plan

RIS3 Research and Innovation Strategy for Smart Specialisation

CoU Council of Universities

SDGs Sustainable Development Goals

SIGA Social Internal Grant Agency of the University of Technology Prague

SP Study programme

BD Board of Directors

SSN Student with a specific need

SUR Specific university research

SW Software

SI Strategic Plan

U3A University of the Third Age

R&D Research and development

VIGA Scientific internal grant agency of UCT Prague

HVS Higher Vocational School

SC Scientific Council

Annex 1: Plan of investment activities of the University of Science and Technology Prague for the years 2021 - 2030

The starting document for planning the investment strategy of UCT Prague is the Construction Development Master Plan of UCT Prague (hereinafter referred to as the Development Master Plan) presented in 2018. The development generation is based on a detailed passporting of the existing buildings used by the university and aims to optimize the use of the property of UCT Prague, to determine the necessary scope of modernization, reconstruction and additions and to determine the necessary scope of new construction as well as the renewal of IT and instrument infrastructure in accordance with the development strategy of UCT Prague until 2030.

The Development Master Plan takes into account the requirements of individual faculties and central departments as well as other parts of UCT Prague (Technopark Kralupy, Administration of special purpose facilities) for the following activities:

- educational,
- scientific research, development and innovation,
- accommodation and catering,
- sports and leisure,
- other activities to ensure the good reputation of the college.

The Development Master Plan forms a binding framework for all development projects of UTC Prague, not only in the field of construction, but also specifies and addresses the operational and security concept of the university.

In accordance with the Development Master Plan, the school is planning several large-scale construction and investment projects for the period 2021-2030:

- modernisation of the Dejvice Campus (reconstruction in buildings A, B, C, extension in the courtyard of building B, new building on Vítězné náměstí),
- purchase of real estate in the territory of the capital city of Prague and its reconstruction for the purposes of teaching and R&D activities,
- reconstruction and modernisation of student halls of residences at the Prague 4 - Kunratic campus,
- modernisation of the student learning centre Běstvína in the Chrudim district,
- reconstruction of the recreational facility of the UCT Prague in Jáchymov,
- construction of an experimental research facility at Lafarge Cement, Čížkovice.

The planned dates for the implementation of the activities will be continuously updated in the annual plans for the implementation of the strategic plan, depending on the progress of the preparatory work and securing sources of funding for the implementation of these investment activities.

In the period from 2021 to 2026, general building modifications are planned in Buildings A and B of the Dejvice Campus, which are primarily related to optimizing the use of space capacity for teaching and scientific research activities and also take into account the planned development requirements of individual departments of the faculties and the Rector's Office. This stage of construction work will also include the construction of so-called excellent laboratories, which will be available to top scientists coming to UCT Prague with prestigious grant projects. The reconstructions will continuously implement measures in accordance with the new fire safety design of the buildings. In the years 2025 - 2026, reconstruction of the façade of Building A, modification of the attic space of Building B and reconstruction of the extension of Building B are planned. Reconstruction works are also planned in other premises of Building B, which will be gradually released from long-term leases in the period 2023-2030 (CTU VIC, CTU Archives, Klokner Institute, CESNET) after their moving out in

accordance with the Development Master Plan.

In the period 2021 - 2025 preparation and implementation of an investment project of a **technical building in the courtyard of building B** is planned.

In 2024 - 2029 , preparatory and implementation works are planned for the **construction of a new office building on Vítězné náměstí in Prague 6 - Dejvice**.

As part of the gradual **reconstruction of the student learning centre Běštšina** (Chrudim district), after the reconstruction of the sewerage system and sanitary facilities in 2020 , it is planned to build new accommodation facilities (log cabins, a building for year-round accommodation), a laboratory, reconstruction of the canteen and kitchen, along with the playground and other landscaping. The aim is that the student learning centre can be used for the needs of the academic community.

In the years 2021 - 2030 , in addition to the acquisition of central heating regulation **at the Volha and Sázava halls of residences, the reconstruction of the boiler room at the Volha halls of residence, the multifunctional sports ground in the halls of residence in Prague 4 - Kunratice and the reconstruction of all distribution systems in the halls of residence (electricity, water, heating duct, sewerage) are planned** . In 2021, the land under the buildings of UCT Prague should be purchased from the Prague City Council. In the period 2024 - 2028, a gradual complete reconstruction of the Volha halls of residence is planned. The reconstruction of the recreational and training facility of UCT Prague in Jáchymov is planned for 2022.

The **Kralupy Technopark** will also have to undergo some reconstruction and maintenance; the **start of investment activities can be expected probably in 2025**, the extent of reconstruction and modifications will be determined by the current needs. It may be necessary to look for other premises to provide for Technopark activities, for example in connection with projects focused on the circular economy in the processing of metal-bearing waste or raw materials for the production of building materials. The first major investment in relation to the circular economy is the establishment of the Centre for Advanced Mechanical and Chemical Processes (CAMCP) as a detached workplace of Technopark Kralupy in the premises of the cement plant in Čížkovice (Lafarge Cement a.s.).

It should be noted that the full implementation of the above-mentioned investment construction depends on the volume of financial resources that UCT Prague will be able to obtain within the framework of institutional or special-purpose financing. Reconstruction of the Dejvice Campus in the total amount of CZK 2.2 billion is included among the priority actions of the MoE in the National Investment Plan of the Czech Republic until 2050.

In accordance with the planned priority objectives of SI2021+, in the period 2021 - 2030, instrumentation and technical equipment will be acquired for the material and technical support of teaching, scientific and research activities of the departments of UCT Prague and the operation of supporting departments, using all available sources of funding, i.e. EU operational programmes from the ending programming period 2014 - 2020 (OP RDE, OP EIC, etc.) and the newly prepared period 2021 - 2027 (OP JAK, OP TAC, etc.), other domestic and foreign grants (Horizon 2020, Horizon Europe, GA ČR, TAČR, etc.), institutional funding from the state budget and own resources.

1. List of individual major investment activities planned for implementation in the period 2021-2030

- I. Comprehensive reconstruction of the premises vacated from the lease in building no. 1903 (building B), Zikova Street, Prague 6 - office part

Brief Description: Comprehensive reconstruction of part of Building B (Zikova Street), which were long-term leased to CTU until the end of 2017, due to the completely unsatisfactory and dilapidated technical condition of these premises. The aim of the reconstruction is not only to adapt them to

modern premises for the needs of UCT Prague, but also to meet the existing safety and hygiene regulations and standards. Reconstruction of office space (including media distribution and building of new IT infrastructure) will be carried out, newly equipped with AVT and furniture, for the needs of deaneries, rectorate departments and also institutes that do not implement practical laboratory teaching. This project will also include a general reconstruction of the sanitary facilities, communication areas and entrance areas to the building, including the installation of turnstiles at the entrances. A total of 9,600 m² of usable area will be reconstructed, of which the net usable area is 5,400 m². No building permit is required for the reconstruction of these premises.

Estimated cost of the investment activity excluding VAT: CZK 173 million excluding VAT (CZK 2 million for design documentation, CZK 138 million for construction works, CZK 13 million AV equipment, CZK 20 million for interior equipment), of which the subsidy from the MoE amounts to CZK 147 million. and own resources CZK 26 million.

Framework schedule of the investment activity: 2018 - 2021 (preparation of construction documentation 2018 - 2020, 09/2020 - 12/2021 construction implementation including AVT equipment and furniture).

Justification of the activity - link to the priorities of the SI2021+: This activity is part of the Development Master Plan of UCT Prague. Its implementation will enable further follow-up stages of the school's development (reconstruction of the vacant space after the administrative offices in other buildings on the Campus, building into the courtyard of Building B), operational optimization of the buildings, expansion of teaching and research spaces, solving the unsatisfactory level of fire safety, increasing the level of occupational health and safety and meeting current hygiene regulations. *PC1 - measure Building infrastructure for education, PC3 - measure for Space, social facilities, instrumentation (O_27) and services for PhD students, PC4 - measure for Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30).*

Synergistic links to other investment activities: Direct continuity of the reconstruction of other parts of buildings A and B in the framework of investment activities II, IV to VII and XIII.

Estimated financial resources: Programme funding (Programme 133 220), own resources.

II. Reconstruction of the excellent laboratories in building no. 1903 (building B), Zikova Street, Prague 6

Brief Description: Reconstruction of part of Building B (Zikova Street), the premises of the former printing plant, into a type of universal chemical laboratory (analytical, inorganic, organic), which will be available for top scientists and their teams for time-limited solutions of excellent projects. When the project is over, another research team will occupy the laboratories with their project. 450 m² of laboratory space with the necessary office and sanitary facilities will be newly built.

Estimated cost of the investment activity excluding VAT: CZK 35 million excluding VAT (CZK 20 million for construction works, CZK 15 million for interior equipment), of which the subsidy from the MoE amounts to CZK 30 million. and own resources CZK 5 million.

Framework schedule of the investment activity: 2021 (preparation of construction documentation 2020, 05/2021 - 10/2021 implementation of construction including interior equipment).

Justification of the activity - link to the priorities of the SI2021+: This activity is part of the Development Master Plan of UCT Prague. Its implementation will increase the prestige of UCT Prague as a quality research university and strengthen the international dimension of scientific research activities. *PC3 - measure for Space, social facilities, instrumentation and services for PhD students (O_27), PC4 - measure for Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30).*

Synergistic links to other investment activities: Follow-up to the reconstruction of Building B under Investment activity I.

Estimated financial resources: Programme funding (Programme 133 220), own resources.

III. Purchase of a suitable building and its renovation for teaching and research purposes

Brief Description: Purchase of a suitable property with a net usable area of 3,500 - 4,000 m² within reasonable distance from the Dejvice Campus with the possibility of internal structural renovations for the needs of theoretical teaching (classrooms, offices; 2,000 m² of space) and experimental work (laboratories; 1,000 - 1,500 m² of space). The property to be acquired must be in overall very good structural and technical condition, with a suitable internal layout and ceiling clearance so that it does not require radical structural alterations. The reconstruction will therefore mainly concern HVAC, fire safety, social and hygienic facilities and IT network infrastructure.

Estimated cost of the investment activity excluding VAT: CZK 255 million (purchase of real estate CZK 205 million, building reconstruction and internal equipment CZK 50 million).

Framework schedule of the investment activity: 2021 -2023 (purchase of property 2021, gradual reconstruction 2022 - 2023).

Justification of the activity - link to the priorities of the SI2021+: As part of its strategic development plan for the period 2021+, UCT Prague has agreed to strengthen and improve the quality of teaching and research in applied economics focused on chemistry, food science and the environment. At the end of June 2020, UCT Prague received accreditation for a period of 5 years for the Bachelor's and two follow-up Master's degree programmes with the possibility to start teaching as early as September 2020. It can be realistically assumed that by 2025 the number of students will gradually increase to 800 - 1000. Ensuring quality teaching of the expected number of students in the new economic study programmes will require the employment of 70-80 teachers. Accommodating the above numbers of students and academic staff while meeting basic hygiene and safety (OHS, Fires safety) standards requires approximately 2,000 m² of net usable area of teaching and office space. The necessary space in the existing campus of UCT Prague in Prague 6 -Dejvice is not currently available and will not be available in the long term (until 2030). Long-term commercial lease (more than 10 years) proved to be less advantageous from a utility, technical and economic point of view than the purchase of a suitable property owned by UCT Prague. In addition, the building itself can be gradually adapted for teaching economic study programmes, and part of the premises can also be adapted for experimental (laboratory) teaching. *PC1 - measure for Building infrastructure for education, PC3 - measure Space, social facilities, instrumentation and services for PhD students (O_27), PC4 - measure Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution.*

Synergistic links to other investment activities: Without direct connection to other investment activities.

Estimated financial resources: Own resources, EU funds (OP JAK).

IV. Comprehensive reconstruction of the premises vacated from the lease in building no. 1903 (building B), Zikova Street, Prague 6 - laboratory part

Brief Description: Comprehensive reconstruction of parts of the building of UCT Prague No. 1903, Prague 6 - Dejvice, situated in the streets Zikova, Šolínova and Studentská, which were used long-term by CTU until the end of 2017 (in the form of a lease) and are now in a completely unsatisfactory technical state of disrepair. The aim is not only to adapt them to modern premises for the needs of UCT Prague, but also to meet all fire-technical, safety and hygiene regulations and standards.

The project will include a general reconstruction and conversion of unusable and non-functional

office space into modern chemical laboratories designed for practical teaching of students in all types of study programmes (bachelor, master, doctoral), as well as for high-quality basic and applied research. In total, 960 m² of new laboratory space will be built, meeting all OHS requirements, equipped with efficient air conditioning, new media distribution and new IT infrastructure. The reconstruction of the laboratory space is synergistically connected with the reconstruction of the office space - workrooms for academic staff and students (approximately 1,270 m²). In total, this will create 2,230 m² of quality space for the needs of faculty institutes, Central Laboratories and other university-wide research facilities. Within the framework of the project, office space will also be adapted for the needs of the central rectorate workplaces (320 m²). In addition, 510 m² of space for student lecture halls and rooms will be reconstructed. The project will also include a general reconstruction of sanitary facilities (120 m²) and communication areas (1,820 m²), and a small part of the premises will be adapted for IT needs (15 m²). A building permit will be required for the reconstruction of these premises with a total usable area of 4,700 m² (or a net usable area of 2,870 m²), as part of the premises are being changed from office to laboratory use.)

Estimated cost of the investment activity excluding VAT: CZK 238 million without VAT (of which CZK 188 million for construction works and project documentation, CZK 50 million for interior equipment).

Framework schedule of the investment activity: 2019 -2023 (preparation of project documentation 2019 - 2020, construction implementation 2022 - 2023).

Justification of the activity - link to the priorities of the SI2021+: Due to the long-term critical shortage of suitable premises for university teaching and scientific research activities, in particular quality laboratory space and also adequate administrative facilities in the buildings owned by UCT Prague, the reconstruction of the vacated premises is necessary to remedy the current critical situation in terms of space. This action is part of the overall Development Master Plan of UCT Prague. Its implementation will enable further follow-up stages of the school's development (reconstruction of the vacated space from the administrative offices in other buildings of the university campus, building into the courtyard of Building B), operational optimization of the buildings, expansion of teaching and research spaces, solving the unsatisfactory level of fire safety, increasing the level of occupational health and safety and meeting current hygiene regulations, especially in laboratories (e.g. efficient air conditioning). The implementation of this activity will significantly improve the spatial, working and teaching conditions at 8 institutes and also at two school-wide workplaces of UCT Prague at the Dejvice Campus. Selected departments from Building A and Building B (part of Technická Street) will be relocated to the newly renovated premises. *PC1 - measure for Building infrastructure for education, PC3 - measure for Space, social facilities, equipment and services for PhD students (O_27).*

Synergistic links to other investment activities: Direct follow-up to Investment activities I and II; this activity is then followed by Investment activities V, VI, VII and XIII.

Estimated financial resources: Programme financing, EU funds (OP JAK), National Investment Plan, own resources (note: the scope of the planned investment project is so large that it cannot be implemented only from UCT Prague's own resources).

V. Reconstruction of the moved and existing premises in building no. 1903 (Building B), Technická Street, Prague 6

Brief Description: Reconstruction of the premises in the part of the building of UCT Prague no. 1903, Prague 6 - Dejvice, situated in Technická Street, which will be vacated as part of the dislocation of some faculty and rectorate departments to the newly renovated premises after their return from the long-term lease of CTU. This activity is a follow-up to the above-mentioned investment activities No. I and III.

The vacated premises will require comprehensive reconstruction, the aim of which is not only to adapt them to modern premises for the needs of UCT Prague, but also to meet the existing safety and hygiene regulations and standards.

The activity will include a general reconstruction and rebuilding (including new media distribution and IT infrastructure) of the existing, long-term intensively used mainly office and laboratory space into modern chemical laboratories designed for practical teaching of students in all types of study programmes (bachelor, master, doctoral), as well as for quality basic and applied research. In total, it is a reconstruction of 1 070 m² of new laboratory space that meets all the requirements of OSH and Fire safety (equipped with efficient HVAC). The reconstruction of the laboratory space is synergistically connected with the reconstruction of the office space - workrooms for academic staff and students (1 060 m²). In total, this will create 2,130 m² of high quality space for the needs of the faculties. Within the framework of the project, the student rest areas (170 m²) and a smaller part of the office space for the needs of the central rectorate departments (150 m²) will be modified. The project will also include a general reconstruction of sanitary facilities (300 m²) and communication areas (930 m²). A building permit will not be required for the reconstruction of these premises with a total floor area of 3 680 m² or a net floor area of 2 750 m².

Estimated cost of the investment activity excluding VAT: CZK 220 million (of which CZK 170 million for construction works and design documentation, CZK 50 million for interior equipment).

Framework schedule of the investment activity: 2022 – 2024.

Justification of the activity - link to the priorities of the SI2021+: Due to the long-term critical shortage of suitable premises for university teaching and scientific research activities, especially quality laboratory space and also adequate administrative facilities in the buildings owned by UCT Prague, the reconstruction of the vacated premises is absolutely necessary. The implementation of this activity will significantly improve the spatial, working and teaching conditions at 8 institutes of all four faculties of UCT Prague. This activity is part of the Development Master Plan of UCT Prague. *PC1 - measure for Building infrastructure for education, PC3 - measure for Space, social facilities, instrumentation and services for PhD students (O_27), PC4 - measure for Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30).*

Synergistic links to other investment activities: Follow-up to Investment activities I, II, IV and VII.

Estimated financial resources: Programme financing, EU funds (OP JAK), National Investment Plan, own resources (note: the scope of the planned investment project is so large that it cannot be implemented only from UCT Prague's own resources).

VI. Reconstruction of the moved and existing premises in building no. 1905 (building A), Technická Street, Prague 6

Brief Description: Reconstruction of the premises in the part of the building of UCT Prague no. 1905, Prague 6 - Dejvice, which will be vacated as part of the dislocation of some faculty and rectorate departments to the newly renovated premises after their return from the long-term lease of CTU. This activity is a follow-up to the above-mentioned investment activities No. I and III.

The vacated premises will require a comprehensive reconstruction, the aim of which is not only to adapt them to modern premises for the needs of UCT Prague, but also to meet existing safety and hygiene regulations and standards.

The project will include a general reconstruction and rebuilding (including new media distribution and IT infrastructure) of the existing, long-term intensively used premises into modern chemical laboratories designed for practical teaching of students in all types of study programmes (bachelor,

master, doctoral), as well as for high-quality basic and applied research. Overall, the project involves the reconstruction of 1,200 m² of new laboratory space that meets all the requirements of occupational health and safety (equipped with efficient air conditioning). The reconstruction of the laboratory space is synergistically connected with the reconstruction of the office space - workrooms for academic staff and students (1,180m²). In total, this will create 2,380 m² of high quality space for the needs of the faculties. As part of the project, the rest area for students (90 m²) will also be adapted. The project will also include a general reconstruction of sanitary facilities (390 m²) and communication areas (690 m²). A building permit will not be required for the reconstruction of these premises with a total floor area of 3,550 m² or a net floor area of 2,860 m².

Estimated cost of the investment activity excluding VAT: CZK 230 million ((of which CZK 170 million for construction works and design documentation, CZK 60 million for interior equipment).

Framework schedule of the investment activity: 2022 – 2024.

Justification of the activity - link to the priorities of the SI2021+: Due to the long-term critical shortage of suitable premises for university teaching and scientific research activities, especially quality laboratory space and also adequate administrative facilities in the buildings owned by UCT Prague, the reconstruction of the vacated premises is absolutely necessary. The implementation of this activity will significantly improve the spatial, working and teaching conditions at 15 institutes of all four faculties of UCT Prague. This activity is part of the Development Master Plan of UCT Prague. *PC1 - measure for Building infrastructure for education, PC3 - measure for Space, social facilities, instrumentation and services for PhD students (O_27), PC4 - measure for Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30).*

Synergistic links to other investment activities: Direct link to investment activities I, IV and VII.

Estimated financial resources: Programme financing, EU funds (OP JAK), National Investment Plan, own resources (note: the scope of the planned investment project is so large that it cannot be implemented only from UCT Prague's own resources).

VII. Implementation of fire-safety solutions within the reconstruction of building no. 1903 and 1905 (buildings A and B), Prague 6

Brief Description: The following fire safety system measures will be implemented as part of the planned extensive overhauls in buildings A and B:

- installation of electrical fire alarm detectors in all areas of both buildings with the potential for occurrence of gases and vapours that may endanger the health and life of persons. In logical continuity with the electrical fire alarm system, the installation also includes gas detection;
- the construction of protected escape routes with forced ventilation can be solved in stages, where resistant elements of the building structure must be added first and the replacement of existing doors with fire-resistant doors can be implemented later;
- installing central gas storage tanks and removing pressure vessels from buildings wherever possible.

Estimated cost of the investment activity excluding VAT: CZK 70 million.

Framework schedule of the investment activity: 2021 - 2024 (continuous implementation of the fire prevention measures in the framework of the ongoing reconstruction works in buildings A and B, see investment activities I, II, IV and V).

Justification of the activity - link to the priorities of the SI2021+: This action is a very important part of the Development Master Plan of UCT Prague. Its implementation will allow to solve the unsatisfactory level of fire safety and significantly increase the standard of OHS. *PC1 - measure for*

Building infrastructure for education, PC3 - measure for Space, social facilities, instrumentation and services for PhD students, PC4 - measure for Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30).

Synergistic links to other investment activities: Direct link to Investment activities I and II, IV up to VI and XV.

Estimated financial resources: Programme financing, EU funds (OP JAK), National Investment Plan, own resources.

VIII. Courtyard extension in building no. 1903 (building B), Prague 6

Brief Description: The building in the courtyard of Building B will connect the spaces on the Studentská, Žižka and Technická Streets. The project envisages the construction of technology halls, a social centre with decent refreshment facilities and a number of new modern laboratories located over five floors. The area of laboratories and technical premises is planned to be 5,500 m², office space should occupy an area of 750 m². An area of 2,690 m² will be set aside for social, welfare and catering purposes. The building will also include underground car parks with a capacity of about 300 parking spaces. For the construction of the new premises with a total useful area of 17,700 m², or a net useful area of 14,900 m², it will be necessary to prepare relatively extensive construction documentation.

Estimated cost of the investment activity excluding VAT: CZK 895 million (CZK 45 million for project documentation, CZK 800 million for the construction part and CZK 50 million for the interior equipment)

Framework schedule of the investment activity: 2021 - 2025 (2021 - 2023 project documentation, 2023 - 2025 construction implementation).

Justification of the activity - link to the priorities of the SI2021+: This activity is part of the Development Master Plan of UCT Prague. The construction of a modern courtyard technology building in the courtyard of Building B will result in a significant increase in available space capacity with a positive impact on the increase in the space needs satisfaction index identified in the Master Plan by 15-20% to 85%. *PC1 - measure for Building infrastructure for education, PC3 - measure for Space, social facilities, instrumentation and services for PhD students (O_27), PC4 - measure for Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30).*

Synergistic links to other investment activities: Follow-up to Investment activities I, II, IV, V and VII; this action is followed by Investment activity XV.

Estimated financial resources: Programme financing, EU funds (OP JAK), National Investment Plan, own resources (note: the scope of the planned investment project is so large that it cannot be implemented only from UCT Prague's own resources).

IX. Reconstruction of the Běstvína Student Learning Centre - teaching facilities (laboratory), accommodation facilities (log cabins, year-round building)

Brief Description: Construction of modern premises for the provision of theoretical and practical teaching and, above all, sufficiently spacious accommodation facilities of a log/cottage character for seasonal operation and an insulated accommodation building with year-round use. The planned total accommodation capacity is 120 persons.

Estimated cost of the investment activity excluding VAT: CZK 39 million excluding VAT for construction works, project documentation and engineering activities.

Framework schedule of the investment activity: 2020 - 2023 (2020 and 2022 preparation of project documentation, 2021 - 2023 actual implementation of the construction).

Justification of the activity - link to the priorities of the SI2021+: This activity is part of the Development Master Plan of UCT Prague. Modernization of the infrastructure of the student learning centre will allow to significantly improve the quality of practical field teaching, increase the standard of familiarization courses of the first year of undergraduate studies, sports courses, popularization events for primary and secondary school students and preparatory courses for the Chemistry Olympiad. *PC1 - measure for Building infrastructure for education.*

Synergistic links to other investment activities: Connection to investment activity X.

Estimated financial resources: Own resources, EU funds (OP JAK).

X. Reconstruction of the Běstvína Student Learning Centre - catering facilities (kitchen, dining room), playing fields and landscaping

Brief Description: Construction of catering facilities (kitchen, dining room, stores) meeting all hygiene standards and allowing year-round operation - kitchen capacity min. 200 meals, dining room capacity 100 seats at tables. The reconstruction of the whole area will be completed by building outdoor sports fields (ball games) and the necessary landscaping (grass areas, paths, access to the pond).

Estimated cost of the investment activity excluding VAT: CZK 38 million for construction works, project documentation and engineering activities.

Framework schedule of the investment activity: 2023 - 2025 (2023 preparation of project documentation, 2024 - 2025 actual implementation of the construction).

Justification of the activity - link to the priorities of the SI2021+: This activity is part of the Development Master Plan of UCT Prague. Completion of the reconstruction and modernization of the infrastructure of the student learning centre will allow to significantly improve the quality of practical field teaching, increase the standard of familiarization courses of the first year of undergraduate studies, sports courses, popularization events for primary and secondary school students and preparatory courses for the Chemistry Olympiad. *PC1 - measure for Building infrastructure for education.*

Synergistic links to other investment activities: Connection to investment activity IX.

Estimated financial resources: Own resources, EU funds (OP JAK).

XI. New construction of the buildings of UCT Prague, Vítězné nám., Prague 6

Brief Description: A new academic building with 5 floors above ground, 3 underground floors, with a floor plan of approximately 2,000 m², gross floor area of 15,000 m² and net floor area of 12,000 m², built on part of the land on Vítězné náměstí, Prague 6, owned by UCT Prague (land situated along Šolínova Street). It will be a modern building of office and teaching character, where no laboratory teaching is expected (only offices, seminar rooms, lecture halls and theatres, facilities for student activities, doctor). An essential part of the academic building will be underground parking spaces (2 floors) for the use of staff and students. V 1. The ground floor is planned to be a commercially used retail space, with the proceeds from the lease will fund the operation of the building. The Rector's administrative offices, the dean's offices of the faculties and institutes providing only theoretical teaching and scientific research activities will be moved to the new administrative building. The spaces vacated in the historical buildings A and B will be dislocated to the institutes of the individual faculties.

Estimated cost of the investment activity excluding VAT: CZK 790 million (project documentation, actual construction and interior equipment).

Framework schedule of the investment activity: 2024 - 2029 (2024 - 2026 project documentation, 2027 - 2029 construction implementation).

Justification of the activity - link to the priorities of the SI2021+: This activity is part of the Development Master Plan of UCT Prague. The construction of the administration building completes the comprehensive reconstruction and modernisation of the Dejvice Campus. With the construction of a new administrative building and implementation of all stated investment activities, the net usable area per 1 student/1 academic staff member will approach the optimal value stated in the methodological regulation of the Ministry of Education and the space needs satisfaction index will approach 100%. *PC1 - measure for Building infrastructure for education, PC3 - measure for Space, social facilities, instrumentation and services for PhD students (O_27), PC4 - measure for Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30).*

Synergistic links with other investment activities: no direct synergy with other planned investment activities.

Expected financial resources: own resources, EU funds (OP JAK), National Investment Plan (note: the scope of the planned investment project is so large that it cannot be implemented only from the own resources of UCT Prague).

XII. Reconstruction of the boiler room for student halls of residences, Prague 4 - Kunratice

Brief Description: Reconstruction of the gas boiler room located on the Volha block.

Estimated cost of the investment activity excluding VAT: CZK 11 million.

Framework schedule of the investment activity: 2021

Justification of the action - link to the priorities of the SI 2021+: This activity is part of the overall Development Master Plan of the University of Technology Prague. Its implementation will enable further follow-up stages of improving accommodation and catering options for students on the campus of the Prague 4 - Kunratice halls of residence; *PC1 - measure for Building infrastructure for education, PC3 - measure for Spatial, social facilities, instrumentation and services for doctoral students.*

Synergistic links to other investment activities: No direct link to other investment activities.

Estimated financial resources: Own resources.

XIII. Purchase of land under the halls of residence buildings in Prague 4 - Kunratice from the Prague City Hall to the ownership of the UCT Prague

Brief Description: Purchase of land (6,000 m²) under the student halls of residences in Prague 4 - Kunratice from the City of Prague to the ownership of UCT Prague or partial exchange for other land owned by UCT Prague.

Estimated cost of the event excluding VAT: max. CZK 15 million excluding VAT.

Framework schedule of the investment activity: 2021.

Justification of the activity - link to the priorities of the SI2021+: This action is part of the overall Development Master Plan of UCT Prague.

Synergistic links to other investment activities: No direct link to other investment activities.

Estimated financial resources: Own resources.

XIV. Reconstruction and modernisation of accommodation at the Volha student halls of residence, Prague 4 - Kunratice

Brief Description: Comprehensive reconstruction and modernization of student accommodation, including the necessary technical and catering facilities, in a hotel-type building which was put into operation in 1982. The aim of the activity is to raise the standard of accommodation in line with

current accommodation requirements. The urgency of the solution is due to the physical and aesthetic wear and tear of the existing equipment and technology.

Estimated cost of the investment activity excluding VAT: CZK 100 million (project documentation, construction).

Framework schedule of the investment activity: 2024 – 2028.

Justification of the activity - link to the priorities of the SI2021+: During the last few years, complete insulation of the buildings has been carried out, including replacement of windows and reconstruction of a substantial part of the accommodation capacity, but it remains to complete the reconstruction and modernisation of the part of the accommodation capacity that no longer meets the current requirements for quality student accommodation. This activity is part of the Development Master Plan of UCT Prague. *PC1 - measure for Building infrastructure for education, PC3 - measure for Space, social facilities, instrumentation and services for PhD students (O_27).*

Synergistic links to other investment activities: No direct synergy with other planned investment activities.

Estimated financial resources: Programme financing, own resources (note: the scale of the planned investment project is so large that it cannot be implemented only from the own resources of UCT Prague).

XV. General reconstruction of the premises after vacating another part of building no. 1903 (building B), Prague 6, from long-term lease - laboratory part (2nd stage)

Brief Description: Comprehensive reconstruction of parts of the building of UCT Prague 1903, Prague 6 - Dejvice, situated in Šolínova Street, which will be released from the long-term lease of CTU (Klokner Institute) in the 4th quarter of 2027. The aim is not only to adapt them primarily into modern laboratories, but also into high-quality lecture and office space for the needs of the University of Science and Technology Prague, meeting all fire-technical, health and safety and hygiene regulations.

The project will include a general reconstruction and rebuilding of workshop, warehouse and office space into modern chemical laboratories designed for practical teaching of students in all types of study programmes (bachelor, master, doctoral), as well as for high-quality basic and applied research. In total, 1,900 m² of new laboratory space will be built, meeting all OHS requirements, equipped with efficient air conditioning, new media distribution and new IT infrastructure. The reconstruction of the laboratory space is synergistically connected with the reconstruction of the office space - workrooms for academic staff and students (approximately 1,880 m²). In total, this will create 3,780 m² of quality space for the needs of faculty institutes, Central Laboratories and other university-wide research facilities. As part of the investment project, a general reconstruction of sanitary facilities (350 m²) and communication areas (1,300 m²) will also be carried out. A building permit will be required for the reconstruction of these premises with a total usable area of 5,730 m² (or a net usable area of 4,130 m²), as part of the premises are being changed from office to laboratory use.)

Estimated cost of the investment activity excluding VAT: CZK 400 million

Framework schedule of the investment activity: 2025 - 2029 (2025 - 2027 preparation of project documentation; 2028 - 2029 actual implementation of the construction part)

Justification of the activity - link to the priorities of the SI2021+: Due to the long-term critical shortage of suitable space, especially quality laboratories and also adequate administrative facilities in the buildings owned by UCT Prague, it is important to continue the reconstruction of other, gradually vacated premises within the buildings of the Dejvice Campus. The implementation of this project will allow to significantly improve the spatial, working and teaching conditions at all faculties of UCT

Prague and after the reconstruction (and the construction of a new building on Vítězný náměstí) the spatial standard common in quality research universities will be achieved after waiting for many decades. This activity is part of the Development Master Plan of UCT Prague. *PC1 - measure for Building infrastructure for education, PC3 - measure for Space, social facilities, instrumentation and services for PhD students (O_27), PC4 - measure for Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30).*

Synergistic links to other investment activities: Direct link to investment activities I, II, IV, V and VII.

Estimated financial resources: Own resources, EU funds (OP JAK), National Investment Plan (note: the scope of the planned investment project is so large that it cannot be implemented only from the own resources of UCT Prague).

XVI. Reconstruction of the external façade of building No. 1905 (Building A), Technická Street, Prague 6

Brief Description: The subject of the planned reconstruction of the façade is the repair of the cladding, which is in a state of disrepair in many places. The colour of the façade will be subject to the approval of the conservation institute. The stone parts of the façade will also be repaired. All copper plumbing elements will be completely replaced. An integral part of the reconstruction will be the replacement of all window panes. The double-glazed windows will be replaced with replicas and their form will be subject to the approval of the conservation institute. The lightning conductors and all locks will be repaired. This reconstruction will remedy the dilapidated state of the façades and, in particular, significantly improve the thermal insulation properties of the university building.

Estimated cost of the investment activity excluding VAT: CZK 75 million

Framework schedule of the investment activity: 2025

Justification of the activity - link to the priorities of the SI2021+: This activity is part of the overall Development Master Plan of UCT Prague. UCT Prague is a part of the university campus in Prague 6 - Dejvice together with CTU and NTL. Its educational, research and service workplaces are located in three buildings in the conservation area of the capital city of Prague. Unfortunately, the quality of the infrastructure of the buildings corresponds to their age and requires long-term, regular and significant investments in their reconstruction.

Synergistic links to other investment activities: No direct link to other investment activities.

Estimated financial resources: Programme funding, own resources.

XVII. Renewal and modernisation of instrumentation and technical equipment of the departments of UCT Prague

Within the faculties and central workplaces of UCT Prague, the acquisition of instrumentation equipment is planned for the period 2021-2030 in the total amount of CZK 2.2 billion (excluding VAT) and within the Technopark Kralupy, which focuses on applied research with commercial potential, another CZK 132 million (excluding VAT). The scope of planned investments in the renewal and modernization of instrumentation is so large that it cannot be realized only from the own resources of UCT Prague.

The following text gives an overview of the plans for the acquisition of instrumentation and technical equipment for individual units of UCT Prague. The list of instruments will be regularly updated to ensure that the needs of the research projects under way are primarily met and that there is sufficient space for the expansion of scientific research activities into new areas.

Faculty of Chemical Technology (FCT)

Mechanical and instrumental equipment will be acquired to ensure teaching and research in the fields of the faculty's competence (inorganic chemistry and inorganic technology, metallic

materials and corrosion engineering, glass and ceramics, solid state chemistry, organic chemistry and organic technology, polymers, solid state engineering, informatics and chemistry and chemical technology of monument restoration). The selection of instruments is mainly oriented towards advanced microscope technology.

Estimated total amount of investment funds: CZK 482 million excluding VAT.

Sources of funding: EU funds (OP JAK) and other public sources, own resources.

The most expensive instruments purchased (\geq CZK 10 million excluding VAT):

- inorganic chemistry laboratory equipment (CZK 10 million excluding VAT),
- system for characterization of light sources and measurement of morphology and photoelectrochemical properties of layers (CZK 11 million excluding VAT),
- NMR for organic chemistry laboratories (CZK 10 million excluding VAT),
- electron microscope and detector system for materials research Field Emission Gun-Scanning Electron Microscope + Energy Dispersive Spectroscopy detectors + Electron backscatter diffraction cameras (FEG SEM - EDS - EBSD) (CZK 21 million excluding VAT),
- scanning electron microscope with local structural and chemical analysis (SEM - LSCA) (CZK 36 million excluding VAT),
- high Resolution Transmission Electron Microscope (HRTEM) (CZK 40 million excluding VAT),
- SLM 3D printer (CZK 17 million excluding VAT),
- dual single crystal diffractometer with microfocus X-ray lamp (CZK 20 million excluding VAT),
- high-temperature CVD process (CZK 10 Million excluding VAT).

Faculty of Environmental Protection Technology (FEPT)

Machinery and instrumentation will be acquired to ensure teaching and research in the fields of the faculty's competence (petroleum and alternative fuels technology, gaseous and solid fuels and air quality protection, water and environmental technology, energy and environmental chemistry).

Estimated total amount of investment funds: CZK 151 million excluding VAT.

Sources of funding: EU funds (OP JAK) and other public sources, own resources.

The most expensive instruments purchased (\geq CZK 6 million excluding VAT):

- instrument for temperature-programmed chemisorption with MS detector (CZK 6 million excluding VAT),
- liquid chromatograph with mass detector (HPLC-MS) (CZK 9 million excluding VAT)
- experimental bioreactor with measuring and control system (CZK 6 million excluding VAT)
- confocal laser scanning microscopes incl. PC and SW (2x CZK 7,5 million excluding VAT).

Faculty of Food and Biochemical Technology (FFBT)

Machinery and instrumentation will be acquired to provide teaching and research in the fields of the faculty's competence (biotechnology, biochemistry and microbiology, carbohydrates and cereals, milk, fats and cosmetics, food analysis and nutrition, food preservation, chemistry of natural substances). The choice of instruments is mainly focused on chromatographic separation techniques in combination with sensitive mass detection.

Estimated INV funds: CZK 471 million excluding VAT.

Sources of funding: EU funds (OP JAK) and other public sources, own resources.

The most expensive instruments purchased (\geq CZK 10 million excluding VAT):

- high performance liquid chromatograph with mass detector (UHPLC - MS)(CZK 13 million

excluding VAT),

- transmission electron microscope with EDS detector (TEM - EDS) (2 x CZK 15 million excluding VAT),
- flow cytometers with sorter (CZK 10 million excluding VAT),
- set of equipment for the virology and bacterial pathogens laboratory (CZK 10 million excluding VAT),
- mass spectrometer (QTOF TIMS) (CZK 21 million excluding VAT),
- mass spectrometer (MALDI TOF) (CZK 14 million excluding VAT),
- ultra High Performance Liquid Chromatograph with Tandem High Resolution Mass Spectrometric Detector (UHPLC - HRMS) (2x CZK 14.5 million excluding VAT),
- two-dimensional gas chromatograph with high-resolution mass-spectrometry detector and SPME unit (GCxGC - HRMS/MS - SPME) (CZK 15 million excluding VAT),
- ultra high performance liquid chromatograph coupled to a tandem mass spectrometer (UHPLC - MS/MS) (CZK 10 million excluding VAT),
- gas chromatograph with high-resolution mass spectrometric detector and SPME unit (GC - HRMS - SPME) (CZK 16 million excluding VAT),
- ultra High Performance Liquid Chromatograph with Hybrid High Resolution Ion Mobility Mass Spectrometry Detector (UHLC - HRIMS) (CZK 17 million excluding VAT),
- equipment for high-pressure treatment of foodstuffs (CZK 10 million excluding VAT).
- UHT unit with homogenisation for food processes (CZK 10 million excluding VAT).

Faculty of Chemical Engineering (FCI)

Machinery and instrumentation will be acquired to ensure teaching and research in the fields of the faculty's competence (analytical chemistry, physical chemistry, chemical engineering, physics and measurement technology, computer and control technology). The choice of instruments is mainly oriented towards advanced chemical analysis.

Estimated INV funds: CZK 452 million excluding VAT.

Sources of funding: EU funds (OP JAK) and other public sources, own resources.

The most expensive instruments purchased (\geq CZK 10 million excluding VAT):

- raman optical activity spectrometer (CZK 12.5 million excluding VAT),
- liquid chromatograph with triple quadrupole mass spectrometric detection (HPLC - 3QMS) (CZK 12 million excluding VAT),
- high-resolution liquid chromatograph with mass spectrometric detection (HPLC - HRMS) (CZK 14 million excluding VAT),
- NMR spectrometer (CZK 20 million excluding VAT).

Technopark Kralupy

Machinery and instrumentation will be purchased to provide equipment for the scientific and research workplaces operating in the Technopark in the fields of building chemistry and related material disciplines and equipment for the experimental workplace at the Lafarge Cement a.s. cement plant in Čížkovice.

Estimated INV funds: CZK 132 million excluding VAT.

Sources of funding: EU funds (OP JAK) and other public sources, own resources.

The most expensive instruments purchased (\geq CZK 5 million excluding VAT):

- electron microscope for materials research (SEM - FIB) (CZK 30 million excluding VAT),
- surface analysis instrument (XPS or ToF - SIMS) (CZK 25 million excluding VAT),
- equipment for cyclic loading (CZK 7 million excluding VAT),
- constant load test equipment 5 pcs (CZK 6.5 million excluding VAT)
- test chamber for cyclic corrosion tests (CZK 5 million excluding VAT).

Within the framework of the joint rectorate workplaces, UCT Prague plans to invest a total of approx. CZK 597 million excluding VAT. Funding will be provided mainly from own resources or from the programme funding of MoE or EU funds (OP JAK).

Central laboratories of UCT Prague

As a workplace providing support for the scientific, research and teaching activities of the faculty, it plans to renew the instrumentation for sensitive analytical determinations and structural analysis of organic and inorganic substances and materials. The most expensive instruments purchased (\geq CZK 10 million excluding VAT):

- NMR spectrometer 600 MHz (CZK 25 million excluding VAT),
- NMR spectrometer 500 MHz (CZK 15 million excluding VAT),
- 500 MHz solid-state NMR spectrometer (CZK 22 million excluding VAT),
- high-resolution liquid chromatograph with mass spectrometric detection (HPLC - HRMS) (CZK 19 million excluding VAT)
- gas chromatograph with high-resolution triple quadrupole mass spectrometric detector (GC 3QHRMS) (CZK 15 million excluding VAT),
- surface analysis system with angular resolution and equipped with a special ion gun (ESCA - XPS) (CZK 20 million excluding VAT).

Information Services Centre of UCT Prague

It plans to invest approximately CZK 4 million excluding VAT for the necessary renewal of existing IT servers.

Computer Centre of UCT Prague

It plans in particular the acquisition, extension or renewal of software and licences and the modernisation of the necessary IT infrastructure to ensure the safe operation of UCT Prague. The most costly investments (\geq CZK 10 million excluding VAT):

- renewal of VDI desktop virtualization (CZK 42 million excluding VAT)
- replacement of firewalls in the Dejvice Campus data centre (CZK 20 million excluding VAT),
- renewal of the central storage of the Computing Centre and the Information Services Centre (CZK 28 million excluding VAT),
- modernisation of the wireless network infrastructure in the Dejvice Campus (CZK 43 million excluding VAT),
- replacement of data container (Campus Dejvice - Building A) (CZK 40 million excluding VAT),
- renewal of active network elements and structured cabling in the Dejvice Campus (CZK 46 million excluding VAT).

Annex 2: Allocation of funds from the Strategic Management Support Programme for the years 2022 - 2025 at UCT Prague

PRIORITY OBJECTIVE SI2021+ AND THE RELEVANT OPERATIONAL OBJECTIVES RELEVANT FOR SUPPORT FROM PROGRAMME FUNDS	Share of allocation (%)
1 DEVELOP COMPETENCIES DIRECTLY RELEVANT TO LIFE AND PRACTICE IN THE 21ST CENTURY	36.3 %
1A Support the development of staff competencies for teaching and curriculum development	
1B Develop methods for quality assurance of education and verification of learning outcomes	
1C Strengthen the link between study and practice and preparation for future employment	
2 IMPROVE THE AVAILABILITY AND RELEVANCE OF FLEXIBLE FORMS OF EDUCATION	3.8 %
2B Strengthen the motivation of universities to develop the offer and innovate methods of flexible forms of education, including online learning	
2E Improve recognition of prior learning outcomes in further study	
3 INCREASE THE EFFICIENCY AND QUALITY OF DOCTORAL STUDIES	6.0 %
3C Strengthen the quality, openness and internationalisation of doctoral studies	
3D Improve conditions for successful study, including support for balancing studies and family life, and strengthen the social integration of doctoral students	
5 BUILD CAPACITY FOR STRATEGIC MANAGEMENT OF HIGHER EDUCATION	15.0 %
5A Create a financial instrument to implement key strategic priorities at the university level	
5B Strengthen strategic management in universities	
5D Strengthen the strategic management of human resources in universities	
6 TO REDUCE THE ADMINISTRATIVE BURDEN ON UNIVERSITY STAFF SO THAT THEY CAN DEVOTE THEMSELVES FULLY TO THEIR CALLING	7.3 %
6A Simplify the transfer of information to the public administration and improve the availability and circulation of information through the continued digitisation of agendas	
INTERNATIONALISATION OF UNIVERSITIES	25.6 %
I1 Developing global competencies of students and staff of higher education institutions	
I1A Support for language and intercultural training of students and staff of higher education institutions	
I1B Development of international mobility of students and staff	
I1C Development of professional competencies of university staff in the field of internationalisation	
I2 Internationalisation of university study programmes	
I2A Increase the number and quality of study programmes offered in foreign languages and joint study programmes	
I2B Incorporating the international dimension into the structure of study programmes, including mobility windows	

I3 Simplifying the process of recognition of foreign education	
I3A Implementation of automatic recognition of education and study results abroad	
I4 Creating an international environment at universities and promotion of this abroad	
I4A Support for the development of international marketing of universities and the Czech Republic in general	
I4B Development of services offered to international students and workers	
I4C Working with foreign students and graduates	
I5 Strengthening the strategic management of internationalisation	
I5A Support for comprehensive internationalisation at institutional level	
I5B Promoting international cooperation strategic partnerships and membership of international networks/organisations	
<i>OTHER PRIORITY OBJECTIVES OF THE STRATEGIC PLAN OF HIGHER EDUCATION INSTITUTES falling under the following areas:</i>	6.0 %
II10 accessibility of the results of creative activities to the general public; popularisation of science;	
SHARE OF INVESTMENT EXPENDITURE IN THE TOTAL ALLOCATION	11.1 %
THE SHARE OF THE INTERNAL COMPETITION IN THE TOTAL ALLOCATION	-