



Plan for the Implementation of the Strategic Plan for Educational and Scientific and Research, Development and Innovation, Artistic or Other Creative Activities of the University of Chemistry and Technology Prague for the year 2024

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Introduction

The University of Chemistry and Technology, Prague (“UCT Prague”), in compliance with Act No 111/1998 on higher education institutions and amending other acts (the “Higher Education Act”), hereby submits its **Plan for the Implementation of the Strategic Plan for Educational and Scientific and Research, Development, and Innovation, Artistic, or Other Creative Activities of UCT Prague for 2024** (the “2024 Implementation Plan”). This strategic document is a means of annually revising and elaborating on the Strategic Plan for Educational and Scientific and Research, Development, and Innovation, Artistic, or Other Creative Activities of UCT Prague for the Period from 2021 (“SP2021+”).

The 2024 Implementation Plan builds on the structure of SP2021+ and reflects the 2024 Plan for the Implementation of the Higher Education Strategic Plan, as introduced by the Ministry of Education, Youth, and Sports (the “MEYS 2024 Implementation Plan”). For each of the priority objectives, including those outlined in the Internationalisation Strategy, the 2024 Implementation Plan lists operational objectives, accompanied by the specific measures and activities that UCT Prague will focus on in 2024. Some of the measures initiated in previous years will continue to be implemented, in keeping with the current state of play. The 2024 Implementation Plan includes a brief summary of the current progress made towards SP2021+ priorities, broken down by individual operational objectives under SP2021+.

The headway made in the pursuit of SP2021+ priorities for the previous year is assessed in the introduction to the UCT Prague Annual Activity Report. Evaluations of specific SP2021+ measures implemented in the previous year, which are funded by Ministry of Education development programmes, are published in the form of final reports submitted by the Ministry of Education (final reports on Centralised Development Programme projects implemented in the previous year, and the Report on Objectives under the UCT Prague Strategic Plan and on the Use of Funds from the Strategic Management Support Programme in the Previous Year).

In 2024, to (co-)finance specific SP2021+ measures, UCT Prague plans to use, inter alia, state budget funds under the 2022–2025 Higher Education Institutions Strategic Management Support Programme (the “SMSP”) and the newly announced Higher Education Development Support Programme (“HEDSP”), which replaces previous years’ Centralised Development Programme for Public Higher Education Institutions. In order to secure the sources of funding required to implement UCT Prague’s development priorities, the intensive preparation of project applications for submission under other relevant calls announced by domestic and foreign providers will continue in 2024, along with the preparation and implementation of projects under relevant calls announced by the John Amos Comenius Operational Programme (the “JAC OP”), with a view to obtaining grant money from EU funds. In 2024, a project under the higher education institutions component of the National Recovery Plan (NRP), managed by the Ministry of Education under call 3.2.1 (“Transformation of higher education institutions to adapt to new forms of learning and changing labour market needs”), will be completed and work will begin on implementing a project submitted under the new call 7.4 (“Support for green skills and sustainability at higher education institutions”). UCT Prague will also draw on its own resources derived from complementary activities to finance its priorities in 2024.

A mandatory annex to this document is the 2024 UCT Prague Investment Plan, the structure of which is mandatorily defined by the Ministry of Education.

Priority Objective 1: Develop skills directly relevant to life and work in the 21st century

Operational Objective: Support the fostering of staff skills in teaching and curriculum development (MEYS SP2021+: 1A)

Every year, courses are held for doctoral students and early-career academics to develop their teaching skills, covering topics in the fields of pedagogy, psychology, and the use of IT in teaching. Experience gained from, and good practice in, pedagogical work at UCT Prague is shared annually at an internal teaching conference. The internal information systems provide data support to managers so that they can assess the teaching performance of academic staff. Our focus will be on setting up a system for fostering teaching skills that responds to the outputs of teaching quality assessments, staff evaluations (teaching performance), and the staff skills development centre.

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

- **Teaching skills development courses** will be held for doctoral students, early-career academics, and even more experienced teachers to support initial and ongoing teacher training. The courses will concentrate on the use of interactive and innovative teaching methods. The aim of these courses is to develop participants' competence in teaching and practical skills in the field of pedagogy, psychology, and IT. The content and format of the courses will accommodate the use of different forms of teaching.
- **Internal language courses for doctoral students and staff** will be organised by the Department of Languages to improve **language proficiency** and support the university's internationalisation. Doctoral students will be offered intensive specialised English courses with a particular focus on technical and academic language, along with the presentation and communication skills they need to join international research teams. Semester-long courses will also be made available for them to learn other foreign languages. English and other foreign languages will be taught to staff in semester-long and intensive courses to improve their language proficiency. Staff will be encouraged to travel to foreign institutions to facilitate the sharing of best practices, *thereby creating synergies with the operational objective "Support the linguistic and intercultural training of students and staff of higher education institutions"*.

Sources of funding: SMSP, Erasmus+, EU funds (JAC OP), internal resources.

Measure: Motivation of academics to develop teaching skills (O_02)

A range of seminars geared towards mastering the required level of teaching skills, in line with the stage that teachers have reached in their career, will be prepared on the basis of an analysis of student surveys on the quality of teaching and performance of teachers, as well as through direct dialogue with students and the collection and analysis of needs and requirements for the **development of teaching skills** stemming from regular assessments of academics by senior staff (assessments of teaching performance, areas identified as needing further development). Preparations will be initiated to embed the standard of teaching skills for academic staff in internal documents, and to provide other necessary data support in the framework of internal information systems.

Sources of funding: internal resources, EU funds (JAC OP), HEDSP.

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

The university-wide **Teaching Conference**, which has a proven track record of sharing best teaching

practices and experience gained from various forms of education (the use of digital education tools, the incorporation of multimedia into teaching, project-based learning, workshops with experts in the field, the use of AI in teaching), will be expanded to include the sharing, by external experts, of best practices in pedagogy beyond UCT Prague.

Sources of funding: SMSP

Operational Objective: Development of methods for education quality assurance and learning outcome verification (MEYS SP2021+: 1B)

As part of the internal quality assessment system, a process for evaluating study programmes was set up and implemented that draws on the experience and best practices of other domestic public higher education institutions. The evaluation results serve as a basis for optimising the study programmes provided. By comparing the role of internal evaluation boards at selected Czech public higher education institutions and how they work, suggestions for potential improvements in the way the role and functioning of the UCT Prague Internal Evaluation Board (IEB) is perceived were identified. The aim is to make more efficient use of the features offered by the acquired accreditation module that has been integrated into the Study IS (SIS).

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

- The **study programmes accredited at UCT Prague will be optimised** as and when needed in response to evaluations of the outputs of internal quality assessments of study programmes at all three levels of study and feedback from stakeholders (students, graduates, employers, representatives of professional associations). Data support from internal IS will be provided to the study programme guarantors so that these programmes can be evaluated. European standards, new trends and best practices of higher education institutions with a similar profile in the Czech Republic and abroad will be taken into account when new study programmes are developed and existing ones are modified.
- The **SIS Accreditation Module** will be further **developed** to make more efficient use of its features, including the rollout of workflow for institutional accreditation and for the change management of accredited study programmes, so that users involved in individual processes (e.g. members of the UCT Prague IEB) can keep track of the current status of the process and have access to up-to-date documentation.

Sources of funding: internal resources, HEDSP, SMSP, NRP, EU funds (JAC OP).

Operational Objective: Improve how studies are balanced with practical experience and career preparation (MEYS SP2021+: 1C)

UCT Prague has long been committed to improving the quality of chemistry and science teaching in primary and secondary schools. In this vein, it actively supports the training of teachers at these levels and directly engages with primary and secondary school students through various chemistry-related outreach and educational events.

UCT Prague students are given opportunities to meet experts in the field who are involved in teaching courses here, and to participate in various student and research projects in collaboration with industry partners. Not least, they produce hands-on student theses that often deal with specific topics raised by industry partners. An important element of the curriculum in some study programmes involves mandatory internships and placements that are clearly defined from both a methodological and organisational perspective. Industry experts also contribute to the development of new study programmes. New development trends and practical insights are reflected in the teaching of individual specialist subjects on the basis of internal quality assessments. In the 2023/2024 academic year, the Litvínov University Centre began offering two newly accredited professionally oriented chemical and

technological study programmes (bachelor's and follow-on master's). Graduates of these programmes will become experts in new modern technologies aimed at revitalising the structurally disadvantaged Ústí nad Labem region. To strengthen students' transferable skills in various areas required to improve their employability upon graduation, they are offered lectures, workshops, and courses on a variety of topics in the form of optional courses under accredited study programmes, and also in the form of supplementary courses under lifelong learning programmes organised by selected UCT Prague departments or as part of the services available from the UCT Prague Counselling and Career Centre. The aim is to continue building close ties between studies at UCT Prague and industry, while further fostering students' entrepreneurial skills, e.g. in the course Creating a Startup Project: Turning Ideas into Reality run by the School of Business.

Measure: Incorporation of the development of general skills required in practice into the curriculum (O_05)

The preparation and implementation of suitable undergraduate courses and seminars for the development of selected transferable skills will continue. These will be offered as optional (supplementary) subjects outside the study plans, i.e. within the framework of lifelong learning at UCT Prague. The range will be based on a comparative analysis of the need for, and quality of teaching of, transferable skills under study programmes at UCT Prague.

Sources of funding: SMSP, internal resources, NRP.

Measure: Promotion of student entrepreneurship (O_06)

At central level, student entrepreneurship (**student ideas**) will further be promoted by offering training courses and expert consultations. Further information on various suitable activities and events aimed at promoting entrepreneurship among our students is made available to those who are interested through internal communication channels.

Sources of funding: internal resources, EU funds (JAC OP).

Measure: Development of targeted cooperation with real experience in education, involvement of industry experts in teaching (O_07)

- In cooperation with industry experts, the **transfer of general knowledge and practical approaches into teaching** will continue. This will take the form of lectures by industry experts, specialist workshops, new trends and information technologies incorporated into teaching or project-based learning addressing real-world problems. The aim will also be to maintain the high proportion of final student theses and projects directly linked to cooperation with companies or to ongoing research projects. The priority is to ensure that students benefit from field trips and work experience at companies. Theoretical technical teaching will continue to be combined effectively with practical knowledge and skills as part of specialised laboratory training. Interdisciplinarity in teaching will be promoted under existing accredited study programmes by offering courses from similar and related disciplines, with the aim of increasing the flexibility and employability of graduates in the labour market.

Sources of funding: internal resources, NRP, EU funds (JAC OP).

- Various forms of **close cooperation with secondary schools will continue to be pursued in order to facilitate students' transition between secondary and tertiary education**, with a focus on promoting the teaching of chemistry and other technical and scientific subjects.
 - “*Prepare Yourself*” online courses and knowledge testing for core subjects (mathematics, chemistry, and chemical calculations) – for prospective students applying to UCT Prague.
 - Foundation courses – for first-year students before the start of teaching (e.g. preparatory courses in laboratory techniques, mathematics, the Survival Kit lecture series on everything needed for the smooth transition to university, etc.).

- *Summer and Autumn Schools*, sharing new trends and knowledge from various fields of chemistry for secondary school teachers and students, aimed at motivating high school educators to enrich chemistry teaching and gifted students to pursue further studies in chemistry.
- Methodical and expert support for secondary school students in preparing specialist work for the Secondary School Research Challenge (SOČ) and in writing their final papers for their school-leaving examination.
- (Co-)organisation of the National Chemistry Olympiad and support for the participation of the national team in the International Chemistry Olympiad.
- Provision of practical laboratory teaching for selected secondary schools and support for partner secondary schools in various regions of the Czech Republic.
- *Chemistry Content Incubator*, an online interactive platform engaging prospective UCT Prague students in a modern and relevant way.
- Interactive projects (e.g. *Modern Chemistry Lesson*, *Chemistry Club*) introducing the study of chemistry to secondary and primary school students as an attractive and promising subject, with a proven impact on generating future interest in studying at UCT Prague.

Sources of funding: SMSP, internal resources, MEYS grants, EU funds (JAC OP).

- **UCT Prague's presence in the Ústí nad Labem region** will be supported, along with initiatives helping to retain skilled individuals in structurally disadvantaged regions.

Sources of funding: NRP, internal resources, EU funds (JAC OP).

- The **popularisation of a polytechnic approach to technical education** for UCT Prague students and applicants will be promoted.

Sources of funding: internal resources, SMSP.

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

Through support for projects under the internal **student grant competition for social projects** (SIGA), social integration and the development of student skills will continue to be supported with the aim of making them more employable. Moving forwards, the competition has been expanded to include projects focused on sustainable development. Orientation and integration courses will be organised at all levels of study. The mentoring programme for students will continue to be developed.

Sources of funding: internal resources, SMSP, NRP.

Measure: Promotion of a transparent link between curricula and the practical applicability of studies (O_09)

The high level of involvement of industry experts in the Student Science Conference evaluation committees will continue to be fostered.

Sources of funding: internal resources, SSUR.

Measure: Innovation of study programmes to reflect developmental trends in labour market needs (O_10)

The analysis of data sources suitable for establishing systematic cooperation with representatives of the employers of our graduates, professional associations, and the Alumni Club will continue, with the aim of obtaining relevant information on the quality of accredited study programmes taught at UCT Prague from the perspective of graduate employability. For areas where there is a need has been identified to further strengthen employee skills throughout their professional careers, courses with micro-certificates in various areas of specialisation taught at UCT Prague will be prepared and offered as part of the lifelong learning programme.

Sources of funding: SMSP, NRP.

Measure: Methodological and organisational support for student internships and placements as part of the curriculum (O_11)

In the context of the mandatory Work Experience course, IS features will be further developed to automatically match students with work experience opportunities based on their content, and facilitate their registration.

Sources of funding: SMSP, internal resources.

Measure: Motivational support for students (O_12)

Students will receive **motivational support in the form of scholarships** for outstanding academic performance or for representing the university in extracurricular activities.

Sources of funding: SMSP, internal resources.

Measure: Promotion of lifelong learning through career guidance (O_13)

An effective system of academic and psychological counselling, mental health support, and other career services for students will continue to be developed. The student knowledge portal, which links students to relevant services based on an analysis of their needs, will also be improved. Additionally, the system of student mentors providing advice to fellow students will be further developed.

Sources of funding: internal resources, HEDSP, EU funds (JAC OP).

Operational Objective: Support the building of infrastructure for interactive education methods and student integration (MEYS SP2021+: 1E)

Measure: Modernisation and renewal of education infrastructure (O_15)

- In accordance with the strategic document Master Plan for the Renewal of the Infrastructure of UCT Prague, which presents a detailed plan for the refurbishment and development of all the university's facilities, preparatory work for the **reconstruction of Building B (Studentská, Šolínova)** will continue. This will involve the **creation of laboratories** in spaces previously leased long-term. Further **reconstruction work** will take place in spaces vacated in **Buildings A (Technická 5) and B (Technická 3)**, including the relocation of certain faculty and rectorate offices to newly refurbished offices in Building B (Zikova). The reconstruction efforts will focus on creating a modern, safe, and accessible environment for both theoretical and practical education and research for students and staff, including those with specific needs. The preparation of design documentation for the internal **courtyard extension in Building B** will also continue. Design documentation for the **new UCT Prague building on Vítězné Square**, based on a winning architectural design for the extension of the fourth quadrant, will be drawn up. At the student teaching centre in **Běstvína**, the **renovation of the external covered teaching area** and the health centre will be completed, and preparations for the construction of **laboratories** will begin.
- The gradual **renewal and modernisation of teaching equipment and laboratory facilities** across all parts of the university used for accredited study programmes of all levels will continue, with the goal of further enhancing the quality and competitiveness of the educational process at UCT Prague.

For more details, see the 2024 UCT Prague Investment Plan, attached to this document as Annex 1.

Sources of funding: internal resources, NRP, MEYS programme financing, EU funds (JAC OP).

Priority Objective 2: Improve the quality and relevance of flexible forms of education

Operational Objective: Increase in the use of distance learning methods in full-time study programmes (MEYS SP2021+: 2A)

Thanks to funding from complementary infrastructure projects under the Operational Programme Research, Development and Education (OP RDE), teaching spaces have been equipped with IT technology, improving conditions for distance learning. Blended learning is supported annually through an internal grant competition for innovative teaching projects (PIGA). Teachers are provided with methodological guidance and appropriate training for the effective use of online elements in teaching and for preparing teaching materials intended for the public domain. The technical environment for sharing online teaching materials via LMS Moodle is being continuously improved. The aim is to further enhance support for teaching staff and improve the organisational and technical conditions to ensure that the required flexible forms of education are in place.

Measure: Innovative solutions to enhance the efficiency and quality of distance learning and assessment (O_17)

- Through the support of **innovative teaching projects** under the internal grant competition for teaching projects by students and academic staff (PIGA), innovative elements will be implemented into the curriculum. These will include the incorporation of distance learning components, the creation of study aids, and the development of developing multimedia teaching materials. Innovations will be supported at the level of individual academic subjects, study programmes, and continuing education courses.
- Training in the use of digital technologies will continue, along with the enhancement of IT support for teaching staff. This will include ensuring that relevant rectorate departments have the staffing they need (the Centre for Information Services – CIS, and the Department of Chemical Education and Humanities).
- Support will be provided for the creation of educational videos for basic chemical engineering student laboratories.

Sources of funding: NRP, internal resources, SMSP, EU funds (JAC OP).

Measure: Motivational support for students (O_18)

Material support will be provided to students with specific needs and those from socially or economically disadvantaged backgrounds. This will take the form of loans of equipment to help them succeed in their studies.

Sources of funding: internal resources, JAC OP.

Operational Objective: Develop the range of, and innovate methods for, flexible forms of education, including online education (MEYS SP2021+: 2B)

Lifelong learning at UCT Prague is undergoing gradual development, exploring opportunities for better internal and external promotion and increased awareness. The programme range is being steadily expanded with new courses. Courses are systematically recorded and integrated into the Study Information System (SIS), and graduates receive standardised certificates. As part of an NRP initiative, UCT Prague has joined a collaborative project aimed at improving the accessibility of higher education through micro-credential courses. The future development of lifelong learning will focus on

implementing these micro-credentials.

Measure: Development of flexible forms of education (O_19)

- The reform and development of the UCT Prague Department of Lifelong Learning will continue, with efforts focused on exploring marketing strategies to enhance the appeal and relevance of **lifelong learning course offerings**. Additionally, the preparation of suitable polytechnic educational courses will be initiated, which will subsequently become part of the lifelong learning programme portfolio.

Sources of funding: internal resources, SMSP, NRP, MEYS grants.

Priority Objective 3: Enhance the efficiency and quality of doctoral studies

Operational Objective: Enhance the quality, openness, and internationalisation of doctoral studies (MEYS SP2021+: 3C)

UCT Prague has been implementing the European project DocEnhance to support doctoral studies, with the aim of improving transferable skills courses and integrating them into existing doctoral programmes. Some courses, such as Data Stewardship, have already been successfully incorporated into the permanent curriculum, and additional courses developed under the DocEnhance project are expected to follow in the near future. International collaboration in doctoral studies, established among partner institutions within the project consortium, continues to grow. The benefits of internationalisation and the implementation of European standards for doctoral studies at UCT Prague are also anticipated through the university's membership of the Pride Network Association for Professionals in Doctoral Education and the EUA Council for Doctoral Education.

As part of an OP RDE-funded project, an internal grant competition, IGRA@UCTP, has been piloted. This introduced modernisation measures into the standard VIGA competition, enhancing its internationalisation and quality.

The PGS2022+ Working Group has been established as an advisory body at university level. Within its teams and subgroups, which focus on various aspects of doctoral studies, the group discusses and proposes solutions to address shortcomings highlighted by the International Evaluation Panel (IEP) and International Advisory Board (IAB). Going forwards, the PGS2022+ Working Group will focus on creating conditions to ensure the quality and attractiveness of doctoral studies at UCT Prague, in line with the latest amendments to the Higher Education Act. It will also aim to strengthen collaboration with similar bodies at other higher education institutions in the Czech Republic and to share best practices in doctoral education.

Measure: Requirements for the international mobility of doctoral students (O_22)

At university-wide level, a scholarship fund will be used to support the fulfilment of international mobility requirements for doctoral students in accordance with accredited doctoral programmes. *This aligns with the SP operational objective "Develop the international mobility of students and staff".* A points-based evaluation system has been introduced to assess doctoral students' international placements, which will serve as one of the criteria for evaluating their academic and research performance.

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

Measure: Motivation of doctoral students and supervisors to complete their studies on time (O_23)

The timely completion of doctoral studies has been identified as a key priority by the newly established PGS2022+ Working Group. The excessive teaching workloads doctoral students sometimes find themselves under will need to be addressed. This includes defining their maximum number of teaching hours. Proper onboarding of doctoral students in the first year of study will be instrumental in ensuring that they graduate on time. A comprehensive set of onboarding resources, accessible to all doctoral students and their supervisors, is expected to be launched in 2024. Additionally, a Supervision course for supervisors interested in improving their doctoral supervision skills will be organised in 2024. Sufficient courses in areas such as academic writing and information management will also be made available to doctoral students.

Sources of funding: SMSP, internal resources.

Measure: Support and facilitation of doctoral graduates' transition to future careers (O_24)

- As part of the UCT Prague scientific internal grant competition (VIGA), doctoral **students' research projects** will receive targeted support. The VIGA administration process will be fully computerised, utilising the updated internal information system module Project and Contract Register (PCR). Doctoral students will also have continued access to **mentoring** services offered by the UCT Prague Counselling and Career Centre to help shape their future career paths.
- Within the framework of lifelong learning, **supplementary courses** will be offered to **doctoral students** in both Czech and English. These courses will focus on **enhancing transferable skills** and deepening knowledge in areas such as the dissemination of research results, the application and protection of research and scientific findings, and research and development management. Courses in polytechnic education will also be available. Many of these courses will be developed through European projects undertaken by UCT Prague, particularly the EIT HEI project "DETECT!", which focuses on fostering entrepreneurship. Courses developed under the now finished DocEnhance consortium project, such as Data Stewardship, will also be included. Successful participants will receive certificates upon course completion.
- Efforts will be made to **develop doctoral students' communication skills**, providing them with both theoretical knowledge and practical experience in presenting their research work to the general public in an engaging and accessible way. This will include the production of media outputs for dissemination across various UCT Prague communication channels.

Sources of funding: SMSP, internal resources, SSUR, LCDRO, EU funds (EIT).

Operational Objective: Improve conditions for successful studies, including support for balancing studies with family life, and strengthening the social integration of doctoral students (MEYS SP2021+: 3D)

A new SIS module for evaluating doctoral students has been implemented, now automatically utilising data on scientific and teaching achievements from other internal applications/modules. The parameters for the point-based evaluation of doctoral students' results were modified as of the 2023/2024 academic year. To support doctoral studies, a Doctoral Office was established within the Research and Technology Transfer Office, providing operational advice and clarifying the range of transferable skills courses available to doctoral students at UCT Prague. In collaboration with doctoral students, an electronic doctoral student portal was created on the website, offering a concise and user-friendly Survival Guide that sums up essential information needed for success in doctoral studies, including active links. The site also provides onboarding materials for doctoral students and their supervisors in the first year of study. Standard services offered to doctoral students include access to the Counselling and Career Centre and support for the printing of dissertation reports. Space planning activities under the Master Plan have considered the needs of doctoral students. Thanks to funding for

the OP RDE project Equip PhD, modern equipment and software are being acquired for use in doctoral education.

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

Recommendations from the IEP evaluation and the HR Award action plan related to the status of doctoral students will continue to be implemented. These will incorporate changes arising from the forthcoming amendment to the Higher Education Act and align with European standards for doctoral studies. Discussions between faculties and the university leadership within the newly established PGS2022+ Working Group will further develop opportunities for change and settings for doctoral studies at UCT Prague. Key issues include motivating the timely completion of doctoral studies, modifying study evaluations, addressing teaching activities for doctoral students, and considering the establishment of a Doctoral School. *These efforts will align with the operational objective (O_23) "Enhance the quality, openness, and internationalisation of doctoral studies" (PC3).*

Sources of funding: internal resources, SMSP, HEDSP.

Measure: Balance doctoral studies and work in the early stages of an academic career with family life (O_26)

Personalised support services provided by the Counselling and Career Centre (CCC), including the proven mentoring programme, will continue to be supported and developed.

Sources of funding: internal resources, HEDSP.

Measure: Facilities, social support, equipment, and services for doctoral students (O_27)

- Doctoral students will receive **informational, educational, and support services** through rectorate service departments linked to appropriate grant schemes. Continuous improvements will be made to the e-Doctoral Student module within the Study Information System (IS) to evaluate doctoral students' results and outputs.
- **Support** will be provided for the **printing of dissertations** in a standardised format that meets internationally recognised specifications. Financial assistance will be offered to doctoral students for the printing and binding of dissertations. These measures formally enhance the prestige of dissertations published at UCT Prague.
- In line with the **Master Plan for the Renewal of the Infrastructure of UCT Prague**, renovation works on modernising campus buildings in Dejvice will continue. This includes laboratories in Building B (Studentská Street and Šolínova Street) and in spaces vacated by rectorate and faculty support departments in Buildings A and B (Technická Street). Preparations will also progress for the design documentation for courtyard extension in Building B and the design of a new UCT Prague building at Vítězné Square. *These efforts are aligned with the operational objective "Support the building of infrastructure for interactive education methods and student integration".*
- The **technical and instrumental equipment in the teaching spaces and laboratories** across all parts of the university used for teaching under accredited doctoral programmes will gradually be **refurbished and modernised**. The goal is to further strengthen the quality and competitiveness of the educational process at UCT Prague, primarily through the use of funding from grants for infrastructure projects under the JAC OP. *This aligns with the operational objective "Support the building of infrastructure for interactive education methods and student integration".*

For more details, see the 2024 UCT Prague Investment Plan, attached to this document as Annex 1.

Sources of funding: SMSP, internal resources, LCDRO, other grants, MEYS programme financing, JAC OP, HEDSP.

Priority Objective 4: Strengthen strategic management and efficient use of research and development capacities at higher education institutions

Operational Objective: Complete the comprehensive transformation of the R&D&I environment and processes at UCT Prague (MEYS SP2021+: 4A)

A coordination team for Open Science (OS) has been established at UCT Prague to cover the implementation of Open Science principles. The institution has become a member of the National ORCID Centre, and authors are required to report their ORCID in the Personal Bibliographic Database (OBD). Publishing in Open Access (OA) mode has been long supported through the OA fund and the use of free bonus APC tokens thanks to the CzechElib consortium. UCT Prague has joined the Coalition for Advancing Research Assessment (CoARA). A UCT Prague Zenodo Community has been created for the storage of scientific data and outputs in a repository. Consultations and training are provided for users working with research data according to FAIR principles. A course on data stewardship is being piloted for doctoral students. For the creation of data management plans (DMPs), UCT Prague has its own instance of the Data Stewardship Wizard software tool. Furthermore, priority OS areas at UCT Prague have been approved, a SWOT analysis conducted, and the first steps of implementation have begun, including securing the staff needed for systematic OS support. A website, open.vscht.cz, is under preparation.

Measure: Implementation of IEP recommendations (O_28)

- As part of the development of **systematic Open Science support at UCT Prague**, the following activities are planned:
 - The Open Science coordination team will oversee the preparation and implementation of the OS Strategy at UCT Prague and establish regular monitoring, as well as setting up Open Access and Research Data Management policies.
 - Consultations and training will be provided to academic and research staff in Open Science areas, with the involvement of faculty data stewards, and potentially in collaboration with UCT Prague's Project Centre.
 - Data stewards will be involved in national working groups under the European initiative aimed at developing infrastructure supporting Open Science practices in research data management, European Open Science Cloud (EOSC-CZ).
 - The pilot Data Stewardship course (under the DocEnhance project) will be updated based on the latest developments in Open Science. In collaboration with other universities, efforts will be made to integrate the course into doctoral programmes.
 - Collaboration will take place on the preparation of a project proposal for the WIDERA call (Horizon Europe) with selected foreign partner universities, aiming at developing the application of Open Science principles.
- In the area of technology transfer, a **methodological guideline for establishing spin-off companies and a guide to intellectual property protection for UCT Prague staff** will be prepared.
- The translation of internal human resources management documents into English will continue as part of the action plan created for the HR Award application. Actions under the Action Plan are being implemented. The internal information system module "Employee Profile", containing data relevant for the evaluation of academic and research staff, will be regularly updated.

Sources of funding: LCDRO, internal resources, EU funds (JAC OP, Horizon Europe), HEDSP.

Operational Objective: Promote the excellence and societal relevance of research (MEYS SP2021+: 4C)

The long-standing successful collaboration between research institutions continues, addressing research topics within the frameworks of both domestic and international funding calls that involve academic and industrial partners. Research teams at UCT Prague are currently involved in, or will be participating in, projects in excellent/leading research, both fundamental and applied (e.g. JUNIOR STAR grants from the Czech Science Foundation, the National Institute of Virology and Bacteriology under the Exceles Programme from the NRP, supported projects under the Excellent Research call announced as part of the JAC OP, involvement in seven projects within the National Competence Centre Programme at the Technology Agency of the Czech Republic, etc.). To strengthen the connection between science and business in the biotechnology sector, UCT Prague has become one of the founding members of the Prague.bio association.

Measure: Consideration of societal needs at national and global levels in UCT Prague's research priorities (O_30)

- **Long-term collaboration with industrial and other sector partners** will be supported, **addressing research topics of high societal relevance**, such as environmental protection, waste recycling, nuclear waste storage, hydrogen technologies, energy storage, recycling, the environmental impacts of human activities, product ecology (European Green Deal), health care, and cultural heritage protection, resulting in high added value for society. This collaboration aims not only to produce quality applied research, but also to train leading young scientists. Examples include collaboration with companies such as Lafarge Cement and ČEZ on decarbonisation and construction materials production, The Parc Applied Pharmaceutical Research Centre, which successfully links UCT Prague, the Faculty of Science of Charles University, and the Institute of Organic Chemistry and Biochemistry of the Czech Academy of Sciences with Zentiva to accelerate the innovation process in pharmaceutical research and development, and cooperation within the Unipetrol Research and Education Centre UniCRE, focused on the development of chemical technologies. Intensive collaboration is ongoing within the CZECHIMPLANT cluster, which brings together leading industrial companies and research institutions focused on the development of medical devices, with UCT Prague being a member since 2017. New collaboration will be developed within the Prague.bio cluster. UCT Prague's scientific team continues to implement an excellent research project to establish the National Institute of Virology and Bacteriology, funded by the National Recovery Plan. Leading scientists and research teams from UCT Prague will be involved in at least five projects supported by the JAC OP Excellent Research call, with the aim of creating excellent and potentially applicable research results. These projects focus on microbiology, regenerative medicine, pharmacy, new materials and technologies, and bioinspired systems in engineering. UCT Prague will also prepare several projects for the JAC OP Intersectoral Collaboration call, focusing on applied research and development, as well as partnerships between research institutions and industrial companies. Ongoing efforts will continue to establish promising collaborations with small and medium-sized enterprises in Prague, other regions of the Czech Republic, and abroad, making maximum use of the potential offered by Technopark Kralupy and the know-how of individual faculties.
- **Intellectual property protection and technology transfer services** will continue to be developed to ensure the protection and commercialisation of intellectual property resulting from research and development at UCT Prague. For proper registration and management of intellectual property, a new information system with electronic workflow capabilities and integration with the project management of commercialisation projects will be implemented. Partners in the application sector will be systematically sought, and active support systems will be developed to increase the success of the commercial exploitation of applied research results at UCT Prague. Opportunities for state aid projects and investments aimed at technology transfer and supporting

start-up/spin-off companies will be efficiently identified.

- Centralised targeted **support will be established for emerging start-ups and spin-off companies** (i.e. start-ups using know-how developed at UCT Prague) through collaboration and the integration of capacities from the Research and Technology Transfer Office, the Counselling and Career Centre, and the School of Business.
- Through an **internal competition for junior grants** (JIGA), promising junior academic and research staff will receive financial support for their innovative research, independent publishing activities, and establishing active international collaborations to increase their success in obtaining both domestic and international grants.
- The creation of sufficient spatial capacity in line with the Master Plan for the Renewal of Infrastructure of UCT Prague across all university components will continue, along with the gradual **modernisation of scientific and research equipment** to strengthen competitiveness and excellence in basic and applied research conducted at UCT Prague. Researchers awarded excellent research grants will be provided with fitted-out chemical laboratories, including necessary facilities, for the duration of their grant projects.

For more details, see the 2024 UCT Prague Investment Plan, attached to this document as Annex 1.

Sources of funding: internal resources, EU funds (JTF, JAC OP, OP TAC), NRP, grants from other domestic and foreign providers, LCDRO, MEYS programme financing.

Operational Objective: Develop international cooperation in R&D&I (MEYS SP2021+: 4D)

Support for applicants preparing international projects is provided in the form of informational services, as well as through consultation, administrative services, and, importantly, financial support, primarily through the Project Centre staff, in cooperation with other rectoral departments. To strengthen the development of international cooperation associated with the researchers under Initiation Grants financed by the Dagmar Procházková Fund, the rules for the Initiation Grants have been revised to extend the project duration and increase the overall financial support available.

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

The **Initiation Grants** will continue to support selected scientific projects of promising academic staff, with the expectation that they will establish their own research groups as part of the project and align their professional careers with UCT Prague. Depending on the university's financial capacity, further adjustments to the rules for supporting Initiation Grants will be discussed to attract promising researchers with international experience to UCT Prague. The university will continue to actively participate in the preparation of projects under calls announced by the MSCA Postdoctoral Fellowships (Horizon Europe) programme, seeking funding directly from the European Commission or alternative funding from the MEYS (JAC OP). These mobility opportunities significantly contribute to the internationalisation of the research environment at UCT Prague.

Sources of funding: internal resources, LCDRO, EU funds.

Measure: Acquisition of targeted R&D&I support from international sources (O_33)

Support for researchers seeking grants from international sources will continue in the form of informational, consultation, and training services, primarily focusing on the Horizon Europe framework programme. Assistance for researchers in preparing international R&D&I projects will continue to be provided by the Project Centre. To encourage the participation of new applicants in consortium projects, a **motivational scheme will be maintained to support applicants joining international R&D&I programmes**. The possibility of supporting research teams with contributions

towards agency services in the preparation of international projects will be considered. Opportunities for further funding for the application of Anlupa, to help identify suitable project calls, will be actively pursued.

Sources of funding: internal resources, LCDRO, grants from other providers.

Operational Objective: Popularise natural sciences and the creative achievements of UCT Prague (MEYS SP2021+: additional priority objectives II10)

Each year, UCT Prague participates in a range of events aimed at promoting science and the results of scientific work to the general public. Whether these are traditional projects or new activities, prepared independently or in collaboration with other universities and research organisations, UCT Prague actively engages in spreading awareness. The Universitas magazine, published by higher education institutions, is also used to communicate interesting current scientific and societal topics to the general public from the perspective of universities.

Measure: Science popularisation with a focus on chemistry (O_34)

The **creative achievements of UCT Prague will be popularised** among the general public, with an emphasis on potential applicants to the university. This will be achieved through active participation in projects and events that promote science, such as the World (is) Chemistry photo contest, ChemQuest, Youth Academy, and ScienceFest. UCT Prague will coordinate the preparation of the 2024 Researchers' Night in collaboration with other public higher education institutions. It plans to submit a project for an MSCA RN call (European Researchers' Night). Both proven in-person events and alternative online formats will be used to respond to current societal trends and changing communication habits among today's population. UCT Prague will support staff and students in developing teaching and communication skills, focusing on delivering current scientific and research findings to the general public in an engaging and accessible manner. The appearance of academic and scientific staff from UCT Prague in the media will be encouraged, and the results of their work will be presented through various communication channels. The prestige of our scientists, university, and science in general, with an emphasis on chemistry, will be supported. Additionally, efforts to raise awareness of the activities and potential of public higher education institutions in achieving the United Nations' Sustainable Development Goals will continue. As part of the preparation of the design documentation for the new UCT Prague administrative building at Vítězné Square in Prague 6, sufficient modern and well-situated spaces will be designated to host events that promote technical sciences, the creative achievements of our researchers, and the general contributions of science to issues related to the quality of life for individuals, society, and the planet.

Sources of funding: SMSP (*funding under the so-called Additional Priority Objectives under the Higher Education Strategic Plan*), internal resources, sponsorship donations, HEDSP.

Priority Objective 5: Build capacity for strategic management in higher education

Operational Objective: Implement strategic priorities at UCT Prague (MEYS SP2021+: 5A)

Each year, the ongoing fulfilment of targets set at the level of SP2021+ operational objectives is monitored, including relevant comments on progress from the previous year. The ongoing annual monitoring of indicators (including data from previous years in the implementation of SP2021+) is presented to the academic community alongside the annual activity report, which evaluates UCT

Prague's activities over the past year. The ongoing evaluation of the implementation of SP2021+ measures also serves as a basis for efficient allocation of funding from MEYS development programmes and other sources of funding for the pursuit of the university's priorities.

Measure: Evaluation of the implementation of UCT Prague's Strategic Plan (O_35)

An evaluation of the implementation of the Strategic Plan for 2023 will be conducted as part of the introductory section of the annual activity report for that year. The fulfilment of SP2021+ indicators for each operational objective will be evaluated periodically and presented to the academic community as part of the approval process for the annual report. An external organisation will be selected to conduct an evaluation of the implementation of UCT Prague's Strategic Plan from 2021 onwards, to take place in 2024 or 2025.

Sources of funding: internal resources, SMSP.

Operational Objective: Strengthen strategic management at UCT Prague (MEYS SP2021+: 5B)

UCT Prague actively participates in data collection for international university rankings, carefully monitoring its position globally, regionally, and within the Czech Republic (and AVUni), and taking steps to improve its ranking. UCT Prague has recently joined the QS Sustainable Ranking data collection. The university has also participated in collaborative projects and shared best practices with other universities in various areas of the pursuit of the United Nations Sustainable Development Goals (UNILEAD). It has initiated the preparation of an institutional sustainability strategy. Conditions for the activities of autonomous academic bodies are continuously being improved (electronic voting system, remuneration of members of the AS at UCT Prague, electronic information platform). An International Advisory Board – a consultative body for the rector – was established and has begun discussions in working groups focused on the main areas of the university's activities related to UCT Prague's strategic priorities and the optimisation of strategic management. To support internal cooperation, coordination, and a shared identity with UCT Prague, annual work and informal social events are organised for students, staff, alumni, and friends of the university (e.g. UCT Prague's 70th anniversary, Vektor, and State of the Union).

Measure: Development of internal capacities for strategic management (O_36)

- On an annual basis, relevant documentation will be prepared to actively involve UCT Prague in international university rankings, aiming to maintain and strengthen the university's position in selected global rankings (QS WUR, THE WUR), both institutional and subject-specific, including rankings assessing universities' commitment to sustainable development. Based on analyses of the university's placement in these rankings, measures will be proposed to improve our ranking in individual criteria, where relevant.
- Within the data mining group of the Department of Strategic Planning, activities related to data collection and the provision of information for internal and external reporting will continue. The available data in the main internal information systems and public data sources will be analysed to obtain information necessary for the university's management and its departments' decision-making.
- Senior rectorate staff, faculty heads, and members of academic senates will be offered opportunities to develop management and decision-making skills at specialised training courses tailored to the specific needs of the academic environment.

Sources of funding: internal resources, SMSP, JAC OP.

Measure: Implementation of the Responsible Purchasing Strategy at UCT Prague (O_37)

The Responsible Purchasing Strategy was completed in 2023 and integrated as one of the sub-strategies ensuring UCT Prague's future sustainable development under the upcoming institutional sustainability strategy. This will be presented to UCT Prague's leadership in the first quarter of 2024 and subsequently to staff at lower management levels, as well as to all other employees, students, and the general public.

In 2024, action plans will be developed for implementing the individual areas of the institutional sustainability strategy, with gradual integration into the management levels of the organisation, including the incorporation of its key principles into supplier relationships (public procurement, contractual research).

As part of the implementation of the Responsible Purchasing Strategy, internal regulations will be adjusted, and methodological guidelines and training will be prepared for UCT Prague employees to ensure that public procurement is conducted in accordance with the social, economic, and environmental principles emphasised by this strategy.

UCT Prague will leverage shared knowledge, experience, and best practices gained from cooperation with other universities in their role of pursuing sustainable development goals (SDGs).

Sources of funding: internal resources, NRP.

Measure: Development of internal mechanisms for financial allocation and remuneration of academic staff (O_38)

Further development of the **Employee Profile** (PVAP) application will continue, providing data for senior managers to assess creative, teaching, and other activities of staff, as well as aggregating these data for organisational units or university departments, including their financial implications. The resulting data reports will be used for comparative analyses and potential adjustments to the system of allocating wage, operational, and investment funds within UCT Prague, taking into account strategic priorities and external influences (legislative, economic, and others).

Sources of funding: internal resources, SMSP, JAC OP.

Measure: Support for autonomous academic bodies (O_39)

There will be continuous updates to the software support for ensuring the electronic format of elections to academic senates (both faculty and university-wide) and voting within the bodies of UCT Prague, as well as for thesis defences, in accordance with the needs of the academic community. For the needs of the Board of Trustees and other autonomous bodies, the electronic information platform for document sharing will be further developed, simplifying the preparation of agendas and facilitating communication both between the members of these bodies and between these bodies and university management.

Sources of funding: internal resources, SMSP.

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

- To support the development of cooperation, strengthen common identity, and coordinate the implementation of planned process changes at the level of UCT Prague as a whole and within its individual parts, opportunities will be created for **staff from various departments across the university to meet**.
- **Existing internal communication channels** will continue to be developed to efficiently inform the academic community, other staff, and alumni about the operations of the university, leadership plans, and activities to achieve these goals. As part of the internationalisation of the environment,

the **development of English versions of internal communication channels** will continue.

- The activities of the Alumni club will continue to be supported and developed.

Sources of funding: internal resources, SMSP.

Operational Objective: Support the collaboration of, and exchange of experience between, higher education institutions and the development of capacities for strategic management at national level (MEYS SP2021+: 5C)

UCT Prague has actively participated in the Centralised Development Programme for Cooperation Between Public Higher Education Institutions, either as a co-handler or coordinator. The most valuable contributions of joint projects are the sharing of experiences, best practices, and the establishment of contacts for further inter-university cooperation. In addition to supporting development programmes, representatives of UCT Prague are involved in formal and informal professional associations and platforms.

Measure: Strengthening of cooperation and sharing of best practices between higher education institutions (O_41)

The potential for cooperation and the sharing of best practices between public higher education institutions will be harnessed in the implementation of projects in thematic areas supported under the Higher Education Development Support Programme. In this context, UCT Prague will participate in competence centres established under the EUNIS-CZ and CESNET associations, which will cover cooperation between public higher education institutions in areas such as the development of economic information systems, further digitalisation of public authority procedures (DEPO), and cybersecurity. UCT Prague will also continue to actively participate in collaboration between project staff from universities within the informal RONALDO association in order to share information and experiences of strategic project management and project administration. Additionally, UCT Prague will remain actively involved in the implementation of open science and open data strategies and policies at the national level.

Sources of funding: HEDSP, internal resources, CESNET development fund.

Operational Objective: Strengthen strategic human resources management at UCT Prague (MEYS SP2021+: 5D)

UCT Prague has been awarded the European Commission's HR Excellence in Research Award and is progressively fulfilling the approved Action Plan for implementing the Human Resources Strategy for Researchers (HRS4R). The range of employee benefits at UCT Prague has been expanded to include psychological counselling services and support for employees' sports activities (via a MultiSport card). As part of the preparatory work for the adaptation process, a handbook for employees has been created, containing essential information and instructions for new employees and job applicants to assist with their orientation. Work has begun on launching an application that employees will use for induction training, and the possibilities of digitalising the onboarding process are being explored by integrating it into the HR information system.

Measure: Strengthening of human resource care capacities (O_42)

Psychological counselling services for employees will continue to be offered. There will be efforts to further develop the digitalisation of the onboarding process for new employees. The creation of a methodology for basic onboarding procedures for new employees and the identification of developmental needs is planned.

Sources of funding: internal resources, SMSP.

Measure: Prevention of academic “inbreeding” (O_43)

The academic community will continue discussions on how to reduce the negative consequences of employing its own graduates for the functioning of UCT Prague. In addition to openness and transparency in recruitment for academic positions, the need for foreign experience among job applicants will be discussed, as well as forms of foreign mobility for employees or international cooperation. Support for foreign visiting professors and researchers will also be discussed.

Recruitment procedures for selected academic and research positions will be published on respected web portals, including foreign-language ones, to reach the largest number of potential internal and external candidates, including from abroad. The recruitment rules will be revised, and advertising standards will be defined to reflect these requirements.

Sources of funding: internal resources, HEDSP.

Measure: Remuneration of academic staff based on their results and the quality of their activities for the university (O_44)

The “Employee Profile” module will continue to be optimised, offering aggregated data reports to support senior management in evaluating and managing employees. Exceptional **contributions** by individual **employees** in achieving results and advancing UCT Prague in **various areas of their professional life** will be publicly **recognised** with Rector’s Awards and the Julie Hamáčková Award for the consideration of gender aspects in professional activities at UCT Prague.

Sources of funding: SMSP.

Measure: Implementation of HRS4R principles – winning and retaining the HR Award (O_45)

In January 2023, UCT Prague received the HR Excellence in Research Award from the European Commission. In 2024, activities related to the implementation of the HR Award Action Plan will be carried out as scheduled. These activities focus on the ethical and professional aspects of work in R&D&I, improving the work environment, refining recruitment strategies, and human resource development through employee training. The implementation of the Action Plan will be monitored continuously, and an internal evaluation of its implementation will be prepared at the end of the year and sent to the European Commission. Based on this evaluation, the Action Plan will be revised for the next two years. *This aligns with O_28 operational objective “Complete the comprehensive transformation of the R&D&I environment and processes at UCT Prague” (PC4).*

Sources of funding: SMSP, internal resources, HEDSP.

Priority Objective 6: Reduce the administrative burden on university staff to enable full focus on their mission

Operational Objective: Simplify the transfer of information to public administration and enhance its accessibility and circulation through the continued digitalisation of agendas (MEYS SP2021+: 6A).

Progress is being made in the digitalisation of various administrative agendas linked to core activities such as education, grant management, HR, and finance. Electronic document approval processes are being implemented alongside electronic document recording, in compliance with legal requirements. Development programmes funded by the MEYS, the NRP, and ESIF funds are being made the most of to finance necessary software upgrades and integrate them into internal information systems.

Measure: Development of information systems and digitalisation of agendas (O_46)

Existing internal information systems will continue to be enhanced to meet legislative requirements, reduce administrative burdens, and improve functionality and user-friendliness. After the acceptance testing of the second stage, the third stage in the implementation of the **new Identity Management (IDM) System** – procured in 2021 – will commence. This includes the establishment of a technical framework for data exchange between other systems and IDM. **Support for electronic processes within the Economic Information System (EIS) will be expanded:** electronic approval of asset transfers, generational renewal of the SPS module (Records Service), and its integration with other information systems, particularly SIS and Tender Arena; and the digitalisation of travel agenda processes, building on activities and outcomes from 2023. Within the **HR Information System (PIS)**, the further development of the workflow application will continue, ensuring the electronic circulation and approval of HR documents. New PIS modules will be implemented and developed for the digitalisation of recruitment, onboarding, and subsequent adaptation processes. The application for electronic recording of work reports will also be further developed. The **Grants and Projects (GaP)** system will undergo continued development based on user requirements and the technological possibilities of obtaining data from external sources. Adjustments will be made to the **Financial Information System (FIS)** in the area of access rights management (contexts), focusing on modernisation, compliance with requirements arising from the Cybersecurity Act, and addressing increased demands for reducing response times during data transfers. Another module to be upgraded is the Assets module, which does not currently meet some operational requirements, particularly regarding the bulk processing of certain changes, thus leading to improved efficiency for users relying on this module. As part of the development of the **Study Information System (SIS)**, attention will continue to be given to expanding and adapting the system, including its integration with other systems and registers, gradually ensuring full digitalisation of student records.

In collaboration with other public higher education institutions, selected tools and security policies will be implemented in the area of information security management and cybersecurity. Awareness and training courses on **cybersecurity** will be organised for target groups at UCT Prague. To ensure all legislative requirements are met, security documentation will be created or updated. Additionally, phishing campaigns will be conducted to enhance situational awareness among UCT Prague employees and students, further educating them in this field and improving the organisation's overall resilience to this type of cyberattack.

Sources of funding: HEDSP, internal resources, SMSP, NRP.

Operational Objective: Support the development of professional units providing support services for academic staff and university operations (MEYS SP2021+: 6C)

A centralised Project Centre has been newly established at UCT Prague to comprehensively support project-related agendas across the university. The activities of the Project Centre are being progressively developed and optimised. Other rectorate units providing support services to academics, researchers, the university leadership, and their components are being strengthened and further developed to enhance the quality of services provided.

Measure: Support for capacity sharing in cooperation among higher education institutions to reduce administration (O_48)

UCT Prague will actively participate in the activities of the Research Universities Association (AVUni) and the Association of Technical Universities, of which it is a member. It will share examples of best practice aimed at reducing internal administration and bureaucracy while supporting the digitalisation and computerisation of agendas related not only to educational and research activities, but also to other support functions (economics, HR). Within AVUni, UCT Prague will actively

contribute to specific thematic working groups focused on:

- higher education and research environments (led by Charles University);
- the evaluation of research and research infrastructures (led by Masaryk University);
- development programmes and knowledge and technology transfer (led by CTU Prague);
- the development and enhancement of doctoral studies (led by UCT Prague);
- issues of international cooperation (led by Palacký University Olomouc);
- the development of cooperation with technological practice and preparation of the amendment to the R&D&I Support Act.

Sources of funding: internal resources.

Internationalisation strategy

Priority Objective I1: Develop the global skills of university students and staff

Operational Objective: Support the linguistic and intercultural preparation of university students and staff (MEYS SP2021+: I1A)

The annual support for hosting renowned international experts at our institution through lectures and workshops continues. To encourage students in Czech study programmes to participate in courses taught in English, rules have been implemented to reward the successful completion of English-taught courses during the selection process for student mobility abroad. The aim is to ensure the availability of selected master's degree courses under Czech study programmes in English.

Measure: Foreign language as an integral part of study and work at UCT Prague (O_49)

- The **hosting of international experts** (primarily from partner institutions) at UCT Prague will be financially and organisationally supported. This initiative will provide students and staff with a unique opportunity to attend lectures and workshops led by renowned international experts without leaving the UCT Prague campus, effectively enabling “internationalisation at home”. An additional benefit of this measure is the enhancement of existing and the establishment of new connections for future collaboration in various areas of teaching and research.
- Preparations for rules **requiring the completion of part of the curriculum in English** within selected **Czech-language master's degree programmes** will continue.

Sources of funding: SMSP, internal resources, EU funds (JAC OP).

Measure: Development of intercultural skills (O_50)

The intercultural skills of students and staff are enhanced through participation in international mobility programmes. As part of pre-departure preparation, optional intercultural skills training is offered to students undertaking study placements abroad.

Sources of funding: Erasmus+.

Operational Objective: Develop international mobility for students and staff (MEYS SP2021+: I1B)

The mapping of funding opportunities for international mobility and the administrative support associated with them at UCT Prague is already at a high level. Further improvements to this service will

be pursued, focusing on maximising the use of computerisation in processes related to international mobility.

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

Two-way mobility of students and staff will be supported under Erasmus+ and other programmes. The goal of mobility programmes is to develop international experience and foster connections that facilitate the future involvement of students, academics, and non-academic staff in international projects and partnerships; the creation and revision of study programmes; teaching in foreign languages; the support of institutional activities at various levels; and the strengthening of internationalisation. Both short-term and long-term stays will be supported. High-quality information services will be provided to students and staff, including the use of electronic tools. The mobility offer will be effectively promoted among students and staff.

Sources of funding: Erasmus+, SMSP, earmarked MEYS funding, internal resources, EU funds (JAC OP).

Measure: Support for the mobility of students with special needs and socioeconomically disadvantaged students (O_52)

Students with special needs, socioeconomically disadvantaged students, and students with other barriers to participating in international mobility are offered increased financial support through Erasmus+ programme opportunities and the MOBI mobility programme.

Sources of funding: Erasmus+, SMSP.

Measure: Enhancement in the quality of mobility-related activities and their digitalisation (O_53)

In collaboration with other Czech and international higher education institutions, the focus will be on supporting virtual mobility at such institutions and analysing opportunities for the further computerisation of mobility-related administrative processes. This includes integration with existing university information systems and information exchanges with partner institutions, for example, using the Erasmus Without Paper (EWP) platform. Experience sharing and best practices with other Czech and international higher education institutions will be used to address these challenges.

Sources of funding: internal resources, SMSP, Erasmus+, EU funds (JAC OP).

Operational Objective: Develop the professional skills of UCT Prague staff in internationalisation (MEYS SP2021+: I1C)

The necessary skills of staff at the Department of International Relations will continue to be developed to enhance their work efficiency in line with emerging trends in the administration of international mobility programmes.

Measure: Systemic development of staff skills in internationalisation and motivation to participate in mobility (O_54)

Internationalisation will be further promoted by raising awareness among employees through UCT Prague's internal communication channels. Staff will have opportunities to participate in training events, job shadowing, conferences, and projects to strengthen their skills in this area. The development of the webpages of the Department of International Relations and the computerisation of processes related to internationalisation activities will continue in order to ensure more efficient handling.

Sources of funding: internal resources, SMSP, Erasmus+, EU funds (JAC OP), NRP.

Priority Objective I2: Internationalise higher education study programmes

Operational Objective: Increase the number and quality of study programmes offered in foreign languages and joint study programmes (MEYS SP2021+: I2A)

The creation and development of study programmes taught in collaboration with foreign institutions will continue to be supported. An emphasis will be placed on maintaining comparable quality between courses taught in Czech and those offered under English study programmes.

Measure: Study programmes catering to demand from international students (O_55)

In collaboration with partner institutions, discussions will take place regarding the establishment of new dual/joint degree programmes. The implementation of existing programmes (e.g. joint degrees) will continue, alongside their ongoing evaluation and adjustments based on experience gained from their delivery.

Sources of funding: internal resources, SMSP, EU funds (JAC OP).

Measure: Ensure the quality of study programmes and courses taught in English (O_56)

The **promotion of course surveys** among students will be intensified, including for courses taught in English. For **selected English-taught courses**, a **targeted feedback form** will be used to verify whether the quality of courses taught in English is comparable to their Czech equivalents.

Sources of funding: internal resources.

Operational Objective: Incorporate an international dimension into the structure of study programmes, including mobility windows (MEYS SP2021+: I2B)

Internal discussions will continue to identify suitable study programmes to facilitate the recognition of international mobility and to factor in mobility opportunities when designing new study programmes.

Measure: Incorporation of international student mobility as an integral part of study programme curricula (O_57)

- Based on current financial resources and study programme structures, organisational and financial support will continue to ensure that students **fulfil the requirement of participating in some form of international collaboration**, with outbound mobility being the preferred option, particularly in doctoral programmes, as stipulated by their accreditation. *This aligns with the operational goal “Enhance the quality, openness, and internationalisation of doctoral studies”, PC3.* For master’s programmes, the focus will be on organising semester-long study stays at partner universities, ensuring that the selection of courses guarantees the recognition of learning outcomes achieved abroad.
- When designing or revising study programmes, consideration will be given to enabling students to participate in international mobility without extending the duration of their studies. This will be achieved through the introduction of mobility windows or by including a greater number of optional courses (20 ECTS), which can also be completed at partner institutions abroad.

Sources of funding: internal resources, SMSP (MOBI programme), Erasmus+, EU funds (JAC OP).

Priority Objective I3: Simplify the process of recognising foreign education

Operational Objective: Implement the automatic recognition of education and academic achievements abroad (MEYS SP2021+: I3A)

Ensuring the automatic recognition of education and academic achievements abroad remains a long-term goal of UCT Prague. To achieve this at administrative level, the electronic exchange of data between partner institutions and UCT Prague, as well as between the systems of the Department of International Relations and the Study Information System, is necessary. A significant proportion of international mobility – studying abroad – takes place at partner institutions under the Erasmus+ programme. As part of the European Commission's "Erasmus Without Paper" initiative, which aims to digitalise mobility administration, one objective is to establish secure electronic data transfer on academic achievements. However, this aspect of digitalisation is still in its early stages of development, and implementation at UCT Prague will only be feasible once this functionality is fully operational and utilised by partner institutions within the scope of EWP.

Measure: Standardisation of the process and criteria for automatic mutual recognition of achievements during international studies at UCT Prague (O_58)

At UCT Prague, the digitalisation of the **automatic recognition process for foreign education** will be initiated. This will align with the operational objective "Improve the recognition of prior educational outcomes in further studies", PC2. Steps will be taken to develop rules for recognising academic achievements from international mobility, particularly with a focus on leveraging the "Learning Outcomes" framework. As part of ongoing digitalisation efforts and the simplification of mobility administration, the potential for the automatic recognition and recording of academic achievements based on students' pre-approved study plans prior to their mobility abroad will be explored.

Sources of funding: internal resources, Erasmus+, SMSP, NRP.

Priority Objective I4: Create an international environment at higher education institutions and promote this abroad

Operational Objective: Support the development of international marketing for higher education institutions and the Czech Republic (MEYS SP2021+: I4A)

UCT Prague, in collaboration with other Czech higher education institutions, national initiatives, and international initiatives of the European Commission, is enhancing its marketing activities on the international stage. The English-language website is continuously optimised, and modern tools are employed for communication with prospective students. Study opportunities at UCT Prague are promoted on international portals with extensive reach among higher education applicants. UCT Prague is represented at international higher education fairs in both in-person and online formats. Active collaboration takes place with the Study in Prague initiative run by Prague's public higher education institutions. Through Study in Prague, significant progress has been made in partnerships with secondary school advisers worldwide, yielding tangible results. UCT Prague also collaborates closely with the Study in Czechia initiative run by the Czech National Agency for International Education and Research (DZS) to promote study opportunities.

Measure: Provision of comprehensive information services to prospective international students (O_59)

Comprehensive information services for prospective international students will be further developed in synergy with the operational objective “Develop services for international students and staff”, specifically measure O_62, the UCTP Welcome Centre.

Sources of funding: internal resources, SMSP.

Measure: Institutional Scholarship Programme for International Students (O_60)

Talented international students enrolling in English-taught programmes will be **incentivised** through scholarships. These scholarships will also recognise **outstanding academic achievements**. Furthermore, scholarships will support voluntary initiatives by students that go beyond basic academic requirements, such as contributing to an **improvement in study conditions for international students** at UCT Prague. This initiative aims to enhance the integration of international students into university life and promote UCT Prague’s study programmes.

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

Measure: Promotion of UCT Prague abroad using national collaborative initiatives (O_61)

Marketing activities will focus on **promoting UCT Prague abroad to attract students** to English-taught programmes, along with **academics, researchers, and other staff** for open positions. Proven marketing tools will be employed, including participation in international higher education fairs, the use of agencies for recruiting international students, the promotion of study programmes on portals aggregating higher education opportunities, and active engagement on social media and other online promotion methods targeted at specific groups. Unexplored yet potentially effective tools, such as further utilisation of social media, will also be considered. Creating promotional materials and items will remain a priority. UCT Prague will continue its involvement in platforms like Study in the Czech Republic, coordinated by DZS, and Study in Prague, established through previous successful collaborations among Prague’s public higher education institutions. Activities will include hosting an international conference for secondary school advisers and regular updates to the Study in Prague website, which provides information on the research profiles of Prague’s higher education institutions and doctoral study opportunities in the city.

Sources of funding: SMSP, internal resources.

Operational Objective: Develop services for international students and staff (MEYS SP2021+: I4B)

Measure: UCTP Welcome Centre (O_62)

The activities of the **UCT Prague Welcome Office** will continue to evolve, providing services to prospective students and employees, and to current international students and staff, particularly in the areas of relocation to and living in the Czech Republic, as well as practical integration into life at UCT Prague. This primarily involves providing assistance with obtaining visas and residence permits for living in the Czech Republic, including for any family members, securing health insurance, and offering help with finding and arranging medical care. To achieve this, the office collaborates with other entities, such as EURAXESS, organisations, and associations that provide advisory and assistance services to foreign nationals living in the Czech Republic or preparing for life in the country, as well as with other Czech higher education institutions. The Welcome Office also aids in the integration of foreign nationals into life at UCT Prague and in Prague/the Czech Republic, organising integration courses and social activities independently or in collaboration with other entities. Additionally, the office provides support for various life events (e.g. childbirth) related to relocation

to the Czech Republic. Service provision is being further digitalised through the continued development of the MobIS system, which the Welcome Office uses to manage its agendas, including integration into UCT Prague's IT infrastructure. The office collaborates with other UCT Prague departments, providing support in addressing issues related to the employment of foreign nationals. To this end, it monitors relevant legislation, participates in related training and showcases best practices in work with foreigners in the Czech Republic and abroad. It also organises informational events and prepares methodological guidelines for UCT Prague regarding the onboarding of foreign nationals.

Sources of funding: SMSP, internal resources, EU funds (JAC OP).

Measure: Development of collaboration with international student clubs (O_63)

Traditional forms of active collaboration with the international student associations IAESTE UCT Prague and the Erasmus Student Network (ESN UCT Prague) will be further enhanced to support services for outgoing and incoming students. Both associations are provided with infrastructural support, targeted financial aid, and necessary cooperation to carry out their activities.

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

Operational Objective: Work with international students and alumni (MEYS SP2021+: I4C)

Services for international students are continuously being improved, particularly by expanding the availability of services in English to match the breadth of services offered in Czech. The aim is to ensure there is no disparity between services for students in Czech-language and foreign-language programmes. Nearly all information, websites, and internal communications are available in both Czech and English. Increasingly, international students are being integrated into academic life at UCT Prague by ensuring that events held at the university are linguistically accessible to them. In addition, services specifically tailored to international students are being developed, particularly in the areas of residence permits, advice on the healthcare system, and access to medical care, to ensure a positive study experience at UCT Prague and life in the Czech Republic in general.

Measure: Establishment of a system for collaboration with international students and alumni (O_64)

Various forms of collaboration with international students and alumni will continue to be supported and developed to promote outbound mobility opportunities to their home countries. Efforts will focus on the greater engagement of international alumni in the UCT Prague Alumni Club and the Study in the Czech Republic alumni programme. The aim is to leverage their ties to their "alma mater" to promote university study at UCT Prague among prospective students through various communication, promotional, and other activities that strengthen internal internationalisation at UCT Prague.

Sources of funding: internal resources, SMSP.

Priority Objective I5: Strengthen the strategic management of internationalisation

Operational Objective: Support comprehensive internationalisation at institutional level (MEYS SP2021+: I5A)

The International Advisory Board has been successfully established as an advisory body to the rector.

Its Statutes and Rules of Procedure were defined by a Rector's Decree, and began working in October 2022. After an initial introduction to UCT Prague, four key working themes were defined for subsequent meetings and discussions on the institution's strategic management, focusing on education, doctoral studies, research and development, and operational management. These meetings involve not only members of the International Advisory Board, but also members of UCT Prague's leadership, both from the rectorate and the faculties, as well as representatives of the Academic Senate.

Measure: Institutional internationalisation strategy (O_65)

UCT Prague will continuously utilise the updated Action Plan developed from the results of the MICHE (Monitoring Internationalisation of Czech Higher Education) evaluation, organised under the auspices of the DZS, the MEYS, and the European Commission. The Action Plan will be updated and further developed to strengthen internationalisation at UCT Prague.

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

Measure: External quality assessment of activities (O_66)

Regular meetings of the International Advisory Board will take place, during which activities in the defined priority areas (education, R&D&I, doctoral studies, and operational and management activities) will be discussed and reviewed. The aim is to assess the current state of affairs and recommend adjustments to strategies for each area of UCT Prague's activities for the upcoming period. *This aligns with the operational objective "Build capacity for strategic management at UCT Prague" (PC5).*

Sources of funding: internal resources, SMSP.

Operational Objective: Support the international collaboration of strategic partnerships and membership of international networks/organisations (MEYS SP2021+: I5B)

Engagement in international networks and the development of strategic partnerships at international level is one of the main priorities of UCT Prague. This focus is integrated into all internationalisation activities in order to contribute to that objective. Specific steps have been taken in the an effort to engage in the "European University Initiative". In collaboration with foreign institutions, additional opportunities for developing strategic cooperation at international level have been explored. As a result, several consortia of higher education institutions have been formed under UCT Prague's leadership, which submitted project applications for open calls. These included Green futuRe - European univErsities as eNgines of change – (GREEN) under the HORIZON WIDERA programme, and DETECT! – Deep Tech Creativity, a project under the HEI Initiative of the European Institute of Innovation & Technology (EIT). Although the GREEN project did not receive funding, UCT Prague aims to leverage the partnerships it has established to prepare a consortium project for another suitable call. The DETECT! project did receive support and, under the leadership of UCT Prague, involves several foreign universities as well as entities outside the higher education sector, with the goal of developing deep-tech skills among students and staff at the entities involved. Additionally, UCT Prague is involved in international networks and associations related to doctoral education, such as PRIDE and EUA-CDE.

Measure: Engagement of UCT Prague in international networks (O_67)

Collaboration with foreign (mainly European) institutions in related fields will be supported and developed, particularly in the areas of research and education, in the organisation of summer schools, and in the implementation of programmes to support the mobility of students and staff. Central support will be provided at institutional level through the services of rectorate support units for involvement in international networks such as European Universities, Strategic Partnerships,

Erasmus+, etc.

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

Measure: Active use of synergistic funding opportunities for European universities' projects under European community programmes to support education and science and research (O_68)

The Project Centre will continuously analyse opportunities for the synergistic funding of educational and research projects under EU community programmes, providing administrative and technical support throughout the various stages of the research project life cycle.

Sources of funding: internal resources.

Conclusion

UCT Prague, in the Plan for the Implementation of the Strategic Plan for Educational and Scientific and Research, Development, and Innovation, Artistic, or Other Creative Activities of UCT Prague for 2024, outlines measures that will contribute to the fulfilment of its mission, which is to produce highly skilled university graduates for industry and for public and state administration, as well as top-tier researchers and scientists who help to enhance the country's competitiveness and the development of a knowledge- and innovation-based economy. Another traditional, permanent, and integral part of the UCT Prague mission is the active promotion and popularisation of technical and natural sciences, including the latest trends in these fields, to the public. All planned activities carried out within the framework of the priority objectives of the UCT Prague Strategic Plan, including the priority internationalisation objectives, aim to achieve the objectives laid down in SP2021+ and thus fulfil the university's vision.

In 2024, the sustainability of projects funded by EU operational programmes for the 2014–2020 period (OP RDE) will be ensured. In order to secure financial resources for the development and improvement of both core and supporting activities at the university, it will prepare applications for support in newly announced relevant calls from domestic and foreign providers of targeted (grant) funding, including the preparation of strategic projects for relevant calls in the 2021–2027 programming period (JAC OP, OP TAC, Horizon Europe), as well as projects for suitable components of the National Recovery Plan. Projects already supported by various providers, including those funded by the National Recovery Plan, will continue to be implemented.

In 2024, the preparation and gradual implementation of investment projects related to the major renovation and reconstruction of facilities for teaching, research, and other activities at UCT Prague will continue. Likewise, the gradual renewal of instrument infrastructure necessary for quality laboratory teaching and scientific research activities will proceed. A factor limiting the implementation of all planned investment projects will be the availability of financial resources.

With the lingering negative effects of the COVID-19 pandemic and the ongoing military conflict between Ukraine and Russia affecting the national economy, austerity measures related to the financial management of UCT Prague will likely continue. UCT Prague aims to finance the measures planned under the 2024 Implementation Plan through the efficient use of available public financial resources, both institutional and targeted, as well as its own resources acquired through collaboration with the industrial sector.

Abbreviations used:

AVUni	Research Universities Association
CoARA	Coalition for Advancing Research Assessment
LLE	Lifelong learning
LCDRO	Long-term conceptual development of the research organisation
DMP	Data management plan
DSP	Doctoral study programme
DZS	Czech National Agency for International Education and Research
ECTS	European Credit Transfer and Accumulation System
EIT HEI	HEI Initiative of the European Institute of Innovation & Technology
PCR	Project and Contract Register
EU	European Union
EWP	Erasmus Without Paper
FIS	Financial Information System
JTF	Just Transition Fund
FDP	Dagmar Procházková Fund
GA ČR	Czech Science Foundation
HRS4R	Human Resources Strategy for Researchers
IAESTE	International Association for the Exchange of Students for Technical Experience
IAB	International Advisory Board
IT	Information technology
IS	Information system
JIGA	UCT Prague Junior Internal Grant Agency
LMS	Learning management system
IEP	International Evaluation Panel
MSCA	Marie Skłodowska-Curie Actions
MEYS	Ministry of Education, Youth and Sports
NRP	National Recovery Plan
OA	Open Access
OP	Operational programmes
JAC OP	John Amos Comenius Operational Programme
OP TAC	Operational Programme Technologies and Applications for Competitiveness
OP RDE	Operational Programme Research, Development and Education
ORCID	Open Researcher and Contributor ID
OS	Open Science

UN	United Nations
PIGA	UCT Prague Pedagogical Internal Grant Agency
PIS	HR Information System
CCC	Counselling and Career Centre
HEDSP	Higher Education Development Support Programme
SMSP	2022–2025 Higher Education Institutions Strategic Management Support Programme
Implementation Plan	Plan for the Implementation of the Strategic Plan
SSUR	Support for specific university research
IEB	Internal Evaluation Board
SDGs	Sustainable Development Goals
SIS	Study Information System
SOČ	Secondary School Research Challenge
SP	Study programme
SS	Secondary school
SP	Strategic Plan
SWOT	Strengths, Weaknesses, Opportunities, Threats
TA ČR	Technology Agency of the Czech Republic
VIGA	UCT Prague Scientific Internal Grant Agency
UCT Prague	University of Chemistry and Technology, Prague

Annex 1: 2024 UCT Prague Investment Plan

1. Summary of investment activities for 2024

In line with the UCT Prague Strategic Plan for the period starting from 2021, UCT Prague plans to implement investment projects in 2024 to ensure the development and renewal of the building, machinery, equipment, and IT infrastructure associated with the planned measures outlined in the 2024 Plan for the Implementation of the UCT Prague Strategic Plan.

Based on the “Development Master Plan”, UCT Prague plans to undertake several construction and investment projects in 2024, including structural alterations to Buildings A and B in Dejvice, the continued refurbishment of halls of residence at the Prague 4 – Kunratice campus, and gradual renovations of the student teaching centre in Běstvína. The start of some projects has been delayed due to setbacks in preparatory or implementation work or due to challenges in securing enough funding for construction, leading to a shift from originally planned years to later dates.

The planned structural alterations in Buildings A and B are mainly focused on optimising the use of available space and also take into account the developmental needs of individual departments and the rectorate for the upcoming period. After the relocation of the dean’s offices, most rectorate offices, and part of the university management to newly renovated office spaces in Building B (Žitná Street) in 2022, work will continue on the preparation of design documentation for structural alterations to spaces primarily for laboratory activities in Building B (Studentská Street, Šolínova Street), and minor renovation work in relocated and existing spaces in Buildings A and B (Technická Street). An integral part of the reconstructions and structural alterations at UCT Prague buildings in the university campus in Dejvice will be the ongoing implementation of fire safety measures.

The preparation of design documentation and the subsequent construction of the extension in the courtyard of Building B have been postponed due to the priority of constructing a new building for UCT Prague in the fourth quadrant at Vítězné Square in 2027–2028. The winner of the international architectural design competition for the completion of the fourth quadrant at Vítězné Square was a joint design by the Dutch firm Benthem Crouwel Architects and the Czech studio OVA. Detailed design documentation for the construction of the new UCT Prague building will be prepared in the years ahead.

As part of the reconstruction of the student teaching centre in Běstvína (Chrudim District), a health centre and a covered outdoor teaching space will be constructed in 2024, and the construction of seven wooden cabins for accommodation will commence.

In 2024, the gradual reconstruction of the university halls of residence in Jižní Město, under the management of the UCT Prague Special-purpose Facilities Management Service (SÚZ), is also planned to continue.

In total, six investment sub-projects related to teaching (Dejvice Campus, Běstvína Teaching Centre) and two investment sub-projects related to halls of residence are planned at UCT Prague for 2024.

In 2024, in addition to construction projects, partial development and renewal of the equipment infrastructure for UCT Prague’s educational and research activities are planned in accordance with the needs of individual departments.

The main limiting factor that will significantly affect the implementation of the planned investment projects in 2024 is the amount of resources that UCT Prague will be able to secure through institutional or earmarked funding. UCT Prague will make every effort to secure the necessary investment funding by unlocking current grant opportunities from domestic and foreign providers (e.g. JAC OP, NRP, Horizon, etc.).

2. List of individual investment projects to be implemented in 2024

1. Reconstruction of spaces released from a lease in building 1903 (Building B), Studentská and Šolínova Streets, Prague 6 – Laboratory section

Brief description: Comprehensive reconstruction of parts of UCT Prague building 1903, Prague 6 – Dejvice, located in Šolínova and Studentská Streets, which were returned by the Czech Technical University on 1 January 2018 from a long-term lease in a severely dilapidated and technically unsafe condition. The aim is not only to adapt the spaces for the needs of UCT Prague, but also to meet all fire safety, technical, security, and hygiene regulations and standards.

This project includes plans for the general renovation and conversion of unusable and non-functional office spaces into modern chemical laboratories. These laboratories will be used both for practical student training under all types of study programmes (bachelor's, master's, doctoral) and for high-quality basic and applied research. A total of 960 m² of new laboratory space will be created that meets all health, safety, and fire protection requirements. It will be equipped with efficient ventilation systems, new utility distribution systems, and new IT infrastructure. The laboratory reconstruction is synergistically linked with the renovation of office spaces – for academic staff and student workspaces (approximately 1,270 m²). This will result in a total of 2,230 m² of high-quality space for the needs of faculty departments, central laboratories, and other university-wide research facilities. In addition, office space will be adapted to accommodate central rectorate units (320 m²). The project will also include the general reconstruction of sanitary facilities (120 m²) and communication areas (1,820 m²), with a small part of the premises being adapted for IT purposes (15 m²). The gross usable area for the reconstruction of these spaces is 4,700 m², or 2,870 m² of net usable area. A building permit will be required for the project, as some of the spaces are being converted from office to laboratory use.

Estimated project timeframe: 2023–2027; Design documentation is expected to be completed by the end of 2024, with construction starting in 2025 and ending in 2027.

Estimated cost of the investment project, excluding VAT: The total estimated costs for the entire project are CZK 480 million, excluding VAT (of which CZK 330 million for construction works and design documentation, and CZK 150 million for interior fittings); programme financing, EU funds, and internal resources (note: due to the size of the planned investment, the project cannot be implemented solely with UCT Prague's own resources).

Link to SP2021+ and the 2024 Implementation Plan: Due to the long-term critical shortage of space for quality laboratories, as well as the lack of adequate administrative support in the historic buildings of the UCT Prague campus in Dejvice, the reconstruction of the vacant premises is essential to rectify the current unsatisfactory situation. The project is part of the UCT Prague Development Master Plan. Its implementation will allow for the commencement of subsequent stages of the university's spatial development (reconstruction of vacated office spaces in other campus buildings, the extension in the courtyard of Building B), operational optimisation of buildings, expansion of teaching and research spaces, improvements in fire safety, better health and safety, and compliance with current hygiene regulations (e.g. effective ventilation systems). This project will significantly improve working and learning conditions for all the university's faculties and some rectorate offices. Selected departments from Buildings A and B (the part in Technická Street) will be relocated to the newly reconstructed spaces; *PC1 – Modernisation and renewal of education infrastructure (O_15)*, *PC3 – Facilities, social support, equipment, and services for doctoral students (O_27)*, *PC4 – Consideration of societal needs at national and global levels in UCT Prague's research priorities and allocation of resources within the institution (O_30)*.

Synergistic links to other investment projects: link to the reconstruction of administrative spaces in Building B, released from a long-term lease, completed in 2022.

Current status of investment project in 2024: ongoing development of design documentation.

Work planned for 2024: completion of building documentation (building permit documentation, as-

built documentation).

Estimated expenditure in 2024 and sources of funding: design documentation contractor costs of CZK 18.44 million; internal resources.

II. Reconstruction of relocated and existing premises in buildings 1903 and 1905 (Buildings B and A), Technická Street, Prague 6 – laboratory section

Brief description: The reconstruction of premises in part of the UCT Prague building 1903, Prague 6 – Dejvice, located in Technická Street, which will be vacated as part of the relocation of certain faculty and rectorate workplaces to newly reconstructed premises vacated by the Czech Technical University under a long-term lease (Žitná Street).

The vacated spaces will require complete reconstruction, the aim of which is not only adaptation into modern premises for the needs of UCT Prague, but also compliance with current safety and hygiene regulations and standards.

The project will involve the general reconstruction and conversion (including utility distribution systems and the establishment of new IT infrastructure) of existing, long-term heavily used office and laboratory spaces into modern chemical laboratories designed for practical teaching in all types of study programmes (bachelor's, master's, doctoral), as well as for high-quality basic and applied research. The total area involved in the reconstruction is 960 m² of new laboratory space compliant with all health, safety, and fire protection requirements. It will be equipped with efficient ventilation systems, including selected basic student laboratories. The laboratory reconstruction is synergistically linked with the renovation of office spaces – for academic staff and student workspaces (180 m²). In total, this will create 1,140 m² of quality space for the needs of faculty departments. As part of the project, rest areas for students (60 m²) will be further modified. The project will also include the general reconstruction of sanitary facilities (70 m²) and communication areas (250 m²). No building permit will be required for the reconstruction of these premises (gross usable area of 1,520 m², of which the net usable area is 1,270 m²).

Estimated project timeframe: 2022–2027.

Estimated cost of the investment project, excluding VAT: CZK 135 million (of which CZK 100 million for construction works and design documentation, and CZK 35 million for interior fittings).

Link to SP2021+ and the 2024 Implementation Plan: Due to the long-term critical shortage of space for quality laboratories, as well as the lack of adequate administrative support in the historic buildings of the UCT Prague campus in Dejvice, the reconstruction of the vacant premises is essential to rectify the current unsatisfactory situation. The project is linked to the gradual relocation of workplaces into newly reconstructed premises in Building B (Žitná Street, Šolínova Street, Studentská Street). The implementation of this project will significantly improve spatial, working, and teaching conditions across all UCT Prague faculties. This project is part of the UCT Prague Development Master Plan. *PC1 – Modernisation and renewal of education infrastructure, PC3 – Facilities, social support, equipment, and services for doctoral students (O_27), PC4 – Consideration of societal needs at national and global levels in UCT Prague's research priorities and allocation of resources within the institution (O_30).*

Synergistic links to other investment projects: link to the reconstruction of administrative spaces completed in 2022 and to Investment Project III.

Current status of investment project in 2024: In 2023, part of the laboratories (basic student laboratories for biochemistry and microbiology teaching) covering an area of 214 m² was reconstructed at a cost of CZK 14.644 million, excluding VAT, for study programmes implemented by the Faculty of Food and Biochemical Technology. Further reconstruction work is currently in the

preparation stage, including the preparation of tender documents for design documentation and the search for additional suitable grant sources to cover funding requirements.

Work planned for 2024: preparation of design documentation and the reconstruction of teaching laboratories in Building A.

Estimated expenditure in 2024 and sources of funding: costs associated with design documentation and the reconstruction of teaching laboratories: CZK 35 million, excluding VAT; programme financing, internal resources, EU funds (JAC OP).

III. Realisation of fire safety solution as part of the reconstruction of buildings 1903 and 1905 (Buildings B and A), Prague 6

Brief description: As part of the planned extensive general reconstruction in the historic Buildings A and B, the following systemic fire safety measures will be progressively implemented:

- Installation of electric fire alarm detectors in all areas of both buildings where there is potential for the presence of gases and vapours that could endanger the health and lives of individuals. In logical connection with the fire alarm system, a gas detection system will also be installed.
- Construction of new secure areas for the storage of pressurised cylinders for technical gases (courtyard of Building A).
- Replacement of outdated lifts (Building A – 2 units, Building C – 1 unit, Building B – 1 unit) to improve safety, meet the requirements of new Czech Standards, and provide vertical transport for individuals with limited mobility.
- Reconstruction of premises in Building A to establish a modern refreshment facility for students and staff (cold snack bar) in place of the existing facility, which is poorly positioned from a fire safety perspective.

Estimated project timeframe: 2021–2027 (ongoing rollout of fire safety measures as part of the reconstruction works in Buildings A and B).

Estimated cost of the investment project, excluding VAT: CZK 30 million, excluding VAT.

Link to SP2021+ and the 2024 Implementation Plan: this project is a key part of the UCT Prague Development Master Plan. Its implementation will address inadequate fire safety levels and significantly improve occupational health and safety standards; *PC1 – Modernisation and renewal of education infrastructure (O_15)*, *PC3 – Facilities, social support, equipment, and services for doctoral students (O_27)*, *PC4 – Consideration of societal needs at national and global levels in UCT Prague's research priorities and allocation of resources within the institution (O_30)*.

Synergistic links to other investment projects: interconnected with Investment Projects I and II.

Current status of investment project in 2024: technical fire safety solution developed for Investment Projects I and II; design documentation for the pressurised cylinder storage facility ready for construction.

Work planned for 2024: construction of pressurised cylinder storage facility; modification of the side entrance to Building A in Thákurova Street, with the construction of a cold snack bar in a more suitable location, replacement of one lift.

Estimated expenditure in 2024 and sources of funding: costs for the construction of the pressurised cylinder storage facility amounting to CZK 6 million, excluding VAT; modification of the entrance to Thákurova Street and cold snack bar amounting to CZK 2 million, excluding VAT; replacement of one lift amounting to CZK 2 million, excluding VAT; programme financing, internal resources, JAC OP.

IV. Extension in the courtyard of building 1903 (Building B), Prague 6

Brief description: the extension built into the courtyard of Building B will connect spaces on the side of Studentská, Zikova, and Technická Streets. The design 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 for laboratories and technical areas is planned to be 5,500 m²; office spaces should occupy 750 m². The area allocated for social and dining purposes will be 2,690 m². The extension will include underground parking with a capacity of approximately 300 parking spaces. For the construction of new spaces with a gross usable area of 17,700 m², or a net usable area of 14,900 m², relatively extensive construction documentation will be required.

Estimated project timeframe: 2025–2030 (2025–2027 design documentation, 2028–2030 construction).

Estimated cost: CZK 1,030 million, excluding VAT (CZK 80 million, excluding VAT, for design documentation, CZK 630 million, excluding VAT, for construction, CZK 320 million, excluding VAT, for interior fittings).

Link to SP2021+ and the 2024 Implementation Plan: this project is a strategic component of the UCT Prague Development Master Plan. The construction of a modern technology extension in Building B's courtyard will significantly increase the space capacity available, positively impacting the spatial needs satisfaction index identified in the Master Plan, increasing it by 15–20% to a value of 85%; *PC1 – Modernisation and renewal of education infrastructure (O_15)*, *PC3 – Facilities, social support, equipment, and services for doctoral students (O_27)*, *PC4 – Consideration of societal needs at national and global levels in UCT Prague's research priorities and allocation of resources within the institution (O_30)*.

Synergistic links with other investment projects: linkage with Investment Projects I and II.

Current status of investment project in 2024: basic architectural study.

Work planned for 2024: preparation of materials to hold tendering procedure for a design documentation contractor.

Estimated expenditure in 2024 and sources of funding: no funding required.

V. Renovation of the Běstvína Student Teaching Centre – health centre, covered outdoor learning area, cabins for accommodation

Brief description: the next stage of the renovation works, focused on the establishment of a health centre, a covered outdoor learning area, cabins for accommodation, and ongoing alterations to outdoor sports facilities.

Estimated project timeframe: 2023–2025 (preparation of design documentation and actual construction).

Estimated cost: CZK 20 million, excluding VAT.

Link to SP2021+ and the 2024 Implementation Plan: this project is part of the UCT Prague Development Master Plan. The modernisation of the infrastructure at the student teaching centre will significantly improve practical field education, enhance the standard of introductory courses for first-year undergraduates, education for talented students, sports courses, popularisation events for primary and secondary school pupils, and preparatory courses for the chemistry olympiad; *PC1 – Modernisation and renewal of education infrastructure (O_15)*.

Synergistic links to other investment projects: no direct links to other investment projects.

Current status of investment project in 2024: reconstruction of the health centre and outdoor learning space is under way now that a building permit has been granted; building documentation for the laboratories has been drawn up.

Work planned for 2024: construction of the health centre and covered outdoor learning space; preparation/commencement of the construction of seven wooden cabins for accommodation, with the demolition of the existing dilapidated ones.

Estimated expenditure in 2024 and sources of funding: CZK 9 million, excluding VAT; internal

resources, EU funds (JAC OP).

VI. Exchange and purchase of land under halls of residence in Prague 4 – Kunratice from the City of Prague, for UCT Prague ownership

Brief description: exchange or purchase of land (6,000 m²) under the halls of residence in Prague 4 – Kunratice from the City of Prague, for UCT Prague ownership, exchange for other land owned by UCT Prague.

Estimated project timeframe: 2022–2023.

Estimated costs: CZK 0 in an exchange; up to CZK 8.5 million, excluding VAT, if the transaction is an exchange with additional purchase.

Link to SP2021+ and the 2024 Implementation Plan: this project is part of the UCT Prague Development Master Plan.

Synergistic links to other investment projects: no direct links to other investment projects.

Current status of investment project in 2024: financial aspects of the transaction resolved through negotiations with the City of Prague (land valuation reports completed).

Work planned for 2024: exchange and/or purchase of part of the land plots.

Estimated expenditure in 2024 and sources of funding: up to CZK 8.5 million, excluding VAT; internal resources.

VII. Renovation of the ventilation system at Volha hall of residence in Prague 4 – Kunratice

Brief description: Comprehensive renovation of the ventilation system at the Volha hall of residence.

Estimated project timeframe: 2024.

Estimated cost: CZK 10 million, excluding VAT.

Link to SP2021+ and the 2024 Implementation Plan: this project is part of the UCT Prague Development Master Plan.

Synergistic links to other investment projects: no direct links to other investment projects.

Current status of investment project in 2024: design documentation drawn up.

Work planned for 2024: renovation works.

Estimated expenditure in 2024 and sources of funding: CZK 10 million, excluding VAT; internal resources.

VIII. New UCT Prague building at Vítězné Square, Prague 6

Brief description: A new academic building with five above-ground and three underground floors, a footprint of approximately 2,000 m², a gross floor area of 15,000 m², and a net floor area of 12,000 m². The building will be constructed on part of UCT Prague-owned land along Šolínova Street at Vítězné Square, Prague 6. This will be a modern office and educational facility. There are no plans for laboratory teaching here – the building will only have offices, seminar rooms, lecture halls, an auditorium, facilities for student activities, and a medical office. Two underground levels will provide parking spaces for staff and students, while the first underground level will house commercial spaces, with rental income supporting building operations. Administrative rectorate offices, faculty dean offices, and departments providing theoretical education and research will relocate to the new building. The vacated spaces in the historical Buildings A and B will be reassigned to various faculties' departments.

Estimated project timeframe: 2023–2028 (2023–2026 design documentation, 2027–2028 construction).

Estimated cost: CZK 1,090 million, excluding VAT (CZK 50 million, excluding VAT, for design documentation, CZK 1,040 million for construction and interior fittings).

Link to SP2021+ and the 2024 Implementation Plan: this project is a strategic part of the UCT Prague Development Master Plan.

Synergistic links to other investment projects: interconnected with Investment Projects I, II, and III.

Current status of investment project in 2024: start of the development of design documentation

Work planned for 2024: preparation of documents for building permits (EIA, building permit documentation) and for construction.

Estimated expenditure in 2024 and sources of funding: CZK 2 million, excluding VAT; internal resources.

IX. Procurement of machinery and instrumentation for the renovation and modernisation of workplaces

At UCT Prague's faculties and central workplaces, the planned procurement of instrumentation totals CZK 359.1 million, excluding VAT. Additionally, for Technopark Kralupy, focusing on applied and commercially viable research, further equipment worth CZK 21.2 million, excluding VAT, is planned. The procurement of equipment in 2024 is contingent on securing sufficient financial resources.

The following is an overview of the planned procurement of machinery and instrumentation for individual units at UCT Prague:

Faculty of Chemical Technology (FCHT)

Instrumentation and technology will be procured to support teaching and research in the faculty's fields of expertise (inorganic chemistry and technology, metallic materials and corrosion engineering, glass and ceramics, solid-state chemistry, organic chemistry and technology, polymers, solid-state engineering, and informatics and chemistry).

Estimated financial investment: CZK 137.6 million, excluding VAT.

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

Most expensive instruments to be procured (\geq CZK 5 million, excluding VAT):

- STA-MS with ultra-precise thermogravimetry (CZK 7 million, excluding VAT);
- high-temperature transport and Seebeck effect measurement equipment (CZK 4 million, excluding VAT);
- laser 3D printer for ceramic material printing from powder precursors (CZK 5 million, excluding VAT);
- MPMS for comprehensive magnetic property measurements (CZK 15 million, excluding VAT);
- DED-type 3D metal printer (CZK 29 million, excluding VAT);
- tabletop mass spectrometer with TLC sample dosing (CZK 5.2 million, excluding VAT);
- chemisorption analyser with steam generator (CZK 5.9 million, excluding VAT);
- docking station with screws, heads, sensors, and accessories (CZK 7.9 million, excluding VAT);
- expansion of computer cluster (CZK 5 million, excluding VAT).

Faculty of Environmental Technology (FTOP)

Instrumentation and technology will be procured to support teaching and research in the faculty's fields of expertise (petroleum and alternative fuels technology, gaseous and solid fuels and air protection, water and environmental technologies, energy, and environmental chemistry).

Estimated financial investment: CZK 28.5 million, excluding VAT.

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

Most expensive instruments to be procured (\geq CZK 4 million, excluding VAT):

- gas chromatograph for online gas analysis (CZK 4.5 million, excluding VAT);
- replacement of ecotoxicology laboratory equipment (CZK 5 million, excluding VAT).

Faculty of Food and Biochemical Technology (FPBT)

Instrumentation and technology will be procured to support teaching and research in the faculty's fields of expertise (biotechnology, biochemistry and microbiology, carbohydrates and cereals, milk, fats and cosmetics, food analysis and nutrition, food preservation, and natural substance chemistry).

Estimated financial investment: CZK 86.7 million, excluding VAT.

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

Most expensive instruments to be procured (\geq CZK 5 million, excluding VAT):

- gas chromatograph with mass spectrometer, combined autosampler, and thermal desorption (CZK 5.5 million, excluding VAT);
- automated microscope with image analysis (CZK 5 million, excluding VAT);
- high-performance liquid chromatography for carbohydrate determination (CZK 5.3 million, excluding VAT);
- liquid chromatography and mass spectrometry platform (CZK 16.2 million, excluding VAT);
- gas chromatography and mass spectrometry platform (CZK 24.2 million, excluding VAT).

Faculty of Chemical Engineering (FCHI)

Instrumentation and technology will be procured to support teaching and research in the faculty's areas of expertise (analytical chemistry, physical chemistry, chemical engineering, physics and measurement technology, mathematics, informatics, and cybernetics).

Estimated financial investment: CZK 62.0 million, excluding VAT.

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

Most expensive instruments to be procured (\geq CZK 4 million, excluding VAT):

- mobile Raman spectrometer for remote detection (CZK 4 million, excluding VAT);
- differential scanning calorimeter for aqueous solutions with autosampler (CZK 4.9 million; excluding VAT);
- twin-screw extruder with accessories (CZK 5.6 million, excluding VAT).

Technopark Kralupy

The scientific and research facilities at Technopark Kralupy, focusing on construction chemistry and related materials sciences, will be equipped with new instrumentation and technology.

Estimated financial investment: CZK 21.2 million, excluding VAT.

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

Most expensive instruments to be procured (\geq CZK 4 million, excluding VAT):

- battery of devices for constant load testing (5 units) (CZK 6.5 million, excluding VAT);
- chamber for cyclic corrosion testing (CZK 4 million, excluding VAT).

In 2023, UCT Prague plans to invest approximately CZK 104.3 million (excluding VAT) in machinery and instrumentation for **rectorate-level departments**. Funding will come primarily from internal resources, with additional support from MEYS programme financing and EU funds (JAC OP).

UCT Prague central laboratories

Testing, measuring, and laboratory instruments for the analysis of chemicals and materials will be replaced at a total investment of CZK 44.3 million, excluding VAT. Most expensive instruments to be procured (\geq CZK 5 million, excluding VAT):

- X-ray photoelectron spectroscopy system with angular resolution capability and a specialised ion gun for organic materials (CZK 20 million, excluding VAT);
- LC-HRMS Orbitrap-HPLC system (CZK 19 million, excluding VAT).

UCT Prague Computer Centre

This facility plans to procure or replace basic IT infrastructure at a cost of CZK 60 million, excluding VAT. Most expensive investments ($>$ CZK 5 million, excluding VAT):

- upgrading of wireless network infrastructure in Dejvice (CZK 25 million, excluding VAT);
- upgrading datacentre switches, including firmware (CZK 25 million, excluding VAT).