

Plan for the implementation of the
strategic plan of educational and
scientific and research, development
and innovation, artistic
or other creative activities
of the University of Chemistry and
Technology, Prague for the year 2025

Submitted by
Prof. Ing. Milan Pospíšil, CSc. Rector

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Introduction

Pursuant to Act No. 111/1998 Coll. on Act on Higher Education Institutions and on Amendments and Supplements to Some Other Acts (hereinafter referred to as the 'Higher Education Act'), the strategic document **Plan for the Implementation of the Strategic Plan of Educational and Scientific and Research, Development and Innovation, Artistic or Other Creative Activities of the University of Chemistry and Technology, Prague for the Year 2025** (hereinafter referred to as 'PISP 2025'), which is an annual refinement of the Strategic Plan of Educational and Scientific and Research, Development and Innovation, Artistic or Other Creative Activities of the University of Chemistry and Technology, Prague for the period from 2021 (hereinafter referred to as 'SP 2021+').

PISP 2025 is based on the structure of SP 2021+ and reflects the Plan for the Implementation of the Higher Education Strategic Plan for 2025 introduced by the Ministry of Education, Youth and Sports (hereinafter referred to as 'MEYS PISP2025'). Within the framework of individual priority objectives, including the objectives of the Internationalisation Strategy, it lists operational objectives with specific measures and activities that UCT Prague will focus on implementing in its activities in a given year. The implementation of some of the measures initiated in previous years will continue with regard to the current status. A brief summary of the current status of the implementation of the priorities of SP 2021+ at the level of the individual operational objectives of SP 2021+ as presented in PISP 2024 for the period 2021 to 2023 (*in grey italics*) is retained and a new assessment for 2024 is added in PISP 2025 at the level of the individual operational objectives (*in italics*).

The evaluation of the fulfilment of the SP 2021+ priorities for the previous year is subsequently included in the introduction section of the annually published Annual Report on the Activities of UCT Prague. Also, the evaluation of specific measures of SP 2021+ funded from the development programmes of MEYS in the previous year is published in the form of reports submitted to MEYS (interim/final reports of projects from the Programme of Support for the Development of Higher Education and the Report on the Achievement of the Objectives of the Strategic Plan of UCT Prague and on the Use of Funds from the Programme to Support Strategic Management).

In 2025, UCT Prague will be implementing strategic university-wide projects from ESF+ and ERDF calls for universities, as well as research projects from the calls Excellent Research and Intersectoral Cooperation, for which UCT Prague has received funding from OP JAC. In case support is received, the implementation of a university-wide project from the Research Environment call from OP JAC will be started. The implementation of the project under the NRP component for higher education under MEYS from call 7.4 Support for Green Skills and Sustainability in Higher Education will be completed. After the completion of the evaluation process, UCT Prague should participate as a partner in the implementation of the project from the OPST call of the Ústí nad Labem Region.

In order to finance specific measures detailed in PISP 2025, UCT Prague plans to use, among other things, funds from the state budget from the Programme for Support of Strategic Management of Public Higher Education Institutions for 2022– 2025 (hereinafter referred to as 'PSSM') and the Programme for Support of Development of Higher Education (hereinafter referred to as 'PSD'). To secure the necessary sources of funding for the implementation of development priorities and the operation of the university, UCT Prague will continue to prepare project applications for relevant calls for proposals from domestic and foreign grant support providers in 2025. In order to finance its priorities in 2025, UCT Prague will also use its own resources obtained from additional activities.

A mandatory annex to the submitted document is the Plan of Investment Activities of UCT Prague for 2025, the outline of which is defined by MEYS.

Priority Objective 1: Develop competences directly relevant to life and practice in the 21st century

Operational Objective: Support for the development of teacher competences and development of study programmes (MEYS SP2021+: 1A)

Courses for PhD students and junior academics are held annually to develop pedagogical skills with current topics in the areas of pedagogy, psychology and the use of IT in teaching. Experiences and good practices from pedagogical work at UCT Prague are shared annually in the framework of an internal pedagogical conference. The internal ISs provide data support to managerial staff for the evaluation of the pedagogical performance of academic staff. We focus on setting up a system for the development of pedagogical competences in relation to the outputs of the teaching quality assessment and evaluation of academic staff (pedagogical performance) and the Centre for the Development of Pedagogical Competences.

In 2024, an institutional project was submitted to the ESF+ call for universities (OP JAC) called EduPro – Education for the Future, which includes, among other things, the setting up and development of systematic training of teachers at UCT Prague in pedagogical-psychological and didactic areas with the aim of improving the quality of the educational environment at the university. The implementation of the project started in September 2024 and will last until June 2028. In 2024, an educational portal for teachers was created in Moodle. Persons providing methodological support to teachers at faculties were trained.

Measures: Development of pedagogical and other competences for teaching and development of study programmes (O_01)

- A basic **teaching skills** course for PhD students and junior academics will be taught. Courses and workshops for the development of didactic competences and practical skills of participants in the field of pedagogy, psychology and IT will be implemented within the framework of the established Centre for the Development of Pedagogical Competences (CEPKO). The content and design of the courses will take into account the use of different forms of teaching.
- A proposal for the systematic development of pedagogical competences will be prepared, which will include defined levels of education with specified learning objectives and learning outcomes.
- The Teachers' Club at UCT Prague will be further developed with the aim of active development of mutual support of teachers, intensive exchange of experience (sharing of good practice) and continuous professional development of teachers in higher education. The Teachers' Club will also take over the organisation of the already established annual university-wide **Pedagogical Conference** at UCT Prague.
- The strengthening of **language competences** and the internationalisation of the university environment will be supported by the organisation of **internal language courses for PhD students and staff**, which will be provided by the Department of Languages. For PhD students, intensive specialised English courses will be offered, focusing mainly on professional and academic language, including presentation and communication skills necessary for participation in international research teams, as well as semester-long courses of other languages. To develop the language competences of the staff, English and other languages will be taught in semester-long and intensive courses. Staff trips to foreign institutions to share good practice will be encouraged; *synergies with the operational objective 'Support for language and intercultural training of students and staff of universities'.*

Sources of funding: the PSSM, Erasmus+, EU funds (OP JAC – EduPro), own resources.

Measures: Motivation of academic staff to develop pedagogical competences (O_02)

On the basis of the analysis of the results of the student questionnaire on the quality of teaching and performance of teachers, as well as on the basis of direct dialogue with students, and also on the basis of the collection and analysis of the needs and requirements for the **development of pedagogical competences** arising from the regular evaluation of academic staff by managerial staff and the reflection of the needs and expectations of teachers (evaluation of pedagogical performance, identified needs for further development), a range of seminars will be prepared aimed at mastering the required level of pedagogical competences in accordance with the career position of the employee. Preparation of anchoring of the standard level of pedagogical competences of academic staff in internal documents and providing other necessary data support within internal ISs will be initiated. The plan for the development of pedagogical competences will include comprehensive support not only in the form of training and workshops, but also in the form of online support for self-study in LMS Moodle and the development of peer support for teachers through the Teachers' Club

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

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

Within the internal quality assessment system, a process of evaluation of the implemented study programmes was set up and implemented using the experience and good practice of other Czech public higher education institutions. The results of the evaluation are an incentive for the optimisation of the implemented study programmes. By comparing the status and functioning of the Internal Evaluation Boards at selected Czech public higher education institutions, suggestions for possible improvement of the perception of the role and functioning of the Internal Evaluation Council of the University of Applied Sciences in Prague were identified. The aim is to make more effective use of the functionalities of the acquired accreditation module within the study IS.

In 2024, the CEE Council was established to assess the quality of continuing education courses offered outside the remit of IEB.

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

- The current study plans and the content of individual courses will be revised with the aim to increase the competences of graduates to align with the current generation of students, digitalisation trends and labour market requirements.
- **The Accreditation Module** in SIS will be **further developed** for more efficient use of its functionalities, ie eg introducing workflow for the institutional accreditation, change management of accredited SPs, so that the relevant users involved in individual processes (eg members of the UCT Prague's Board of Trustees) can check the current status of the process and have up-to-date documents at their disposal.
- The process of administering student trips will be digitised using existing modules in SIS, which will contribute to a higher quality of educational programmes and strengthen the international reputation of the university.

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

Operational Objective: Strengthening the link between studies and practice and preparation for future employment (MEYS SP2021+: 1C)

UCT Prague has long been committed to improving the quality of chemistry and science teaching in primary and secondary schools and in this sense it actively supports the education of teaching staff in primary and secondary schools and it also directly, in the form of various popularisation and educational events focused on chemistry, affects the pupils and students of primary and secondary schools.

During their studies at UCT Prague, students have the opportunity to meet outside experts involved in teaching, they have the opportunity to participate in various student and scientific cooperation projects with partners from industry and, last but not least, they prepare practically oriented theses often addressing specific topics suggested by industrial partners. An important part of instruction in some SPs is the methodologically and organisationally clearly defined compulsory internships and placements. Outside experts are also involved in the development of new study programmes. New developments and knowledge from practice are reflected in the instruction of individual specialised subjects on the basis of the internal quality assessment. As of the academic year 2023/2024, the University Centre Litvínov has started implementing two newly accredited professionally oriented chemical technology study programmes (Bachelor's and Master's), whose future graduates will become experts in new modern technologies for the reconstruction of the structurally challenged region of Ústí nad Labem. In order to strengthen the transferable competences of students in various areas required to improve the employability of graduates, students are offered lectures, workshops and courses with various topics, in the form of elective courses within the study in accredited SPs, but also in the form of additional courses offered within the framework of lifelong learning provided by selected departments of UCT Prague or within the services of the Counselling and Career Centre of UCT Prague. The aim is to continue to develop a close link between studies at UCT Prague and practice and to further support the entrepreneurship of students, eg in the course on Creating a Start-up Project or How to Turn Ideas into Reality implemented by the UCT School of Business.

In 2024, the testing phase of the Financial Literacy Development Project was launched, in which the UCT School of Business participated. In the project, a set of seven interactive learning media was created for self-study and instruction of students in various types of secondary schools, as well as for other interested parties, including teachers.

Measures: Incorporation of the development of general competences required by practice into the study plans (O_05)

The preparation and implementation of relevant courses and seminars **for the development of selected transferable skills of** undergraduate students within the framework of the offered elective courses outside the study plans at UCT Prague will be continued. The offer will be based on a comparative analysis of the need and quality of teaching transferable skills in the study programmes offered at UCT Prague

Sources of funding: the PSSM, own resources

Measures: Promoting student entrepreneurship (O_06)

An 'ecosystem' will be created to **support students' entrepreneurial competences**, which will focus on developing students' entrepreneurial skills, creativity and autonomy at all levels of study, increasing students' awareness of entrepreneurial opportunities, creating a supportive environment for the development and implementation of student projects and engagement in an international network to promote entrepreneurship.

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

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

- In cooperation with experts from the application sector, **the transfer of general knowledge and procedures from practice into teaching** will continue in the form of lectures by outside experts, professional workshops, new trends and information technologies incorporated into teaching or project-based learning with the solution of real-life problems from practice. The aim will also be to maintain a high proportion of student theses and projects directly linked to cooperation with enterprises or to implemented scientific research projects. The priority is to organise excursions and student internships in enterprises. Theoretical technical teaching will continue to be effectively combined with practical knowledge and skills within the framework of specialised laboratory teaching. Interdisciplinarity in teaching will be promoted in existing accredited study programmes by offering courses from similar and related disciplines in order to increase the flexibility and employability of graduates.

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

- Various forms of intensive **cooperation with secondary schools** will continue to **facilitate the transition of students between secondary and higher education** aimed at supporting the teaching of chemistry and other technical and natural science disciplines.
 - *'Prepare yourself'* online courses and knowledge testing for profile subjects (mathematics, chemistry and chemical calculations) – for applicants to study at UCT Prague.
 - Preparatory courses – for students enrolled in the 1st year prior to the start of classes (eg Preparatory courses in lab techniques, maths, a series of lectures on everything that is needed for a smooth transition to college called Survival Kit, etc).
 - *Summer and Autumn Schools* sharing new trends and insights in various areas of chemistry for secondary school teachers and students to motivate secondary school teachers to enrich chemistry instruction and motivate gifted students to continue to study chemistry.
 - Methodological and professional support for secondary school students in the preparation of their theses within the framework of secondary school vocational activities (SSVA) and the preparation of specialised Maturita theses.
 - (Co)organisation of the National Chemistry Olympiad and support for the participation of the national team in the International Chemistry Olympiad.
 - Providing practical laboratory instruction for selected secondary schools and support to university secondary schools in various regions of the Czech Republic.
 - The online interactive platform *Chemistry Content Incubator* that addresses potential applicants for education at UCT Prague in a modern 'up-to-date' way.
 - Interactive projects (*Modern Chemistry Lesson, Chemistry Club, etc*) presenting the study of chemistry to secondary and primary school students as an attractive and promising discipline with a demonstrable effect on future interest in studying at UCT Prague.

Sources of funding: PSSM, own resources, subsidies from MEYS (OP JAC).

- **The presence of UCT Prague in the Ústí nad Labem Region** and activities helping to retain qualified people in structurally disadvantaged regions will be supported.

Sources of funding: NGOs, own resources.

- **The popularisation of polytechnic approach to technical education** of students of UCT Prague and applicants for studies at UCT Prague will be supported.

Sources of funding: own resources.

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

Through the support of projects of the internal **student grant competition for social projects** (SIGA), the social integration and development of students' competences will continue to be supported to increase their employability. The competition will now be expanded to include projects thematically focused on sustainable development. Orientation and integration courses will be organised at all levels of study. A tutoring programme for students will be further developed.

Sources of funding: own resources, PSSM.

Measures: Promoting a transparent link between study plans and the applicability of studies in practice (O_09)

The high involvement of experts from the application sphere in the evaluation committees of the Student Scientific Conference will continue to be supported.

Sources of funding: own resources, SSUR

Measures: Innovation of study programmes reflecting development trends in the needs of the labour market (O_10)

The analysis of suitable data sources will be continued in order to set up a systemic cooperation with representatives of employers of our graduates, professional unions and associations and with the Alumni club in order to obtain relevant information on the quality of accredited study programmes taught at UCT Prague in terms of the employability of graduates. **Micro-credentials courses** in various specialisation areas taught at UCT Prague will be prepared and offered within the framework of **LLL** for areas with identified need for further strengthening of competences of employees in the course of their professional career.

Sources of funding: the PSDP, NRP, own resources.

Measures: Methodological and organisational securing of student internships and placements in the framework of instruction (O_11)

Further development of IS functionalities for automatic linking of the offer of internships according to their content and their registration will be ensured for the compulsory subject in Specialised Practice.

Sources of funding: PSSM, own resources.

Measures: Motivational support for students (O_12)

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

Sources of funding: PSSM, own resources.

Measures: Promotion of LLL offer through career guidance (O_13)

Support and counselling services, products and further education of students will be reviewed, optimised and developed, especially in the areas of prevention of risk factors for study success, wellbeing, functional integration and employability.

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

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

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

- In accordance with the strategic document 'Development Plan of the Infrastructure Renewal of UCT Prague', preparatory work will continue on the **renovation of Building B (Studentská, Šolínova) and Buildings AB (Technical)**. The renovation works will be aimed at creating a modern, safe and accessible environment for the implementation of theoretical and practical instruction and research for students and staff, including individuals with specific needs. The project documentation for the **new building of UCT Prague on Vítězné Square** will be prepared by the **selected** general designer according to the selected architectural design project of the completion of the so-called 4th quadrant. The construction of log cabins for accommodation will be completed in the student teaching centre **Běstvina**.
- The gradual **renewal and modernisation of the equipment of teaching facilities and laboratories** at all units of the university used for teaching in accredited study programmes at all levels of study will be continued in order to further strengthen the quality and competitiveness of the educational process at UCT Prague.

For more detailed information, see the Plan of Investment Activities of UCT Prague for 2025, which is an integral annex to this document (Annex No. 1).

Sources of funding: own resources, programme funding of MEYS, EU funds (OP JAC).

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

Operační cíl I: Increasing the use of distance learning methods in full-time study programmes (MEYS SP2021+: 2A)

Thanks to the funds from the complementary infrastructure projects of OP RDE it was possible to retrofit the teaching spaces with IT technology and improve the conditions for distance learning. Support for blended learning is carried out annually within the framework of the internal grant competition for innovative pedagogical projects (PIGA). Teachers are methodically guided and appropriately trained for the effective use of online elements in teaching and the preparation of teaching materials for public access. Furthermore, the technical environment for sharing online teaching materials LMS Moodle is being improved. The aim is to continue to improve support for teachers and the organisational and technical conditions for providing the desired flexible forms of instruction.

In 2024, the audiovisual equipment and equipment in selected lecture halls was replaced and modernised. Most of the teaching materials in the LMS Moodle environment have been made freely available to students and employees of UCT Prague.

Measures: Innovative solutions to increase the efficiency and quality of distance education and assessment (O_17)

- By supporting the implementation of **innovative pedagogical projects** within the framework of the internal grant competition for the support of pedagogical projects of students and academic staff (PIGA), innovative elements will be implemented in teaching, including the inclusion of distance learning elements, the creation of study aids and multimedia teaching materials, online verification of knowledge, etc. Innovations at the level of subjects, study programmes or further

education courses will be supported.

Sources of funding: own resources.

Measures: Motivational support for students (O_18)

Material support for students with specific needs and socially or economically disadvantaged students will be provided to facilitate the mastery of their studies, in the form of an accessible environment.

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

Operational Objective: Development of the offer and innovation of methods of flexible forms of education, including online education (MEYS SP2021+: 2B)

LLL at UCT Prague is undergoing gradual development and is looking for opportunities for better external and internal promotion and popularisation of LLL. The offer is gradually being expanded. The implemented courses are uniformly registered and integrated into the Student Information System (SIS). Standardised certificates are issued to the graduates of LLL courses. Within the framework of the NRP, UCT Prague has joined a joint project to improve the accessibility of education at the university level through micro-credentials courses. Further development of LLL will be directed towards their implementation.

In 2024, the LLL Board was established as a quality assurance body for continuing education courses. Based on the cooperation of the universities on the joint project from the NRP component 3.2.1, UCT Prague provides data for the joint catalogue of micro-credentials courses and transmits data on graduates of courses at UCT Prague to the central register for issuing a single digital certificate.

Measures: Developing flexible forms of education (O_19)

- Furthermore, the **reform and development of the LLL Department** at UCT Prague will continue and the search for marketing opportunities to increase the attractiveness and relevance of the offer of LLL courses will continue. As part of the development of the LLL Department services, organisational support and promotion of the offered corporate, commercial and pedagogical courses will be provided, including courses offered in English using hybrid forms of education. As part of the expansion of the offer of LLL courses, an analysis of the possibilities of offering retraining courses for the public will be carried out, especially in cooperation with the branches of the Labour Office in the localities of UCT Prague. If the need arises, these courses will also be developed.

Sources of funding: own resources, subsidies from MEYS.

Priority Objective 3: Increase the efficiency and quality of Doctoral studies

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

In order to support Doctoral studies, the EU project DocEnhance was implemented at UCT Prague with the aim of improving transferable skills courses and integrating them into existing Doctoral programmes. Some courses have already been successfully incorporated into the permanent offer, eg

the Data Stewardship course; other courses developed within the DocEnhance project are expected to be incorporated in the coming period. The international cooperation in the field of Doctoral studies established between the partner institutions within the project consortium is further developed. Contributions to the internationalisation and implementation of European standards for Doctoral studies at UCT Prague are also expected thanks to the inclusion of UCT Prague in the Pride Network Association for Professionals in Doctoral Education and in the EUA Council for Doctoral Education.

As part of the implementation of the project funded from OP RDE, a pilot internal grant competition IGRA@UCTP was organised, thanks to which modernisation elements to strengthen the internationalisation and quality of the competition have been successfully implemented into the standard VIGA.

The PGS2022+ Working Group has been established as a university advisory body which, within its teams/subgroups focusing on various issues related to various aspects of Doctoral studies, discusses options and proposes solutions to address the shortcomings pointed out by the International Evaluation Panel (IEP) and the International Advisory Board (IAB). In the future, the PGS2022+ Working Group will focus on creating conditions for ensuring the quality and attractiveness of Doctoral studies at the UCT Prague in the context of the current amendment to the Higher Education Act, developing cooperation with similar bodies at other universities in the Czech Republic and sharing good practice in Doctoral studies.

Since 2024, the position of Vice-Rector without Portfolio has been filled and entrusted with the Doctoral studies agenda executed by the PhD Office. The newly created position will ensure the improvement of the conditions of PhD students and Doctoral studies at UCT Prague and enforce the implementation of changes brought about by the implementation of the amended Higher Education Act. To this end, UCT Prague has joined a two-year joint project of public higher education institutions funded by the Programme for Supporting the Development of Higher Education, which addresses this issue at the national level. Onboarding of PhD students was launched in 2024 and an Adaptation Plan was prepared at UCT Prague as a key adaptation assistance tool to facilitate their integration into the organisation and research teams. The Adaptation Plan is available in both Czech and English and has been presented to supervisors and Dean's Offices staff at seminars organised offline. The Adaptation Plan is also actively promoted at universities in the Czech Republic and at international conferences.

The range of transferable skills courses is also constantly expanding, both in Czech and English. In 2025, their offer will be expanded again, especially with the popular Leadership and Presentation Skills course. The Supervision and Coaching for Supervisors course was a new addition. PhD students have the opportunity to take advantage of the offer of consultation and counselling in English or Czech within the PhD Open Office Hours. All these activities will be continued by UCT Prague.

Measures: Requirements for international mobility of DSP students (O_22)

At the university level, the scholarship fund will be used to support the fulfilment of the requirement for international mobility of Doctoral students in accordance with the granted accreditations of the DSP and the amendment to the Higher Education Act. Synergy with the SI operational objective 'Developing international mobility of students and staff'.

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

Measures: Motivation of PhD students and supervisors to successfully complete their studies within the standard period of study (O_23)

The completion of Doctoral studies within the standard period of study and the implementation of changes related to the amendment of the Higher Education Act is one of the priority topics of the PGS2022+ Working Group. Based on the suggestions of the PGS2022+ Working Group, the faculties will prepare changes in Doctoral studies. The excessive teaching load of PhD students will be

addressed. Onboarding with an adaptation plan will be helpful for successful completion of full-time Doctoral studies within the standard period of study. The preparation of the **Doctoral School** will be initiated, which will provide a range of training courses for PhD students in the areas of information handling, academic writing, project preparation, presentation and collaboration skills, team leadership, etc. A Supervision and Academic Coaching course will again be offered for interested supervisors to develop effective supervision of PhD students. There will also be an annual training of supervisors on the use of the adaptation plan and the successful adaptation of new PhD students (onboarding).

Sources of funding: PPSD, own resources, PSD.

Measures: Supporting and facilitating the transition of DSP graduates into subsequent careers (O_24)

- Within the scientific internal grant competition of UCT Prague (VIGA), **student scientific projects** of DSP students will be supported. To shape their future career paths, PhD students will be able to continue to use the already tried and tested **mentoring programme**, which is part of the services offered by the Counselling and Career Centre of UCT Prague, and also participate in educational courses offered by the Doctoral School, including self-assessment activities.
- **The development of communication skills of PhD students** will continue to be supported in order to acquire theoretical knowledge and practical skills in presenting their research in a popularising form intended for the general public through the creation of media outputs for various communication channels of UCT Prague

Sources of funding: PPSD, own resources, SSUR, DKRVO.

Operational Objective: Improving conditions for successful studies, including support for reconciling studies and family life, and strengthening the social integration of PhD students (MEYS SP2021+: 3D)

A new SIS module for evaluation of PhD students was implemented, which now automatically uses data on scientific and pedagogical results from other internal applications/modules. The parameters for the scoring of PhD students' results have been modified as of the academic year 2023/2024. To support Doctoral studies, a PhD Office has been created within the Research and Technology Transfer Office to provide ad hoc counselling and to provide information about the offer of transferable skills courses for PhD students at UCT Prague. In cooperation with PhD students, an electronic web directory for PhD students has been created on the website, which summarises important information necessary for successfully completing the Doctoral studies in a concise and clear form of a Survival Guide, including active links. The website will also make available to students and their supervisors materials for onboarding for PhD students in their first year of study. As standard, DSP students are offered the services of the Counselling and Career Centre or dissertation printing support. In planning the premises, the Development Plant also takes into account the facilities for DSP students. Thanks to the subsidy received for the implementation of the OP RDE Equip PhD project, modern instrumentation and software are being acquired for instruction in DSP.

During 2024, the proposed changes to the Doctoral studies in connection with the implementation of the amendment to the Higher Education Act were presented and discussed with the International Advisory Board (IAB) of UCT Prague, whose recommendations will be subsequently taken into account when implementing the relevant changes. A section 'Onboarding, or how to successfully adapt a new PhD student in the first year of study' has been created on the website, which is available for students and their supervisors, including a helpful tool, the so-called Adaptation Plan, and recommendations on how to use it actively. DSP students can also benefit from PhD Open Office Hours, held once a month.

This activity opens the opportunity to discuss current problems of PhD students and propose solutions.

Measures: Definition of the status of Doctoral students (O_25)

Recommendations based on the IEP evaluation and the HR Award action plan regarding the definition of the status of PhD students will be gradually implemented and **changes related to Doctoral studies resulting from the forthcoming amendment to the Higher Education Act** and European standards in Doctoral studies will be taken into account. On the basis of the discussion between the faculties and the university management within the **PGS2022+ Working Group**, the possibilities of changes and settings for Doctoral studies at the UCT Prague will be further developed. The revision of the Doctoral studies will be discussed again with the International Evaluation Panel of UCT Prague. **Motivation to complete the Doctoral studies within the standard period of study**, modification of the evaluation of the studies, pedagogical activity of DSP students and the **format and content of the Doctoral School** will be addressed. Cooperation with the UNIQORN student association developing Doctoral students' skills and their involvement in the academic community and with the ERD (Electronic PhD Student Directory) student initiative will be strengthened; *synergy with O_23 of the operational objective 'Strengthening the quality, openness and internationalisation of Doctoral studies' (PC3).*

Sources of funding: own resources, PSSM, PSD.

Measures: Reconciling study in DSP and work in the early stages of an academic career with family life (O_26)

CCC's individualised support services for PhD students will be further supported and developed, including the already proven mentoring and career coaching or career counselling.

Sources of funding: own resources, PSD.

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

- **Information, education and support services** will be provided to PhD students through the service Rector's Office departments in relation to the relevant grant schemes. The PhD Office will continue to offer consultation services for interested PhD students (PhD Open Office Hours). The functionalities of the e-Doctoral module within the Study IS will be continuously improved for the evaluation of PhD students' results and outputs.
- In accordance with the strategic document '**Development Plan of the Infrastructure Renewal of UCT Prague**', renovation works and modernisation of buildings in the Dejvice Campus (laboratories in Building B Studentská Street and Šolínova Street, laboratories in the vacated premises of the Rector's Office departments and faculty support departments in Building A B (Technická Street). Preparation of project documentation for the new building of UCT Prague on Vítězné Square will be underway; *synergy with the operational objective 'Support for building infrastructure for interactive methods of education and integration of students'.*
- The implementation of the Equip PhD project from the OP JAC call for Development of Infrastructural Facilities for Doctoral Study Programmes will be completed, within the framework of which the **technical and instrumental equipment of teaching spaces and laboratories** used for teaching in accredited Doctoral study programmes at all four faculties was **renovated and modernised**; *synergy with the operational objective 'Support for building infrastructure for interactive methods of education and integration of students' (PC1).*

For more detailed information, see the Plan of Investment Activities of UCT Prague for 2025, which is an integral annex to this document (Annex No. 1).

Sources of funding: PSSM, own resources, DKRVO, other grants, programme funding of MEYS, OP JAC, PSD.

Priority Objective 4: Strengthen strategic management and effective use of R&D capacity at universities

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

The Open Science (OS) Coordination Team was established at UCT Prague to ensure the implementation of Open Science principles at UCT Prague. UCT Prague has become a member of the National ORCID Centre and authors are obliged to report ORCID to OBD. Open Access (OA) publishing is supported in the long term through the OA fund and the use of free bonus APC tokens thanks to the CzechElib consortium. UCT Prague has joined the CoARA Coalition for Research Assessment Support. The UCT Prague Zenodo Community has been established to store scientific data and outputs in the repository. Consultations and training of users for working with research data according to FAIR principles are provided. A course on research data management 'Data stewardship' is being piloted for PhD students. For the creation of DMPs (data management plans), UCT Prague has its own instance of the Data Stewardship Wizard software tool. Furthermore, the priority areas of OS at UCT Prague have been approved, a SWOT analysis has been performed and the first steps of implementation have been initiated, including the staffing for systematic OS support. The open.vscht.cz website is under preparation

In 2024, the preparation of the OS Strategy of UCT Prague continued. Within the framework of support for working with research data according to FAIR principles, 'Breakfast with Data Stewards', another Data Stewardship course, and consultations on the preparation of mandatory DMPs for ongoing projects of GACR, TA CR and other providers were organised. A project application was prepared and submitted to the WIDERA (Horizon Europe) call with selected foreign partner universities with the aim of developing the application of OS principles, which received a very good evaluation but was not supported due to the exhausted allocation. The website open.vscht.cz was launched.

In the area of technology transfer, a methodological guide for establishing spin-off companies and a guide to intellectual property protection for employees of UCT Prague were prepared.

Measures: Implementation of IEP recommendations (O_28)

- The following activities are planned as part of the development of **systematic support for open science at UCT Prague**:
 - The Open Science Coordination Team will oversee the preparation and implementation of the OS Strategy at UCT Prague and the setting of its regular monitoring, the setting of open access and research data management policies.
 - Providing consultations and training to academic and research staff in open science using faculty data stewards, possibly in cooperation with the Project Centre of UCT Prague.
 - Involvement of data **stewards** in national working groups within the European initiative aimed at developing an infrastructure supporting open science practices in the area of research data management European Open Science Cloud (EOSC-CZ).
 - Implementation of a Data Stewardship course for internal candidates and its incorporation into Doctoral programmes. Consideration will be given to the inclusion of the course for external candidates within the offer of LLL courses.
 - In case of receiving support for the project submitted to the call Research Environment of OP JAC, the implementation of the project including activities related to the development of human resources in accordance with the principles of the HR Award, the development of

international cooperation and internationalisation of UCT Prague, the development of technology transfer, open science and communication and popularisation of research and development at UCT Prague will be initiated.

- The support for spin-off companies will be developed, among other things, within the ChemTech project (TA CR Sigma Support for proof-of-concept activities in research organisations), which will enable the financing of the necessary additional development of technologies with application potential, ie also technologies leading to the establishment of spin-offs.
- The translation of internal HR documents into English will continue as part of the implementation of the action plan developed with the HR Award application. Implementation of the Action Plan actions is ongoing. The internal IS module 'Employee Profile' containing relevant background data for performance management and evaluation of academic and scientific staff will be regularly updated.

Sources of funding: own resources, EU funds (OP JAC), TA CR, EU programmes.

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

The support of the Research and Technology Transfer Department will be strengthened with emphasis on legal and economic expertise in the field of intellectual property protection and transfer of R&D&I results into practice. The staff reinforcement will also ensure the needs of legal services for the Project Centre.

Sources of funding: own resources.

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

The long-standing successful cooperation of the departments in solving research topics within the framework of calls from Czech and foreign providers with partners from both academia and industry continues. Research teams from UCT Prague have participated or will participate in the solution of projects of excellent/top research, both basic and applied (eg JUNIOR STAR grants from GACR, National Institute of Virology and Bacteriology from the NRP Exceles Programme, supported projects from the Excellent Research call from OP JAC, involvement in 7 projects of the National Competence Centres Programme of TA CR, etc). To strengthen the link between science and research and business in the field of biotechnology, UCT Prague became one of the founding members of the Prague.bio association.

In 2024, UCT Prague was supported as a co-researcher in 3 projects from the OP JAC Intersectoral Cooperation call and 2 projects from the OP JAC Research Infrastructures call. To support of technology transfer, UCT Prague was awarded the ChemTech project from the call Support for Proof-of-Concept Activities in Research Organisations from the TA CR Sigma Programme. The European EIT HEI consortium project 'DETECT!' was successfully completed with the aim of developing entrepreneurship and creativity. UCT Prague actively participated in the functioning and development of the Prague.bio cluster.

Measures: Consideration of societal needs at national and global level in research priorities UCT Prague (O_30)

- Long-term cooperation with partners from industry, but also from other areas, will be supported to address research topics with high societal relevance, such as environmental protection, waste recycling, nuclear waste disposal, hydrogen technologies, energy storage, waste recycling, environmental impacts of human activities, product ecology (European Green Deal), health, cultural heritage protection etc, leading to high added value for society. Cooperation should lead not only to high-quality applied research but also to the training of top junior scientists. Examples

include the cooperation with Holcim on decarbonisation and production of building materials (CirkTech project), The Parc Centre for Applied Pharmaceutical Research, which successfully promotes research cooperation between UCTPrague, the Faculty of Science of the Charles University, the IOCB Prague and Zentiva to accelerate the process of innovation in research and development of pharmaceuticals, or the cooperation within the Unipetrol Research and Education Centre UniCRE dealing with the development of chemical technologies. Intensive cooperation is ongoing within the CZECHIMPLANT cluster, which brings together leading industrial companies and research institutions involved in the development of medical devices and of which UCT Prague has been a member since 2017. The scientific team from UCT Prague will continue the implementation of an excellent research project to create a nationwide National Institute of Virology and Bacteriology funded by NRP under the Exceles programme. Excellent scientists and research teams from UCT Prague will continue to work on 7 projects supported by the Excellent Research call of OP JAC with the aim of creating excellent and future applicable research results, in 6 projects UCT Prague is a partner and the project Energy Conversion and Storage (ECO&Stor) is coordinated with 4 other partner institutions. The Excellent Research call projects focus on microbiology, regenerative medicine, pharmaceuticals, new materials and technologies, bioinspired systems in engineering and the development and optimisation of energy storage technologies. Two projects will be implemented within the OP JAC Intersectoral Cooperation call focusing on applied R&D and partnerships between research institutions and industrial companies and 2 projects will be implemented within the Research Infrastructures call focusing on bioinformatics and food science. The establishment of promising cooperation with small and medium-sized enterprises in Prague and other regions of the Czech Republic and abroad will continue, making maximum use of the potential of Technopark Kralupy and the know-how of individual faculties.

- **Services in the area of intellectual property protection and technology transfer** will be further **developed** to ensure the protection of intellectual property of R&D&I results generated at UCT Prague and their commercialisation. For the proper registration and management of intellectual property, it is necessary to acquire a new information system with electronic workflow and connection to project management of sub-projects of commercialisation. Partners in the application sector will be systematically sought and active support systems will be developed to increase the success rate of commercial exploitation of applied research results at UCT Prague. Opportunities for public support projects and investments aimed at technology transfer and support of start-up/spin-off companies will be effectively sought. Within the framework of the ChemTech project (TA CR Sigma) to support proof-of-concept projects, it will be possible to support technologies with application potential and their further development. A systematic process of support for the proof-of-concept (PoC) phase will be set up, whereby internal sub-competitions will be prepared, an approval and evaluation process will be set up with the involvement of the Commercialisation Council and internal rules will be set up for the solution of supported sub-projects, ie technologies that will receive funding from the ChemTech project for the PoC phase.
- **Centralised targeted support for emerging start-ups and spin-off companies** (ie start-ups using know-how created at UCT Prague) will be created through the cooperation and combination of capacities from the Research and Technology Transfer Office, the Counselling and Career Centre and the UCT School of Business, also thanks to the OP JAC EduPro project from the ESF+ call for universities in the framework of the activity to support entrepreneurship. Intensive support for spin-off companies will also be part of the upcoming OP JAC project from the Research Environment Call. In the area of spin-off company establishment, UCT Prague will develop cooperation with individual EIT Hubs, Innovation Centres (PII, SIC) and continue cooperation with consortium partners of the EIT HEI project 'DETECT!', which aims to develop entrepreneurship and creativity.

- In the sense of promoting competitiveness, quality and increasing the financial contribution, the **internal competition for junior grants** (JIGA) will be innovated with the aim to financially support promising junior academic and scientific staff in the implementation of their own innovative research, independent publishing and establishing active foreign cooperation to increase their success in obtaining domestic and foreign grants.
- The creation of sufficient spatial capacity in accordance with the Development Plan for the Renewal of the Infrastructure of UCT Prague at all constituent parts of the university and the gradual **modernisation of instrumentation and technological equipment for science and research** will continue, with the aim of further strengthening the competitiveness and excellence in the areas of basic and applied research carried out at UCT Prague. For the duration of the grants, the investigators of excellent research grants can use the premises of equipped chemical laboratories including the necessary facilities. An up-to-date database of instrument infrastructure at UCT Prague suitable for shared use will be prepared.

For more detailed information, see the Plan of Investment Activities of UCT Prague for 2025, which is an integral annex to this document (Annex No. 1).

Funding sources: Own resources, EU funds (OPST, OP JAC, OP TAC), NRP, subsidies from other Czech and foreign providers, DKRVO, programme funding of MEYS.

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

Support for applicants in the preparation of international projects is provided in the form of information, consulting and administrative services and, last but not least, financial support, primarily by the Project Centre staff or in cooperation with other Rector's Office departments. In order to strengthen the development of international cooperation associated with the researchers of the Initiation Grants financed from the Dagmar Procházková Fund, the rules of the Initiation Grants were modified in terms of extending the duration of the projects and increasing the total amount of financial support.

In 2024, 3 project proposals were submitted to the ERC Starting Grants programme and 1 project proposal to the ERC Advanced Grants programme with the support of the Project Centre. In addition, 29 project proposals were submitted for MSCA PostDoctoral Fellowships. The rules for the Dagmar Procházková Initiation Grants have been modified and will be valid for the 2025 call.

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

The **Initiation Grants** will continue to support selected scientific projects of promising academics who are expected to establish their own research group and connect their professional career with UCT Prague. UCT Prague will continue to be actively involved in the preparation of projects from the MSCA PostDoctoral Fellowships (Horizon Europe) calls for funding directly from the European Commission. These mobilities contribute greatly to the internationalisation of the research environment at UCT Prague.

Sources of funding: own resources, DKRVO, EU funds.

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

Support for researchers applying for grants from international sources will continue in the form of providing information and consultation services and training activities, especially on the Horizon Europe Framework Programme. Support for researchers in the preparation of international R&D&I projects will continue to be provided within the Project Centre. To support the involvement of new applicants in consortium projects, or to finance services related to the involvement of researchers from UCT Prague in consortium projects, **the incentive scheme to support applicants in joining**

international R&D&I programmes will continue to be used and optimised.

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

Operational Objective: Popularisation of natural sciences and results of creative activities of UCT Prague (MEYS SP2021+: other priority objectives II10)

Every year, UCT Prague participates in a number of events aimed at promoting and popularising science and the results of scientific work to the general public. These events concern traditional projects and new activities, projects prepared independently or in cooperation with other universities and research organisations. To promote and popularise science and the activities of the university, UCT Prague also uses Universitas, the magazine of universities, where interesting current scientific and social topics are communicated to the general public from the perspective of universities.

In 2024, UCT Prague coordinated the preparation of the Researchers' Night 2024 as a platform for systematic year-round presentation and popularisation of science, research and creative activities of universities in the Czech Republic. In order to support the nationwide Researchers' Night event and promote interaction between researchers and students at all levels of primary and secondary education, the project received financial support from the MSCA European Researchers' Night and Researchers at Schools 2024–2025 call.

Measures: Popularisation of science with emphasis on chemistry (O_34)

The results of the creative activities of UCT Prague will be popularised to the general public, with an emphasis on the target group of potential applicants for study at UCT Prague, in the form of **active participation in projects and events popularising science** (Photo Contest World (is) Chemistry, ChemQuest, Youth Academy, ScienceFest, etc). As in the previous year, UCT Prague will again coordinate the preparation of the Researchers' Night 2025 in cooperation with other public universities and plans to resubmit the project to the expected MSCA RN call (European Researchers' Night) with implementation starting in 2026. In addition to face-to-face events, we will focus on online forms of popularisation, as one of the key activities of the new OP JAC project submitted, which will result in popularisation online videos with various scientific topics and podcasts. UCT Prague will continue to support both staff and students in developing teaching and communication skills with a focus on communicating current science and research findings to the general public in a popular form. Academic and scientific staff at UCT Prague will be encouraged to appear in media, and the results of their work will also be presented through their own communication channels, namely on UCT website and social networks LinkedIn, Twitter and Facebook. The prestige of our scientists, the university and science and research in general, with an emphasis on chemistry, will be promoted. Raising awareness of the activities and potential of public universities in meeting the UN Sustainable Development Goals will also continue to be promoted. As part of the initiation of the preparation of the project documentation for the new administrative building of the UCT Prague on Vítězné Square in Prague 6, the plan is to allocate sufficient modern, suitably located premises for the organisation of events popularising technical sciences, the results of the creative activities of our scientists and the contributions of science in general to the quality of life of individuals, society and the planet.

Funding sources: PSSM (funding implemented within the framework of the so-called Other Priority Objectives of the SZVŠ), own resources, sponsor donations, PSD, EU funds (OP JAC).

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

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

On an annual basis, monitoring of the ongoing fulfilment of the values set at the level of operational objectives SP2021+ is carried out, including relevant comments on the status achieved in relation to the previous year. The continuous annual monitoring of indicators (including previous years of SZ2021+ implementation) is presented to the representatives of the academic community together with the annual report on activities, which evaluates the activities of UCT Prague in the past year. The ongoing evaluation of the implementation of SP2021+ measures is also the basis for the effective allocation of funds from the development programmes of MEYS and other funding sources for the implementation of the priorities of the university.

In 2024, the set cooperation of the working groups with the members of the International Advisory Board (IAB) continued. UCT Prague has subscribed to a voluntary institutional evaluation by the Institutional Evaluation Programme (IEP), a quality assurance agency and independent membership service of the European University Association (EUA). The IEP evaluation is based on the institution's self-assessment and self-knowledge. An important part of the basis for the evaluation is the preparation of the Self-Evaluation Report, which a working group set up by the Rector for this purpose started to prepare in October.

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

An evaluation of the implementation of the strategic plan for 2025 will be carried out as part of the introductory part of the annual activity report for that year. The fulfilment of the values of the SP2021+ indicators set at the level of each operational objective will be evaluated on an ongoing basis and presented to the academic community as a basis for approval of the annual report. The Self-Evaluation Report for IEP will be completed and according to the agreed timetable, an **institutional evaluation of UCT Prague** will be carried out, which will focus on the effectiveness of the quality culture and the extent to which the results of internal quality processes are used for decision-making and strategic management, as well as the identification of any gaps in these internal mechanisms. The resulting report of the **IEP evaluation** will be used to evaluate the implementation of the Strategic Plan of UCT Prague for the period from 2021 and to prepare the Strategic Plan of UCT Prague for the following period.

Sources of funding: own resources, PSSM.

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

UCT Prague is actively involved in data collection for international university rankings, it closely monitors its position internationally, within the region and the Czech Republic (and AVUni) and takes steps to improve its ranking. Recently, UCT Prague has joined the data collection of the QS Sustainable ranking. UCT Prague has joined the projects of cooperation and sharing of good practices of HEIs in various areas of implementation of the UN Sustainable Development Goals (UNILEAD) and has started the preparation of an institutional sustainability strategy. Conditions for the activities of academic self-government bodies are continuously improved (electronic voting system, remuneration of AS members at UCT Prague, electronic information platform). The International Advisory Board, an advisory body to the Rector, was established and started its activities with working group discussions according to the

main areas of the university's activities in the strategic priorities of UCT Prague and optimisation of strategic management. To promote internal cooperation, coordination and a common identity at UCT Prague, annual working and informal social events are organised for students, employees, alumni and friends of UCT Prague (eg the 70th anniversary of UCT Prague, Vektor, State of the Union)

In 2024, an internal collection of priorities of the university management (faculties, Rector's Office departments, Academic Senate) was carried out, which the university will address in the near future. Based on its evaluation, the order of importance of these priorities was determined and communicated internally by the Rector. A newly formed Design Team (Strategic Measures Design and Development Team) started working on the design of a comprehensive solution to the identified priorities according to their order of importance. An overview of the services/activities provided by the Rector's Office service departments was prepared and feedback was obtained from the faculties on these services in terms of their necessity, utilisation and quality and speed of delivery. In the framework of building a safe environment of the university, an internal Security Strategy of UCT Prague was prepared and a memorandum on joint procedure on security issues at the Dejvice Campus was concluded with CTU, NTK and IOCB Prague. As part of the implementation of the GRASS project (NRP Component 7.4), an Institutional Sustainability Strategy was prepared and approved by the relevant university authorities. The Industrial Council of UCT Prague was established to cooperate in the development of further education, conclusion of strategic agreements on cooperation with industry, updating the requirements for graduates with industrial applications or support for PhD students.

Measures: **Developing internal capacity for strategic management (O_36)**

- Relevant documents will be continuously prepared for active involvement of UCT Prague in **international university evaluations** in order to maintain and strengthen the university's position in **selected world rankings (QS WUR, THE WUR)**, both institutional and disciplinary, including rankings evaluating universities in terms of their attitude towards sustainable development. Based on the analysis of the results of the rankings, measures will be proposed to improve our ranking within each criterion, if relevant.
- Within the **data mining** group of the Department of Strategic Planning, activities related to data acquisition (including questionnaire surveys) and their evaluation and **streamlining of internal and external reporting from available data** in the core internal IS and public data sources for the needs of management and decision-making of the university and its constituent parts and reporting needs will be further developed. A gradual linking of the core internal IS to the data warehouse will take place.
- The provision of training courses and seminars focused on the development of management and decision-making competences for managers at all levels of management will continue, taking into account the specific needs of the university environment.

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

Measures: **Implementation of the responsible purchasing strategy at UCT Prague (O_37)**

Action plans for the implementation of individual areas of the institutional Sustainability Strategy will be developed and gradual implementation of the proposed measures from individual areas of the university's activities will take place.

In the implementation of the Sustainability Strategy, UCT Prague will continue to benefit from the shared knowledge, experience and good practice resulting from previous cooperation of HEIs in fulfilling their role in achieving the Sustainable Development Goals (SDGs) within the framework of the CRP projects UNILEAD I and II.

Sources of funding: own resources, NRP.

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

Further development of the **Employee Profile** Application (PVAP) will be continued, providing data for managers to manage and evaluate creative activities, teaching activities and other activities of employees, as well as aggregation of these data for organisational units or constituent parts of the university, including financial representation. The resulting data reports can be used for comparative analyses and for possible adjustment of the system of division of salary, operating and investment funds within UCT Prague, taking into account strategic priorities and external influences (legislative, economic and other). Junior academic staff will be financially supported in the form of a stabilisation bonus from MEYS's contribution to wage cohesion at public universities.

Sources of funding: own resources, PSSM.

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

Continuous updating of the software support for the electronic form of elections to academic senates (faculty and university-wide) and voting in the bodies of UCT Prague and during defence of qualification theses will be carried out according to the requirements of the academic community based on practical experience from 2024. The purpose of the modifications will be to improve functionality and user comfort. For the needs of the Board of Trustees and other self-governing bodies, the electronic information platform will be further developed to share documents, simplify agenda preparation, as well as facilitate communication between members of the bodies with each other and between the bodies and the university management.

Sources of funding: own resources, PSSM.

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

- In order to support the development of cooperation, strengthen the common identity and coordinate the implementation of the planned process changes at the level of the institution and individual units of UCT Prague, opportunities will be created for **meetings of staff from various departments** across the university, including regular **meetings of the Rector with the heads of the service Rector's Office departments**.
- The **current internal communication channels** will to be developed to effectively inform the academic community, other employees and alumni about the operation of the university, plans of the management and activities to fulfil these plans. 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: own resources, PSSM.

Operational Objective: Support for cooperation and exchange of experience between universities and capacity development for strategic management at national level (MEYS SP2021+: 5C)

UCT Prague was actively involved in the Centralised Development Programme of Cooperation of Public Higher Education Institutions as a co-organiser or as a coordinator. The most valuable benefit of joint projects is the sharing of experience, good practice and establishing contacts for further inter-university cooperation. In addition to supporting development programmes, representatives of UCT Prague are

also involved in formal and informal professional associations and platforms.

In 2024, UCT Prague started two two-year projects of cooperation of HEIs under the Programme of Support for the Development of Higher Education and within the framework of a one-year project from the Programme of Support for the Development of Higher Education, it coordinated the organisation of the Researchers' Night as a platform for systematic year-round presentation and popularisation of science, research and creative activities of universities in the Czech Republic.

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

The potential of cooperation and sharing of good practice of public universities in projects in thematic areas supported by the **Programme of Support for the Development of Higher Education** will be exploited. On the basis of the signed agreement between public higher education institutions of 2024, UCT Prague will be actively involved in the **Centre for Coordination and Competence of Economic Agendas of Universities using the economic IS iFIS** under the umbrella of EUNIS-CZ interest associations. In cooperation with the CESNET interest association, UCT Prague will cooperate with other HEIs on further computerisation of public authorities' procedures (DEPO) and treatment of cyber security. UCT Prague will continue to actively participate in the **RONALDO** platform bringing together HEI staff dealing with the project agenda in order to share information and experience in strategic management of the project agenda and project administration (mainly the following providers: MEYS – NRP, OP JAC, PSSM etc) and actively participate in the activities of the **Association of University Staff (APUA)** and the **Czech Association of Research Managers and Administrators (CZARMA)**.

Sources of funding: PSD, own resources, CESNET Development Fund.

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

UCT Prague has received the European Commission's 'HR Excellence in Research Award' and the approved Action Plan for the Implementation of the Human Resources Strategy for Researchers (HRS4R) is gradually being implemented. The offer of employee benefits for UCT Prague employees has been expanded to include psychological counselling services and support for employees' sports activities (MultiSport card). As part of the preparatory work for the adaptation process, an employee handbook containing basic information and instructions for new employees and job applicants was created to help orient the new employee. Work has started on the launch of an application through which the employee receives initial training and the possibilities of digitising the adaptation process by implementing it in the HR IS have been verified.

In 2024, UCT Prague joined the discussion forum of HEIs involved in the project Human Resources Management Strategy under the Programme of Support for the Development of the HEI Area over indicators and evaluation criteria for academic and non-academic staff. An internal discussion was held at UCT Prague on setting up evaluation kits and frameworks for employees. The document the 'Internal Salary Regulation of the University of Chemistry and Technology, Prague' was revised and the updated version was supplemented with a catalogue of job positions. Furthermore, internal documents concerning the determination of conditions of selection procedures for filling the positions of academic staff, heads of institutes and departments at UCT Prague were revised, the course of selection procedures was redefined also for other positions. In the following period, the documents concerning attestations as part of career development of academic and scientific professional and technical staff will be revised, with a link to the forthcoming Career System. As part of the strengthening of a safe and stimulating environment at UCT Prague, an e-course on social safety in the HE environment has been implemented. As part of the implementation of the work-life balance policy, positions suitable for shared jobs were identified at UCT Prague and support for the return of employees to work after long-

term absence was set up. After several rounds of negotiations between the management of UCT Prague and the Trade Union of UCT Prague, a new collective agreement was signed for the period 2024– 2027.

Measures: Strengthening human resources capacities (O_42)

Psychological counselling services for employees will continue to be provided and the **training and development** agenda will be developed. In 2024, an overview of training needs was developed in collaboration with the faculties, with prioritisation of individual topics. This overview will be continuously updated and will be one of the bases for the preparation of the schedule of training and development activities. In accordance with the Sport Development Concept of UCT Prague 2021+, sport and physical activities of students and employees will continue to be supported and developed. A proposal has been prepared for an **adaptation process** that employees should go through when starting or returning to work after a longer absence. The process should enhance the orientation and adjustment of the employee in the new environment. The adaptation process should also include a development area, ie identification of the training and development needs of the employee. The plan is to set up a separate unit within the Personnel Department to deal with staff development.

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

Measures: Preventing academic inbreeding (O_43)

The academic community will continue to discuss the possibilities of reducing the negative consequences of employing its own graduates for the functioning of UCT Prague. **The postdoc position will be defined** and the Career System of UCT Prague will be prepared in the framework of **setting up the career system**. An employee resignation policy as an important part of human resources management will be prepared.

Sources of funding: own resources, PSD.

Measures: Remuneration of academic staff in relation to results and quality of activities for HEIs (O_44)

The **Employee Profile Application (PVAP)** will be further optimised on an ongoing basis by offering output reports of aggregated data serving as a basis for management and employee evaluation. Exceptional contribution of specific employees for the work results and development of UCT Prague in various areas of their professional life will be publicly recognised by awarding **the Rector's Award** and the **Julie Hamáčková Award** for taking into account gender aspects in professional activities at UCT Prague.

Sources of funding: the PSSM, own resources.

Measures: Implementation of HRS4R principles – obtaining and maintaining the HR Award (O_45)

In 2025, activities related to the **implementation of the revised HR Award Action Plan** for the next 3 years will take place, incorporating any comments of the EC on the submitted interim evaluation of the implementation of the first two years of the original Action Plan. The actions are focused on ethical and professional aspects of work in the field of R&D&I, improvement of the working environment, career advancement and human resources development in the form of staff training (personal development plans); *synergy with O_28 of the operational objective 'Completion of comprehensive transformation of the environment and setting up of R&D&I processes at UCT Prague' (PC4).*

Sources of funding: the PPSD, own resources, PSD.

Priority Objective 6: Reduce the administrative burden on university staff so that they can fully devote themselves to their mission

Operational Objective: Simplifying the transfer of information to public administration and improving the availability and circulation of information through the continued digitisation of agendas (MEYS SP2021+: 6A)

Gradually, individual administrative agendas linked to processes associated with key activities - studies, grant activities, HR and economic management – are being computerised. The electronic approval of documents is gradually being introduced, coupled with the recording of electronic documents in accordance with the requirements of legislation. To finance the relevant software modifications and their integration into internal information systems, maximum use is made of the financial resources of the development programmes of MEYS, NRPs or ESIF funds.

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

In line with legislative requirements, existing internal information systems will be further developed to reduce the administrative burden and improve functionality and user-friendliness. Following the completion of the acceptance tests of the second phase, the third phase of the implementation of the **new Identity Management System (IDM)**, which was acquired in 2021, will be launched by setting up the technical framework for data exchange between other IS and IDM. Integration between the new Records Management Service and other information systems, in particular SIS and iFIS, will continue.

Support for electronic processes in the **Economic Information System (iFIS)** will be extended to include electronic approval of bulk transfers of assets. Following previous pilot testing, the electronic circulation of invoices will be fully launched. The computerisation of the business travel agenda will also be addressed, where activities will continue based on the 2024 outputs. In addition, modifications will be made to the access rights (context) management part of iFIS, in particular to modernise it and to meet the requirements arising from the ongoing implementation of the European NIS2 Directive in the Cybersecurity Act and the increased demands for reduced response times for data transmission.

Further development of the workflow application, which ensures electronic circulation and approval of personnel documents, will continue within the **Personnel Information System (OKbase)**. New IS modules will be implemented and developed to digitise recruitment, onboarding and subsequent adaptation processes. The work reports application will be further developed for electronic completion, approval and registration of work reports

Further development of the **Grants and Projects (GaP)** system will continue, based on the requirements of system users and the technological possibilities of obtaining data from external sources.

Within the framework of the development of the **Student Information System (SIS)**, further attention will be paid to the expansion and modification of the system, including linking it to other systems and registers, which will gradually ensure the full computerisation of student files.

In cooperation with other public universities, selected tools and security policies in the area of information security management and cyber security will be implemented. Awareness and training courses in the field of **cyber security** will be organised for target groups at UCT Prague. Security documentation will be created/updated to ensure all requirements arising from legislation. In

addition, phishing campaigns will be conducted to improve situational awareness of employees and students at UCT and their further education in this area and to improve the overall resilience of the organisation to this type of cyber attack.

Sources of funding: PSD, own resources, PPSD.

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

A centralised Project Centre was newly established at the University of Technology Prague to provide comprehensive support for the project agenda at the university. The activities of the Project Centre are gradually further developed and optimised. Other Rector's Office departments providing support services to academic and scientific staff and university management and their components are further strengthened and developed to improve the quality of services provided.

In 2024, the staffing capacity of the Human Resources Department was strengthened to enhance the provision of the human resources and remuneration agenda and the provision of the staff training agenda. A new head of the Project Centre has been appointed. The services provided by the Project Centre will be gradually optimised based on the expectations and feedback from the faculties and the university management.

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

UCT Prague will actively participate in the activities of the **Association of Research Universities (AVUni)** and the **Association of Technical Universities**, of which it is a member. It will share examples of good practice aimed at reducing internal administration and bureaucracy and promoting digitisation and computerisation of agendas related to the management of not only educational and scientific research activities, but also other supporting activities (economic management, HR). Within AVUni, UCT Prague is involved in the preparation of a strategy for promoting excellence in research, with a particular focus on increasing the success rate of scientists in obtaining excellent foreign grants (ERC, Horizon Europe) and on increasing the proportion of foreign PhD students from EU countries.

Sources of funding: own resources.

Internationalisation strategy

Priority Objective I1: Developing global competences of students and staff in higher education

Operational Objective: Support for language and intercultural training of students and staff of universities (MEYS SP2021+: I1A)

Every year we continue to support the hosting of renowned foreign experts at our institution in the form of lectures and workshops. In order to promote the interest of students in the Czech SP in taking courses in English, rules for rewarding the successful completion of English-taught courses in selection procedures for foreign student mobility have been implemented. The aim is to focus on ensuring that selected courses of the Master's degree of Czech SPs are offered in English.

In 2024, there was a significant increase in interest in the Visiting Fellowship Programme (92% increase in applications year-on-year). In addition to funding from the Development Programme, additional funding from other sources was secured to meet the high demand. The increase in the number of Czech-language students taking courses in English during their studies is not only due to the preference given to these students in the selection procedures for foreign mobility, but also due to the motivation by instructors.

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

- Financial and organisational support will be provided for the **hosting of foreign experts** (preferably from partner institutions) at UCT Prague. Thanks to this activity, students and employees will have a unique opportunity to participate in teaching led by renowned foreign experts without having to leave the campus of UCT Prague, ie 'internationalisation at home' will be ensured. The benefit of this measure is also the development of existing and the creation of new contacts for future cooperation in various areas of teaching and scientific research activities.
- Students will continue to be supported and motivated **to take part of their courses in English** in selected **Czech-language Master's degree programmes**.

Sources of funding: PSSM, own resources.

Measures: Development of intercultural competences (O_50)

The intercultural competences of students and employees are expanded thanks to the participation of students and employees on foreign mobility, but also thanks to the mobility of foreign students and employees coming to UCT Prague. As part of the pre-departure preparation, students going on study stays are offered optional intercultural skills training. Integration courses will be organised for incoming students.

Funding sources: Erasmus+ programme.

Operational Objective: *Development of international mobility of students and staff (MEYS SP2021+: I1B)*

The mapping of funding opportunities for international mobility of students and employees and the service associated with their administrative support is already set at a high level at UCT Prague. This service will be further improved, especially with the aim of maximising the possibilities of computerisation of foreign mobility processes.

In 2024, we continued the positive trend of increasing the number of international student and staff mobilities, both outbound and inbound. Thanks to well-established and well-adjusted processes, we have been able to increase the number of mobilities while maintaining the high quality of service provided to mobility participants by the Department of International Relations. In the implementation of mobilities, the focus is on inclusion. In 2024, a foreign student with a visual impairment was able to participate in a mobility at UCT Prague, which demonstrates the institutional capacity to support the integration of people with specific needs

Measures: 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 (eg the MOBI institutional mobility programme). The aim of the mobilities is to develop international experience and build contacts for the future involvement of students, academic and non-academic staff in international projects and partnerships; to design and adapt study programmes, to teach in a foreign language or to provide support for the activities of the institution at different levels and to strengthen internationalisation and, last but not least, the implementation of the mobilities will

contribute to the development of new partnerships with foreign institutions. Both short- and long-term stays will be supported. A high quality information service will be provided to students and staff, including the use of electronic tools. The mobility offer will be adequately promoted among students and staff.

Sources of funding: Erasmus+, PSSM, earmarked funding from MEYS, own resources, EU funds (OP JAC).

Measures: Mobility support for special needs students and socio-economically disadvantaged students (O_52)

In addition to individual support, students with SEN, from disadvantaged socio-economic backgrounds or with other barriers to participation in mobility abroad are offered increased financial support using the opportunities offered by the Erasmus+ programme and the MOBI mobility programme.

Sources of funding: Erasmus+, PSSM.

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

In cooperation with other Czech and foreign universities, the issue of providing support for combined mobilities (eg Blended Intensive Programmes of the Erasmus+ programme) at universities will be addressed and the possibilities of further development of the computerisation of the administration of mobility processes with a link to existing university information systems and the transfer of information with partner institutions will be analysed, for example by using the EWP– Erasmus Without Paper platform and the European Student Card Initiative. The issue will be addressed by sharing experiences and examples of good practice with other Czech and foreign universities.

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

Operational Objective: *Development of professional competences of UCT Prague staff in the field of internationalisation (MEYS SP2021+: I1C)*

The necessary competences of the Department of International Relations staff will continue to be developed in order to make their work more efficient in connection with the new trends in the administration of foreign mobility.

In 2024, employees engaged in activities aimed at developing competences in the field of internationalisation. These activities have contributed to strengthening their specialist knowledge and skills, which enables a more effective approach to international cooperation and consequently strengthens the institution's capacity to effectively develop internationalisation, which in turn strengthens the position of UCT Prague at the international level and supports the further development of international projects and partnerships.

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

Internationalisation will be further promoted by spreading awareness through internal communication channels of UCT Prague among employees. Employees will be able to participate in training events, job shadowing, conferences, projects etc to strengthen their competences in this area. The development of the Department of International Relations website and the computerisation of agendas related to internationalisation activities will be continued to ensure their more efficient handling.

Sources of funding: own resources, PSSM, Erasmus+, EU funds (OP JAC).

Priority Objective I2: Internationalisation of university study programmes

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

The creation and development of SPs taught in cooperation with foreign institutions will continue to be supported. Emphasis will be placed on maintaining comparable quality of courses taught in Czech and English study programmes.

In 2024, we further developed support and activities leading to the expansion of the offer of SP taught in cooperation with foreign institutions in the double/joint diploma mode. In the selection procedures for participation in foreign mobility, a bonus for students who have taken a course in English at the UCT Prague was incorporated. The completion of English courses by students of Czech-language study programmes contributes to ensuring comparable quality of instruction in both languages.

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

Negotiations will be held in cooperation with foreign institutions regarding the possibility of establishing new study programmes of the double/joint diploma type and the implementation of existing programmes (joint defence) and their continuous evaluation and changes based on the experience gained so far with their implementation.

Sources of funding: own resources, PSSM, Erasmus+, EU projects.

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

Students will be encouraged to complete subject questionnaires, including for subjects taught in English. A survey will be carried out among supervisors and teachers of selected courses in both Czech and English to verify whether the quality of courses taught in English is comparable to their Czech equivalents.

Sources of funding: own resources.

Operational Objective: *Inclusion of the international dimension in the structure of study programmes, including so-called mobility windows (MEYS SP2021+: I2B)*

Internal discussions will continue to seek suitable study programmes to include easier recognition of foreign mobility and to take into account the space for foreign mobility when designing new study programmes.

In 2024, all implemented accredited Doctoral degree programmes include a requirement for some form of prescribed international mobility. Following this obligation, some faculties offer a special supplementary scholarship to support the participation of their students in international (outbound) mobility.

Measures: Incorporating international student mobility as an integral part of study programmes (O_57)

- In relation to the current financial resources and study programmes, organisational and financial support will continue to ensure **compliance with the obligation to complete some form of foreign cooperation**, with a preference for outgoing mobility, within Doctoral study programmes, in accordance with their accreditation; *synergy with the operational objective 'Strengthening the quality, openness and internationalisation of Doctoral studies', PC3*. For Master's degree programmes, the organisation of semester-long study stays at universities abroad with an appropriate choice of subjects to guarantee the recognition of learning outcomes achieved during the stay abroad will be preferred.
- When designing or modifying study programmes, consideration will be given to enabling students to participate in foreign mobility without the need to extend their studies by introducing so-called mobility windows, or by including a larger number of elective courses (20 ECTS) that can also be taken at foreign partner institutions.

Sources of funding: own resources, PSSM (MOBI programme), Erasmus+.

Priority Objective I3: Simplifying the process of recognition of foreign education

Operational Objective: *Implementation of automatic recognition of education and study results abroad (MEYS SP2021+: I3A)*

Ensuring automatic recognition of education and study results is a long-term goal of UCT Prague. However, in order to ensure this in practice at the administrative level, it is necessary to enable electronic data exchange between partner institutions and UCT Prague and between the systems of the Department of International Relations and the Study Information System. A significant part of mobility – study abroad is carried out at partner institutions within the Erasmus+ programme. Within the framework of the European Commission's 'Erasmus Without Paper' initiative, which aims to digitalise the administration of mobility, one of the objectives is to ensure secure electronic transmission of data on study results. However, this part of the digitisation is still only in the early stages of development and implementation at UCT Prague will thus be possible at the earliest when this functionality is launched within the EWP and used by partner institutions.

In 2024, new procedures were put into practice regarding the recognition of credits (ECTS) earned in the framework of foreign mobility. The concept of learning outcomes is being used to allow greater flexibility by recognising results at the level of the programme of study rather than at the level of individual courses. This more flexible approach makes it easier for students to fit mobility into their study plan without having to extend their studies. Following the introduction of the new rules for the recognition of international mobility, the possibility of automatically recognising successfully completed mobility courses as optional elective subjects in students' study plan has been introduced.

Measures: Unification of the process and criteria for automatic mutual recognition of results from the period of study abroad at UCT Prague (O_58)

At the level of UCT Prague, the **process of automatic recognition of education from abroad** will be digitalised; *synergy with the operational objective 'Improving the recognition of the results of previous education in further studies', PC2*. The rules for the recognition of learning outcomes from foreign mobility will be optimised, especially taking into account the use of the concept of learning outcomes and the experience from previous years. In the framework of the ongoing digitisation of processes

and simplification of the administration of foreign mobility, the possibilities of automatic recognition and recording of learning outcomes on the basis of a pre-approved student study plan prior to departure abroad will be explored.

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

Priority Objective I4: Creating an international environment at universities and promotion abroad

Operational Objective: *Support for the development of international marketing of universities and the Czech Republic (MEYS SP2021+: I4A)*

UCT Prague, also in cooperation with other Czech universities, national and international initiatives of the European Commission, develops its marketing activities at the international level. Continuous optimisation of online presentation in English and deployment of modern tools for communication with applicants is underway. The offer of studies at UCT Prague is promoted on international portals, which have a high reach among those interested in university studies. UCT Prague is represented at international higher education fairs in physical and online form. There is active cooperation with the Study in Prague initiative of Prague public higher education institutions. Within the framework of the Study in Prague initiative, cooperation with secondary school counsellors working in secondary schools around the world has developed significantly and is yielding tangible results. UCT Prague works closely with the Study in Czechia initiative of the Czech National Agency for International Education and Research (Dům zahraniční spolupráce, hereinafter referred to as 'DZS') to promote the range of study opportunities.

In 2024, UCT Prague continued to develop its international marketing activities. We used tried and tested tools such as international higher education study portals and international higher education fairs. An important tool is the consortium of Prague public universities 'Study in Prague', which outlined a vision for developing cooperation with the Department of International Relations of the Prague City Hall and the Prague Convention Bureau. Furthermore, the Study in Prague consortium was selected as a co-organiser of an international conference and fair for high school counsellors organised under the banner of ACAC (International Association for College Admission Counselling), which will take place in spring 2025 in Prague and its organisation has started in 2024. We continued to work closely with DZS's 'Study in Czechia' initiative, which is very active in promoting study in the Czech Republic.

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

Comprehensive information services for prospective students will be further developed *in synergy with the operational objective 'Development of services offered to foreign students and workers', specifically measure O_62 Welcome Centre UCTP*

Sources of funding: own resources, PSSM.

Measures: Institutional scholarship programme for international students (O_60)

Motivationally, in the form of scholarships, the **excellent results achieved by students in English study programmes** will be rewarded. Scholarships will support students' voluntary initiative beyond the basic study obligations and their participation in **improving the study conditions of foreign students** at UCT Prague to strengthen the integration of foreign students into the life of the university and for the promotion of studies at UCT Prague.

Sources of funding: the PSSM, Erasmus+, own resources, EU funds (OP JAC – EduPro).

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

Marketing activities related to the **promotion of UCT Prague abroad** will be implemented to **recruit students** for English study programmes and **academics, scientists and other employees** to fill vacant positions, using tried and tested marketing tools such as participation in foreign higher education fairs, by using agencies recruiting foreign students, promoting study programmes on portals aggregating study offers, and by active presence on social media and other forms of online promotion reaching specific target groups. Unused and potentially effective tools, such as the use of social media, will also be sought. The creation of promotional printed materials and items will also be important. The involvement in the Study in Czechia platforms, coordinated by DZS and Study in Prague, based on previous successful cooperation between Prague public higher education institutions, will continue, including the organisation of an international conference of secondary school counsellors, and the Study in Prague website, which contains information on research profiles of Prague universities and on opportunities for Doctoral studies in Prague, will be continuously updated.

Sources of funding: PSSM, own resources.

Operational Objective: *Development of services offered to international students and workers (MEYS SP2021+: I4B)*

The virtual workplace Welcome Office UCT Prague was created at the Department of International Relations of UCT Prague and its services for students and employees coming to UCT Prague were gradually defined and developed.

During the year 2024, the Welcome Office UCT Prague provided support to more than 150 foreign employees/guests of UCT Prague – both newly arrived and already staying in Prague. Ongoing development of the electronic system of the agenda of foreign persons at UCT Prague 'MobIS' (eg the possibility to cancel records was introduced) and updating of the website (in addition to the ongoing update, a new homepage was created). Welcome Office staff are continuously educated on changes in legislation. In addition, the Welcome Office organises (mainly) socialisation activities for foreign staff, which are very popular and well attended. For students, socialisation activities are provided by ESN UCT Prague z.s., which is a member of the transnational Erasmus Student Network. The satisfaction of international students with mobility at UCT Prague was illustrated by the evaluation, which was positive for more than 90% of the participants.

Measures: UCTP Welcome Centre (O_62)

The activities of the **'Welcome Office UCT Prague'** will continue to be developed; the office provides comprehensive information and other services to prospective students, foreigners and foreign employees interested in studying, employment and already studying in the area of relocation and integration into life in the Czech Republic and working at UCT Prague. To this end, WO will continue to cooperate with other relevant entities. WO will organise integration courses and socialisation activities for foreigners independently or in cooperation with other entities and provide assistance in dealing with various life situations related to their relocation to the Czech Republic. Within the framework of the digitisation of the WO agenda, further development of the MobIS IS system and its integration into the IT infrastructure of UCT Prague will be supported. WO will monitor relevant legislation and good practice in work with foreigners in the Czech Republic and abroad and prepare information events and internal methodological guidelines for the area of reception of foreigners.

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

Measures: Development of cooperation with international student clubs (O_63)

Proven forms of active cooperation with international student organisations IAESTE UCT Prague and Erasmus Student Network ESN UCT Prague will be developed in organising and providing services for outgoing and incoming students. Both organisations will be provided with infrastructural facilities, targeted financial support and the necessary synergies for their activities.

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

Operational Objective: *Working with foreign students and graduates (MEYS SP2021+: I4C)*

Services for international students are being continuously developed. In particular, we are expanding the range of services available in English to match the breadth of services available in Czech as closely as possible, and there is no difference between services for students in Czech-language and foreign-language study programmes. Almost all information, websites and internal communications are available in both Czech and English. It is becoming increasingly successful to involve foreign students in the academic life at UCT Prague, with the aim of making events organised at UCT Prague accessible to foreign students, especially from a language accessibility point of view. In addition, services specifically aimed at foreign students are being developed, especially regarding residence permits, advice on the health system and medical care, to ensure their positive study experience at UCT Prague and while living in the Czech Republic in general.

In 2024, foreign students studying at UCT Prague for the purpose of obtaining a diploma (ie not foreign exchange students) founded the FISO (Full-time International Student Organisation), which aims to provide support to foreign prospective students and students studying at UCT Prague. It operates similarly to ESN UCT Prague for foreign exchange students at UCT Prague. In addition, in the area of support for foreign students studying in English, the conversion of study guides (The Bachelor Studies Guide, The Master Studies Guide) has been completed. This involved not only the translation of the guides into English, but also the modification of the content concerning the specifics of study in English-language study programmes, taking into account the fact that the vast majority of foreign nationals are in the Czech Republic on the basis of time and purpose limited residence permits.

Measures: Setting up a system of cooperation with foreign students and graduates (O_64)

Various forms of cooperation with foreign students and graduates will be further supported and developed to promote outbound mobility to their home countries. Efforts will be made to involve more foreign graduates in the Alumni Club of UCT Prague and alumni of the Study in Czechia programme and to use their links to their alma mater to promote higher education at UCT Prague among potential applicants in the form of various communication and promotional activities as well as other activities strengthening the internal internationalisation of UCT Prague.

Sources of funding: own resources, PSSM.

Priority Objective I5: Strengthening the strategic management of internationalisation

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

The International Advisory Board was successfully established as an advisory body to the Rector. Its Statutes and Rules of Procedure were defined by a Rector's Decree and its activities started in October

2022. After an initial familiarisation with UCT Prague, four working themes were defined for the following meetings and discussions on the strategic management of the institution, focusing on education, Doctoral studies, research and development and operational management. In addition to the members of the International Advisory Board, these meetings are attended by members of the management of UCT Prague from the Rector's Office and faculty departments and representatives of the Academic Senate.

In 2024, the advisory and consultative activities of the International Advisory Board (IAB) of UCT Prague continued within the working groups on education, Doctoral studies, research and development, and operational management and management.

Measures: Institutional strategies for internationalisation (O_65)

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

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

Measures: External quality assessment of activities (O_66)

Regular meetings of the International Advisory Board will be held to discuss and comment on the activities in the defined priority areas (education, R&D&I, Doctoral studies and operational and management activities) with the aim of assessing the current status and recommending adjustments for the development of strategies for individual areas of the activities of UCT Prague for the next period; *synergy with the operational objective 'Building capacity for strategic management at UCT Prague, PC5).*

Sources of funding: own resources, PSSM.

Operational Objective: *Support for international cooperation of strategic partnerships and membership of international networks/organisations (MEYS SP2021+: I5B)*

Involvement in international networks and the development of strategic partnerships at the international level is one of the main priorities of UCT Prague. This interest was part of all internationalisation activities. Concrete steps have been taken as part of efforts to join the European University Initiative. In cooperation with foreign institutions, further opportunities for the development of strategic cooperation at international level were sought. As a result, several consortia of higher education institutions under the leadership of UCT Prague were formed and submitted project applications to the announced calls. These were, for example, the Green futuRe – European univErsities as eNginEs of change – (GREEN) project from the HORIZON WIDERA programme and the DETECT! – Deep Tech Creativity project from the HEI Programme of the European Institute of Innovation and Technology (EIT). The GREEN project did not receive support, but UCT Prague aims to use the established partnership cooperation to prepare the submission of a consortium project to another suitable call. The DETECT! project has received support and under the leadership of UCT Prague several foreign universities, as well as entities outside the higher education sector, are involved in it in order to develop deep-tech skills of students and employees of the involved entities. In addition, UCT Prague is involved in international networks and associations related to Doctoral education – PRIDE and EUA-CDE, for example.

In 2024, the second (final) phase of the DETECT! – Deep Tech Creativity project of the European Institute of Innovation and Technology's HEI (EIT HEI) programme was underway. Within the established

consortium led by UCT Prague, 5 new strategic partnerships were established, UCT Prague established a new cooperation with Prague.bio, which resulted in a platform for cooperation between industry and academia.

Measures: Connection of UCT Prague to international networks (O_67)

Cooperation with foreign (mainly European) institutions with a similar focus will be supported and developed in the field of research and education, in the organisation of summer schools and in the implementation of programmes to support student and staff mobility. For participation in international networks such as European Universities, Erasmus+ Strategic Partnerships, EIT HEI Initiative etc, central support will be provided at the level of the institution through the services of the Rectorate support offices.

Sources of funding: own resources, Erasmus+.

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

The support provided by the Project Centre will continuously analyse the possibilities of synergistic financing of educational and scientific research projects from EU Community programmes and will provide administrative and technical support in individual phases of the life cycle of scientific research projects.

Sources of funding: own resources.

Conclusion

In the Plan for the Implementation of the Strategic Plan of Educational and Creative Activities for 2025, UCT Prague continues to implement the measures of its SP2021+, which are aimed at fulfilling the set objectives of SP2021+ and thus fulfilling the university's vision.

The implementation of projects from the OP JAC calls for which UCT Prague has received support from ESIF funds as a beneficiary or partner will continue. The implementation of already supported projects from various domestic and foreign grant providers will be carried out, including projects supported from the National Recovery Plan and projects that are yet to receive support on the basis of the completed evaluation process of submitted project applications (OP JAC, OPST, etc).

In 2025, the preparation and gradual implementation of investment actions related to the general renovation and renovation of the premises to ensure the operation and development needs of UCT Prague will continue. The gradual renewal of the instrumental infrastructure needed to ensure high-quality laboratory instruction and scientific research activities will also be carried out. A highly limiting factor for the implementation of all planned investment actions will be securing the necessary financial resources.

UCT Prague intends to finance the planned measures of PISP 2025 by effective use of available public financial resources, institutional and special-purpose resources, as well as its own resources obtained from cooperation with industry.

In order to obtain funds for the development and improvement of the main and complementary activities of the university in the coming years, applications for support will be prepared for newly announced relevant calls for domestic and foreign providers of special-purpose (grant) support. At the same time, there will be an effort and necessity to look for other sources for more stable long-term financing of the institution's operation and development. In the future, UCT Prague sees great potential in the income from the implementation of complex chemical-technological research for partners from the industrial sector, from the implementation of further education tailored for partners from industry or the state administration and in a greater share of funds coming from abroad, whether from the involvement of UCT Prague in the solution of foreign grants or from the tuition fees from self-paying foreign students.

In 2025, an external international evaluation of the institution will be carried out by the Institutional Evaluation Programme (IEP), a quality assurance agency, and a second complete evaluation of UCT Prague will be carried out as part of the evaluation of research organisations in the higher education segment according to the VŠ2025+ Methodology. Both evaluations include, among other things, a self-evaluation part and a final evaluation report. UCT Prague plans to use the efforts put into the self-assessment as well as the feedback and recommendations obtained from the evaluation reports in the next year when preparing its strategic plan for the next period. We believe that the implementation of the external international evaluation by IEP will help us to create more favourable conditions for the involvement of UCT Prague in international university networks.

Abbreviations used:

AVUni	Association of Research Universities of the Czech Republic
CoARA	Coalition for Advancing Research Assessment
LLL	Lifelong learning
DKRVO	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	European Institute of Innovation and Technology initiative for higher education institutions
EPZ	Records of projects and contracts
EU	European Union
EWP	Erasmus Without Paper
FIS	Financial Information System
FDP	Dagmar Procházková Fund
GACR	Grant Agency of the Czech Republic
HRS4R	Human Resources Strategy for Researchers
IAESTE	International Association for the Exchange of Students for Technical Experience
IA	International Advisory Board
IT	Information Technology
IS	Information system
JIGA	Junior Internal Grant Agency of UCT Prague
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
OP JAC	Operational Programme Johannes Amos Comenius
OP TAC	Operational Programme Technologies and Applications for Competitiveness
SWOT	Strengths, Weaknesses, Opportunities, Threats
TA CR	Technology Agency of the Czech Republic
VIGA	Scientific internal grant agency of UCT Prague

UCT Prague University of Chemistry and Technology, Prague

Annex No. 1: Plan of Investment Activities of UCT Prague for 2025

1. Summary of investment activities for 2025

In accordance with the Strategic Plan of UCT Prague for the period from 2021 onwards, UCT Prague plans to implement investment actions in 2025 to ensure the development and renewal of construction, mechanical and instrumental and IT infrastructure associated with the implementation of the planned measures presented in the Plan for the Implementation of the Strategic Plan of UCT Prague for 2025.

On the basis of the Development Plan, UCT Prague plans to realise several construction and investment projects in 2025, including the construction of Buildings A B in Dejvice, the renovation of student dormitories in Prague 4 – Kunratice and the renovation of the accommodation facilities (log cabins) of the Běstvína Student Learning Centre. The start of some of the projects has been delayed due to delays in preparatory or implementation work or due to difficulties in securing sufficient funding for the construction and is being postponed to a later date.

The planned building modifications in Buildings A B are mainly connected with optimizing the use of space capacity and also take into account the development requirements of individual departments of the faculties and the Rector's Office for the next period. The gradual work on the preparation of project documentation and building modifications will continue, especially for the purposes of laboratory activities in the Buildings A B (Studentská Street, Šolínova Street, Technická Street). An integral part of the renovation and construction modifications of the buildings of UCT Prague in the Dejvice campus will be the continuous implementation of measures resulting from the fire safety solution.

Work on the investment project 'extension in the courtyard of Building B' is temporarily postponed due to the current priority to build a new building of UCT Prague in the 4th quadrant of Vítězné Square in Prague 6 – Dejvice. By the end of 2027, the detailed project documentation will be prepared and the construction of the new building of UCT Prague is planned for 2028–2030.

As part of the gradual revamp of the Běstvína Student Learning Centre (Chrudim district), the construction of 7 log cabins for accommodation with a capacity of 56 persons will be completed in 2025.

In 2025, the gradual renovation of the buildings and the university dormitories in Jižní Město under the direction of SÚZ UCT Prague will continue. The renovation of the common areas of the Sázava dormitory is planned and it will cost CZK 6 million excluding VAT; the renovation of the multifunctional sports ground in the dormitory area will cost CZK 4 million excluding VAT. After several years of negotiations with the Prague City Hall, the planned exchange/exchange of land against payment under the dormitory buildings in Prague 4 – Kunratice with the City Hall to be transferred to the ownership of UCT Prague is expected to be completed (approx. CZK 2 million).

A total of 5 sub-investment projects are planned for the year 2025 at UCT Prague, with links to the UCT Prague facilities at the Dejvice Campus, the Běstvína Educational Centre and the dormitories.

In addition to the construction works, in 2025, partial development and renewal of the instrumental infrastructure for the educational and research activities of UCT Prague are planned, according to the needs of the individual parts of the school.

The main limiting, even critical factor that will fundamentally affect the implementation of the planned investment projects in 2025 will be the amount of financial resources that UCT Prague will be able to secure within the framework of institutional or earmarked funding. In order to secure the necessary investment funds UCT Prague will also use support from grant calls from Czech and foreign providers (eg OP JAC, NRP, Horizon, etc).

2. List of individual investment actions to be implemented in 2025

I. Renovation of the premises vacated after end of lease in building no. 1903 (Building B), Studentská Street and Šolínova Street, Prague 6 – laboratory section

Brief description: complete renovation of parts of the building of UCT Prague No. 1903, Prague 6 - Dejvice, situated in Šolínova and Studentská streets, which were returned by CTU after their long-term lease had ended in a completely unsatisfactory technical condition as of 1 January 2018. The aim is not only to adapt the premises to the needs of UCT Prague, but also to meet all fire-technical, safety and hygiene regulations and standards.

The project will include a general renovation and conversion of unusable and non-functional office space into modern chemical laboratories designed for practical teaching of students in all types of study programmes (Bachelor's, Master's, Doctoral), as well as for high-quality basic and applied research. In total, 960 m² of new laboratory space will be built, meeting all OHS requirements, equipped with efficient air conditioning, new media wiring and new IT infrastructure. The renovation of the laboratory space is synergistically connected with the renovation of the office space – offices of academic staff and students (approximately 1,270 m²). In total, 2,230 m² of high-quality space will be created for the needs of faculty institutes, Central Laboratories and other university-wide research departments. The project will also include the refurbishment of office space for the needs of the central Rector's Office departments (320 m²). The project will also include the overhaul of sanitary facilities (120 m²) and communication areas (1,820 m²), and a small part of the space will be adapted for IT needs (15 m²). A building permit will be required for the renovation of these premises, which have a total useable area of 4 700 m² or a net useable area of 2 870 m², as part of the premises will be changed from office to laboratory use.

Estimated date of implementation of the project: 2023–2027; the project documentation is expected to be prepared by the end of 2025 and the construction is expected to be implemented between 2026 and 2029.

Estimated cost of the project excluding VAT. The total cost of the project is CZK 750 million excluding VAT (of which CZK 600 million excluding VAT for construction works and project documentation, CZK 150 million for interior furnishing); programme financing, EU funds, own resources (note: the scale of the planned investment is so large that it cannot be realised exclusively from the own resources of the UCT Prague).

Link to SP 2021+ and PISP:2025: Due to the long-term critical lack of quality laboratory space and also adequate administrative facilities in the historical buildings of the campus of UCT Prague in Dejvice, the renovation of the vacated premises is absolutely necessary to remedy the current unsatisfactory condition. The action is a part of the UCT Prague Development Plan. Its implementation will enable the initiation of further follow-up stages of the spatial development of the university (renovation of the vacated spaces after the administrative offices in other buildings of the university campus, building in the courtyard of Building B), operational optimisation of the buildings, expansion of teaching and research spaces, solving the unsatisfactory level of fire safety, increasing the level of occupational health and safety and meeting current hygiene regulations (eg efficient air conditioning). The implementation of this project will significantly improve the working and teaching conditions for all UCT Prague faculties and some of the Rector's Office departments. Selected departments from Building A B (part of Technical Street) will be relocated to the newly renovated premises; *PC1 – measure Modernisation and renewal of infrastructure for education (O_15)*, *PC3 – measure Space, social facilities, instrumentation and services for PhD students (O_27)*, *PC4 – measure Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30)*.

Synergistic links to other investment projects: continuity with the renovation of the administrative premises in Building B after the end of a long-term lease which ended in 2022

Description of the current status of the investment project in 2025: the project documentation for the building permit (DPS) has been prepared

Work plan for 2025: completion of the construction documentation – documentation for the construction execution (DPS).

Estimated expenditure in 2025 and sources of financing: cost of the designer for the project documentation – CZK 12 million; own resources.

II. Renovation of relocated and existing premises in buildings no. 1903 and no. 1905 (Buildings B and A), Technická Street, Prague 6 – laboratory section

Brief description: Renovation of spaces located in parts of building no. 1903, Prague 6 – Dejvice facing Technická St., which will be vacated after the relocation of some faculty and Rector's Office departments to newly renovated premises vacated after the end of the long-term lease to CTU (Žitkova Street).

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

The project will include a general renovation and reconstruction (including media wiring and building new IT infrastructure) of the existing, intensively used mainly office and laboratory space into modern chemical laboratories designed for practical teaching of students in all types of study programmes (Bachelor's, Master's, Doctoral), as well as for quality basic and applied research. In total, 960 m² of new laboratory space will be renovated, meeting all OHS requirements (equipped with efficient air conditioning), including selected basic student laboratories. The renovation of the laboratory space is synergistically linked to the renovation of the office space – offices for academic staff and students (180 m²). In total, this will create 1 140 m² of high-quality space for the needs of the faculty departments. The project will also include the refurbishment of the student lounge area (60 m²). The project will also include the overhaul of the sanitary facilities (70 m²) and the circulation areas (250 m²). No building permit will be required for the refurbishment of these areas (total usable area of 1 520 m², of which the net usable area is 1 270 m²).

Estimated date of implementation: 2022–2027.

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

Link to SP 2021+ and PISP 2025: Due to the long-term critical lack of quality laboratory space and also adequate administrative facilities in the historical buildings of the campus of UCT Prague in Dejvice, the renovation of the vacated premises is absolutely necessary to remedy the current unsatisfactory condition. The project is linked to the gradual relocation of departments to the newly renovated premises in Building B (Žitkova Street, Šolínova Street, Studentská Street). The implementation of this project will significantly improve the spatial, working and teaching conditions at the workplaces of all faculties of UCT Prague. This project is a part of the Development Plan of UCT Prague. *PC1 – measure Building infrastructure for education, PC3 – measure Space, social facilities, instrumentation and services for PhD students (O_27), PC4 – measure Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30).*

Synergistic links to other investment projects: continuity with the renovation of administrative premises completed in 2022 and with investment project III.

Description of the current status of the investment project in 2025. CZK 15.5 million excluding VAT for study programmes implemented by the Faculty of Food and Biochemical Technology. Further

renovation works are still in the state of preparation of documents for the award of a tender procedure and search for another suitable subsidy title to cover the financial requirements. Project documentation for the renovation of the lecture laboratories in Building A has been prepared.

Work plan for the year 2025: renovation of student laboratories in Building A

Estimated expenditure in 2025 and sources of funding: costs associated with the implementation of the renovation of the lecture laboratories CZK 35 million excluding VAT; own resources, EU funds (OP JAC).

III. Implementation of a fire safety solution within the renovation of buildings nos. 1903 and 1905 (Buildings B and A), Prague 6

Brief description: The following fire safety system measures will be continuously implemented within the planned extensive general renovation of the historic Buildings A B:

- Installation of electrical fire alarm detectors in all areas of both buildings where there may be gases and vapours that may endanger the health and life of persons. This will be followed by the installation of a gas detection system.
- Replacement of obsolete elevators (Building A – 2 pcs, Building C – 1 pc, Building B – 1 pc) in order to improve safety, meet the requirements of the new CSN standard and enable vertical transport of persons with limited mobility.

Estimated date of implementation of the action: 2021–2027 (continuous implementation of fire safety solution measures within the framework of the ongoing renovation works in Buildings A B).

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

Relationship to the SP 2021+ and PISP:2025: the project is a very important part of the Development Plan of UCT Prague. Its implementation will allow to tackle the unsatisfactory level of fire safety and significantly increase the standard of OHS; *PC1 – measure Modernisation and renewal of infrastructure for education (O_15)*, *PC3 – measure Space, social facilities, instrumentation and services for PhD students (O_27)*, *PC4 – measure Taking into account societal needs at national and global level in research priorities and allocation of resources within the institution (O_30)*.

Synergistic links to other investment projects: interdependence with investment projects I and II.

Description of the current status of the investment project solution in 2025: developed technical solution of the fire safety equipment for investment projects I and II.

Work plan for 2025: implementation of the modification of the side entrance in Building A from Thákurova St. related to the construction of a cold buffet in a more suitable location, replacement of 2 elevators.

Expected expenditure in 2025 and sources of funding: modification of the entrance from Thákurova St. and cold buffet in the amount of CZK 1 million excluding VAT; replacement of 2 elevators in the amount of CZK 4 million. Own resources, OP JAC.

IV. New construction of the building of UCT Prague, Vítězné Square, Prague 6

Brief description: a new academic building with 5 floors above ground, 3 underground floors, with a floor plan of approximately 2,000 m², gross floor area of 15,000 m² and net floor area of 12,000 m², built on part of the land on Vítězné Square, Prague 6, owned by UCT Prague (land situated along Šolínova Street). It will be a modern building with office and educational spaces, where no laboratory courses are planned (only offices, seminar rooms, lecture halls, lecture hall, facilities for student activities, GP surgery). An essential part of the building will be underground parking spaces (2 floors) to be used by staff and students. Commercially used retail space is planned for the 1st floor, with rental income to fund building operations. The administrative offices of the Rector's Office, as well as faculty dean's offices and departments providing only theoretical teaching will be moved to the

new administrative building. The spaces vacated in the historic Buildings A and B will be used by the departments of the individual faculties.

Estimated date of implementation: 2023–2030 (2023–2028 project documentation, 2028–2030 construction implementation).

Estimated cost: CZK 1400 million excluding VAT (CZK 70 million excluding VAT for project documentation, CZK 1330 million excluding VAT for construction works and interior furnishing).

Link to SP 2021+ and PISP:2025: this project is a strategic part of the overall Development Plan of UCT Prague.

Synergistic links to other investment projects: interdependence with investment projects I, II.

Description of the current status of the investment project in 2025: the tender documentation has been prepared and the tender for the general designer of the construction has been announced

Work plan for 2025: start of project documentation.

Estimated expenditure in 2025 and sources of funding: CZK 15 million excluding VAT; own resources.

V. Renovation of the Běstvína Student Learning Centre – teaching facilities (laboratory), accommodation facilities (log cabins, year-round use building)

Brief description: construction of modern premises for theoretical and practical teaching and especially accommodation of a log cabin/cottage character with sufficient capacity for seasonal operation and an insulated accommodation building with year-round use including a teaching laboratory. The planned accommodation capacity is 120 persons.

Estimated date of implementation: 2023–2025 (preparation of project documentation and actual implementation of the construction).

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

Link to SP 2021+ and PISP 2024: this action is part of the Development Plan of the Infrastructure Renewal of UCT Prague. Modernisation of the infrastructure of the Student Learning Centre will allow to significantly improve the quality of practical field teaching, raise the standard of orientation courses for the first-year students, teaching of gifted students, sports courses, popularisation events for primary and secondary school students and preparatory courses for the Chemistry Olympiad; *PC1 – measure Modernisation and renewal of infrastructure for education (O_15)*.

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

Description of the current status of the investment project in 2025: the sickbay was renovated, construction documentation for the laboratory was prepared, project documentation for the construction of 7 wooden log cabins was prepared, the tender for the contractor was held and the construction of the log cabins began.

Work plan for 2025: completion of the construction of 7 wooden log cabins for accommodation, dismantling of the existing log cabins in state of disrepair.

Estimated expenditure in 2025 and sources of funding: CZK 10 million excluding VAT; own resources, EU funds (OP JAC).

VI. Acquisition of machinery and equipment for the renovation and modernisation of workplaces

The purchase of instrumentation in the total amount of CZK 425.6 million excluding VAT for the faculties and central departments of UCT Prague is planned; another CZK 8.7 million excluding VAT is planned for Technopark Kralupy, which focuses on applied commercialisable research. The acquisition of all equipment in 2025 depends on securing sufficient financial resources.

The following text gives an overview of the plans for the acquisition of instrumentation for individual

constituent parts of UCT Prague:

Faculty of Chemical Technology (FCT)

Instrumentation and technological equipment will be acquired to support instruction and research within the faculty's fields of study (inorganic chemistry and inorganic technology, metal materials and corrosion engineering, glass and ceramics, solid state chemistry, organic chemistry and organic technology, polymers, solid state engineering, inorganic materials and chemical technologies of monument restoration).

Estimated investment costs: CZK 215.1 million excluding VAT.

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

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

- automated system (PPMS) for measuring transport, magnetism and optomagnetism (CZK 25.0 million excluding VAT),
- AFM / Nanoindentation (15 million CZK excluding VAT),
- XRD for non-ambient measurements (CZK 9 million excluding VAT),
- DCS/FAST system for the preparation of high-density bulk materials (CZK 30 million excluding VAT),
- combustion analyser for N, O, H in solids (CZK 7.3 million excluding VAT),
- instrument for complex mechanical tests (static, fatigue, elevated temperature, testing in liquids) (CZK 17 million excluding VAT),
- Plasma ALD reactor (CZK 13.1 million excluding VAT),
- X-ray photoelectron spectrometer (CZK 19.8 million excluding VAT),
- magnetron sputtering equipment (CZK 5 million excluding VAT).

Faculty of Environmental Technology (FET)

Instrumentation and technological equipment will be acquired to support instruction and research within the faculty's fields of study (sustainable fuels and green chemistry, water and environmental technology, energy and environmental chemistry).

Estimated investment costs: CZK 19.3 million excluding VAT.

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

The most expensive instruments purchased (≥ 2 million CZK excluding VAT):

- cultivation reactor for pure cultures, 3 pcs (CZK 2 million excluding VAT).

Faculty of Food and Biochemical Technology (FPBT)

Instrumentation and technological equipment will be acquired to support instruction and research within the faculty's fields of study (biotechnology, biochemistry and microbiology, carbohydrates and cereals, milk, fats and cosmetics, food analysis and nutrition, food preservation and chemistry of natural substances).

Estimated investment costs: CZK 60.3 million excluding VAT.

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

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

- mass spectrometer (MALDI TOF) (CZK 18 million excluding VAT),
- automated microscope with image analysis (CZK 7.6 million excluding VAT),
- high performance liquid chromatography for the determination of carbohydrates (CZK 5.3 million excluding VAT).

Faculty of Chemical Engineering (FCE)

Instrumentation and technological equipment will be acquired to support instruction and research within the faculty's fields of study (analytical chemistry, physical chemistry, chemical engineering, physics and measurement technology, mathematics, informatics and cybernetics).

Estimated investment costs: CZK 35.6 million excluding VAT.

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

The most expensive instruments purchased (\geq CZK 3 million excluding VAT):

- dielectric spectrometer (CZK 3.4 million excluding VAT),
- system for robotic preparation and characterisation of granular substances (CZK 5.5 million excluding VAT).

Technopark Kralupy

Instrumentation and technological equipment will be acquired to secure equipment for the research departments at Technopark working in building chemistry and related materials science fields.

Estimated investment costs: CZK 8.7 million excluding VAT.

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

The most expensive instruments purchased (\geq 2 million CZK excluding VAT):

- optical emission spectrometer with inductively coupled plasma (CZK 2.5 million excluding VAT),
- equipment for cyclic loading (CZK 2.5 million excluding VAT),
- dilatometer (CZK 2 million excluding VAT).

UCT Prague plans to invest approximately CZK 84.5 million excluding VAT in instrumentation for central **Rector's Office departments** in 2023. Financing will be provided mainly from own resources or from the programme funding of MEYS and EU funds (OP JAC).

Central laboratories of UCT Prague

Testing, measuring and laboratory instruments for the analysis of chemicals and materials will be revamped in the amount of CZK 45.9 million. The most expensive instruments purchased (\geq CZK 5 million excluding VAT):

- simultaneous thermal analyser (CZK 5.4 million excluding VAT)
- renovation of X-ray photoelectron spectroscopy (CZK 9 million excluding VAT).

Computer Centre of UCT Prague

The purchase or revamp of basic IT infrastructure in the amount of CZK 38.6 million excluding VAT is planned. The most expensive instruments purchased (\geq 5 million CZK excluding VAT):

- modernisation of core switches and connection to CESNET (CZK 20 million excluding VAT),
- update of disk storage for storing backups and measurement data (CZK 6 million excluding VAT),
- modernisation and extension of network infrastructure of remote locations with the exception of the building at Jankovcova Street (CZK 5 million excluding VAT).