

## Questions for candidates for the position of rector for the period 2024-2027 and answers by Pavel Matějka

**1/ Please perform a subjective SWOT analysis about UCT Prague, listing a maximum of 5 attributes for each SWOT component.**

### Strengths

- A) High-quality of education and research (within the content of the Czech higher educational system): highly-qualified staff
- B) “Family environment” with extracurricular activities for students and open internal communication
- C) The ability to react quickly to external stimuli (preventing crises)
- D) Experience with international grants (Horizon, Erasmus...)
- E) Comprehensive secondary school support program

### Weaknesses

- A) Fragmentation of teaching and workplaces
- B) Lack of space
- C) Limited openness to change (except in crisis situations)
- D) Weak perception of international and national competition
- E) Missing strategies: Sustainability, Open Science/Education (including modern teaching methods)

### Opportunities

- A) Involvement in Ministry of Education, Youth, and Sport’s R&D grants such as OP and NPO
- B) Use of membership in national and international associations (e.g. AVUni, CDA EUA, PRIDE)
- C) Use of connections to the Academy of Sciences of the Czech Republic and to the commercial and public sectors
- D) Harnessing the creativity of employees, students, and inter-faculty cooperative efforts
- E) Incentives and sharing of good practices via the International Advisory Board (IAB)

### Threats

- A) Lower financing for public universities or R&D
- B) Fewer university applicants, decrease in the number of doctoral students
- C) Weakening of personnel situation (employee departures)
- D) Growth of internal fragmentation and lack of inter-workplace cooperation
- E) Security and health situations in the Czech Republic and the world (e.g. cyberattacks, social security)

**2/ What would be your vision for UCT Prague’s development? Name 3 specific goals for the next term and 3 main goals that you think the university should focus on in the medium term.**

a) Implementation of **inclusive/interactive forms** of teaching and **internationalization** of education: together with faculty managers, with focus on modern higher education instructional support leading to an **increase in interest in studying at UCT Prague as well as success rate of our students and graduates**. I want to increase the number of visiting professors and drastically improve the conditions for education in English, keeping future career options for graduates in mind. Both changes will help improve UCT Prague’s attractiveness as an institution where students come first.

b) **Top research** in a competitive environment: let's be aware that the end of the period of special operational funding for universities is coming to an end. I will emphasize European and international grants and will support the personal and thematic revival of basic and applied research activities, including innovative cooperation with commercial partners. We must make proper use of the ending period of the operational programs (ESF, ERDF, and so on) and prepare for a fully competitive, pan-European environment. This cannot be done without professional administrative support from project managers and the transfer of UCT Prague knowhow to commercial applications with the proper legal, financial, and intellectual property protection support.

c) **Infrastructure** respecting sustainable conditions: 1) in close cooperation with all external stakeholders, we will put together the professional team who will oversee the construction of the new building on Vítězné náměstí, 2) I will advocate for getting funds for updating and upgrading UCT Prague equipment 3) extraordinary resources for financing the Běstvína camp base and facilities for supporting secondary schools. 4) I will take steps to involve us in grants for digital and data infrastructure support, including necessary participation in shared national and European data platforms and repositories as part of our Open Science/Open Education strategy. (Without this strategy, we will not be successful in obtaining international grant funding and our situation will become worse, even in terms of national funding from the Czech Science Foundation and the Technology Agency of the Czech Republic.)

A) **Institutional internationalization**: we will use non-research/support (European/international) grants, including international networking opportunities (these enable the sharing of best practices) in order to modernize our institutional environment as much as possible for both the students and employees from different countries, such as making their acclimation to UCT Prague culture smoother and faster.

B) **Fairness, creativity, entrepreneurship, and openness**: to prepare graduates for successful (international) employment in highly-qualified positions; to create a creative, entrepreneurial, open **internal environment** enabling excellent basic and applied research and the transfer of UCT Prague knowhow to the commercial sector within a moral and ethical framework, including protection of UCT Prague's institutional interests, employees, and students while fostering socially safe working and studying conditions. In short: a **values-oriented university**.

C) **Sustainable and safe university**: creation and implementation of comprehensive **strategies** for the sustainability of the institutional environment, education, and research activities stressing risk-prevention measures on all: the system, process, and relationships at institutional levels; a foundation for the creation of national policies and strategies