



**Charles
University**

**Charles University (CU) Internal
Communications Strategy**

1. Introduction: Internal Communications at Charles University

Internal communication at any institution is a key element for efficient functioning. Large universities face the same problems as other large heterogeneous institutions for which the transfer of information internally is a key factor for efficiency. **This communication is not only a means of data transfer but also a key factor in achieving strategic goals and supporting cooperation in the academic environment.**

Charles University (CU) is aware of the importance of internal communication and seeks to improve the quality and efficiency of internal communication across the entire institution and to ensure effective sharing of information between all levels and components of the institution. An important part of internal communication at the university also includes modern communication channels and tools and technologies that contribute to improving working conditions for all its employees, students, and other partners and create a solid foundation and support for collaboration between individual members and across the entire university. **Quality internal communication also helps to prevent problems and misunderstandings between all levels and components of the institution and allows for quick and efficient resolution of all complications in times of crisis (note: not only crisis communication).**

2. Where We Are Heading: Effective Operation of All Agendas at Charles University

CU wants to mobilize its internal potential to increase the efficiency of internal communication across the entire institution and to be a university that ensures the highest quality conditions and support for information sharing and cooperation for its students, staff, and partners. For this reason, this Internal Communication Strategy of Charles University (hereinafter referred to as the "*Strategy*") was created, which **sets as its main goal the increase in the efficiency of the functioning of agendas at UK, not only by strengthening support in the use of communication channels and tools but also by sharing best practices and working procedures of individual UK agendas across the university.** In related changes in the university environment, UK sees an opportunity for its own modernization of communication processes, recommendations, and tools that will be reflected not only in the area of communication and cooperation at UK but also in the equally important relationship of the entire university community and the possible strengthening of a sense of belonging, engagement, and support in this academic community.

During the period 2021-2023, two survey investigations were conducted, focusing on (a) assessing the current state of internal communication at the Charles University Rectorate (2021), and (b) assessing the current state of internal communication and collaboration between the Rectorate (and other components) and the faculties of Charles University, from the perspective of the Rectorate and other components (2023). Based on these surveys, a comprehensive SWOT analysis was created (see Appendix 1) for this Strategy.

Mission of Internal Communications

The mission of internal communications is to fulfill its **main goal**, which is **to increase the efficiency of the operation of agendas at CU**. We will approach this goal through the **support of effective two-way communication and cooperation across CU, i.e., between the extended rectorate (including other components) and the faculties of Charles University**. We want to ensure that employees of the extended rectorate have a strategy, methodology, and service for all faculties of CU, thus providing comprehensive support for all agendas of CU. At the same time, support for communication from the faculties towards the extended rectorate and further inter-departmental cooperation across the extended rectorate of CU (including other components) will be ensured. The goal here will be for everyone at CU to have access to current and relevant information and to be able to appropriately use the available communication channels and tools for effective information sharing and collaboration between all levels and parts of the institution (both horizontal and vertical views) and within all agendas of CU.

Vision of Internal Communications

The vision of internal communications lies in creating an environment where open, effective, and regular exchange of relevant information is common practice in the strategic management of all agendas at Charles University. The goal is to create a university community that is interconnected, informed, and motivated to collectively achieve goals in education, research, and the so-called third role, which is service to society. Another goal is to support a university community that promotes inclusive, sensitive, and safe communication and strives for transparency, involvement, and knowledge sharing across the entire university.

3. Strategic Documents Defining the Direction of Internal Communication at Charles University

Currently, there are **two relevant strategic documents** for internal communications—the Strategic Plan of Charles University (2021-2025) and the Human Resources Strategy for Researchers (HRS4R)—which have set the direction for the development of internal communication at Charles University.

3.1 Strategic Plan of Charles University 2021-2025

One of the five main themes is "**Unity in Diversity**," which relates to internal communication in the following ways:

3. We will consistently defend the principles of academic self-governance, build and strengthen the reputation and good name of Charles University, and the sense of belonging of students, employees, and alumni to their alma mater. Therefore, we will focus on improving mutual communication between students and employees and on strengthening their awareness of events at the university. We will support the involvement of students in university governance and contribute financially and materially to the activities of student

associations. Internal and external communication will be supported by better use of information technology, new media, and social networks. Our goal is, based on the adoption of the internal communication strategy, to create an integrated and communicating system across faculties and components that covers a wide spectrum of demands placed on universities of the 21st century. Based on the adoption of a comprehensive marketing strategy of the university, we will strengthen the coordinated development and promotion of the "Charles University" brand both in the Czech Republic and abroad. (responsible: Vice-Rector for External Relations)

- **5.** We will utilize the added value provided by collaboration between faculties and sharing of best practices across the university. Our aim is for an internally diverse, democratic, and open institution united by a vision and a common concept of educational, scientific, and innovation policy. To this end, we will introduce an internal information portal and use electronic tools to support teamwork. (Responsible: Rector)

3.1.1 Implementation Plan of the Strategic Intent for Charles University for 2023

- We will implement the conclusions drawn from analyses regarding internal communication, which were processed based on surveys among faculties, other components, and the Rectorate workplaces. (V.3, V.5)
 - Responsible: Chancellor

3.1.2 Implementation Plan of the Strategic Intent for Charles University for 2024

- We will create a comprehensive interface and implement additional software tools for internal communication to be used across the entire university and ensure the appropriate training for employees. (V.3, V.5)
 - Responsible: Chancellor, Vice-Rector for Information Technology

3.2 Human Resources Strategy for Researchers (HRS4R)

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers is a set of general principles and requirements that specify the roles, responsibilities, and rights of researchers and their employers. *Charles University has received the prestigious HR Excellence in Research award in February 2019* and aims to continuously improve working conditions and maintain this recognition.

3.2.1 Action Plan for HRS4R 2021-2023

Internal Communication (Item 21) has these goals:

- Description: Prepare an analysis of the current state of internal communication along two axes: 1) the Rectorate workplace and 2) Rectorate – faculties. Based on the findings, then propose a strategy for internal communication at Charles University that defines suitable tools for its implementation and development. Initially introduce it in practice within the Rectorate.

- Indicators/Goals: Define the strengths and weaknesses of the current internal communication at Charles University, strengthen functional procedures, and introduce new ones to improve communication and information exchange across Charles University (from leadership to employees, from the Rectorate to faculties, etc.).
 - *Note: Goal partially achieved, see SWOT (Appendix 1).*

3.2.1 Action Plan for HRS4R 2024-2026

Internal Communication (Item 11) has these goals:

- Strategy Update: Update of the Internal Communication Strategy (Q1/2026)
- Functioning Intranet: Connection of all components of Charles University to the intranet (2024)
- Employee Training: Continuous training of employees for effective work and communication (ongoing)
- Formal and Informal Meeting Opportunities: (ongoing)

4. Key Areas of Development in Internal Communication at Charles University

Charles University, in fulfilling its internal communication strategy, will focus on three key areas of development that reflect its main activities. These areas include:

- Communication Channels (Key Area I)
- Communication Tools (Key Area II)
- Transfer of Best Practices in Effective Communication for All Agendas of Charles University (Key Area III)

Each of the key areas has its own goal and further addresses several sub-areas of interest for which it sets specific goals. These areas of interest, goals, and specific goals of the Strategy are derived from strategic documents (see item 3). Individual themes of internal communication overlap and complement each other.

To achieve the set goals, Action Plans will be developed that will cover biennial periods, i.e., 2024–2025. These action plans will present specific measures to fulfill the specific goals of the Strategy, including the designation of responsibilities of involved actors, monitoring, evaluation, and financial provision. The action plans will be evaluated Rector’s Board and Rector’s Advisory Board.

Creating an organizational and communication structure for the area of internal communication, including the acquisition of feedback, will enable a flexible response to changes within the university and will assist in the improvement and alignment of proposed procedures. Thus, **the strategy will be regularly updated, with the next update anticipated**

in 2026 (or in the second half of 2025) (see item 4 - HRS4R Action Plan for 2024-2026; Update of the Internal Communication Strategy Q1/2026), which will set the plan for the years 2026–2028.

1. Key Area I: Communication Channels

Goal: To ensure effective communication channels for sharing current and relevant information with all employees of Charles University.

α. Intranet CU (Note: Basic structure, see Action Plan in Appendix 4)

i. Creation of a comprehensive interface (technical structure) for the CU Intranet

Sub-goal: Develop a modern web application that will encompass the content of individual SharePoint/Teams and thus ensure efficient sharing of all current and relevant information to all employees of Charles University. This application will be a key platform for communication, information sharing, and streamlining daily work.

⇒ **Partially achieved goal:** The web application is built and functional, now we will instruct RUK units to add information and will implement a modern design for the web application. The design sketch is approved.

ii. Connecting SharePoint/Teams of departments and other components on Intranet CU (Q1/2024)

Sub-goal: Technically connect SharePoint/Teams of each department/division of the rectorate and other components of UK to the UK intranet web application. If a department/division/component does not use SharePoint/Teams, then this platform will be created for them by the Institute of Computing Technology RUK. (Note: Faculties are addressed separately in another part of the schedule)

⇒ **Partially achieved goal:** SharePoint/Teams are connected to the web application for 60% of departments, divisions, and components of the rectorate (totaling approximately 30+). Detailed overview [here](#).

iii. Support for individual administrators and administrators of SharePoint/Teams regarding management and uploading information on the UK intranet (Q2/2024 and ongoing)

Sub-goal: Create a Teams group for all administrators of SharePoint/Teams and organize regular meetings of the entire group, training, and support for managing and uploading information on the CU intranet.

iv. Support for users/employees of UK in using the UK intranet to access information (Q2/2024)

Sub-goal: Publish manuals and video tutorials for effective use of the CU intranet, ensure the holding of online and offline training, and provide user support to all CU employees.

- v. **Discuss with faculties the possibility of integrating faculty intranets with the CU intranet**

Sub-goal: Organize meetings to discuss the topic of integrating faculty intranets with the UK intranet for the purpose of presenting benefits and possibly agreeing on the integration of faculty intranets and web platforms into the UK intranet.

Responsible Units for Key Area I (CU Intranet): Chancellor, Institute of Computing Technology, Coordinator of Internal Communication, Central Library of CU, Working Group for CU Intranet

b. Meetings Among CU Employees

Sub-goal: Increase the frequency and quality of both formal and informal meetings.

- i. **Create an overview of current and planned formal and informal meeting opportunities.**

Sub-goal: Evaluate the effectiveness of individual meetings and propose possible optimizations and innovations to enhance the quality of planned events.

- ii. **Evaluate the setup, coordination, methodological leadership, and the exchange of best practices for formal meetings across CU. Assess whether informal meetings meet the needs and goals across CU (e.g., increasing general awareness and enhancing employees' sense of belonging to CU) and, if necessary, adjust the frequency, target groups, and goals of these meetings.**

c. Other Communication Channels at CU

- i. **Setting goals and priorities regarding other communication channels**

Sub-goal: Identify the importance and necessity of reviewing individual channels.

2. Key Area II: Communication Tools

Goal: Ensure tools for effective functioning and collaboration across the entire university.

a. Microsoft products 365 ("M365 ")

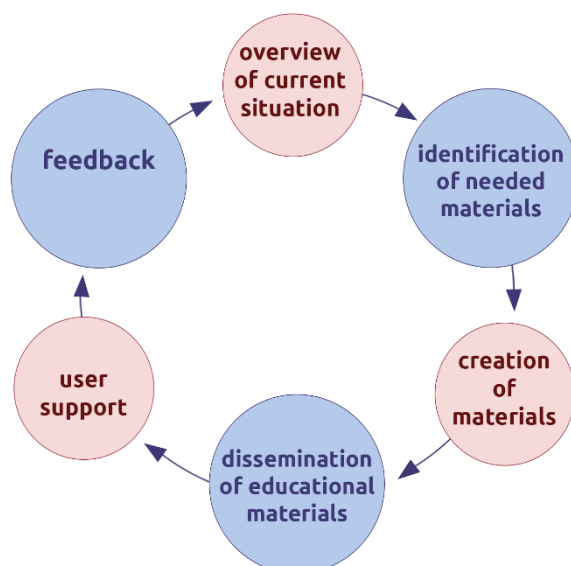


Diagram 1: Illustration of the process for ensuring effective use of main M365 tools.

i. **Address the presence of multiple M365 environments ("tenants")**

Sub-goal: CU has multiple default locations for services and data within its organization, known as "tenants," which complicate collaboration and the use of M365 services across CU. The sub-goal is to deal with the presence of multiple tenants to enable communication in unified M365 services.

ii. **Ensure user manuals for effective use of main M365 tools (MS SharePoint, MS Teams, Outlook, OneDrive)**

Sub-goal: Publish guides, video manuals, rules, and recommendations for effective use of the main M365 tools (MS SharePoint, MS Teams, Outlook, OneDrive).

iii. **Ensure personal and online training for main M365 tools**

Sub-goal: Regular personal and online training for different types of users (beginners, intermediate, advanced) for effective use of the main M365 tools (MS SharePoint, MS Teams, Outlook, OneDrive).

iv. **Ensure user support for M365 tools**

Sub-goal: Provide all CU employees with specialized support for the Microsoft 365 environment so that all queries regarding the operation of this environment are timely and adequately answered.

⇒ **Achieved goal for RUK:** All RUK employees have access to the Service Desk of the Institute of Computing Technology CU, where they can create support requests for the Microsoft 365 environment.

v. **Ensure individual support and training for M365**

Sub-goal: Gradually provide all CU units with training opportunities tailored to predefined needs, so that the unit can jointly discuss and implement new rules for effective collaboration and communication.

- vi. **Ensure information regarding the use of selected secondary M365 tools (e.g., MS List, MS Planner, OneNote) for effective communication.**

Sub-goal: Publish guides, video manuals, rules, and recommendations for effective use of selected secondary M365 tools.

Responsible Units for Key Area II: Chancellor, Institute of Computing Technology, Central Library, Coordinator of Internal Communication

3. Key Area III: Transfer of Best Practices in Effective Communication for All CU Agendas

Goal: Sharing best practices of CU, departments, and faculties regarding effective communication and collaboration across the university and transferring these practices to other agendas.

- a. **Communication between the rectorate, faculties, and parts of the university and sharing proven experiences across the university.**

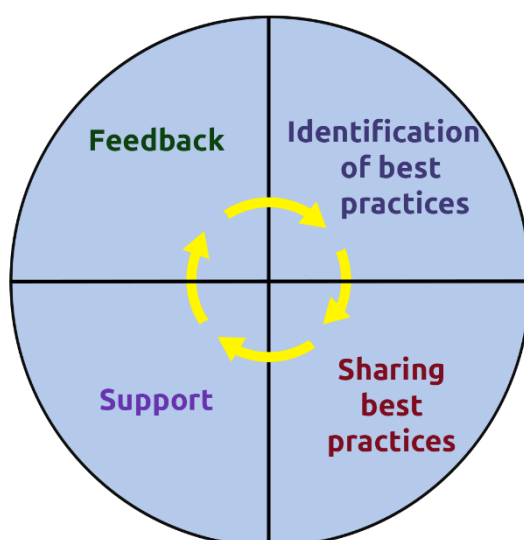


Diagram 2: Illustration of the process to ensure effective functioning of agendas across CU.

- i. **Identification of best practices in effective communication of CU departments with other parts and faculties.**

Sub-goal: Conduct a survey (survey on internal communication and collaboration across CU agendas from the perspective of CU faculties) and analyze existing communication procedures between CU departments and other university parts and faculties. Further, create recommendations for best practices and training focused on developing communication skills and using tools across CU.

ii. **Sharing best practices and supporting best practices in effective communication across CU.**

Sub-goal: Hold meetings for exchanging proven best practice procedures in communication across CU.

iii. **Supporting best practices in effective communication across CU and obtaining feedback.**

Sub-goal: Consult on implemented changes and new challenges in using best practice recommendations. Support specific communication skills and tool utilization in collaboration with faculties. Conduct regular evaluation and feedback collection from CU employees regarding the communication procedures used and their effectiveness.

b. Providing support and education for CU leaders in communication, team leadership, meeting management, effective collaboration with other units, and project management of agendas

❖ *System as shown in Diagram 2.*

i. **Creation of an overview of existing training and methodological materials for this area (units from which to draw: e.g., HR department, CU Point, Central Library, ICTS)**

Sub-goal: Conduct a survey of available training and methodological materials within the mentioned units and create a comprehensive overview for CU leaders in communication regarding team leadership, meeting management, effective collaboration with other units, and project management of agendas.

ii. **Identification of best practices, sharing best practices, support, and feedback**

Sub-goal: Identify and disseminate best practices in communication, team leadership, meeting organization, collaboration, and project management. Conduct workshops for leaders to exchange experiences and support excellence in communication. Establish a system for regular evaluation and feedback to monitor the effectiveness of these procedures and support their continuous improvement.

Responsible Units for Key Area III: *Chancellor, internal communication coordinator, internal communication working group for this area, ICTS, Central Library CU*

Subsidiary Area: Future and Strategy Update

a. **Process Digitalization: Support the transition of workflow processes from paper-based to digital environments, assisting employees in adapting to digital environments (HR Award HRS4R Action Plan 2021-2023, HRS4R Action Plan 2024-2026)**

- Ensuring an overview of workflow processes

b. Focus on Implementing the Internal Communication Strategy (from Q1/2024) and its update every two years (HR Award HRS4R Action Plan 2021-2023, HRS4R Action Plan 2024-2026)

- Fulfillment of points (see above) will lead to the implementation of the Internal Communication Strategy
- Support for the implementation of the internal communication strategy
- Update of the Internal Communication Strategy (Q1/2026)

5. Personnel and Financial Provision

Personnel Provision

- Petra Štanclová, Chancellor
- Kateřina Němcová, Internal Communications Coordinator

List of Internal Communication Working Groups

- Working Group for **Key Area I** (CU Intranet)
 - Represented by these units of CU: Office of the Rector, Computing Centre, Project Support Department, Economic, Personnel and Payroll Department, External Relations Department, CU Point
- Working Group for **Internal Communications Strategy** (*note: to be established*)
 - Group members: Rector, Chancellor, Treasurer, Executive Director of CU, Enterprise Architecture Manager, Internal Communications Coordinator

Financial Provision

- Institutional and project funding (PPSŘ) – Office of the Rector, Computing Centre of CU, and other units according to specific activities in key areas
- Responsible person: Petra Štanclová, Chancellor

6. Attachments

Attachment 1 - SWOT ANALYSIS

Attachment 2 - STRUCTURE OF CHARLES UNIVERSITY AND TARGET GROUPS FOR INTERNAL COMMUNICATIONS

Attachment 3 - COMMUNICATION CHANNELS AND INFORMATION SYSTEMS OF CHARLES UNIVERSITY

Attachment 4 - ACTION PLAN - KEY AREA I (CU INTRANET)

Attachment 5 - ACTION PLAN - KEY AREA II (MICROSOFT 365 TOOLS)