

CHARLES UNIVERSITY STRATEGIC PLAN 2016–2020



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Approved by the Charles University Academic Senate, June 2015

VISION

Let's join our efforts to make our Alma Mater, Charles University, a real “University of the Third Millennium”, i.e. a university that is free, self-confident, cherishing its history and traditions, yet taking active part in the development of the branches and subjects it teaches; a modern and inspirational university open to the world, able to absorb various thoughts and inspirations; a prestigious university not only in the Czech and European context but all over the world. That's the only way to success.

INTRODUCTION

This strategic plan for 2016–2020 follows up on the plans adopted in 2004 and 2011, and their updates. The plan reflects the rapidly changing situation in education, research and creative activities, as well as the university's role in the society. It also sets new goals and mission for our Alma Mater for the upcoming years, following up on all good things realized in the past.

Charles University, its management and academia are fully aware of binding traditions of the oldest university east of the Rhine River and north of the Alps, and of the noble intentions of the university's founder, Bohemian King and future Roman Emperor Charles IV. He founded the university in the middle of the 14th century to improve the culture in the Czech lands, and to offer Czech students the best possible education so they didn't need to leave the country to study; instead, the university brought foreigners to the capital of the Bohemian Kingdom. This tradition is not only binding but it also sets a new challenge for all of us, to work together to maintain the good reputation of Charles University worldwide, and to keep improving the university's quality and prestige in accordance with the "Humboldt Doctrine of unity of research and education."

Charles University recognizes the core principles in the freedom of research and education, and its own integrity, autonomy and independence. Also very important is the strong academic self-government, emphasis on ethic principles of research, education and management, and the guarantee of academic freedoms. These are the core conditions of the free and creative environment at Charles University, the cohesive hub of autonomous faculties.

The further development of Charles University, as the respected research center supporting the principles of excellence, requires not only the inter-divisional cooperation but, primarily, the ongoing establishment of conditions that enable more branches and disciplines to reach the high European or global level. Strong support must be provided not only for those who currently achieve outstanding results but also for others, so they can soon join the best. Good teams then must be given good professional background by Charles University, in terms of both funding and fair evaluation in relevant research areas and branches. The research must be in harmony and symbiosis with education; the main principle is to provide content and quality to what is commonly understood as "university education", i.e. prevent the term from losing its meaning, and re-open the discussion on the appropriate attributes of good Bachelor, Master and postgraduate study programs, and the life-long education programs. Also, Charles University recognizes the importance of professional education related to many of its branches and courses.

One of the most important factors of successful development of Charles University is international cooperation. The university as a whole, as well as the faculties, must therefore create opportunities and background for realization of various types of international research and educational activities, and actively take part in the European and global research. The university must open more doors for international students, teachers and researchers, and take part in establishment of the international research community. The university is struggling to enable students, academic staff

and researchers to gain studying and working experience from renowned European and global sites. However, also important is the cooperation with other Czech universities and colleges, the Czech Academy of Sciences, research institutions, government institutions, municipalities, expert societies, professional organizations and student associations, all contributing to the development of human knowledge and to the improvement of the quality of studies and research.

A very important task is to establish and maintain a positive image of the university, and to strengthen its importance both to the public and the academia. The university must actively take part in establishing the research and college policy of the country, and use effective communication strategy in the process. The university must also be an open and, at all times, inspirational place to meet the non-university community, formulate expert and qualified opinions on current events in the society (based on the principles of impartiality and expert critical discussion) and use the public space to emphasize the importance of academic values as constitutive elements of the modern democratic society. In other words, to fulfill well and responsibly the “third role”. It involves the position of the university as an important social institution, while maintaining its status of public corporation. An important role in Charles University activities is that of the former graduates, acting worldwide as emissaries of our academia, and also as supporters, donors and sponsors contributing to the development, cultivation and benefit of the society.

The university must create stimulating and collegial environment supportive to students, academic staff, researchers and other staff members in their professional and personal growth. Charles University must also be a socially emphatic institution, good at identifying and implementing the improvements in conditions for students and, generally, all academia members with special needs and various impairments. It's important that the academia members can develop and use their knowledge and experience primarily within the university, and for its benefit. It also involves effective communication between the university management, Academic Senate, Research Board, Administrative Council, and other faculties and bodies of the university.

The task of the university management is to provide the service for the whole academia. The Rectorate must create the best possible conditions for the faculties and other bodies of the university for their main fields of activity, and also provide administrative background for the coordination of various Charles University activities. In addition, the Rectorate must provide a discussion platform, and support for new ideas.

For the future development of Charles University, it's absolutely necessary that every member of the academia contributes to the fellow feeling of all elements in the complex structure of our Alma Mater. Any plan or program of the university must be based on real and expected resources that we can use.

Charles University strategic plan can only be attained if accepted and adopted by the whole academia. It's the only way to successfully develop our university.

EDUCATION

CURRENT STATUS

Charles University is the largest Czech college, currently with approximately 51,000 students (i.e. 13% of all college students in the Czech Republic). An important indicator is the estimated number of high school graduates. The decreasing number of young people in the relevant age groups brings diversity to the high school graduate population, raising the issue of their readiness for studies that are, and must remain, rather demanding at Charles University. Therefore, Charles University must develop its cooperation with high schools, extend it to primary and junior high schools in suitable ways, and focus on admitting the best of the applicants.

At Charles University, education (especially in Master's study programs) is tightly connected to the good-quality research, development and other creative work in a broad range of branches and courses, some of them unique in the national scope. The study programs (376 in total) and courses (774) cover virtually all science, medicine, pharmacy, humanities and social sciences, including theology. The education is performed by over 4,500 researchers and academic staff members from 17 faculties, 4 university institutes and other sites. In line with its profile, Charles University will not increase the number of students in Bachelor programs, and will try to maintain the current number of students in Master's programs. In cooperation with the faculties, Charles University will continue to develop the broad offer of programs and courses in full-time and combined form, with the high level of excellence. As part of the internal procedures, the university

will award good teachers, while junior members of the academic staff will be offered courses in educational skills.

Wherever enabled by the nature of the educational program, Charles University has fully implemented the 3-degree structure of studies; 70% students take structured programs and courses. The post-bachelor Master's study programs currently admit about 20–25% successful graduates from Bachelor programs at other Czech or foreign universities or colleges. In the upcoming years, the university will focus on recruiting promising applicants from Czech and foreign universities or colleges to the post-bachelor Master's study programs.

In the past period, the university's goals included the strengthening of the international impact of the education. The priorities included the development of joint international programs (joint and double degree). Currently, Charles University realizes 10 of these programs on all three levels (bachelor, master's and postgraduate). The number of foreign students has increased in recent years; currently it's 15% of all students, with a half of them coming from Slovakia. About a third of foreign students take the courses in a different language. The studies in foreign languages will be promoted in cooperation with other public universities/colleges; for example, as part of the current project of Prague universities "*Study in Prague*". The future challenge will be to strengthen the cooperation with non-European regions.

Charles University wants the curricula of most study programs and courses to create room for physical and virtual mobility, and combine it adequately with other opportunities

for internationalization at the home university (lectures and courses by foreign experts, participation in international student contest, international cooperation, international online courses etc.). Further improvement of the language skills of Charles University employees and students is a must.

New learning management systems are currently developing at Charles University: *Moodle*, with approximately 400 new courses established in the last year, and *Adobe Connect*. The importance of open environments for publishing educational resources is increasing. Wiki scripts have been successfully implemented in many branches, the Wikisofia project is running, virtual simulations and electronic resources are used in the education. The priority for the upcoming period will be the support of modern educational methods (such as e-learning, use of simulators and virtual models, or open

resources), especially when these methods are a suitable part of the full-time study, with emphasis on the quality of their use, and establishment of adequate background support.

The university wants to put more emphasis on life-long education, including specialized education of physicians and healthcare professionals, and further education of teachers. This is getting more important regarding, among other things, demographic changes and growing demand for flexible education forms. The establishment of the Center for Life-long Education should help improve the offer of courses, as well as the whole background.

Given the plan to amend the current university act, another goal of Charles University will be the innovation of the accreditation process, and of the education quality assessment system, with regards to their efficacy and low administration requirements.

Main priority
of the strategic plan
2016–2020:

CHARLES UNIVERSITY IS AN
ATTRACTIVE PLACE TO STUDY IN
ALL TYPES OF STUDY PROGRAMS
FOR DOMESTIC AND FOREIGN
STUDENTS, AND FOR THE
PARTICIPANTS OF THE LIFE-LONG
EDUCATION PROGRAMS.

OBJECTIVE 1: CHARLES UNIVERSITY IS VERY ATTRACTIVE FOR ALL APPLICANTS.

PARTIAL OBJECTIVES

- Struggle for the selection of good-quality applicants for all study types.
- Focus more on the promotion of study at Charles University in high, junior high and primary schools; develop systematic educational cooperation with high schools.
- Improve the offer of events and activities organized by the university for potential applicants.
- Recruit gifted bachelors not only from Charles University but also from other universities and colleges, including foreign ones.
- Development of regular contacts with high, junior high and primary schools; development of educational programs for high schools.
- Support of projects such as “university for children and juniors” and of other activities for future high school and college students, including distance forms.
- Running summer camps, workshops or contests.
- Participation at Czech and international fairs.

TOOLS

- Ongoing modification of the admission procedure so the conditions clearly reflect the interest of Charles University in good-quality applicants.
- Monitoring and evaluation of the interest in each study program.
- Timely call for future applicants and systematic promotion of all study program types offered by Charles University, emphasizing the suitable and effective forms of the first contact.
- Strengthening the cooperation with partner high schools and establishing such cooperation with more schools.
- Number of high schools cooperating with Charles University.
- Number of the newly registered students of the post-Bachelor Master’s study program, with Bachelor’s degree from another university/college.
- Successful applicant rate, and the ratio between the admitted and registered applicants.
- Involvement of faculties in projects for future high school and/or college students.
- Number of participants in summer schools, workshops and camps.
- Number of Charles University participations in fairs.

OBJECTIVE 2: CHARLES UNIVERSITY IS STRENGTHENING ITS POSITION AS AN OPEN, INTERNATIONALIZED, RESEARCH-BASED UNIVERSITY, ATTRACTIVE FOR ITS BROAD RANGE OF STUDY PROGRAMS AND COURSES.

PARTIAL OBJECTIVES

- Develop Charles University study programs, and, especially on the Master's degree level, to focus on their tight connection to the research and creative work, and research activities of students.
- Support the current offer of Charles University study programs, and maintain the branches and courses unique in the Central European context; to struggle for the extraordinary support for promising strategic smaller branches.
- Develop new study programs, benefiting from the broad range of branches taught at Charles University, from the strengths of the sites, and from the cooperation with Czech Academy of Sciences and foreign universities.
- Follow up on the good practice examples, and enable, in the adequate amount, the permeability of study programs and the development of two-branch study.
- Observe that the graduates from the study programs obtain, in addition to the profound theoretical knowledge, also other types of skills and competences that will help them not only in their professions but also in their lives.
- Increase of the rate of highly qualified teachers (mainly professors and associate professors) in all programs.
- Support modern education approaches, including the student-centered-learning.

TOOLS

- Emphasis on high quality standards of the related research and creative activities, even during the accreditation process.
- Support of student research activities as part of the education process; development of contests for best theses.
- Establishment of suitable conditions for the individual approach to students, so they can use the shared work and communication with teachers to build interest in their branch and its ethos.
- Plan of development and support for branches and courses that fail to meet the high quality standards at Charles University; evaluation and decision on their future in the end of the agreed period.
- Systematic analysis of how the students cope with the study programs, including the analysis of drop-out causes.
- Stronger cooperation with research and educational institutions in realizing selected Bachelor and Master's study programs.
- Broader offer of elective courses featuring specific forms of cooperation with public organizations, NGOs and commercial businesses.
- The curricula of the Bachelor study programs should be better adapted to the nature of the programs (either professional or academic).
- The return to the non-structured form of study should be considered for several professional

study programs, especially semi-regulated ones, within the current legislation.

- Removal of existing obstacles in studying elective courses at a different Charles University faculty than the one the student is registered at.
- Support of further integration of sport activities to the study plans, especially as elective courses.
- Establishment of the best possible conditions of the admission procedure, to support the permeability between Bachelor and post-Bachelor Master's study programs (admission of graduates of similar branches).
- Establishment of the system of regular study quality evaluation by graduates, which gives Charles University feedback on the benefits of received knowledge and competences.
- Establishment of the system to award excellent teachers.

INDICATORS

- The rate of students' involvement in research and creative activities.

- Thorough implementation of research and creative activities to study plans of accredited study programs, and to graduate profiles.
- More contests for best student papers/theses.
- Number of graduates participating in the study quality evaluation.
- Uniform presentation of good graduate profiles.
- Study plans of Bachelor study programs clearly reflect whether their profile is professional or academic.
- Completed analysis of suitability of potential return to non-structured study programs; decisions on the transition to the long Master's study program.
- Reduction of content-based, organizational and administrative barriers in all forms of study permeability.
- The ratio between the number of students in senior years and graduates in each study program (failure rate).
- The relative unemployment rate among Charles University graduates, and monitoring of the graduates' jobs.
- Regular awards for excellent teachers.

OBJECTIVE 3: CHARLES UNIVERSITY IS A COSMOPOLITAN UNIVERSITY, ATTRACTIVE FOR FOREIGN STUDENTS AND TEACHERS ALIKE.

PARTIAL OBJECTIVES

- Continue to support and strengthen the internationalization at Charles University.
- Open the offer of studies even more for foreign students.
- Increase the offer of study programs in foreign languages; if appropriate, plan bilingual study programs.
- Continue to support and strengthen joint and double degree programs.
- Focus on recruiting more foreign academic staff members and support their long-term work at Charles University.
- Support the mobility as part of the Erasmus+ program, *Charles University Mobility Fund*, research projects, and also other forms; focus on the quality-based features of mobility.
- Intentionally create and strengthen strategic partnerships with renowned universities in educational activities.
- Focus the international cooperation on building partnerships to support study programs.
- Promote Charles University abroad; formulate the common university strategy of the presentation of education activities.
- language skills for all categories of employees and students.
- Improvement of conditions for the admission and study of foreign students and academic staff in education and infrastructure (accommodation, consultations, friendly administration etc.).
- Financial and organizational support of preparation and realization of joint and double degree programs.
- Listing of long-term work of visiting professors among the priorities of the *Mobility Fund*; use of the Charles University membership in international NGOs to recruit these professors.
- Facilitation of long-term visits of foreign staff members from non-EU countries.
- Support of the virtual mobility development, such as international cooperation in online courses.
- Establishment of the “mobility windows” for actual or virtual mobility, as part of study programs.
- Involvement of Charles University in European and non-European projects, especially Horizon 2020, Erasmus+, Norway Grants, Fulbright Commission etc.

TOOLS

- Use of all types of *internationalization at home*: lectures and courses by foreign experts, involvement in international student competitions, international cooperation, online international courses, or development of

INDICATORS

- Number of realized study programs in foreign languages and number of students in these programs.
- Representation of foreign students at Charles University.

- Number of both Czech and foreign students in joint and double degree programs.
- Number of long-acting foreign professors and other important academic staff members and researchers.
- Number of visiting professors.
- Increase of courses taught in foreign languages in study programs taught in Czech.
- Establishment of various forms of virtual mobility.
- Number of study programs with “mobility windows”.
- Number of successful applicants in European and non-European projects.

OBJECTIVE 4: CHARLES UNIVERSITY CONTINUALLY DEVELOPS THE LIFE-LONG LEARNING CONCEPT, INCLUDING THE DEVELOPMENT OF NEW OFFERS AND PROGRAM FORMATS.

PARTIAL OBJECTIVES

- Strengthen and improve the offer of life-long learning programs, and link them in a suitable way with study program modules, including programs to prepare future applicants.
- Emphasize broad offer and improve the quality of professional education, strengthen such programs in all profile areas including the education in government and public service.
- Develop the University of the Third Age concept as a public service offering personal development and support in orientation and self-realization in the rapidly changing society.
- Improve, develop and promote the education for teachers, and the system of specialized education at faculties of medicine; observe its links to the postgraduate study.
- Establish the Charles University Center for Life-long Learning, and strengthen the methodological concept of life-long education.
- Create uniform marketing strategy regarding the offer of life-long education, respecting the differences of branches/courses.
- Continue to develop the educational system in terms of technology and knowledge distribution, adding educational activities aimed at competence development.

TOOLS

- Support of innovative, attractive, multimedia features, to enable wide access to life-long education programs by the means of distance learning and new study resources.
- Ongoing communication with the government, public administration and professional organizations, on the needs of specific professional life-long education programs, based on the valid legislation and the situation on the labor market.
- Stronger cooperation with private businesses, in order to improve the life-long education profile.
- Establishment of suitable material conditions and improvement of the University of the Third Age programs, by implementing new educational procedures.
- Support of the uniform promotion of life-long education.
- Integration of life-long education into the system of internal evaluation of education activities.
- Preparation of specialized training courses aimed at the commercialization of research results, and innovation business of Charles University students and academic staff.

INDICATORS

- Increase of the share of innovative features in life-long education programs.
- Increase of the number of life-long education programs realized by distance or combined form.
- Increase of the number of programs offered by the University of the Third Age.
- Number of participants in various forms and types of life-long education.
- Wider offer of specialized and life-long education courses for medical doctors and other healthcare staff at faculties of medicine, and increase of the share of innovative features in these courses.
- Wider offer of further education courses for teaching staff.
- Number of the participants in courses aimed at the *soft skills* development for students and employees.
- Feedback from the public, regarding the life-long education programs at Charles University.
- Establishment of the *Charles University Center for Life-long Learning*.
- Increase of the qualification of university staff involved in teaching and support of the life-long education programs.
- Number of promotional events in life-long education for general public.
- Number of specialized training courses aimed at the commercialization of research results, and innovation business of Charles University students and academic staff, implemented in the learning program.
- Number of graduates from the newly established elective course aimed at the transfer of knowledge and technologies (in both Czech and English).

OBJECTIVE 5: E-UK: MODERN METHODS AND TECHNOLOGY ARE EXTENSIVELY USED FOR EDUCATION AT CHARLES UNIVERSITY.

PARTIAL OBJECTIVES

- Promote the increased use of modern technology in education so the e-learning elements suitably complement the full-time courses.
- Develop the operations and support of central installations of e-learning and database products.
- Support the establishment of Open Educational Resources, including MOOCs.
- Get involved in the emerging international networks and use their experiences with modern technology in education.
- Observe the quality guarantees in using the distance education elements and open educational resources.

TOOLS

- Establishment of the system for financial, material and methodological support of e-learning at Charles University, including the university-wide platform that will aim at its long-term development.
- Development of the didactic courses for the use of e-learning and other distance education techniques, and their distribution to other users at Charles University.
- Implementation of systems and tools enabling the development of modern technology in education, including methodological resources, web-based information platform, online courses and the helpdesk.

- Establishment and implementation of tools supporting the access to the open educational resources.
- Building contacts with foreign partners in the area of the distance education, and use of their positive experiences.
- Uniform presentation of the e-learning offer via the central access point.
- Development of procedures ensuring minimum quality requirements for all elements of the distance education at Charles University.

INDICATORS

- Establishment of the permanent working group for the distance education features.
- Increase of the number of trained users of e-learning and other distance education techniques
- Establishment of the university center at the Central Library of Charles University, providing the material and methodological support regarding the distance education features.
- Establishment of the methodological instructions for preparation and realization of e-learning courses, both in Charles University network and in international networks.
- The financial support system for the establishment of new distance education features, and development of the existing ones.
- Increase of the number of e-learning application users, and other distance education features.

- Amount of realized user support (technical and methodological alike).
- Number of newly open educational resources at Charles University; number of new materials in the MOOC form.
- Establishment of the central access point enabling the easy access to all e-learning modalities for students and academic staff.
- Establishment of the university-wide system to guarantee minimum requirements for the e-learning quality at Charles University.

OBJECTIVE 6: A RELIABLE SYSTEM OF EDUCATION QUALITY ASSURANCE AND EVALUATION IS IMPLEMENTED AT CHARLES UNIVERSITY.

PARTIAL OBJECTIVES

- Create a complex system of education quality evaluation, suitably integrating and complementing the evaluation at the faculty.
 - Keep improving the evaluation of the courses by students and graduates.
 - Develop the system of regular evaluation of study programs.
 - Create institutional background and other conditions to establish the institutional accreditation pursuant to the college act, as amended.
 - Set standards and features of the internal accreditation process at Charles University, simplify the process and make it more effective with maximum available use of electronic procedures and devices.
 - See that the evaluation procedures are effective and not too demanding.
- quality evaluation (quality evaluation of the theses, infrastructure etc.) as measurable and interconnected units; call for feedback from this evaluation.
 - Enhancement of the education quality evaluation with new areas (study plan, distribution of study demands and the credit system, study background and infrastructure); implementation of this evaluation in different student groups (students in combined form, PhD students, foreign students etc.); use of relevant evaluation results.
 - Support of anti-plagiarism control of papers and theses submitted by Charles University students.
 - Establishment of regular study evaluation by the graduates, and consistent use of its results.
 - Preparation and realization of teaching skill courses for young academic staff members.
 - Establishment of the life-long education quality evaluation.

TOOLS

- Establishment of the Charles University Board for Internal Evaluation and, if appropriate, other working groups for the evaluation of the internal quality of the accreditation process; establishment of suitable background for the operations of these boards and groups.
- Pursuant to valid legislation, reduction of bureaucratic burden related to the accreditation process, and strengthening of its electronic procedures.
- Harmonization of the study information system and the accreditation process requirements.
- Definition of effective modules of the education

INDICATORS

- Successful accreditation of all suggested education areas and study programs.
- Establishment of the rules of quality assurance and evaluation, regarding the educational activities at Charles University, in accordance with international standards.
- Effective system of course evaluation by students and graduates, providing information on the quality of education activities.
- Valid evaluation system of papers and theses, linked to formative and summative tools of the course evaluation.

POSTGRADUATE STUDIES

CURRENT STATUS

Postgraduate (PhD) studies are the priority of Charles University's educational activities. There are about 16% of doctoral students in the whole student mix at the university, and more than one-third of all students of this type of studies in the Czech Republic. In the last evaluation in 2011–2013, the Accreditation Commission of the Czech Republic confirmed the high quality of doctoral study programs at Charles University.

At Charles University, the research activities of doctoral students are supported especially by funds for specific university research, using two grant types: the grants in the Specific University Research contest are given to larger teams, while the Charles University Grant Agency supports individual projects. The doctoral students are also involved in the intra-university programs PRVOUK and UNCE, and take part in many grants and projects of the university. For humanities and social sciences, the cooperation with the French Institute for Research in Social Sciences (CEFRES) is also important. However, recent surveys among the doctoral graduates have indicated that some students lacked the opportunities to get involved in the grant projects at their respective sites. This therefore remains an important task for Charles University in 2016–2020.

The doctoral studies at Charles University are also attractive for applicants from other universities/colleges, even from abroad. In the last two years, about 18% of registered students were foreigners; in 2011–2014 there were 14% successful foreign graduates. In the future, Charles

University will try to increase the number of foreign applicants for doctoral studies, primarily from foreign universities.

Every year, about 20% of PhD students take part in the fellowship abroad. These fellowships should primarily aim at good research cooperation; the PhD students should also take part in international projects at their workplaces. Charles University priorities include the joint supervision of dissertations by two tutors; during the last long-term plan period, this supervision was used by two thirds of faculties. Similar experience can be gained via the joint program (joint degree, cotutelle); currently, such program is only realized by a single faculty. In the future, Charles University will focus on the support of these forms of doctoral studies.

The insufficient amount of PhD scholarships continues to be an important problem, forcing many students to work outside the limits of doctoral studies. This is one of the causes of extended average study duration, and also lower success rate. About a half of newly registered students successfully complete doctoral studies at Charles University, which is within average limits for European countries. To improve the quality and the number of successful completions, it will be necessary to search for ways to improve the financial situation of PhD students, national-wide.

The quality of the doctoral studies is also assured by the annual student evaluation, and by cooperation with experts from other institutions, especially the institutes of the Czech Academy of Sciences. It will be important for Charles University to systemize all quality evaluation modules for this

type of study, link them together, and thus obtain important resources for further discussion of the future of doctoral studies.

Better quality of Charles University doctoral studies should also be assured by a university-wide doctoral platform.

Main priority
of the strategic plan
2016–2020:

CHARLES UNIVERSITY
IS AN ATTRACTIVE EUROPEAN
UNIVERSITY THAT PUTS
A LOT OF EMPHASIS
ON POSTGRADUATE STUDIES.

OBJECTIVE: CHARLES UNIVERSITY IS A TOP-QUALITY HUB OF DOCTORAL STUDIES, STRENGTHENING EXCELLENCE AND INTERNATIONAL IMPACT OF THESE PROGRAMS.

PARTIAL OBJECTIVES

- Recruit good-quality graduates from other universities/colleges, including foreign ones, for doctoral studies at Charles University.
- Consistently build study plans for doctoral studies so they result in intense research or creative activities of the PhD students, and their involvement in grants and other projects under the tutor's supervision.
- Develop international exchanges, with emphasis on the good research cooperation; support the involvement of PhD students in projects realized in cooperation with foreign partners, and in grants together with experienced experts.
- Create as international environment as possible for the preparation of PhD students and for graduates.
- Systematically support the interdisciplinarity and internationalization of doctoral studies in cooperation with other universities/colleges, including foreign ones, and with the institutes of the Czech Academy of Sciences.
- Continually improve conditions and funding of students in doctoral programs.
- Increase the rate of successful completion of doctoral studies and reduce its pointless extensions while maintaining high quality standards.
- Develop the competitions of Charles University Grant Agency and provide better access to these competitions for foreign PhD students.

TOOLS

- Analysis of the doctoral studies with special focus on its quality, interconnection with research and creative activities; taking necessary measures based on the results.
- Definition of basic standards of work with PhD students, and requirements to comply.
- Definition of requirements for tutors to guarantee their expertise.
- Whenever possible, applicants for the accreditation of doctoral study programs should be submitted bilingually.
- Support of interconnection of related doctoral branches/courses, including cooperation with other universities, and relevant institutes of the Czech Academy of Sciences.
- Improvement of the doctoral study organization.
- Consistent support of PhD students getting involved to grant and other projects of their respective workplaces.
- Necessary measures to increase the foreign fellowships visited by PhD students during the studies.
- Development of the international cooperation via cotutelle/ joint and double degree programs.
- Increase of doctoral scholarships and looking for other forms of funding; struggling for the national-wide increase of doctoral scholarships.
- Expansion of tools to inform applicants on the offer of doctoral study programs at Charles University.

- Establishment of the *University-wide platform for doctoral studies at Charles University*, aimed at systematical support of doctoral studies, their interdisciplinarity, internationalization, promotion, and development of soft skills of the PhD students, especially teaching skills.

INDICATORS

- Analysis of doctoral studies aimed at its quality, interconnection with research and creative activities and provision.
- Minimum standards of work with PhD students.
- Clearly defined requirements for tutors in terms of both quality and system permeability.
- Quality of results of PhD students' research.
- Success of PhD graduates at the labor market.
- Number of students in joint degree programs/cotutelles.
- Number of foreign graduates from doctoral programs.
- Number of newly registered students of doctoral programs who graduated in Master's programs from other universities/colleges.
- Increased scholarships for doctoral students.
- Establishment of the university-wide electronic platform for the doctoral study evaluation.
- Establishment of the *University-wide platform for doctoral studies at Charles University*.
- Fully functional application of Charles University Grant Agency in English.

RESEARCH, DEVELOPMENT AND OTHER ACTIVITIES

CURRENT STATUS

Charles University, the biggest domestic research institution together with the Czech Academy of Sciences, sees itself as an important university focused on the Humboldt Doctrine of unity of research and education, autonomy and freedom of research and teaching. The most important factor for its research and creative activities is the basic research. Also important is the real-life implementation of the best results via the applied and translational research. International evaluation regularly ranks Charles University among the important universities in global scale, and among the most important ones in some disciplines.

Overall level of research and creative work is very good at Charles University; however, in terms of disciplines and their results, the situation varies a lot. The important goal for the upcoming period is, therefore, to ensure the long-term development of research disciplines – the outstanding ones as well as those with the potential to reach the European standards.

Many renowned people and teams are active at Charles University. In recent years, the qualification and age structure of most disciplines/branches has been stabilized, yet many branches lack the resources to support young researchers, or to recruit foreign teachers and visiting professors. Charles University will struggle to improve the number of excellent researchers who decide on the global trends in their industries, can get large international grants such as ERC, publish regularly in renowned and impacted international journals

or monographs issued by important publishing houses, and pass their knowledge to the younger generation of researchers. Another task of the university must be to create financial, personal and organizational possibilities to establish new research teams and schools by talented young researchers and academic staff members. The university also recognizes the importance of the ongoing support for post-doctoral researchers.

The internal tools for the long-term conceptual development of research disciplines and branches are the PRVOUK and UNCE programs. In the years to come, Charles University will evaluate this system, and decide upon its future. Currently there's no university-wide model for the internal evaluation of research. The implementation of the internal evaluation system will be one of the steps for the strategic management, funding and ensuring the further development of branches taught at Charles University.

The international dimension of research and creative activities at Charles University is their integral part. Charles University cooperates, whether contract-based or informally, with numerous European and non-European universities; about a half of our results in the *Web of Science* is a result of such cooperation. In recent years, we have managed to increase the share of international funding in the total amount of finance for research. Though Charles University's involvement in international projects is above average in the Czech Republic, the university doesn't reach average European values in terms of received foreign funding. In the internalization

area, it will be important for Charles University in the upcoming years to develop strategic partnerships, get involved in large international infrastructures, and strengthen the funding of research and creative activities from foreign sources.

In recent years, Charles University has managed to increase the share of funds for research and creative activities in the total budget – their share is currently about 1/3. Mostly it was due to the significant share in institutional resources, allocated to universities/colleges based on their achieved results, and due to frequent participation and the high success rate in domestic grant competitions. In addition to the funds allocated from the national budget, the conditions for the research development at Charles University will now primarily depend on the changes in the national-wide evaluation system of research and creative activities, ability of Prague universities to receive funds from the European Structural and Investment Funds in the 3rd programming period, and, in the international scope, on the level of participation in Horizon 2020 and other EU programs, and on cooperation with the industry.

The Prague universities have experienced a serious problem in the recent years: unequal conditions in drawing investments from the EU Structural Funds for renewal and development of infrastructure in the capital. Charles University used this funding at least for its faculties and activities outside Prague. In the upcoming period, an important task is to make the best possible use of the newly built research infrastructures, so they become an opportunity for further development of research.

Charles University cooperates with several dozens of contracted partners, takes part in solving global problems, and supports the transfer of knowledge, skills and technologies. In recent years, the university has participated in the registration of over forty domestic and about ten international patents. As we may expect the government support of research to stall in the next years, the financial resources generated by technology transfer will be very important for the future development of Charles University, and they will also become an opportunity for students and graduates to take part in solving interesting topics with real, measurable impact.

Main priority
of the strategic plan
2016–2020:

CHARLES UNIVERSITY IS
AN INTERNATIONALLY RECOGNIZED
RESEARCH UNIVERSITY WITH
A BROAD RANGE OF TOP-QUALITY
BRANCHES.

OBJECTIVE 1: CHARLES UNIVERSITY IS ONE OF THE TOP EUROPEAN RESEARCH UNIVERSITIES.

PARTIAL OBJECTIVES

- While maintaining the diversity in branches, define main research trends and disciplines in which the university achieves outstanding results, and support them accordingly.
 - Systematically ensure the development of broad range of branches at the faculties and university institutes, with regards to the specific issues of social sciences and humanities; ensure that Charles University branches don't sink below European standards.
 - Initiate and develop the interdisciplinary and international cooperation, and thus use the unique range of branches taught at Charles University.
 - Focus on the support of young academic staff members and researchers, and enable the best of them to create their own research groups and schools.
 - Realize support programs to recruit outstanding researchers from foreign countries, including former Charles University employees, returning from long-term visits abroad.
 - Recruit staff to academic positions at Charles University based, if possible, on open international competitions and tenders.
 - Identify strategic partners in the Czech Republic, Europe and other regions, and strengthen the mutual cooperation.
- Support of teams and sites achieving excellent results on the international level.
 - Setting conditions for support of research and creative branches with the potential for quality growth.
 - Establishment of financial support programs for newly created research groups or schools led by young academic staff members and researchers, and for top middle-aged researchers; support of conditions in which these individuals and groups can achieve research excellence.
 - Stronger support of visits of foreign researchers at Charles University.
 - Expansion of the system to support good, especially foreign post-doctoral researchers at Charles University.
 - Establishment of general rules of career advancement with equivalents to *tenure track* positions, work of post-doctoral researchers, habilitation and appointment procedure; the relevant commissions should include foreign experts.
 - Involvement of Charles University in large international infrastructures (the European *Road Map*).
 - Support of research cooperation with selected strategic partners among important European and global universities.
 - Centralized access to the records of international advertising sites and establishment of the central advertising point at Charles University.
 - Reduction of the administration burden for project and grant researchers.

TOOLS

- Identification of profile branches for research and creative activities at Charles University, and setting the long-term support system for these branches.

INDICATORS

- Number and quality of results of research and creative activities at Charles University, including the multidisciplinary results.
- Number of projects by young researchers, and number of newly established research groups and schools.
- Number of post-doctoral researchers working at Charles University.
- Existence of general rules for career advancement.
- Good HR policy in research and creative activities at Charles University.
- Number of open international tenders for positions, and number of recruitments for these positions.
- Number of teams involved in large international infrastructures.

OBJECTIVE 2: CHARLES UNIVERSITY HAS ESTABLISHED A SYSTEM TO ENSURE THE LONG-TERM DEVELOPMENT OF ITS RESEARCH.

PARTIAL OBJECTIVES

- Prepare a new concept of funding research and creative activities at Charles University (after 2017).
- Establish an internal quality evaluation system for the research and creative activities in each branch. With respect to the specific features of evaluated branches, this system will enable us to identify their strong and weak points, and will improve the strategic management in this area, both on faculty and university level.
- Take an important part in creating the national-wide evaluation system for the results of research and creative activities.
- Significantly increase the activity and success rate of Charles University in international grant competitions, including the grants by the European Research Council.
- Maximize the yield from the realization of large research centers, build them on purpose as tools for the future improvement of quality and the international dimension of research and doctoral studies.
- Active membership of Charles University academic staff members in the boards that make decisions on the establishment and functions of research policy in the Czech Republic and in the international environment.
- Fundraising for the research and creative activities at Charles University.
- Establishment for the long-term system for sustainable operations and university-wide benefit of newly created centers and research infrastructures at Charles University.
- Use of the *European center*: establishment of the support system for submitting big international projects and raising funds from the European Union to support research; involvement in international structures.

INDICATORS

- New system of research and creative activity funding.
- Established evaluation system for the outcomes of research and creative activities.
- Number and type of successful international grant projects.
- Support system for submitting big international projects and raising funds from the European Union to support research, involvement in international structures.
- Number and quality of research outcomes of large research centers.

TOOLS

- Evaluation of existing support programs for research and creative activities (PRVOUK, UNCE).
- Analyses of the outcomes of the research at different sites and branches.

OBJECTIVE 3: CHARLES UNIVERSITY CONTRIBUTES TO THE SOLUTION OF URGENT SOCIAL PROBLEMS AND SUPPORTS THE APPLICATION OF THE OUTCOMES OF ITS RESEARCH.

PARTIAL OBJECTIVES

- Support the basic research branches focused on analysis and mapping of main risks and opportunities of the current world, multi- and interdisciplinary platforms using the broad range of Charles University branches.
- Create a support system for cooperation of students, academic staff and researchers with commercial businesses, and a system for applied research support.
- Systematically apply the outcomes of research and creative activities.
- Create and continuously expand the university-wide innovation network.
- Support the cooperation with the public administration, NGOs, legislation and law institutions, cultural institutions, private businesses and other suitable subjects, especially in projects aimed at applied research and expert activities.
- Expansion of the coordinators' network for the transfer of knowledge and technology, systematic education of the coordinators, their support and involvement in the process of innovation searching.
- Regular updates of Charles University service catalogue for cooperation with public institutions, commercial businesses and NGOs.
- Use of the programs of the Technology Agency of the Czech Republic, for the development of applied research and transfer of knowledge and technology.
- Use of the employee work institute.

TOOLS

- Identification of branches with strong application potential and branches with impact on the solution of main risks and opportunities of the current world.
- Expansion of the consulting and information infrastructure for the transfer of knowledge and technology to the faculties and other parts of Charles University.
- Number and quality of projects in cooperation with public institutions, commercial businesses and NGOs, primarily the amount of received funds and expert services.
- Number and quality of projects/outcomes aimed at analysis and mapping of main risks and opportunities of the current world.
- Number and quality of applied outcomes.
- University innovation network – group of subjects with innovation potential from different faculties, university parts and non-academic circles.
- Number of cooperating subjects from public institutions, commercial businesses and NGOs.

THIRD ROLE

CURRENT STATUS

Charles University is aware of its responsibility for the development of the society and for the solution of serious problems of current world. In addition to education and critical thinking, the university support values such as openness, autonomy, cooperation or solidarity. Its permanent task is to support the dialogue with the society.

Due to its academia, staff of departments, institutes, labs and other sites, as well as students and graduates, Charles University has retained high level of prestige and social authority. In the upcoming years, we will struggle to keep this position, which requires high level of independence and sticking to strict ethic principles. We will cooperate with other Czech universities/colleges, Czech Academy of Sciences, and other institutions. The activities will be regularly communicated to the academia members, graduates, supporters, and public.

The integral part of Charles University activities is its share in the establishment of the college education system, educational and research policy, both in domestic and international environment. In recent years, the university has, for example, critically commented on the failed drafts of the new college act, the intentions to transform faculty hospitals to commercial businesses, or the national-wide evaluation of the outcomes of research and creative activities. The university also struggled for the best possible conditions for Prague universities, in the 3rd programming period of European Structural and

Investment Funds. Abroad, the faculty entered many working groups in renowned organizations. We will continue with this active approach in the upcoming period, take part in the development of the European university space, and use all opportunities to influence the EU research policy.

Charles University is an integral part of the global fellowship of free universities. Should we be perceived as a cosmopolitan university, open to the world and attractive for students, academic staff and researchers, partner organizations and the public, we must systematically improve our self-presentation. It's been given a positive twist recently, e.g. by a different approach of the university to the participation in post-secondary education events, organization of regular round tables, modernization of web pages, use of new media or support of the uniform visual style. On the home front, we have continued to cooperate with Czech TV, Czech Radio, Czech Academy of Sciences, and other universities/colleges. In the upcoming periods, our priorities will include the improvements of the Charles University self-presentation abroad, especially with the goal to address potential students and academic staff and present our personae, teams and results.

It's important that Charles University, while maintaining the autonomy of faculties and other parts, presents itself in public as an institution with strong internal identity, shared by all academia members, faculties and other parts.

Main priority
of the strategic plan
2016–2020:

CHARLES UNIVERSITY IS
AN INSTITUTION WITH HIGH
AUTHORITY; ITS STATEMENTS
AND VIEWS ARE HIGHLY
RESPECTED IN THE SOCIETY.

OBJECTIVE 1: CHARLES UNIVERSITY IS A MEETING POINT FOR THE ACADEMIC COMMUNITY AND GENERAL PUBLIC.

PARTIAL OBJECTIVES

- Strengthen the dialogue between Charles University and the society.
- Take active part in influencing the general direction of domestic and international university and research policy.
- Formulate Charles University statements on important social issues as part of the university's social responsibility.
- Strengthen the cooperation with the Czech Academy of Sciences, other universities/colleges, university hospitals, public institutions, local government, expert and professional organizations, and beneficial cooperation with private businesses.
- Support the transfer of knowledge and technology into practice, contribute to the development of the society and to the improvement of life quality, and thus build the social reputation of Charles University.
- Regularly inform the public on the events at the university, successes and interesting topics; popularize the scientific discoveries.

TOOLS

- Active work of Charles University representatives in the university boards and other institutions that affect the general direction of domestic and international university and research policy.
- Regular discussions of Charles University management with the government, Czech Academy

of Sciences, and other educational and research institutions of the Czech Republic.

- Organization of round tables, seminars, workshops and conferences on important research successes and achievements of Charles University, and current world issues.
- Cooperation with the innovation community, organization of events aimed at the cooperation of the university and private businesses, and popularization of results achieved by the employees and students in the area of knowledge transfer.

INDICATORS

- The influence of Charles University on important statements and also on the legislation process related to the domestic and international university and research policy.
- Participation of academia members on specialized and other events focused on current issues, and growing media interest in these events.
- Growing interest of media and public in the events at Charles University and in successes of its academia in research and education.
- Response to the events organized in cooperation with the Czech Academy of Sciences, other universities/colleges, and public institutions.
- Increased public response to Charles University popularization activities, and increased coverage by public and other media.

OBJECTIVE 2: CHARLES UNIVERSITY IS AN OPEN, MODERN AND DIVERSE INSTITUTION, LONG PERCEIVED SO BY THE PUBLIC.

PARTIAL OBJECTIVES

- Strengthen the positive public perception of Charles University, its faculties and other parts.
- Improve communication within Charles University and with the society.
- Continue to build the Charles University brand.
- Strengthen the Charles University presentation abroad.
- Develop communication and promotional activities in traditional and new media.
- Continue to support the project “Education Online” and relevant multimedia activities.

TOOLS

- Increased effectiveness of information and promotional activities.
- Active presence and promotion in foreign media, international university associations and foreign educational events.

- Regularly organized events presenting and popularizing Charles University as an important educational and research institution.
- Uniform visual style enabling easy identification faculties and other parts, students and employees with Charles University.

INDICATORS

- The image of Charles University as a modern and open institution reflecting current world events.
- The position of Charles University as the most important Czech educational and research institution.
- Growing interest of foreign universities, researchers and students in cooperation with Charles University.
- Growing coverage of events at Charles University in traditional and new media.
- Implementation of Rules for unified graphic use of the Charles University logo (Uniform Visual Style of Charles University).

COMMUNITY

CURRENT STATUS

To be able to achieve its mission, Charles University must be a community of academic, research and other staff members, students, alumni, and supporters. A community based on strong academic autonomy, solidarity and partnership among individuals, parts and branches; on mutual communication and respect. As the university charter puts it: “To doctors, masters and students of any faculty and beyond, to all together and every one of them, wherever they come from, on the road or under our roof, we want to provide the special protection of our magnificence.” This means constant and continuous care of anyone who is connected to the university, and/or acts on the university’s behalf.

About 8,000 employees currently work at Charles University; over a half of them are academic staff and researchers. Their share has increased during last years, mainly due to the growing number of assistant professors and research staffers. About 8% of academic staff and researchers are foreign teachers and experts. This number should grow in the upcoming years.

Charles University knows that there would be no success in the competition of domestic and international universities/colleges without the employees. That’s why the university must struggle to improve their working, social and financial conditions all the time. These conditions

include salaries, access to the social fund, starting apartments for young staff members, kindergartens, children groups etc.

There are currently 51,000 students at Charles University, from all regions of the Czech Republic, Slovakia and over 130 other countries. Charles University will continue to establish conditions for students with specific needs and students with the impaired socioeconomic background.

Charles University supports and motivates the students via scholarships. They primarily include scholarships for outstanding study results, scholarships for doctoral students, several types of scholarships with special purpose, housing scholarships or social scholarships. The university’s plan is to increase the funding for these scholarships.

Charles University provides the students with additional support via consulting services, including psychological or career advice, in Czech or English.

There are several dozens of student associations and groups active at the university. The university will continue to support them, as well as other leisure time activities.

In the past period, Club Alumni was founded for the graduates and supporters of the university, with the aim to provide information, educational, cultural and social services. All types of contact with the alumni and supporters are important for Charles University.

Main priority
of the strategic plan
2016–2020:

CHARLES UNIVERSITY IS A
COMMUNITY OF STUDENTS,
ACADEMIC STAFF MEMBERS,
RESEARCHERS AND OTHER
EMPLOYEES AND ALUMNI, KNOWN
FOR ITS DIVERSITY, BUT ALSO FOR
SOLIDARITY WITH THE UNIVERSITY.

OBJECTIVE 1: CHARLES UNIVERSITY CONTRIBUTES TO OPEN COMMUNICATION AND SOLIDARITY AMONG ITS MEMBERS.

PARTIAL OBJECTIVES

- Support the solidarity and loyalty of students, employees and alumni to Charles University.
- Improve mutual communication between students and employees, and their awareness of what's going on at the university.
- Strengthen the active role of students in the academic community.
- Ensure appropriate conditions for sport and other activities promoting healthy lifestyle.
- Support the social life at Charles University.

TOOLS

- Use of effective means for information transfer and sharing at Charles University.
- Use of IT, new media and social networks for the communication within Charles University.

- Support of student associations and other leisure time activities.
- Expansion of the conditions for sports and healthy lifestyle.
- Support of representation at various events.

INDICATORS

- Improved awareness on the events at Charles University.
- Effective use of traditional and new media on the university and faculty level.
- Number of students involved in the academic life at Charles University.
- Number of offered sport activities and their participants.
- Number of supported student associations and other leisure time activities.
- Social response to events organized at Charles University.

OBJECTIVE 2: CHARLES UNIVERSITY ENSURES RESPECTABLE CONDITIONS FOR ALL EMPLOYEES AND SUPPORTS THEM BY TARGETED SOCIAL POLICY.

PARTIAL OBJECTIVES

- Increase the prestige of employment at Charles University and improve the remuneration of staff members.
- Create general principles of career advancement at Charles University.
- Develop the system of employee benefits and other forms of employee care.

TOOLS

- Searching for funds for the gradual valorization of tariff classes and increase of salaries of Charles University employees.
- Support of further education and professional growth of Charles University employees.
- Systematic development of conditions enabling successful harmonization of working duties and family life.
- Improvement of the working environment for health impaired employees.

- Support of young academic staff and researchers via start flats, and support of employees who experience extraordinarily difficult life events.
- Evaluation of the employees' needs and use of the outcomes in developing social policies and employee benefits at Charles University.

INDICATORS

- Increase of salaries at Charles University.
- Establishment of general principles of career advancement.
- Number of educational events for employees and number of their participants.
- Improved conditions for the harmonization of working duties and family life.
- Support system for health impaired employees.
- Number of start flats provided.
- Number of employee benefits and their use.

OBJECTIVE 3: CHARLES UNIVERSITY SYSTEMATICALLY SUPPORTS ITS STUDENTS, APPRECIATES THEIR RESULTS, AND IS OPEN TO VARIOUS GROUPS AND ACTIVITIES.

PARTIAL OBJECTIVES

- Develop the Charles University scholarship policy.
- Support the students in getting involved in interuniversity and international competitions and successful representation of Charles University.
- Use prestigious prizes to highlight outstanding study, research, sport and other achievements of Charles University students.
- Analyze the possibilities of support of extraordinarily gifted foreign students via scholarships covering their life expenses during the study.
- Improve the conditions for students with socioeconomically impaired background and students with specific needs.
- Improve information and consulting services for applicants and students.
- Analysis of the situation of students with specific needs and students with socioeconomically impaired background; concept of further development of their support, whether material or via assistance and other services, or mobility programs, and support of their lives outside the study framework.
- The widest possible access of university areas for people with reduced mobility and orientation.
- Improvement of conditions enabling students-parents to harmonize their study and family lives.
- Development of information, consulting and other services focused on the support of students, regular evaluation of their quality and effectiveness.
- Further education of consultants and other employees providing support for students.

TOOLS

- Support and motivation of students via scholarships for outstanding study results, research, development and innovation activities, outstanding art, sport or other achievements, and extraordinary scholarships in case of difficult social situation.
- Strengthening the students' awareness on available forms of scholarships at Charles University.
- University and faculty prizes for students with outstanding results in studies, research, art, sport or other remarkable areas.

INDICATORS

- Amount of funds allocated for each type of scholarships.
- Expansion of the range of university and faculty awards.
- Realized building adjustments in order to make the university areas wheelchair accessible.
- Establishment of scholarships for extraordinarily gifted foreign students.
- Range of support and services for students with specific needs and students with socioeconomically impaired background.
- Number of information activities aimed at

applicants and first-year students, and success rate of these activities.

- Number of realized educational courses for Charles University employees providing consultations and other support for students.

OBJECTIVE 4: CHARLES UNIVERSITY COMMUNITY INCLUDES NOT ONLY STUDENTS AND EMPLOYEES BUT ALSO ALUMNI AND SUPPORTERS.

PARTIAL OBJECTIVES

- Create the strategy of Charles University for the communication with alumni.
- Develop conceptual work with alumni at the university level, especially via the *Club Alumni*; use and support the faculty-based form of cooperation.
- In cooperation with Charles University alumni and supporters, support the promotion of the good reputation of Charles University.
- Establish domestic and international partnerships in contacts with the alumni.

TOOLS

- Use of experts among alumni to enrich the educational activities at Charles University (including student visits), also to help new graduates.
- Establishment of suitable virtual environment for communication with the alumni.
- Raising funds for the development of projects and events related to alumni, for new support programs, and to get the alumni involved in the events of the university.

- Use of promotional events in the Czech Republic and abroad to start partnerships with the alumni.
- Use of Charles University membership in international alumni organizations.
- Create suitable conditions so the alumni and supporters can support Charles University (fundraising, sponsoring, gifts).

INDICATORS

- Existence of the virtual environment to realize the alumni-focused activities.
- Degree of involvement in the activities of international alumni-focused organizations.
- Number of actively cooperating alumni and supporters of Charles University.
- Number of Club Alumni members and their participation on the club's activities.
- Number of subjects providing benefits for Club Alumni members.
- Number of events organized for alumni and supporters of Charles University.
- Received support from the alumni, supporters and sponsors.

SUPPORT OF ACTIVITIES

CURRENT STATUS

The key principle of Charles University is strong academic autonomy, restored immediately after the Czechoslovak society had won back its freedom more than 25 years ago. True to the ideas of autonomy, dialogue and cooperation of all academia, Charles University defined the role of the Academic Senate as the basic autonomous body, and roles of other university boards and councils. To prove the commitment to these ideas, *Magna Charta Universitatum* was signed. The aforementioned principles represent the values that must be protected at any cost, values that define the true meaning of the word “university”.

To strengthen the cooperation between the university management and the Academic Senate, the Rector’s Collegium was newly established, as the key advisory body containing vice-rectors, bursar, chancellor, and chairman of the Academic Senate, together with representatives of students and other academia members responsible for specific agenda.

In line with the trend of recent years, and given the need to improve the quality of background for the coordination of the university activities, the Department of public procurement was established at the Rectorate, the activities of the legal department expanded, the methodical management of salary agenda was improved, and needs were mapped in the HR agenda, and especially in the area of European projects and operational programs.

In the recent period, numerous features of internal quality evaluation have been developed at Charles University. The university adopted its

own evaluation report for 2004–2012, covering all key areas of activities: education, research and creative activities, internationalization and the third role. Already well established are regular student evaluations of courses, which provides a worthy feedback. Another feature is the evaluation of doctoral studies; the courses are evaluated by the graduates, and so is their position on the labor market. The final version of the amended college act will be vital for Charles University, in terms of specific requirements for the evaluation of the university, and for internal quality assurance systems.

In the previous strategic plans, Charles University committed itself to get involved in the international educational and research space. The key elements for the mobility of students and academic staff were the programs Erasmus and Erasmus Mundus, and also the Mobility Fund established by the university. In the research and creative activities, most important were the EU framework programs and shared research centers. Also the importance of traineeships, professional cooperation, and expert partnerships is growing steadily.

The new form of cooperation involves strategic partnerships (hubs) of universities, whether institutionalized in the program Erasmus+, or emerging spontaneously based on long-term cooperation. Also the role of Charles University in various European and non-European university hubs is getting more important.

The university achieves profit regularly, and isn’t involved in any type of debt. In recent years, we have managed to increase the funds for research won in competitions, as well as our own income,

which reduced the dependence on normative financial resources for education to some point. Currently, Charles University budget consists of three equal parts – funds for research, funds for education, and the university's own income.

In the recent period, a new system of fund allocation has been developed, in which the role of quality indicators is getting more important. Charles University will continue to follow this trend.

An important opportunity for Charles University is the 3rd programming period of the European Structural and Investment Funds (2014–2020), in which the university can make a full use of the EU resources for the first time. During the 2nd programming period of the Structural Funds, Charles University (and other Prague universities) was practically unable to use these funds for the activities realized in the capital. Yet, given the decreasing funds from the national budget, the most important source of funding for renewal and development of the material base was the operational program Research and Development for Innovations.

At least, Charles University could use the funds from this program for the facilities and activities outside Prague. In Pilsen, the complex of facilities UniMec and the Biomedicine Center were realized. In Hradec Králové, it was the educational and research center MEPHARED and other two projects. In addition, together with six institutes of Czech Academy of Sciences, Charles University realizes the project of Biotechnology and Biomedicine Center Vestec (BIOCEV). Last not least, the operational program Research and Development for Innovations enabled the realization of two specific projects aimed at the support and development of pre-seed activities.

In the operational program Prague Competitiveness, the university realized nine projects of research centers and labs. In the end of the programming period, the Ministry of Education

announced a call enabling the project applications to include the projects realized in Prague, and the university used this opportunity effectively.

Another funding source for the renewal of the material and technical base is the long-term property reproduction program for Charles University.

The tasks for the upcoming period still include the building of key university mini-campuses, especially Campus Albertov, the reconstruction of Refectory of 17th November for the Faculty of Humanities, reconstruction of the facilities of the Faculty of Arts, Faculty of Education, Faculty of Mathematics and Physics, the area in Jinonice planned for the Faculty of Social Sciences, the sport center of the Faculty of Physical Education and Sport in Veleslavin, and the completion of the area in Pilsen and the shared campus of two faculties in Hradec Králové.

The current conditions of dormitories and refectories reflect their age: there are problems not only in the building and technical features but also in the standard of services provided. The fundamental reconstruction of these facilities and the modernization of accommodation and catering services is a must.

In terms of information systems and technologies, Charles University is a vast and diverse complex with specific requirements in all IT areas. To provide reliable functionality of these systems is vital for the operations of the university, and so is ongoing digitalization of the agenda.

The continuous systematic development of the partial applications and modules of the Study Information System is still in progress. Given the age of the system core, a major innovation is needed, though: it becomes one of the key objectives for the following period.

In research and development, international cooperation and social affairs, the systems for recording of publications, grants and other projects, for mobility support and scholarships

were gradually replaced. Also changed were the applications for HR and salary agenda, and the web presentation of the university.

One of the necessary conditions for successful launch of new applications is the functional and reliable broadband network connecting the faculty facilities and other parts of the university, with the broadband internet connection. In recent years, most backbone hubs of the network and wireless connections have been upgraded. Most university facilities were covered by the Eduroam service. The electronic security system providing access to key areas was developed.

Information and library services are provided due to a vast network of faculty libraries and other facilities providing large traditional library fund and broad access to e-magazines and e-books. Charles University also runs a repository with dozens of thousands objects, including worthy digitalized collections.

Recently, Charles University has signed the Berlin Declaration on Open Access to Knowledge

in the Sciences and Humanities, and prepared the new concept of editorial policy. In certain areas, the open access is realized by the green road; the gold road is taken for all periodicals published by Karolinum Publishing House, and for many periodicals published by faculties and other parts of the university.

The editorial activities are realized via Karolinum Publishing House and faculty publishing, by monographs, textbooks, other books and dozens of magazines. Charles University cooperates with many distributors; in case of publications with international impact, also with *University of Chicago Press*. Karolinum Publishing House and the faculties are getting more involved in e-publishing and digital distribution. Karolinum Publishing House publishes and distributes monographs and textbook in the electronic form, while faculties and institutes publish various e-projects on the one-off basis on the web sites, e-collections of older texts, and databases.

Main priority
of the strategic plan
2016–2020:

CHARLES UNIVERSITY IS A STRONG
PUBLIC INSTITUTION WITH MODERN
STRATEGIC MANAGEMENT,
EFFECTIVE ADMINISTRATION AND
GOOD-QUALITY INFRASTRUCTURE.

OBJECTIVE 1: THE STRATEGIC MANAGEMENT PRINCIPLES ARE APPLIED WITHIN THE ACADEMIC AUTONOMY AT CHARLES UNIVERSITY.

PARTIAL OBJECTIVES

- Protect the principles of academic autonomy.
- Continue to develop the communication between the university management, Academic Senate, Research Board, Administrative Council and the faculties.
- Consistently apply the principles of strategic management at Charles University and its parts, with emphasis on effectiveness and nature of the academic environment.
- Improve the quality and effectiveness of the activities of the Rectorate and Dean's offices at the faculties, as a service provided for the academic community, so Charles University academic staff and researchers can focus on their main areas of responsibility.
- Support further education of staff members, and use a broad range of modern teaching forms with the emphasis on the development of expert and managing skills.
- Complete the complex system of quality evaluation for all Charles University activities, not only meeting legal requirements but also the real needs of the university.

TOOLS

- Use of the modern management forms and strengthening the project-based management with special emphasis on the transparency of the processes.
- Mapping of the needs of faculties and other Charles University parts in terms of education and development of managing competences, and support of necessary educational programs.

- Support for faculties and other parts of the university in main and auxiliary activities, based on mutual agreements.
- Effective use of modern tools for public procurement, especially suitable forms of digitalization.
- Establishment of uniform electronic filing system of all key documents on the university and faculty level; functional archiving of digital documents and saving of digital archives.
- Improved qualification of administration staff.
- Integration of the internal quality evaluation elements into a complex system.

INDICATORS

- Electronic filing service, unified electronic filing system of all key documents on the university and faculty level, established system of document shredding and archiving in digital form, and functional storage of these archives.
- System of regular information sharing between the Rectorate departments and the faculties.
- Establishment of the electronic environment for public procurement.
- Number of participants in courses aimed at further education of employees and at the development of managing skills, evaluation of their benefits.
- Effective and functional complex system of quality evaluation for all activities at Charles University.

OBJECTIVE 2: CHARLES UNIVERSITY CONSTANTLY EXPANDS ITS INTERNATIONAL ACTIVITIES.

PARTIAL OBJECTIVES

- Strengthen the interuniversity cooperation and modernize its forms, start strategic partnerships.
- Improve the conditions for development of the studies, research and creative activities on the international level; get intensively involved in international projects.
- Actively participate in the development of European research and education policy, and use the European level for further integration of Charles University to the international decision-making structures.
- Focus on other global regions when developing academic and student activities.

TOOLS

- Use of suitable evaluation criteria to start strategic partnerships and other forms of institutional international cooperation; financial and organizational support of such cooperation.
- Involvement in the activities of expert groups in important research and educational international programs and institutions.
- Active cooperation within international networks (such as Coimbra Group, EUA, IAU, UNICA, Europaeum, LERU) and increase of its impact on the quality of research and creative

activities and education at Charles University; looking for common ways of work in response to the development of the European education and research policy.

- Tight cooperation with the Permanent Representation of the Czech Republic in Brussels.
- Use of strategic partnerships or multilateral cooperation for academic and student mobility especially outside Europe, cooperation with relevant embassies.
- Tighter cooperation and experience sharing within Charles University.
- Use of the potential of the Charles University European Center.

INDICATORS

- Number and quality of newly started strategic partnerships (including multilateral cooperation) in and outside Europe.
- Involvement of Charles University in international networks and expert thematic groups.
- Specific benefit of Charles University international relations for the quality improvement of the university's research, creative and educational activities.
- Numbers of outgoing and incoming students and academic staff members in various mobility programs and interuniversity cooperation.

OBJECTIVE 3: CHARLES UNIVERSITY IS AN ECONOMICALLY STABLE INSTITUTION.

PARTIAL OBJECTIVES

- Continue to improve the effectiveness of Charles University management.
- To achieve the objectives of Charles University Strategic Plan 2016–2020 and for the development of Charles University, use all suitable operational programs of the 3rd programming period of the European Structural and Investment Funds.
- Ensure the diversification of the university funding, and strengthen its independence on the national budget.
- Improve the rules of the internal distribution of resources at Charles University.
- Establish the devices to ensure the activities and development of large research infrastructure in the long run.

TOOLS

- Realization of the university's complex strategy for the 3rd programming period, developed in accordance with the priorities and aims of Charles University Strategic Plan and project plans of the faculties and other parts.
- Organization of the background for management, coordination and administration of big projects in the operational program Research, Development and Education.

- Proactive search for other funding sources for the activities of the university, especially using suitable domestic and international grant titles, and increase of sales.
- Intra-university services that don't have to be ordered externally.
- Identification of activities that should be ordered centrally; all other activities should be done on a decentralized basis.
- Central purchases and university-wide public procurement for suitable commodities in energy, telecommunications, and other services.

INDICATORS

- Economic result of the university.
- Savings due to optimization of selected services.
- University-wide benefit of projects supported by the European Structural and Investment Funds.
- Successful realization of projects supported in the 3rd programming period and the total amount of received funding.
- Share of resources outside the grants of Ministry of Education in the total revenues of the university.
- Updated Principles for allocating allowances and grants at Charles University.
- Stability of large research infrastructures.

OBJECTIVE 4: CHARLES UNIVERSITY PROVIDES MODERN BACKGROUND FOR ALL FACULTIES AND ITS OTHER PARTS.

PARTIAL OBJECTIVES

- Finish the building of key university mini-campuses and large infrastructures.
- Continue in the preparations and realization of partial investments.
- Modernize technical and other equipment (labs, lecture rooms, libraries, sport facilities etc.).
- Improve the effectiveness of the use of facilities and university infrastructure.

TOOLS

- Realization of the projects in the operational program Research, Development and Education.
- Use of national budget resources for program funding, especially for reconstructions and renewal of the university property.

- Updates of the strategic plan of reconstruction and renewal of Charles University buildings.
- Application of suitable dislocation policy when using buildings and infrastructure on university and faculty level.
- The use of passportization in Charles University facility management.

INDICATORS

- Finished building of the major part of key university mini-campuses and big infrastructures, including the installation of relevant technologies
- Realization of partial investment projects.
- Number of university sites with modern equipment and devices.
- Functional passportization and its use.
- Updated strategic plan of the renewal and reconstruction of Charles University facilities.

OBJECTIVE 5: ACCOMMODATION AND CATERING AT CHARLES UNIVERSITY COMPLY WITH CURRENT STANDARDS.

PARTIAL OBJECTIVES

- Reconstruct and restore dormitories and refectories.
- Improve the accommodation and catering services.

- Improvement of the catering services and their modernization according to current demand, trends in this area, and principles of healthy eating.
- Fitting of all dormitories and refectories with good network connection.

TOOLS

- Raising funds for reconstruction and renewal of the dormitory and refectory facilities.
- Evaluation of the profitability of each facility and finding the suitable way to use the dispensable facilities (including their sale).
- Reconstruction of dormitories in order to optimize their use, adjustment of the housing structure, establishment of different room categories, and establishment of hotel and family rooms.
- Establishment of kindergartens, children groups, playground or common social rooms, especially in the suitable dormitory facilities.

INDICATORS

- Financial stability of dormitories and refectories.
- Overall conditions of dormitories and refectories.
- Use of dormitories and refectories.
- Satisfaction with accommodation and catering services.
- Established kindergarten in a dormitory, or in other facilities.
- Established network connectivity in dormitories and refectories.

OBJECTIVE 6: CHARLES UNIVERSITY OFFERS MODERN INFORMATION AND LIBRARY SYSTEMS AND SERVICES.

PARTIAL OBJECTIVES

- Update the information system of Charles University and, in the adequate extent, integrate its parts.
- Establish e-governance features, digitalize university agenda as much as possible, and support e-administration.
- Modernize the hardware and network infrastructure and services.
- Develop library and information systems and services.
- Improve the access to electronic information sources.
- Create suitable conditions for wider use of the *Open Access* mode in branches suitable for this type of publishing.
- Significantly upgrade the central repository of Charles University.
- Continue to digitalize archives, worthy historic materials, and other documents and historic funds, including long-term protection.
- Improve the university's publishing activities.
- and university-wide solution for the filing service.
- Access to more agendas via mobile devices.
- Establishment of standards based on ITIL v3 for the management of IT services, strategic processes from the draft of services via their implementation to evaluation and reporting.
- Improved security of information systems.
- Implementation of modern technologies over the optimized infrastructure of the optical part of backbone network; gradual reconstruction of the LAN network infrastructure.
- Development of communication tools to provide services on a large scale, platforms for web conferences, database marketing, e-mailing tools etc.
- Optimization of the selection and access to the electronic information sources, revision of the acquisition system, digitalization of textbooks and other documents, including historic funds.
- Selection and access to the infrastructure for the development of central library and information systems and services, including methodological materials, online support, web information platform, online courses and helpdesk.
- Development of the university-wide methodological and statistical tools to collect data on publication activities.
- Analysis of suitable tools for the wide use of the Open Access system.
- Support for libraries and development of the education system aimed at library and information services.

TOOLS

- Gradual innovation of the study information system and integration of related agendas (scholarships, fees, admission procedure, e-learning).
- Extension of the information system with new functionalities and modules, especially in the area of research, development and innovations, foreign relations and supporting agenda; installation of the Document Management System,

INDICATORS

- Updated university-wide study information system, including related agendas.
- Integration of all key agendas to the information system, and access of the most frequently used parts via mobile devices.
- Updated university infrastructure in the IT area, improved quality and security of services.
- Functional IT/IS helpdesk.
- Better parameters of the backbone network and current LAN networks.
- Legal, methodological and infrastructure-focused support in using the Open Access mode, documents published in this mode.
- Access to information sources in the electronic form, digitalized textbooks and other learning materials, historic prints and other documents.
- Functional, modern repository of Charles University.
- Functional system providing access to information sources of Charles University from a single interface (the discovery system).
- New software and hardware installations for central library and information systems and services, and support for users of these services.
- Training courses in library and information systems.
- Access to digitalized archive documents, worthy historic materials, and other documents and historic funds.
- Good-quality production of publishing houses of Charles University and its faculties, including necessary textbooks, research monographs and yearbooks, and university promotion.

CHARLES UNIVERSITY STRATEGIC PLAN 2016–2020

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