IMPLEMENTATION OF THE STRATEGIC PLAN OF CHARLES UNIVERSITY FOR 2026

INTRODUCTION

The implementation plan for 2026 is the first set of activities and measures through which we will fulfil the values, mission, and vision of Charles University, as outlined in the university's strategic plan for 2026–2030. These activities relate to all twelve key priorities that make up the university's strategic plan and together form a comprehensive framework for the university's development. We will pay particular attention to the following measures, since they pose challenges with the potential to transform the university environment:

- In order to meet our priorities relating to educational activities, which are to ensure graduates are employable now and in the future, relevant, flexible, and sustainable study programmes, and support for academic success, we will initiate a discussion on revising the overall cycle of preparation, approval, and implementation of the study programmes, which will include strategic goals in the areas of practical cooperation, the ECTS study load, and analyses prior to preparing a proposal for a study programme.

- Based on the priorities of the strategic plan, the conclusions and recommendations of the recently completed independent, internationally guaranteed evaluation of the level of research at Charles University, feedback from members of the academic community, and discussions within the university, we will prepare proposals for the restructuring of the Cooperatio university programmes, the UNCE, and the Grant Agency of Charles University, which offer the vast majority of institutional funding for research at the university.

- With the aim of defining an interactive, safe, comfortable, and efficient environment for students, employees, and the public, we will prepare, based on mapping out the existing infrastructure and systems, identifying the needs of individual user groups, and subsequently defining priorities according to importance, the university concept of a "Smart Campus" and begin to focus on developing specific infrastructure and selected services.

- With a view to creating a modern, interconnected, and sustainable information ecosystem that will support and simplify all areas of university life, we will explore the possibilities of incorporating elements of artificial intelligence into the university's systems and processes and, for areas with the greatest benefits (e.g. AI support for teaching staff and students, a feedback analysis, accelerating the development of a new student information system), we will propose the use of appropriate solutions, prepare a Data Strategy for Charles University, compile a university data catalogue, and create a basic technological platform for storing digitalized and documented processes and assigned application services of Charles University, i.e. a database structure with unified administration and a presentation layer that will be accessible to different types of users based on assigned roles, and we will implement a substantial part of the plan to unify information systems in the area of human resources and initiate the groundwork for a central economic information system.

EDUCATION, SCIENCE, RESEARCH, AND CREATIVITY

GRADUATES EMPLOYABLE NOW AND IN THE FUTURE: COMPETENCE, INNOVATION, AND PERMEABILITY

Education for the needs of the future labour market

- We will begin sharing current practical internship opportunities at our partner universities abroad on social media channels of the Charles Abroad portal. (Responsible person: Vice-Rector for International Affairs)
- We will prepare an educational concept and feasibility study for the clinical school. (Responsible person: Vice-Rector for Education)
- As part of integrating artificial intelligence tools into education:
  – We will test selected tools (e.g. MS Copilot, OneTutor, and NotebookLM) to support instruction and individualized learning.
  – We will launch a feature for monitoring study-related progress using artificial intelligence in the new version of LMS Moodle, which includes plugins for AI.
  – We will launch a pilot version of the AI Sandbox service to ensure the availability of generative artificial intelligence models for employees and students. (Responsible person: Member of the Rector's Board for the Development of Teaching Competences of Academic Staff)
- We will support teacher training programmes in the creation of digital educational portfolios. (Responsible person: Member of the Rector's Board for the Development of Teaching Competences of Academic Staff)

Learning pathways available throughout one's life

- In the area of micro-credentials, we will set up a system of communication with external users, including the creation of new web pages that will serve as an access point for those interested in this type of education. We will finalize methodologies for the creation and implementation of cumulative/stackable programmes and the recognition of micro-credentials as a part of studies (including any modifications to the IT systems), and we will complete the integration of this agenda into the system of quality assurance and evaluation of educational activities so that the entire life cycle of this type of education is covered. (Responsible persons: Vice-Rector for Education, Member of the Rector's Board for the Development of Teaching Competences of Academic Staff)
- We will modify the enrolment process for lifelong learning programmes to reflect its diversity and the requirements of personal data protection legislation. (Responsible person: Member of the Rector's Board for the Development of Teaching Competences of Academic Staff)

RELEVANT, FLEXIBLE, AND SUSTAINABLE STUDY PROGRAMMES

Decentralization and simplification of activities and tasks relating to the creation, implementation, evaluation, and re-accreditation of study programmes, and revision of the study load for students and teaching staff

- We will initiate a discussion on revising the overall cycle of preparation, approval, and implementation of study programme, which will include strategic goals relating to practical cooperation, the ECTS study load, and analyses preceding the preparation of study programme. Our goal is to determine how to integrate these components into the entire life cycle of a study programme so that they become a monitored and evaluated part of the relevant processes of ensuring and evaluating the quality of educational activities. (Responsible person: Vice-Rector for the Conception and Quality of Education)

- With the aim of codifying good practice and the experience acquired in the area of quality assurance and evaluation of educational activities, we are revising the internal regulation Rules for the System of Internal Evaluation and Quality Assurance at Charles University so that it also allows for the application of practices and rules concerning this area as a part of the 4EU+ Alliance, and we will prepare a rector's directive that will set out the evaluation of study programmes. (Responsible person: Vice-Rector for the Conception and Quality of Education)
- We will prepare onboarding materials for study programme guarantors and introduce and pilot test methodology and educational courses in the area of curriculum design. (Responsible persons: Vice-Rector for the Conception and Quality of Education, Member of the Rector's Board for the Development of Teaching Competences of Academic Staff)

Development of a system for collecting, evaluating, and implementing suggestions from student feedback

- We will continue to develop the application for the student evaluation of instruction so that the common platform for this form of feedback continues to be strengthened, enabling the unification and comparison of outputs across the entire university and so that it is practical for ensuring and evaluating the quality of educational activities or for other activities. (Responsible person: Vice-Rector for the Conception and Quality of Education)
- We will update the web pages concerning university-wide surveys (adding recent results or information about surveys in PhD study programmes) and improve the dissemination of results both to institutional parties (relevant workplaces of faculties and other units) and to respondents (an integral part of each invitation to a university-wide survey will be a link to these pages so that respondents can check what is happening with their feedback and what results have been recorded in the past). (Responsible person: Bursar)

Internationalization of study programmes.

- Based on the implementation of our international marketing strategy, we will use the International Student Hub to strengthen the recruitment of high-quality applicants for foreign-language study programmes, especially those who are more likely to enrol and successfully complete their studies. We will improve overall the sharing of experiences and the involvement of student and alumni ambassadors in specific activities in the areas of PR, recruitment, and promoting the university community, with the main goals of improving communication and establishing the first regional chapters. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development).
- We will move the StudyCharles applicant portal and the related chatbot project for international applicants to the next stage of development. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)
- We will prepare podcasts in English that will offer international students tips and information about studying at Charles University and everyday life in the Czech Republic. (Responsible person: Vice-Rector for Public Relations)
- We will expand the range of support programmes offered by the Institute for Language and Preparatory Studies for international applicants interested in studying in the Czech Republic and improve the promotion of these programmes. We will launch a new summer school to make foreign-language study programmes more attractive to international secondary school students. We will offer Czech language courses for international experts and for those interested in studying in foreign-language study programmes (especially medicine). (Responsible person: Vice-Rector for International Affairs)
- Based on internal university discussions, we will strengthen existing strategic partnerships and expand new ones in regions such as the United States, Canada, Taiwan, Australia, Japan, Israel, South Korea, and selected countries in South America. (Responsible person: Vice-Rector for International Affairs)
- With the aim of promoting the international mobility of our students and employees:

– We will research external financial support options for international mobility programmes and inform members of the academic community about them,
– We will update the relevant section of the university website so that information about opportunities abroad is complete, clear, and user-friendly,
– We will arrange high-quality travel insurance for students traveling abroad at a reduced rate in the form of a framework agreement with an insurance company,
– We will complete an analysis of mobility administration procedures for various programmes offered in order to standardize and simplify them for students and employees,
– With the aim of simplifying and unifying the conditions for intra-university mechanisms for student and employee mobility, we will begin preparations for a revision of the Mobility Fund and Point programmes (with priority given to PhD students) and preparations for the creation of a Travel Fund for employees travelling abroad,
– We will increase the number of blended intensive programmes (BIP) at the university so that each faculty has experience coordinating this type of internationalization at home as soon as possible,
– We will organize Erasmus+ Staff Week BIP with the participation of the international employees of our partner universities on the topic of Erasmus+ priorities for sharing good practices. (Responsible person: Vice-Rector for International Affairs).

- We will intensify cooperation primarily with the United States, Canada, Asia, Latin America, Central Asia, Sub-Saharan Africa, the Western Balkans, the Eastern Partnership countries, and the southern Mediterranean countries, in particular, through Erasmus+ international credit mobility. (Responsible person: Vice-Rector for International Affairs).

- For students who come to Charles University as a part of the Erasmus+ programme and want to learn Czech, we will prepare e-learning support. (Responsible person: Vice-Rector for International Affairs).

- In order to increase interest in cotutelle studies and joint study programmes, we will focus on collecting feedback and the improved targeting of information support, including relevant websites, and we will increase the competencies of relevant faculty staff through regular training on current practices, regulations, and methodological procedures. We will continue our cooperation with partner universities in the 4EU+ Alliance and amend the relevant rector's measures. (Responsible person: Vice-Rector for the Conception and Quality of Education).

SUPPORTING ACADEMIC SUCCESS: SATISFIED AND CONFIDENT GRADUATES OF CHARLES UNIVERSITY

Supporting academic success

- We will prepare analyses of academic success for the individual faculties, which will serve as a basis for the creation of a university strategy in this area, and we will organize a round table discussion open to the entire academic community to share best practices, the outcomes of which will be used to develop a concept for analytical and support services for the faculties. (Responsible person: Vice-Rector for the Conception and Quality of Education).
- We will create and pilot test a system of student tutors, including their financial support and training and a system of support for orientation courses for first-year students. (Responsible person: Member of the Rector's Board for the Development of Teaching Competences of Academic Staff)
- We will make the contents of Charles University's Kramerius Digital Library accessible to students with special needs. We will pilot the launch of an application for recording

requests for the digitization of study materials for this target group and, through this application, we will launch the automated processing of format-adapted documents in the repository. (<u>Responsible person</u>: Member of the Rector's Board for the Development of Teaching Competences of Academic Staff).

- In the area of electronic information resources, we will prepare materials for the selection of e-resources that will be provided at Charles University as a part of the next CzechELib cycle (2028+), launch evidence-based methods for selecting e-books from multidisciplinary collections selected in cooperation with libraries, and organize training focused on this area, including the AI functionalities of the individual e-resources. (<u>Responsible person</u>: Member of the Rector's Board for the Development of Teaching Competences of Academic Staff).

OPEN RESEARCH ENVIRONMENT

Transformation of internal university programmes to support research, working with evaluation results

- Based on the conclusions and recommendations of the international evaluation of research at Charles University and feedback on their functioning, we will prepare and submit for an internal university discussion the first proposals for restructuring our university programmes to support research (Cooperatio, University Research Centres, Charles University Grant Agency). (<u>Responsible person</u>: Vice-Rector for Research).
- With the aim of supporting modern transnational scientific research and in line with the 4EU+ Strategy 2025–2035, we will focus on strengthening the involvement of our researchers in calls relating to the alliance, making more intensive use of the revised 4EU+ institutional support aimed at strengthening international teams, and preparing them for additional European grant calls. (<u>Responsible person</u>: Vice-Rector for Research).

Support for cutting-edge research and strategic fields

- In line with our ambition to systematically build an environment that supports the creation of research projects with the potential for international research excellence, which we see as a crucial direction for the development of Charles University:
  - We will begin working more intensively with the current evaluators of European projects operating at the university, train additional consultants for Marie Skłodowska-Curie Actions Postdoctoral Fellowships project proposals, and provide intensive master classes and individual consultation,
  - We will organize Horizon Europe Day at Charles University with the aim of informing academic, research, and administrative staff about grant opportunities and training them in related skills,
  - As part of developing institutional support for the ERC, we will organize follow-up meetings with the participants in the Expert Group workshops, the ERC coordinator, and expert guarantors from the individual research fields with the aim of finalizing proposals and answering any questions before submitting applications. We will continue targeted mentoring for researchers in medical and pharmaceutical sciences with an emphasis on proposal quality, research excellence, and submission strategy. We will hold short, structured consultation sessions with potential applicants and experts (including evaluators and successful applicants) in order to obtain feedback and establish contacts,
  - We will launch informal meetings of experts in the area of administrative support for science and research in order to promote the sharing of good practices in both pre-award and post-award phases. (<u>Responsible person</u>: Vice-Rector for Research).
- To support inter- and trans-disciplinarity and to promote the involvement of social sciences and humanities departments in European cooperation, we will continue to

participate in the activities of the European Alliance for Social Sciences and Humanities network. (Responsible person: Vice-Rector for Research).

International competitiveness and internationalization

- We will make greater use of artificial intelligence tools to support bilingualism at the university, e.g. in the area of translations related to the research environment (employment relations, OTM-Recruitment Process, Open Science and research data management, support for postdoctoral researchers, reform of grant support for activities in cross-sectoral cooperation and technology transfer, etc.). (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development).
- We will focus on promoting return grants and raising awareness among caregivers about the support available at Charles University through a specialized newsletter, training, and contact with the relevant workplaces that caregivers can turn to. (Responsible person: Vice-Rector for Research).
- We will increase our capacity for preschool childcare services by launching a new childcare group at the Rectorate, which will also be available to international colleagues, and we will seek additional financial support for the development of similar infrastructure at other units of the university. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development).

Open science and research ethics

- We will systematize the education of junior researchers relating to open science (Charleston and *Návraty* projects), and to educate the academic community in this area, we will also use workshops and webinars organized within the 4EU+ Alliance and the planned Ethical Decalogue for Research Data Management, which we will participate in creating as a part of the national project National Repository Platform for Research Data. (Responsible person: Vice-Rector for Research).
- We will map out the possibilities for creating and pilot testing a platform for the open science community at Charles University. (Responsible person: Vice-Rector for Research).
- We will review the documents of university ethics committees in relation to the proper handling of research data and the application of AI, support the wider use of automated tools for creating Data Management Plans, and create a digital game that can be used in educational activities relating to research data management and FAIR data, thus contributing to a better understanding of the issue. (Responsible person: Vice-Rector for Research).
- We will define minimum quality parameters for open access journals published at Charles University (target group: publishers and, where applicable, authors). (Responsible person: Vice-Rector for Research).
- We will map out existing Citizen Science projects at the university so that we can better present and support them (sharing examples of good practice and experience between individuals and research teams, assistance with legislative and ethical issues, etc.). (Responsible person: Vice-Rector for Research).

Modernizing infrastructure and support systems for research

- We will prepare a public tender for a unified system of research information management (CRIS) at Charles University, which will facilitate an overview of applications submitted for various types of projects throughout the university, enable the effective administration of acquired projects, identify strengths and weaknesses in project activities, and create a robust database to support strategic decision-making. In addition, we will complete the unification of the existing records, including related processes, so that the implementation phase of the new system and the migration of data can begin in the middle of the year. (Responsible persons: Vice-Rector for Research, Vice-Rector for Information Technologies, Bursar).

YOUNG SCIENCE (PHD STUDENTS AND POSTDOCS): TO THE FOREFRONT OF SCIENCE BY WORKING WITH TALENTED INDIVIDUALS

Support for PhD studies and talented young researchers

- We will launch a pilot mentoring programme for students in PhD study programmes. (Responsible person: Vice-Rector for Research)
- We will optimize the portfolio of activities of the Doctoral Studies Platform, e.g. in line with the adopted Standards for PhD Study Programmes at Charles University, we will prepare e-learning training for students on selected topics in soft skills relating to scientific and research work. (Responsible person: Vice-Rector for Research)

International mobility for PhD students and postdocs

- When cultivating international partnerships with leading universities and research institutions, we will focus on securing high-quality host locations for postdoctoral stays for our PhD graduates. (Responsible person: Vice-Rector for Research)

Supporting human potential and talent

- As a part of developing systematic support for postdoctoral researchers:
  - We will expand the university's Postdoctoral Hub to include advertisements for vacant postdoctoral positions at Charles University, information about ResearchComp, educational opportunities from external sources, and materials to support career development,
  - We will prepare an information package for new postdoctoral researchers and organize spring and autumn Welcome Days so that they can acquire information and make contacts with their colleagues,
  - We will offer approximately 20 educational events based on the European Competence Framework for Researchers (ResearchComp) and organize four *Postdoctoral Forum* events on various topics (e.g. problems or dilemmas in career development),
  - We will organize the second year of the mentoring programme, in which we will also involve recipients of return grants, and a closing event for participants in the first year, which will serve as a meeting for alumni of the programme in subsequent years,
  - As a part of the second call for proposals under the Charleston programme, we will select another ten postdoctoral projects focused on resolving environmental and societal issues, and thanks to internships at non-academic institutions, which are an integral part of the programme, we will strengthen cross-sectoral collaboration at Charles University. To ensure continuity in this area, we will work with our partners from the 4EU+ Alliance on the possible formulation of a joint project application for the next call of the COFUND scheme,
  - We will offer postdoctoral researchers the opportunity to present their work via podcasts,
  - We will review the benefits system for postdoctoral researchers. (Responsible person: Vice-Rector for Research)
- We will expand the existing Welcome Days programme for new international employees to include additional relevant topics from the HR Award and offer social integration meetings to help them adapt at Charles University, inter-faculty networking, and learning about new cultures. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)
- For international employees, we will expand support/consulting services, particularly in areas of high demand, such as accommodation, tax solutions, and social security relating to the social benefit systems in the Czech Republic. In cooperation with Czech institutions and the 4EU+ Alliance, we will implement artificial intelligence tools relating to foreign wage deductions. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

PARTNERSHIPS FOR INNOVATION: INTERDISCIPLINARY AND INTERSECTORAL COOPERATION

Support for cooperation with industry and the commercial sector

- We will begin to develop Charles University's position as a leader at the national level and an active contributor at the international level in the areas of presentation, publication, and participation in discussion panels at international research and professional conferences, forums, symposia, and other events focused on the transfer of knowledge, technology, and innovation and related fields (business, strategy and economics, institutional culture and communication, etc.). (Responsible person: Vice-Rector for Research)

Supporting applied research and technology transfer

- We will map out current practices at Charles University and other available experience with the implementation of professional doctorates. On this basis, we will launch a university-wide discussion on this form of study. (Responsible person: Vice-Rector for Research)

THE UNIVERSITY AS A SOCIALLY RESPONSIBLE AUTHORITY

PROMOTING SCIENCE AND OPEN AND CLEAR COMMUNICATION AS A TOOL FOR ADDRESSING SOCIETAL CHALLENGES

Active participation of the university in resolving key societal topics and challenges

- We will continuously cover cross-cutting issues with a societal impact through communication and media, organizing conferences, round tables, and other activities, as well as holding our own press conferences with selected experts across key topics; for these purposes, we will also use a newly created podcast dedicated to societal phenomena. (Responsible person: Vice-Rector for Public Relations)

- We will raise awareness of sustainable development through the bilingual website Sustainable Development Charles University, posts on social media and in the university magazine Forum, and by organizing and co-organizing promotional and educational activities (workshops, conferences, lectures, etc.) and the podcast Sustainable CU. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- With respect to equal opportunities, diversity, and inclusion, we will promote awareness, for example, by involving the university in the United Nations' campaign *16 Days of Activism Against Gender-Based Violence* or by organizing or participating in round tables on relevant topics. At the international level, we will address this area, for example, within the Coimbra Group. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- At the European level, we will participate in discussions on the future of the Erasmus+ programme in the programming period 2028–2036 through associations of leading universities (in particular, the Coimbra Group and the European University Foundation). (Responsible person: Vice-Rector for International Affairs)

- We will utilize the network of compatriot communities and collaborating schools abroad for methodological and cultural diplomacy and to engage the descendants of these communities in studying in the Czech Republic, studying Czech abroad, and verifying their knowledge. (Responsible person: Vice-Rector for International Affairs)

Increasing the significance and impact of research work through targeted promotion and clear communication of relevant research outputs and transfer results

- We will expand Charles University's marketing strategy to include the promotion and communication of science and research, and our database of experts capable of clearly presenting complex problems and possible solutions, as well as communicating science and transfer to include younger researchers. (Responsible person: Vice-Rector for Public Relations)

- With the aim of attracting 12,000 visitors to the expanded premises of the Didaktikon educational centre, we will prepare new educational programmes that will reflect both the unique fields of study at Charles University and the revision of the framework educational programmes, as well as a unique exhibition focused on artificial intelligence and poetry. We will expand the range of afternoon activities for talented primary and secondary school students and strengthen the accompanying programmes for Junior Charles University. We will place special emphasis on the education of teachers who will be offered professional knowledge and teaching materials that will enrich teaching at primary and secondary schools. (Responsible person: Vice-Rector for Public Relations)

- We will focus on developing Charles University's brand as the university of choice for the transfer of knowledge, technology, and innovative excellence among national and international stakeholders, partners, European Commission bodies and institutions, current and future students, and alumni. (Responsible person: Vice-Rector for Research)

Supporting activities aimed at involving the public in research knowledge

- We will participate in events throughout the country focusing on communicating science, such as Science Fair, ScienceFest, and Researchers' Night, and we will also participate in the newly conceived Researchers' Night in the Karlovy Vary Region where no institution that has been involved in the activity in the past is based. In the towns of Karlovy Vary, Cheb, and Sokolov, we will initiate the involvement of local entities such as secondary schools, innovation hubs, and other institutions that will prepare their own programmes. Part of the programme will always be prepared in a foreign language, and selected activities from the promotional events will also be made accessible to people with disabilities. We will also use social, cultural, and sporting activities organized for the general public to promote the research activities of the faculties/units. (Responsible person: Vice-Rector for Public Relations)

- At Campus Hybernská, we will organize events such as Cross Talks (connecting science with the corporate, start-up, public, and non-profit sectors with the aim of promoting science), Science Café (connecting various fields of study from the university with the public, the university's involvement in the public sphere relating to current societal issues, research presentations), FameLab (production of an international research competition for the promotion of young researchers at the university), European Day of Languages, Archaeology Day, and Café Collaborations (in cooperation with embassies, cultural centres, chambers of commerce, and similar institutions). (Responsible person: Vice-Rector for Public Relations)

Strengthening transparent and effective communication with the public

- We will modernize the interface of university websites, including continuous overhauls of the structure and design of these sites. (Responsible person: Vice-Rector for Public Relations)

- We will improve communication with the public on the benefits of the university's strategic investments. (Responsible persons: Vice-Rector for Public Relations and Vice-Rector for Development)

SOCIAL RESPONSIBILITY, ETHICS, AND FAIRNESS

Integration of environmental, social, and economic sustainability principles into all university activities

- We will map out educational activities relating to the Sustainable Development Goals at Charles University and, where relevant, create an overview of them to serve as a basis for increasing their importance in future curricula and making it easier for students interested in education relating to sustainable development. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- We will evaluate the first year of implementation of the 2025–2026 Sustainable Development Action Plan. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- We will continue the activities of expert working groups in the area of sustainable development "Administration and Operations" (1. Energy and Construction; 2. Water, Greenery, and Biodiversity; 3. Food Services and Waste; and 4. Mobility). (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- We will support university membership in national and international networks dealing with sustainable development (e.g. RCE Czechia, UNICA, 4EU+, Copernicus Alliance), existing and emerging educational media and platforms in this area (e.g. Envigogika magazine, the Enviwiki platform, etc.), as well as student associations and initiatives that focus on sustainable development as a part of their activities; we will organize a student competition in the area of sustainable development. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

Applying the principles of ethics, equality, and responsibility in all aspects of university life, including raising awareness of these values

- In terms of mental health care, we will focus on supporting particularly vulnerable groups, e.g. we will organize support groups for the LGBTQI+ community, seminars for parents studying at the university, and increase the capacity of psychological counselling for international students. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- To nurture an inclusive and safe environment, we will prepare, with the support of the Equal Opportunities Board, recommendations and educational materials for communication and dealing with situations involving people in transition, transgender, and non-binary students. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- We will increase the range of volunteer opportunities offered in the social, educational, and cultural spheres, thereby supporting the development of a community of civically responsible students who acquire skills that can be used in volunteering and for their future employment on the labour market. In light of the current social and climate situation, we will focus on volunteer support for vulnerable groups and regions. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- In order to increase the number of students with specific needs and with limited opportunities who participate in international mobility as a part of their studies, we will focus on systematically informing this target group about financial support options, their participation in thematic meetings, and closer cooperation with institutions abroad. (Responsible person: Vice-Rector for International Affairs)

- We will evaluate the effectiveness (number of views, event participants, distributed materials, responses to the communicated content, etc.) and monitor the impact of the campaign to prevent inappropriate behaviour at Charles University. We will use the knowledge gained to further develop the support system provided in cases of inappropriate behaviour and its prevention (e.g. strengthening the position of

ombudspersons at the faculties and units). (<u>Responsible person:</u> Member of the Rector's Board for Social Affairs and Sustainable Development)

- Based on close cooperation within the university network of ombudspersons, we will ensure awareness of the available support services in the area of social safety at Charles University. (<u>Responsible persons:</u> Member of the Rector's Board for Social Affairs and Sustainable Development, Ombuds)

- We will focus on promoting the sharing of experiences within the university in the area of supporting the ethical use of AI, we will monitor developments related to automated checks, and we will jointly seek and define alternative methods of checking academic integrity in students' written work, including theses. (<u>Responsible person:</u> Vice-Rector for Research)

TOGETHER FOR THE UNIVERSITY

EFFECTIVE MANAGEMENT, ADMINISTRATION, AND COOPERATION

Maintaining the economic stability of Charles University and its units

- With the aim of strengthening the university's involvement in less utilized grant programmes, we will expand the portfolio of centrally provided support for prioritized, directly managed European Union programmes (e.g. the European Defence Fund). In this context, job shadowing of selected colleagues from relevant departments will take place in the form of involvement in specific consulting activities for selected projects or internships abroad for selected colleagues. (<u>Responsible persons:</u> Vice-Rector for Research, Vice-Rector for Development, Executive Director of the Rectorate)

- Based on the experience of the individual faculties or units and the continuously updated methodological materials, we will support the sharing of good practices in the area of facility management (e.g. implementing computer-aided facility management – CAFM), reducing energy consumption, and a strategic approach to investment planning. (<u>Responsible person:</u> Vice-Rector for Development)

- We will focus on a university-wide approach to the acquisition of generative artificial intelligence tools and conduct an analysis of the possible university-wide operation, provision, and support of licences for the SPSS system, SmartZoom, and Overleaf. (<u>Responsible persons:</u> Bursar, Vice-Rector for Information Technologies)

A process-based approach as a prerequisite for effective university management and development

- Based on the IT Services Catalogue and the newly prepared Catalogue of Agendas, we will create a basic technological platform for storing digitalized described processes and assigned application services of Charles University, i.e. a database structure with unified management and a presentation layer that will be accessible to various types of users based on assigned roles, especially senior staff, and in selected sections via a web portal, the wider university community. (<u>Responsible person:</u> Vice-Rector for Information Technologies)

Data-driven management ("data-driven university"): data-based decision-making as standard practice at all levels of the university and faculties and a tool for harmonizing procedures at the university

- We will create a Charles University Data Strategy, which, based on analyses and needs, will include both processes relating to the effective use of the university's data resources, including analytical products, and the recording and documentation of both groups of assets. We will also compile a university data catalogue in which the corresponding data

resources and analytical products will be recorded. (<u>Responsible person:</u> Vice-Rector for Information Technologies)

- We will integrate additional data resources into the Charles University data warehouse. For selected, regularly prepared reports based on data relating to studies (selected parts of the annual activity report or the report on admission procedures), we will ensure the automated export and visualization of data, which will then be available to the academic community and enable easy comparison over time. (<u>Responsible person:</u> Vice-Rector for Information Technologies)

Strengthening internal connections within the university in all areas based on the development of internal communication tools using strategically targeted measures, IT tools, and new communication schemes

- For process-ready, documented, and described services and applications, we will populate the system with roles and groups that will automatically add and remove authorizations (technical and business roles will be implemented, including the necessary interfaces implemented within Identity Management in the MidPoint environment). (<u>Responsible person:</u> Vice-Rector for Information Technologies)
- We will continue to develop cloud and team services across the university to support an effective and creative virtual environment for collaboration. (<u>Responsible person:</u> Vice-Rector for Information Technologies)

Further development of activities related to the development and effective management of human resources, including within the framework of the HR Excellence in Research (HR Award) strategy

- Based on the collection of comments, analytical data, and experience to date, we will evaluate the functioning of the current university career development system and make appropriate adjustments to the Framework Principles for the Career Development of Academic and Research Staff and Lecturers at Charles University. We will also incorporate into the amended measure any changes that have occurred in the meantime, e.g. relating to the appointment procedures for associate and full professors or the development of pedagogical skills. (<u>Responsible person</u>: Vice-Rector for the Development of Human Resources and New Technologies)
- We will summarize the conclusions from the negotiations on the new Collective Agreement and their potential impact on the remuneration system at Charles University. (<u>Responsible person:</u> Bursar)
- In connection with the transposition of the European Union directive on transparent remuneration, we will conduct an analysis of differences in remuneration between men and women. (<u>Responsible person:</u> Bursar)
- We will begin preparing and implementing an educational system for Charles University employees, taking into account the different types of positions and career levels. (<u>Responsible person:</u> Member of the Rector's Board for the Development of Teaching Competences of Academic Staff)
- We will conduct a pilot run of a training course for (new) head senior staff. (<u>Responsible person:</u> Member of the Rector's Board for the Development of Teaching Competences of Academic Staff)

Counter-influence and cybersecurity strategy as a pillar of institutional resilience

- With the aim of strengthening institutional resilience against illegitimate influence, we will focus on educating university employees about the nature of institutional resilience, with a particular emphasis on the activities of high-risk countries, raising general awareness of security threats, and educating counter-influence coordinators. We will also target people coming from high-risk countries with awareness-raising activities with the aim of creating a safe and respectful environment that ensures academic freedom and protection against pressure from their home regimes. (<u>Responsible person:</u> Bursar)

- We will continue to implement and develop the Information Security Management System and introduce organizational and technical measures in the area of cybersecurity. (<u>Responsible person:</u> Bursar)
- We will expand the mechanisms for managing change to include specific cybersecurity requirements based on the methodology defined in the Information Security Management System and required by the National Cyber and Information Security Agency as a prerequisite for meeting legal obligations. (<u>Responsible person:</u> Vice-Rector for Information Technologies)

MODERN PHYSICAL AND VIRTUAL ACADEMIC SPACES

Strategic approach to investments

- We will complete construction work on the joint building of the Faculty of Medicine in Hradec Králové and the Faculty of Pharmacy in Hradec Králové as a part of the MEPHARED 2 project and the New Central Campus Building project in Hradec Králové. (<u>Responsible person:</u> Vice-Rector for Development)
- We will continue construction work on the Albertov Campus – Biocentre project. (<u>Responsible person:</u> Vice-Rector for Development)
- As a part of programme financing, we will continue to implement projects included in programmes 133 220, 133 221, and 133 240 (complete and partial reconstruction and project preparation for the campus of the Faculty of Physical Education and Sport). (<u>Responsible person</u>: Vice-Rector for Development)
- We will complete the current renovation of dormitory buildings, in particular, expanding accommodation capacity by 116 beds at the Hostivař dormitory, build barrier-free accommodation for students with special needs, continue renovating and repairing the interior of the dormitories and improving the exterior spaces for better use (creating multifunctional outdoor study areas), and begin work on a feasibility study for a public tender for the construction of a new dormitory in the Pelc-Tyrolka area. (<u>Responsible person:</u> Vice-Rector for Development)
- We will conduct background research for a feasibility study on the possible construction of a Central Library for Charles University. (<u>Responsible person</u>: Vice-Rector for Development)
- In order to take into account construction as well as operating costs in strategic planning, we will offer faculties and units the opportunity to consult on the preparation of feasibility studies, particularly with regard to facility management settings and operating cost estimates. (<u>Responsible person</u>: Vice-Rector for Development)
- With the aim of defining an interactive, safe, comfortable, and efficient environment for students, employees, and the public, we will prepare a university concept for a Smart Campus, based on mapping out the existing infrastructure and systems, identifying the needs of individual user groups, and subsequently defining priorities according to importance (e.g. digitalization of processes with reduced user requirements, "smart" user and payment services with maximized use on mobile platforms, dynamic navigation in buildings, movement of people and energy efficiency, security concepts linked to people, and more). According to the established concept and priorities, we will also begin to focus on building specific infrastructure and selected services. (<u>Responsible persons</u>: Vice-Rector for Information Technologies, Vice-Rector for Development)
- We will complete the transfer of all real estate to the new Computer-Aided Facility Management system (spatial layout), train the employees of faculties and other units in working with the new system, set up the process for updating the database (from data output to uploading to the systems), and check that the graphic documentation of the buildings is up to date. (<u>Responsible person:</u> Vice-Rector for Development)
- We will continue to implement the Building Information Modelling (BIM) system: we will train employees of the faculties and other units in its use, also with regard to the upcoming "BIM Act"; we will begin work on selecting and implementing a common data environment

(CDE); we will provide training for faculty property managers in the use of the digital database; and we will ensure consistent use of the unified system to ensure that information is regularly updated. (<u>Responsible person</u>: Vice-Rector for Development)

- We will improve the hardware infrastructure for operating LMS Moodle and other systems for online teaching, repositories, and digital libraries (e.g. Charles University's Digital Repository, Charles University's Publication Repository, DSpace Clarin, Charles University's Kramerius Digital Library and the related ProARC system for creating digital objects, and systems for AI large language model services). (<u>Responsible person</u>: Vice-Rector for Information Technologies)

- We will implement a significant part of the plan to unify information systems in the area of human resources so that we can begin routine operations in 2027. (<u>Responsible persons</u>: Vice-Rector for Information Technologies, Bursar)

- We will launch the core for a central economic information system solution, into which we will integrate at least three units of the university so that they can serve as model workplaces for the migration of most faculties and other units in the following year. As part of the solution, we plan to deploy electronic workflows and approvals via an electronic signature register and the use of digital trust infrastructure. (<u>Responsible persons</u>: Vice-Rector for Information Technologies, Bursar)

- We will launch a test instance of Charles University's Digital Repository and Charles University's Publication Repository on the new version of the DSpace software platform and prepare the groundwork for upgrading the production version of these repositories to this new version. (<u>Responsible person:</u> Vice-Rector for Information Technologies)

- We will conduct a university-wide survey of the equipment used by Charles University's workplaces involved in the digitization of old and rare prints, study literature, study materials for students with special needs, and similar types of documents. (<u>Responsible person</u>: Vice-Rector for Information Technologies)

Established and interconnected IT systems

- As part of the goal to implement Charles University's Enterprise Architecture that meets the requirements for modularity and scalability, cloud solutions and hybrid infrastructure, microservices and an API-first approach, security and identity management, role-based access control, data encryption, audit logs, protection against attacks, a data-driven approach, user-friendliness, and ensuring automation and digital workflows:
  – We will prepare a holistic concept for transforming the university's information system into a modular structure,
  – Under the working title "WhoIs – Next Generation", we will implement Charles University's Central Register of Identities (CRI CU) as a reference point for identities at the university, which will serve the requirements of central systems as well as local applications of faculties and units,
  – We will expand the identity management system (IdM Midpoint) with tools for managing user-defined identity groups, with the option of importing existing "groups" from other systems (e.g. study programmes) and creating our own groups based on them. IdM will then promote these newly and systemically introduced groups to other university systems (creation of teams in M365, cohorts in Moodle, directories in KISS, etc.),
  – We will begin transforming the architecture of other designated systems in line with the Concept of Transforming the Information System and its Infrastructure described in the Enterprise Architecture.

  (<u>Responsible person</u>: Vice-Rector for Information Technologies)

- We will expand the range of courses focusing on strengthening the digital skills of university employees in the use of office and specialized software and artificial intelligence tools. (<u>Responsible person</u>: Vice-Rector for Information Technologies)

- We will complete the accreditation of Charles University's Digital Archive as a shared virtual infrastructure for the permanent storage of digital documents from the entire university, and we will continue to digitize and make available online the university's historical archives for teaching and research purposes. (Responsible person: Bursar)

New technologies in the fields of information, consulting, and education with a special focus on AI

- With the aim of accelerating and automating selected activities, we will explore the possibilities of incorporating artificial intelligence elements into the university's operating systems and processes and, based on this, propose, for areas with the greatest benefit, the use of suitable existing solutions or the creation of our own solutions where the use of accessible tools is not realistic (e.g. AI support for teaching staff and students, feedback analysis, acceleration of the development of new modules for the student information system). (Responsible person: Vice-Rector for Information Technologies)
- We will create a university-wide network of faculty coordinators for artificial intelligence. (Responsible person: Vice-Rector for Information Technologies)
- We will launch a university solution for the rapid creation of AI assistants/chatbots, create a proof-of-concept assistant for international applicants, and put it into full operation. Based on a subsequent needs analysis, we will implement at least three additional assistants (e.g. a career assistant for students, an HR assistant for employees, and an IT assistant). We will design and implement rules for managing the life cycle of AI agents (development, testing, production, monitoring), internal billing, and rules ensuring the security of the solution, data protection, auditability, and the ethical use of AI in accordance with regulations. (Responsible person: Vice-Rector for Information Technologies)
- In line with national policy, we will continue to implement the Artificial Intelligence Act and prepare university guidelines and recommendations for the use of generative AI tools at Charles University. (Responsible person: Vice-Rector for Information Technologies)
- As a part of Charles University's Research Software Engineering (RSE) platform and the completed data centre in Troja, which will serve as the basic infrastructure for the deployment of research and teaching applications, we will begin mapping out the university's needs in this area, create an informational website, set up a support allocation system, implement the first RSE projects for biomedical and humanities disciplines, and offer training in the effective use of new technologies for creating applications for research and teaching. (Responsible person: Vice-Rector for Information Technologies)

A FAVOURABLE ENVIRONMENT FOR STUDYING, WORKING, AND MEETING PEOPLE

The active role of the university in promoting a supportive atmosphere for studies and work

- Based on feedback from students, we will improve the structure and content of the English version of the university's website with support for students with specific needs, focus on providing English-speaking applicants and short-term visiting students with information about the support services available for this target group at Charles University. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)
- Along with promoting free applications, we will inform applicants about services and financial support during their studies, including offers from foundations and endowment funds, both electronically and as a part of the *Na Karlovku* event. We will expand services for socioeconomically disadvantaged students to include financial support for participation in orientation and other compulsory courses during their studies, and we will evaluate mentoring for this target group and Ukrainian students. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- We will begin work on a new interface for the UKAŽ Discovery system, which will offer students with specific needs greater accessibility and compatibility with accessibility tools, and we will further expand the range of digitized materials available to students with visual impairments. (Responsible persons: Member of the Rector's Board for Social Affairs and Sustainable Development, Vice-Rector for Information Technologies)
- We will expand the availability of free menstrual and hygiene products throughout the university. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)
- With respect to mental health support, we will increase the number of individual and group psychological counselling sessions in Czech, English, and possibly other languages. We will further expand and improve the range of activities focusing on developing resilience with activities such as self-defence and assertiveness courses, conducting difficult conversations, or community resilience training, and we will increase the number of posts on university social networks relating to psychological assistance at Charles University and psychological crisis support. In the area of self-help materials for psychological assistance (in Czech and English), we will focus on their systematic distribution throughout the university, either through the university website or key locations (dormitories, canteens, libraries, student affairs offices, etc.). (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)
- We will strengthen and improve direct assistance to students with career decisions, both during their studies and when transitioning to the labour market, through an in-house advisor who, unlike the current externally provided counselling, will offer more detailed insight into the situation of students at Charles University and a client-oriented approach. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

Additional development of activities within the HR Excellence in Research (HR Award) project

- In connection with the transition to the new European Charter for Researchers, we will analyse the status of implementing its principles at Charles University. (Responsible person: Vice-Rector for the Development of Human Resources and New Technologies)
- We will improve the principles of OTM-R in selection procedures (Open, Transparent and Merit-based Recruitment). (Responsible person: Vice-Rector for the Development of Human Resources and New Technologies)

Strengthening the role of the university as a guarantor of Healthy Campus certification

- As part of strengthening the university's role as a guarantor of Healthy Campus certification:
  - Based on the experience gained during the certification process, we will raise awareness of the Healthy Campus brand among students and applicants through an ongoing promotional campaign,
  - We will focus on improving the university environment, especially in the areas of physical activity and nutrition, by introducing nutritional counselling services, healthy exercise courses, and self-defence courses,
  - We will incorporate into university life at least three recommendations for good practice from the international network of universities with the Healthy Campus label,
  - We will involve representatives from Charles University in the process of certification and evaluation of the Healthy Campus label at other universities abroad,
  - We will expand the project implementation team to include experts from key areas of the university environment. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

Developing cooperation between various groups in the academic community.

- Together with the City of Prague, we will prepare and submit for review under the Science Comes to Town programme, which is part of Horizon Europe, a project focusing on promoting science. (Responsible persons: Vice-Rector for Public Relations, Chancellor)

- We will expand the programme offered by Student Hybernská with new activities organized by student associations, including regular events for students and the public. (Responsible persons: Vice-Rector for Public Relations, Chancellor)

- We will launch the Resilience Centre at Campus Hybernská and strengthen cooperation with the Centre for Mental Health Care and the Psychological Counselling Centres of the Faculty of Arts, as a part of which we will organize workshops, support groups, and preventive programmes focusing on mental health and resilience for students and university employees, with the possibility of extending these programmes to the general public. (Responsible persons: Vice-Rector for Public Relations, Chancellor)

- We will organize at least two joint activities with all new residents of Campus Hybernská (e.g. presentations, research conferences, workshops, projects). (Responsible persons: Vice-Rector for Public Relations, Chancellor)

- We will involve student associations in the Orientation Week programme, organize meetings for them at least twice a year to inform them about changes in the system of financial support for extracurricular activities, map out their needs, and offer them the opportunity to participate in CU Point activities. Based on these meetings, we will organize additional educational events with the aim of improving the competencies of members and leaders of student associations. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

Open university campus

- We will support the involvement of students and student associations in the programme development of Campus Hybernská (Student Hybernská, festivals, discussions), provide support and facilities for student projects involving students from different faculties and which have a long-term impact on building well-being and improving the university community or a high social or transfer impact. (Responsible persons: Vice-Rector for Public Relations, Chancellor)

- With the aim of connecting faculty and university workplaces, we will organize networking events at Campus Hybernská. (Responsible persons: Vice-Rector for Public Relations, Chancellor)

- Under the guidance of Charles University's Volunteer Centre, we will organize at least two educational events, speed dating with non-profit organizations, and other activities to connect all members of the academic community through volunteer work, sharing, and motivation to increase civic responsibility. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- We will continue to organize a regular series of informal international meetings called International středa/mezinárodní Wednesday, which are intended for all applicants, students, and graduates. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- We will strengthen the promotion of study and internship opportunities abroad through events such as Study Abroad Fairs (e.g. Erasmus Days, thematic evenings promoting mobility in a specific region or country). (Responsible person: Vice-Rector for International Affairs)

BUILDING AND DEVELOPING THE UNIVERSITY COMMUNITY

Strengthening relationships with alumni and creating opportunities for their involvement in university life (e.g. mentoring, professionals participating in teaching)

- With the aim of involving in the university community all stakeholders who can help spread the good reputation of the university and contribute to its development, we will open the Charles University Alumni Club to the community of friends and current and former employees of the university. We will also involve the club community in other thematic faculty and university events (e.g. NaKarlovku, Day with Charles University) with the aim of connecting various target groups. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- Through a new section of Charles University's website and other means of communication, we will inform graduates about opportunities to actively participate in university activities (events, research and innovation projects, working groups, teaching, etc.). (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- As part of the new Charles University alumni ambassador programme, which aims to promote the university abroad and establish new contacts, we will develop activities with our alumni ambassadors so that they can share their experiences (e.g. posts and interviews on social media, participation in webinars for prospective students), and we will support them in establishing regional chapters in their countries. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

- We will expand the portfolio of benefits for graduates to include the use of other faculty facilities and services (sports facilities, wedding venues, new laboratories, etc.) with a special focus on the international target group. (Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development)

The Charles University Endowment Fund as a tool for supporting students, employees, and the entire institution

- As part of the Charles University Endowment Fund, we will build a stable fundraising team, launch a campaign to mark the anniversary of the university's founding, prepare a second call for support in existing funds, launch a call in conjunction with corporate partners, and organize events for notable alumni (initiating cooperation with selected graduates as ambassadors for fundraising campaigns). (Responsible person: Chancellor)