



**Charles  
University**

**IMPLEMENTATION OF THE STRATEGIC PLAN OF CHARLES UNIVERSITY FOR 2021**

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## IMPLEMENTATION OF THE STRATEGIC PLAN FOR 2021

### I. THE BEST PEOPLE MAKE THE BEST UNIVERSITY

- In order to attract a larger number of applicants from abroad and to ensure a greater selection, we will take advantage of student ambassadors from abroad in promoting the university and its programmes of study who share their experiences with applicants, our graduates working abroad, or also career counsellors working at secondary schools abroad, and other target groups. (*Responsible person: Vice-Rector for Education, Member of the Rector's Board responsible for PhD Studies*) (I.1)
- We will simplify and streamline the process of recognizing previous education obtained abroad, create and implement uniform procedures for the entire university, and organize training for faculty representatives. We will prepare the entire agenda electronically. (*Responsible person: Vice-Rector for Education*) (I.1)
- We will expand the buddy programme, which is successfully implemented in some of the faculties, to the entire university. The goal is to ensure that the care provided for international students by the "buddies" meets the standards set by the university in all respects. For this purpose, we will offer faculty "buddies" methodological assistance and training. (*Responsible person: Vice-Rector for Education*) (I.1)
- In connection with changes made on the national level, we will prepare a new system for financing PhD studies. (*Responsible person: Member of the Rector's Board responsible for PhD Studies*) (I.3)
- In order to encourage PhD students to engage in research work more intensively, we will organize information seminars for applicants and current students (especially as a part of *Welcome Days* and events organized by CU Point). (*Responsible person: Member of the Rector's Board responsible for PhD Studies*) (I.3)
- We will expand the portfolio of courses aimed at supporting the research excellence and academic integrity of PhD students (e.g. academic writing in Czech and English, presentations, etc.), as well as offering practical workshops, e.g. on the topic of developing digital competences, and courses developing their soft skills. We will gradually involve our international postdoctoral fellows in these activities as instructors. (*Responsible person: Member of the Rector's Board responsible for PhD Studies, Vice-Rector for Research*) (I.3)
- We will offer PhD students the option of meetings for preparing projects or writing texts in the form of *Writing Groups*. (*Responsible person: Member of the Rector's Board responsible for PhD Studies*) (I.3)
- We will offer international PhD students an introductory Czech language course. (*Responsible person: Member of the Rector's Board responsible for PhD Studies, Director of the Institute for Language and Preparatory Studies*) (I.3)
- We will prepare a comparative analytical study regarding the current state of requirements for students in the PhD programmes of study and, based on this, we will prepare and subsequently discuss within the Internal Evaluation Board and coordination councils proposals for the harmonization of these requirements in the individual areas of study. (*Responsible person: Vice-Rector for the Conception and Quality of Education, Member of the Rector's Board responsible for PhD Studies*) (I.4)

- We will create a set of subject-area standards for supervisors. (*Responsible person: Vice-Rector for the Conception and Quality of Education, Member of the Rector's Board responsible for PhD Studies*) (I.4)
- The presentation of PhD studies for undergraduate students will focus more on making decisions about future careers. (*Responsible person: Member of the Rector's Board responsible for PhD Studies, Vice-Rector for Education*) (I.2, I.5)
- For our PhD graduates, we will create a pilot support scheme for securing postdoctoral positions, especially at universities from the 4EU+ alliance or our strategic partners. (*Responsible person: Member of the Rector's Board responsible for PhD Studies, Vice-Rector for Research*) (I.1, I.5)
- We will arrange advertisements relating to vacancies for academic staff and postdoctoral fellows on quality portals. (*Vice-Rector for Research*) (I.6, I.7)
- We will set up a comprehensive system of support for postdoctoral fellows at Charles University with an emphasis on attracting candidates from abroad. (*Responsible person: Vice-Rector for Research*) (I.1, I.9)
- Based on completion and evaluation of the pilot run at selected faculties, we will prepare an evaluation system for the academic members of staff of Charles University and begin creating faculty rules for evaluation. (*Responsible person: Bursar, Head of the Rector's Office*) (I.10)
- We will carry out the first round of evaluation of the Rectorate's administrative staff. (*Responsible person: Bursar, Head of the Rector's Office*) (I.10)
- We will adopt career framework rules for Charles University and the corresponding amendment to the university's internal wage regulations. (*Responsible person: Bursar, Head of the Rector's Office*) (I.11)
- We will map out the current situation at the faculties with respect to providing pedagogical skills courses and their interest in this type of education. At the university level, we will prepare courses expanding the existing basic module and increase capacities for students of PhD programmes of study. (*Responsible person: Vice-Rector for Education, Vice-Rector for the Conception and Quality of Education, Member of the Rector's Board responsible for PhD Studies*) (I.3, I.12)
- As a part of education relating to managerial skills, we will offer faculties and units specific topics as separate courses in addition to the existing comprehensive course (12 topics, 80 hours), and we will also expand this offer to include courses in English. (*Responsible person: Vice-Rector for Education*) (I.12)
- We will introduce "onboarding workshops" for new employees of the Rectorate to familiarized them with the functioning and institutional culture of Charles University. (*Responsible person: Bursar, Head of the Rector's Office*) (I.12)
- We will improve the existing support for students and employees through workshops focused on work-life balance, workshops, courses, and campaigns on the topic of preventing negative psychosocial phenomena (Fit Student workshop series, the courses Nevypust' duši (*Don't let go of your spirit*), etc.) or expanding the offer of career counselling in Czech and English. (*Responsible person: Vice-Rector for Education*) (I.13)

- With the opportunity to submit applications at Charles University free of charge, mentoring, campaigns in secondary schools, and other activities, we will support applicants from socio-economically disadvantaged backgrounds and students with special needs. (*Responsible person: Vice-Rector for Education*) (I.13)
- As a recipient of the HR Excellence in Research Award, we will evaluate the current fulfilment of our action plan for achieving compliance with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers; on this basis, we will prepare a plan for the next three years and then submit these documents to the European Commission for assessment. (*Responsible person: Head of the Rector's Office*) (I.14)
- We will carry out PR campaigns aimed at further expanding and activating the membership base of Charles University's Alumni Club. (*Responsible person: Vice-Rector for European Affairs, Vice-Rector for Education*) (I.15)
- We will prepare a strategy for addressing international alumni and involving them in the presentation of Charles University abroad. (*Responsible person: Vice-Rector for European Affairs, Vice-Rector for Education*) (I.15)

## **II. Internationally competitive research**

- We will finalize a new system of institutional financing for creative activity at the university, effective from 2022. (*Responsible person: Vice-Rector for Research*) (II.1, II.2)
- We will identify fields that are small, unique, and with potential for improvement and will support them as a part of the new funding system. (*Responsible person: Vice-Rector for Research*) (II.2)
- With the aim of improving the quality of the institutional facilities for the development of research activity at Charles University, we will make a comprehensive analysis of the conclusions and recommendations of international panels ensuring university and national evaluation. (*Responsible person: Vice-Rector for Research*) (II.3)
- Based on experience with the first cycle of international assessment of the quality of research work at the university, we will evaluate the concept of our system, and if necessary, we will amend the Strategy for the Evaluation of Creative Activity at Charles University and establish rules for monitoring the level of our research between two evaluation cycles. (*Responsible person: Vice-Rector for Research*) (II.3)
- We will prepare a programme for the institutional development of research fields cultivated at Charles University, which will replace the existing PROGRES programmes. (*Responsible person: Vice-Rector for Research, Vice-Rector for Projects and Publishing*) (II.4)
- We will adjust the PRIMUS programme so that international applicants (or applicants with long-term international experience) are even more favoured for the support of a new project or an extension to an existing project. (*Responsible person: Vice-Rector for Research*) (II.4)
- With the launch of the START programme, we are modifying the activities of the Grant Agency of Charles University so that both programmes interact with each other and form a comprehensive system of support for students' research work. In the event of an amendment to the Act on the Support of Research, Experimental Development, and Innovation, transferring existing special-purpose funds for specific higher education

research under institutional funds for the conceptual development of a research organization, we will consider the possibility of changing the system of funding student research at Charles University. (*Responsible person: Member of the Rector's Board responsible for the Development of the CU Grant Agency, Vice-Rector for Research*) (II.5)

- In cooperation with the Technology Centre of the Academy of Sciences of the Czech Republic, we will organize open thematic workshops focused on writing ERC grants and the National Information Day. (*Responsible person: Vice-Rector for Research*) (II.6)
- We will create a communication plan for promoting the research results of Charles University in public spaces. (*Responsible person: Director of the Centre for Knowledge and Technology Transfer*) (II.8, II.10)
- We will create a proposal for a university fund to support transfer projects in the *proof of concept* phase. (*Responsible person: Director of the Centre for Knowledge and Technology Transfer*) (II.9)
- In the area of knowledge and technology transfer, we will register eight new industrial property rights under the Charles University brand, establish two spin-off companies with the participation of the university, and establish two new collaborations with partners from the application sphere. (*Responsible person: Director of the Centre for Knowledge and Technology Transfer*) (II.9)
- We will prepare a strategy for the development of research infrastructures, including their financing, and an overview of how these infrastructures as well as our *core facilities* will be shared. (*Responsible person: Vice-Rector for Research*) (II.10)
- In order to identify opportunities to support *Citizen Science*, we will map out the activities of our workplaces in this area. (*Responsible person: Vice-Rector for Research*) (II.10)
- With respect to the legal requirements regarding the storage of research data created during projects supported by public funds, we will prepare a template for a Data Management Plan and ensure the corresponding development of depositories. (*Responsible person: Vice-Rector for Research, Vice-Rector for Projects and Publishing, Director of the Central Library*) (II.10)
- We will create a workflow for self-archiving the results of research activity in the university's institutional repository, put this into practice, and then evaluate its accuracy and effectiveness. (*Responsible person: Vice-Rector for Research, Vice-Rector for Projects and Publishing, Director of the Central Library*) (II.10)
- We will prepare an operational procedure for collecting information on expenditures for *Open Access* publication fees. (*Responsible person: Vice-Rector for Research, Vice-Rector for Projects and Publishing, Director of the Central Library*) (II.10)
- Our university's Karolinum Press will use epub and mobi formats to a greater extent for its electronic publications, increase their number in English, and introduce international standards for structuring e-book metadata, including thematic classification. (*Responsible person: Vice-Rector for Projects and Publishing, Director of the Karolinum Press*) (II.11)

### **III. EDUCATION FOR THE FUTURE AND EDUCATION TOWARDS THE FUTURE**

- With respect to the pilot testing that took place in the period 2018 to 2020, we will launch the second phase for testing the system of continuous assessment of study programmes,

which, together with the accreditation system, makes up the two main pillars of ensuring the quality of Charles University's educational activities. This will also include the gradual setting of processes by which the outputs of the methodological-analytical platform will be implemented. (*Responsible person: Vice-Rector for the Conception and Quality of Education*) (III.1)

- We will commence activities relating to the methodological-analytical platform for the development of the quality of educational activities at Charles University by establishing a team of faculty coordinators and a network of collaborating researchers and experts. The topics that the platform will focus on in the first year of its activity include inspecting the quality of studies among students and an analysis of the issue of premature termination of studies or curricula in the study programmes. The results of the platform will be gradually implemented into the second phase of testing the system of quality assessment. (*Responsible person: Vice-Rector for the Conception and Quality of Education*) (III.1)
- We will organize another Career Day at Charles University. (*Responsible person: Vice-Rector for Education*) (III.2)
- We will create a comprehensive list of subjects and courses with the topic of knowledge and technology transfer or entrepreneurship and update the educational programme *Management of Science and Innovations*. (*Responsible person: Director of the Centre for Knowledge and Technology Transfer*) (III.2)
- We will start work on simplifying and streamlining the system of recognizing formal education acquired abroad by mapping out existing faculty and international good practice with an emphasis on digitalizing the future solution and preparation of a comprehensive methodology that can be used for the entire university. (*Responsible person: Vice-Rector for Education*) (III.7)
- In order to develop a modern and flexible form of education at Charles University:
  - We will optimize the operation of the Moodle system thanks to clustering the production servers, upgrading to a higher version, and the automatized operation of courses with a connection to the Student Information System;
  - We will upgrade the streamserver system;
  - We will create a database of video recordings for distance learning and will introduce a file administrator in MP4 format;
  - We will carry out pilot testing of the new tools for flexible forms of instruction;
  - We will provide user support for the inclusion of MS365 tools in flexible forms of instruction (more training sessions, a presentation of options);
  - We will provide promotion and support for the MAHARA tool (installation testing at the Faculty of Arts);
  - We will equip a virtual meeting room for hybrid forms of meeting for academic staff (partially face-to-face and partially video conference);
  - We will put into operation a virtual VDI classroom;

- We will set up a basic system of virtual and blended mobility at the university and develop a clear methodology for preparing courses or programmes containing these types of mobility.

*(Responsible person: Vice-Rector for Education, Director of the Central Library, Director of the Computer Science Centre) (III.8)*

- We will increase the number of hours devoted to career counselling, personality diagnosis, and coaching. *(Responsible person: Vice-Rector for Education) (III.9)*
- Based on the transformation of previous workshops, we will prepare and offer Charles University students a comprehensive course with Career Start credits, the aim of which is to make it easier for students to find a job, prepare them for their professional life, and assist them at the start of their career. *(Responsible person: Vice-Rector for the Conception and Quality of Education) (III.2, III.9)*
- In order to achieve the goal of establishing a comprehensive system for recognizing prior learning, especially informal (e.g. lifelong learning courses), we will focus in the first phase on mapping out possible approaches, sharing practical experience, and good domestic and international practices and involving Czech and international experts, especially those from the 4EU+ alliance. *(Responsible person: Vice-Rector for Education) (III.10)*
- We will conduct basic and advanced training sessions for students and employees focused on the effective and informed use of electronic information resources. *(Responsible person: Director of the Central Library) (III.11)*
- We will put into pilot operation the university-wide services of the Digitalization Centre of the Central Library of Charles University. *(Responsible person: Director of the Central Library) (III.11)*
- With respect to the modern storage and management of Charles University's historical documents and making them available online for flexible forms of study, especially in the social sciences, we will digitalize forty-five thousand pages of archives, ensure their long-term preservation and appropriate administration in the Archive Information System, and make them available to students, employees, and the general public. *(Responsible person: Director of the Institute of the History of Charles University and Archives of Charles University) (III.12)*

#### **IV. INTERNATIONALIZATION IS A CRITICAL PREREQUISITE FOR QUALITY AND COMPETITIVENESS**

- As a part of the university alliance of six leading European universities, we will achieve the following in particular:
  - We will establish the 4EU+ Virtual Development Office, i.e. project administrators who will be in regular contact with each other with the aim of promoting cooperation in research projects, supporting the creation of joint research teams, actively searching for local and international grant opportunities, and providing services for writing project applications;
  - We will implement the TRAIN4EU+ project, the aim of which is to harmonize the research policies of partner universities, to identify areas in which they can work together, and to share good experiences in the area of human resources, knowledge and technology transfer, or Open Science;



- We will provide students, instructors, and researchers at our university with methodological and technological support for implementing virtual mobility;
- We will support the creation of international courses, workshops, and seminars in the area of lifelong learning.

*(Responsible person: Vice-Rector for European Affairs, Vice-Rector for Research, Vice-Rector for Education) (IV.1)*

- In the area of strategic partnerships:
  - We will support, through a financial competition and the Travel Fund, meetings of employees whose goal is to initiate new collaboration and projects,
  - We will increase the frequency of online lectures by leading instructors and researchers from partner universities for our students,
  - We will introduce a basic framework for research cooperation with the University of St Andrews.

*(Responsible person: Vice-Rector for International Affairs) (IV.2)*

- We will evaluate the contribution of our existing partnerships in the regions of North America and Asia and identify prestigious universities with which we will potentially start negotiations on establishing closer relations. *(Responsible person: Vice-Rector for International Affairs) (IV.3)*
- We will incorporate the requirements for language competence into the internal wage regulation and in the employee evaluation system. *(Responsible person: Head of the Rector's Office) (IV.4)*
- We will prepare dual-language versions for all university research funding competitions. *(Responsible person: Vice-Rector for Research) (IV.4)*
- We will attempt to return the number of participants in preparatory programmes organized by the Institute for Language and Preparatory Studies to the level prior to adopting anti-pandemic measures. *(Responsible person: Director of the Institute for Language and Preparatory Studies) (IV.5)*
- We will expand the teaching methodology of Czech as a foreign language for instructors with live online seminars. *(Responsible person: Director of the Institute for Language and Preparatory Studies) (IV.5)*
- In at least four cycles, we will start training international health professionals and social service workers in the Czech language so that they are ready to enter the Czech workplace, including using online learning platforms. *(Responsible person: Director of the Institute for Language and Preparatory Studies) (IV.5)*
- We will expand the services provided by the Staff Welcome Centre for faculties and units to include advisory activities and representation of the university as an employer in countries outside the Czech Republic when handling payments and reporting for employees. *(Responsible person: Head of the Rector's Office) (I.6, IV.6)*

- We will put the Staff Welcome Centre's web pages into full operation. (*Responsible person: Head of the Rector's Office*) (I.6, IV.6)
- We will arrange further education for the employees of the European Centre. (*Responsible person: Vice-Rector for European Affairs*) (IV.7)
- We will increase the awareness of our students relating to trips abroad through the Charles Abroad interface and associated activities and will strive to return the frequency of mobilities to the level prior to adopting anti-pandemic measures, including the use of virtual and blended forms of mobility. (*Responsible person: Vice-Rector for International Affairs*) (IV.8)
- As a part of European university groupings, we will focus on strengthening our representation in governing bodies, sharing our prestigious activities with partners, and intensifying the involvement of our faculties in the various activities of these networks. (*Responsible person: Vice-Rector for European Affairs*) (IV.10)
- We will actively participate in a series of workshops of universities belonging to the League of European Research Universities and the affiliated group of Central European Universities to transfer good practice in the area of open access to research information or evaluation. (*Responsible person: Vice-Rector for European Affairs*) (IV.10)

## **V. UNITY IN DIVERSITY – A COMMON BRAND, COMMON PRINCIPLES**

- As part of the third role, we will organize commemorative events for the general public, such as Czechoslovak State Independence Day (October 28), War Veterans Day (November 11), Struggle for Freedom and Democracy Day and the International Day of Students (November 17), the millennium anniversary of the murder of St Ludmila. (V. 1), an event on a current topic as a part of the project *Czechia! And what next?*, and other educational and awareness campaigns, such as observation of the Day Against Obesity. (*Responsible person: Vice-Rector for Public Affairs*) (V.1)
- With the aim of supporting free public discussion and contributing to the cultivation of opinions, we will launch a new Charles University news portal with an opinion section and, based on the signed memoranda on the partnership with Czech Television, Czech Radio, and the Czech Press Office, we will prepare joint projects. (*Responsible person: Vice-Rector for Public Affairs*) (V.1)
- We will launch a website to present Charles University's activities in the area of sustainable development (study programmes and courses, lifelong learning courses, scientific and popularization projects, measures as a part of the university's operations), and we will prepare for membership in a national or international network that deals with this topic. (*Responsible person: Member of the Rector's Board responsible for coordinating activities in the area of sustainable development*) (V.2)
- Based on the findings of the current state of communication at the Rectorate's workplace, the Rector's Office – faculties and Rectorate – external entities, we will prepare an internal communication strategy for Charles University, define appropriate tools for its implementation and, as a first step, put it into practice at the Rector's Office. (*Responsible person: Vice-Rector for Public Affairs*) (V.3)
- In order to improve the sharing of news at Charles University, we will innovate our online magazine Forum. (*Responsible person: Vice-Rector for Public Affairs*) (V.3)

- Based on experience with the pilot operation, we will further develop the photo bank of Charles University so that it can be used for all units and activities of the university. (*Responsible person: Vice-Rector for Public Affairs*) (V.3)
- We will prepare a marketing analysis of Charles University as one of the documents for creating the university's comprehensive marketing strategy. (*Responsible person: Vice-Rector for Public Affairs*) (V.3)
- In order to support university staff who deal with projects financed by the European Structural and Investment Funds, we will operate a communication platform for questions and answers and arrange for at least six activities aimed at sharing experiences and examples of good practice from project implementation. (*Responsible person: Vice-Rector for Development*) (V.5)
- We will create a basic version of Charles University's internal information portal and implement a corresponding mobile application. (*Responsible person: Head of the Rector's Office*) (V.5)
- We will put into full operation for the entire university an app for removing duplicates when submitting applications for projects and public contracts. (*Responsible person: Bursar*) (V.5)
- We will find new cases of transfer and technologies with potential for commercialization. (*Responsible person: Director of the Centre for Knowledge and Technology Transfer*) (V.6)
- We will review current fundraising settings and implement a due diligence system. (*Responsible person: Bursar, Head of the Rector's Office, Vice-Rector for Public Affairs*) (V.8)
- We will establish the University Endowment Fund. (*Responsible person: Bursar, Head of the Rector's Office, Vice-Rector for Public Affairs*) (V.8)
- We will implement electronic systems for recording and billing domestic and foreign travel orders. (*Responsible person: Bursar*) (V.9)
- In order to administer the institutional plan for 2021 and the programme for supporting strategic management 2022–2025, we will ensure the further development of Charles University's Strategic Development Plan portal. (*Responsible person: Vice-Rector for Development*) (V.9)
- As part of the Rectorate, we will computerize the processes associated with the registration and inventory of property and introduce the online tracking of orders and management reports for the heads of the individual units. (*Responsible person: Bursar*) (V.9)
- We will create a campus to support creative and innovative thinking. (*Responsible person: Rector, Head of the Rector's Office, Director of the Centre for Knowledge and Technology Transfer*) (V.10)
- We will evaluate the existing development locations of Charles University and explore the possibilities of development in new locations in relation to the Zoning Plan of Prague (Metropolitan Plan). (*Responsible person: Vice-Rector for Development*) (V.11)
- We will start implementing the actions included in the documentation for programme 133 220 and 133 240. (*Responsible person: Vice-Rector for Development*) (V.11)

- We will continue the construction of the campus of the Faculty of Medicine in Pilsen (UniMeC II), reconstruction and completion of the campus of the Faculty of Social Sciences in Jinonice, project preparation for the campus of the Faculty of Pharmacy and the Faculty of Medicine in Hradec Králové (MEPHARED 2), evaluation of the dislocation of university workplaces and preparatory and project work for actions included in the documentation for programme 133 220 Development and Renewal of the Material and Technical Base of Public Universities and programme 133 240 Development and Renewal of the Material and Technical Base of the Faculties of Medicine and the Faculty of Education. (*Responsible person: Vice-Rector for Development*) (V.12)
- We will complete the project documentation for the Albertov Campus and the new building of the Institute of History of Charles University and the Archives of Charles University. (*Responsible person: Vice-Rector for Development*) (V.12)
- As part of modernizing the dormitories and canteens, we will reconstruct the dormitories Na Kotli (block A4), Kajetánka (block B), and Na Větrníku (block IV, sanitary facilities and kitchen K) and seek additional financial resources for reconstructing the Švehlova and Hostivař dormitories with a secured building permit and the Jednota dormitory. (*Responsible person: Director of Dormitories and Canteens*) (V.12)
- For the strategic management of Charles University and the creation of relevant documents, we will create basic methodologies for collecting data from central information systems and the pilot *Business Intelligence* portal providing online statistical data. (*Responsible person: Head of the Rector's Office, Director of the Computer Science Centre*) (V.13)
- We will complete the new modules of the Student Information System, which are intended for students. (*Responsible person: Director of the Computer Science Centre*) (V.13)
- We will launch a new platform for recording and reporting mobility. (*Responsible person: Director of the Computer Science Centre*) (V.13)
- For the electronic file service system, we will ensure integration with key document management systems (completion of the interface between ESSS and SIS for the purpose of automatic data transfer, a new tool for recording and billing domestic and foreign travel orders) and implementation of a name register and a central contract register for Charles University. (*Director of the Computer Science Centre*) (V.13)
- We will launch a new integrated system of university-wide library services (process conversion, training, pilot operation). (*Responsible person: Bursar, Director of the Central Library*) (V.13)
- In the area of personal data protection, we will implement, with regard to the development of flexible forms of education, new rules for handling audio-visual records, create methodologies for data collection reflecting the General Data Protection Regulation and ensure compliance of eGovernance elements with the GDPR and cyber-security regulations. (*Responsible person: Head of the Rector's Office*) (V.13)