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# Strategic Plan 2026-2030

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## Charles University Strategic Plan for 2026-2030

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- Approved by the Academic Senate of Charles University on 14 November 2025
- Approved by the Board of Trustees of Charles University on 18 November 2025

## **BRIDGING CENTURIES, CREATING THE FUTURE SINCE 1348**

### **Introduction**

In order for Charles University to fulfil one of the purposes for which it was founded, namely to educate and uplift individuals, institutions, and society, it must manage and develop its own potential as best as possible. As a research university, all of its activities must be based on a profound understanding of the world, which grows out of a solid foundation of creative research and scientific knowledge. Science and research are key pillars of university life, as they shape the quality of teaching and education. As an integral part of the public sphere, it must continue to contribute to the quality of life in society, for example, in areas such as providing top-quality healthcare in university hospitals and other healthcare facilities, caring for future generations, whether in the form of training and continued education for primary and secondary school teachers or activities for children and young people, or supporting various groups in society through social services or volunteer activities.

Charles University fulfils its mission, as defined in its Constitution, thanks in part to its academic self-governance, which guarantees freedom of inquiry and expression and critical thinking. The university's strategic plan, as envisaged by the Higher Education Act, is an opportunity for deeper reflection on everyday university life, as it expresses where Charles University should be heading in the upcoming period based on the challenges we currently face, past events, and its experiences.

The strategic plan of Charles University for 2026–2030 focuses on twelve key priorities in three areas. These vary in scope and in the demands required to achieve the set goals, but together they work towards creating the future of Charles University. Their selection is based on an awareness of where Charles University currently stands and is supported by the will to transcend today's boundaries so that it can continue to actively shape the future of education, science, and research and contribute to the improvement of public life. Charles University is thus moving forward in the upcoming years as a confident, open, and socially responsible institution that is aware of its tradition and that is also firmly oriented towards the future. As the largest Czech university and as an established European university, it has an obligation to be a centre of excellence in education and research and, thanks to this, a trusted partner of society in addressing the fundamental challenges of the 21st century.

The extent to which we succeed in fulfilling what is set out in our strategic plan depends primarily on us, who have connected or will connect the academic or professional part of our lives with it, on the culture of the university as an institution that concentrates the knowledge and experience of generations, on the application of a critical spirit centred on truth, and on values anchored in what can, should, or ought to be, and last but not least, on the world in which we live.

### **Our values**

Our community and activities are based on respect for the values of academic freedom and integrity, critical thinking, openness, and responsibility. We build on the principles of equal opportunities, inclusiveness, and sustainable development. We strive to create a stimulating and respectful environment for all members of the academic community and other employees. We support quality, excellence, and innovation in all areas of university life, from teaching and research to our irreplaceable role in addressing today's key challenges. We see nurturing talent as a fundamental prerequisite for the development of society as a whole, whether they are students, young researchers, or experienced professionals. We support openness towards the world and between disciplines, strive for interdisciplinary and intersectoral collaboration, and actively contribute to innovation and solving today's challenges. In all of these areas, we emphasize effective and transparent governance, as well as the involvement of all stakeholders in university life and the public in a common direction.

### **Our mission**

Charles University's mission is as follows:

- To provide high-quality and widely accessible education, which consists of imparting knowledge, developing critical thinking, creativity, and innovation, acquiring the ability to develop throughout life, encouraging responsibility and civic engagement, and uplifting individuals and society;
- To conduct high-quality fundamental and applied research that meets the current and future needs of society, with an emphasis on openness, interdisciplinarity, and a responsible approach to the challenges of today's world;
- To be a pillar of society, a driver of change, a source of expertise and understanding; to be a trustworthy, transparent, and responsible institution that listens and actively engages in the public sphere; to promote democratic values, to contribute to the fulfilment of sustainable development principles, and to support the development of society at the local and global levels; to be an open, respectful, and inclusive institution for all people at Charles University and to create an inspiring environment for education, research, work, collaboration, and personal growth; and to promote openness towards the world and the active international involvement of all units of the university.

### **Our vision**

In 2030, Charles University aims to be:

- A reputable European research university that combines cutting-edge education, science, and innovation;
- A magnet for talent from home and abroad, attractive to students, teaching staff, researchers, and partners;
- A place where new ideas are born, where the potential of people with the courage and aptitude to improve the world is developed, and where education and research are connected to the everyday life of society;
- A centre of active collaboration across disciplines, sectors, and borders;
- An institution that is firmly rooted in the values of freedom, humanism, and responsibility and is prepared to defend these values;
- An academic self-governing community based on trust and cooperation, built on shared values, solidarity, and respect;
- Inspiration and support not only for its students and employees, but also for society as a whole;
- A credible and comprehensible voice in the public sphere;
- A socially, economically, and environmentally sustainable institution with a clear vision that sets an example in governance, management, operations, and thinking.

## **OUR CHALLENGES FOR THE PERIOD 2026–2030 EDUCATION, SCIENCE, RESEARCH, AND CREATIVITY**

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

The employability and employment rates of Charles University graduates across all fields of study and professions have long been very high, as is their satisfaction with their studies. To ensure that this remains the case in the future, the university must continue to reflect and anticipate societal and technological developments in its educational activities, in addition to providing the necessary strong theoretical foundation, both in relation to those who are currently studying and those who have been or will be members of its community.

Recent examples with significant potential to transform not only the labour market but also the demands placed on individual professions include the rise of artificial intelligence and associated digitization, automation, and robotization. At a time when AI is playing an increasingly important role in all areas of life, it is essential that students are able to critically evaluate information and use AI tools effectively. Hence, greater emphasis must be placed on developing critical thinking and the ability to analyse and evaluate information in the context of AI, which includes not only theoretical knowledge but also practical skills that will allow students to successfully navigate a rapidly changing technological environment. With this in mind, students' ability to think creatively, critically, and in broader contexts must be developed even more. This includes not only professional knowledge, but also the ability to perceive the impact of one's own decisions on society and to act with respect for ethical principles.

Feedback gathered by the university through its annual survey shows that graduates would welcome greater emphasis on linking their studies to practical experience, working with modern methods and technologies, and foreign language teaching so that they are better prepared to work in an international environment. In addition, the university should ensure the permeability of its education to the greatest extent possible.

We will continue to develop lifelong learning not only with regard to the long-term employment of our graduates, but also as widely as possible so that we can actively support further personal and professional development at any age through an open and accessible range of courses and programmes for the public and serve as a link between generations, a place that fosters the sharing of experiences and mutual understanding.

- Education for the needs of the future labour market (*Responsible persons: Vice-Rector for the Conception and Quality of Education, Vice-Rector for Education, Member of the Rector's Board for the Development of Teaching Competences of Academic Staff*) –

- We will strengthen cooperation with the world of work so that it permeates the entire educational trajectory, such as the preparation and evaluation of study programmes, internships and mentoring during studies (e.g. consistent promotion and cooperation with selected Czech and foreign institutions, connecting teachers and professionals), and specialized educational offerings, as well as the employment of graduates.
- We will strive to establish a clinical school as a space for developing the competencies of future teachers as part of their undergraduate training and pedagogical research at teacher training faculties.
- We will create a modern educational environment that combines the best elements of traditional teaching with innovative AI tools and supports personalized learning, immediate feedback, simulations, and the practical application of theoretical knowledge, as well as an understanding of students' individual needs. Thanks to this, Charles University will be a place where students will learn not only theoretical knowledge but also practical skills that will enable them to successfully use AI in their professional and personal lives. We will support the integration of courses focused on general and field-specific work with AI into the curriculum and ensure the necessary conditions for the creative, erudite, and responsible use of artificial intelligence in education, including the integration of artificial intelligence into teaching methods, development of the necessary competencies of teachers, the involvement of experts in working with AI, and ensuring access to verified and secure tools. In synchronous teaching, we will focus on developing critical thinking, the ability to analyse and evaluate information, and the relevant use of AI tools. As a result, students will be actively involved in the learning process through interactive lectures, discussions, practical exercises, and projects that use AI technologies.
- Learning pathways available throughout one's life (*Responsible persons: Vice-Rector for Education, Member of the Rector's Board for the Development of Teaching Competences of Academic Staff*)
  - We offer broadly focused primarily bachelor's degree programmes with the possibility of getting credit for previous formal and informal education (e.g. lifelong learning courses, professional education, studying in another degree programme) up to 60% of the credits required for graduation.
  - In order to better appreciate the knowledge, experience, and skills that our students have acquired at other educational institutions in connection with their studies, we will focus on the automatic recognition of credits earned at partner universities and the recognition of their extracurricular activities (e.g. winter and summer schools, internships at institutions, companies, or organizations, virtual mobility) in the form of credits for completed study obligations.
  - With the aim of being a partner in education that people can turn to with confidence throughout their lives, we will prepare a comprehensive range of courses for continuing professional and extracurricular lifelong learning, including the University of the Third Age, covering both widely and long-term sought-after courses and those that are currently in demand or may be useful to graduates in the future.
  - We will also focus on micro-credentials (*upskilling and reskilling*) as a new type of professional qualification that allows students and lifelong learners to expand their professional portfolio and which should be recognized in the future both in the Czech Republic and among European partners. Our goal is also to ensure permeability between study programmes and micro-credentials where appropriate.

## RELEVANT, FLEXIBLE, AND SUSTAINABLE STUDY PROGRAMMES

Charles University currently offers approximately 800 study programmes across all three cycles of higher education, with high academic and ethical standards and a wide range of disciplines, 200 of which are taught in foreign languages. The institutional accreditation it holds allows the university to independently create, approve, and manage its educational activities and formulate the requirements it places on its study programmes and teaching, and a robust quality assessment system, based on extensive feedback, allows it to reflect the extent to which these requirements are integrated into the daily interaction between more than 50,000 students and 4,000 members of the teaching staff.

The sheer size of Charles University offers great potential, for example, for acquiring international experience in an environment where more than a fifth of the students come from one of approximately 140 countries around the world, or for interdisciplinary education, whether in the form of inter-faculty study programmes or the horizontal and vertical permeability of studies. In addition, it brings with it increased demands on the management and development of educational activities at both the university and faculty levels, as pointed out in the evaluation report from the international evaluation, which Charles University underwent again after five years prior to the preparation of its strategic plan, as well as in the external evaluation of the university by the National Accreditation Bureau. Some striking examples include the issue of the overall coherence of the study programmes (e.g. possible synergies, curriculum design and structure), the workload of teaching staff, and the degree of internationalization within the study programmes.

An ongoing task of Charles University is to ensure that its education is based on the latest knowledge and teaching methods and makes use of the available tools. The extent to which it succeeds in this is also determined by its openness to the world and critical feedback from members of its academic community, its graduates, and the public.

- Revision, decentralization, and simplification of processes and activities relating to the creation, implementation, evaluation, and re-accreditation of study programmes (*Responsible person: Vice-Rector for the Conception and Quality of Education*)
  - We will incorporate new components into the system of creating study programmes, such as specifications of necessary steps and analyses prior to submitting an application for the accreditation of a new study programme (e.g. relevant and reliable research relating to labour market needs, employability of graduates), discussions with

stakeholders, including employers, and an economic assessment of implementing the study programme. As a condition for the Internal Evaluation Board to discuss a proposal for a study programme, we will require that the intention to implement the study programme, approved by the academic senates and research boards of the faculties, include an explicit statement on these aspects.

- We will increase the responsibility of guarantors, faculty bodies, and relevant stakeholders in activities related to the creation, implementation, evaluation, and re-accreditation of study programmes. Based on internal university discussions and using best practices, we will create an institutional framework for ongoing reflection on the implementation of study programmes (e.g. verification of the study load in ECTS credits, evaluation of the graduation success rate, international mobility, feedback from students, etc.) and ensuring their development. The Internal Evaluation Board will remain the central body of the university, managing and defining, in particular, quality assurance processes with the possibility of its own extraordinary evaluation of study programmes, and the body performing supervisory activities, including corrective measures.
- We will ensure systematic support and training for study programme guarantors (e.g. educational activities for new and existing guarantors in curriculum design, objectification of testing, etc. including the topics of equality and inclusion) and, based on the systematic feedback obtained, for example, during annual round tables focused on sharing good practices throughout the university, we will reinforce their role and voice in shaping educational activities at Charles University.
- Revision of the study load for students and teaching staff (*Responsible person: Vice-Rector for the Conception and Quality of Education*)
  - In order to ensure a balanced study load for both students and teachers, we will incorporate into the decision-making process for granting accreditation to implement a study programme, and possibly also into the regular five-year evaluation of the study programme, an assessment of the study workload in ECTS credits according to the university-wide methodology. Taking into account good international practice and the recognition of education abroad, study programmes should consist of a smaller number of courses with a higher number of credits when this is not prevented by the requirements of the professional education regulator. Thus, as part of the upcoming cycle of study programme re-accreditation, we will focus as much as possible on consistent adherence to the credit allocation of courses in accordance with the European ECTS credit system.
- Development of a system for collecting, evaluating, and implementing suggestions from student feedback (*Responsible person: Vice-Rector for the Conception and Quality of Education*)
  - Our university will be a place where feedback is an active part of the educational process, supporting the growth and development of all members of the academic community. Adequate feedback from teaching staff to students is a key educational tool that promotes active learning, the development of critical thinking, and the ability to self-reflect. With this principle in mind, we will create an environment where the ability to give and receive feedback becomes common practice, which will support the cultivation of the academic community and development of the skills of both students and teaching staff. Feedback will also include regular communication between teaching staff and study programme guarantors, ensuring that the quality of teaching is constantly monitored and improved.
  - To support innovation in the content and organization of educational activities, we will make greater use of feedback from our students, graduates, and employees. To increase the participation rate of these target groups in surveys, we will carry out activities focused on educating them about providing useful feedback and familiarizing respondents not only with the results of the surveys, but also with their impact.
  - We will include topics such as a safe environment and an inclusive approach by teaching staff in the process of obtaining feedback from students.
- Internationalization of study programmes (*Responsible persons: Vice-Rector for International Affairs, Vice-Rector for the Conception and Quality of Education, Member of the Rector's Board for Social Affairs and Sustainable Development*) –
  - Given that our long-term goal is to create a consistently internationalized study environment at Charles University where every student can acquire international experience, whether through their studies at the university or through mobility abroad, we will continue to support education in foreign-language study programmes, including its development at faculties where it is not yet established, the creation of joint international study programmes such as joint or double degrees with outstanding foreign universities, support for PhD studies under dual supervision (cotutelle), and outgoing and incoming mobility, including sharing these opportunities across faculties. The dynamic development of this diverse mosaic of tools and its systematization will remain our key objective for the upcoming period.
  - In order to further develop internationalized education, strengthen students' preparedness for work in an international environment, and support the timely completion of studies, we will, where possible, incorporate periods of time suitable for physical or virtual mobility (*mobility windows*) into the accreditation of study programmes.
  - We will strengthen the principle of internationalization at home by gradually increasing the number of international students in regular study programmes. We will prepare a special offer for applicants from abroad in the form of suitable scholarship formats. We will intensify regular external communication with the aim of presenting the university as an attractive institution of first choice for applicants from areas of strategic importance to Charles University.

## **SUPPORTING ACADEMIC SUCCESS: SATISFIED AND CONFIDENT GRADUATES OF CHARLES UNIVERSITY**

Charles University is an open educational institution whose goals include providing access to education to all who desire it. In recent years, approximately 11,000 applicants from diverse backgrounds and with varying levels of academic preparedness have enrolled each year in the bachelor's and long master's degree programmes offered by the university, which provide a gateway to higher education.

Although the university cannot guarantee that all students commencing their studies will end up with a university degree, by accepting applicants into the academic community, it assumes part of the responsibility for their professional and personal future. The university must therefore create an environment that not only promotes academic excellence but also facilitates the path to graduation or the acquisition of qualifications through lifelong learning. This can be facilitated by a newly developed form of lifelong learning, micro-credentials, specifically the targeted permeability of micro-credentials and study programmes: if a student leaves their studies without successfully completing them, they should have the opportunity to choose from these professional qualifications and leave the university with credentials that are recognized at a national and European level.

Although Charles University has managed to achieve some of its goals relating to successful graduation over the past five years (increasing the rate of timely completion of bachelor's and PhD study programmes), it must continue to focus on this area and develop measures that will help some students complete their studies or certain comprehensive parts of their studies that can then be recognized. Examples include flexible educational pathways and transfers between study programmes, the use of modern technologies for better interaction with students, and the provision of services tailored to their individual needs, which will enable them to better navigate their career prospects or help them in the event of mental or other difficulties.

- Supporting academic success (*Responsible persons: Vice-Rector for the Conception and Quality of Education, Member of the Rector's Board for Social Affairs and Sustainable Development, Member of the Rector's Board for the Development of Teaching Competences of Academic Staff*)
  - We will prepare and begin to implement the university's strategy for supporting academic success.
  - When designing and evaluating study programmes, we will focus on ensuring that their structure supports the successful progression through studies (appropriate study load in ECTS credits, appropriately set expected learning outcomes) as well as horizontal permeability (the possibility of transferring between study programmes or obtaining a micro-credential or other qualification in lifelong learning) and vertical permeability (the graduation rate).
  - We will support services that contribute to an inclusive learning environment, including services for students with specific needs and psychological and social counselling services.
  - We will support measures that contribute to an open and safe environment, including defined procedures in the event of inappropriate treatment.
  - We will provide greater support than before for orientation meetings, compensatory educational courses, and elective courses, especially before starting one's studies and during the first year.
  - We will expand existing academic success support centres, which primarily focus on developing the pedagogical skills of academic staff, to include activities aimed at supporting students and their learning. The goal of the *Academic Success Centres* will be to provide targeted support to students starting in their first years of study. To this end, we will create a network of student and academic tutors who will help students in their development, primarily through mentoring, career counselling, and support in the area of learning strategies (tutoring, organization of tutoring groups, consultation, etc.). We will ensure institutional support (setting up the system, selection, building a network at individual faculties, training, sharing experiences) and support the training of educational support centre staff and improving their qualifications and international competitiveness.
  - We will support the academic success of students in Czech and foreign-language study programmes, including those with specific needs, by providing broad university-wide access to information resources in a balanced thematic format for both large and unique research fields.

## **OPEN RESEARCH ENVIRONMENT**

Charles University profiles itself as a European-level research university whose key mission is to develop excellent research across a wide range of disciplines, and which is a natural partner for leading researchers, international research teams, and international projects.

To this end, it must not only support outstanding individuals with a passion for research who, through their daily work, ideas, and discoveries, advance our understanding of nature and society and improve the quality of life, but above all, it must be a university where the conditions exist for this habitus to be the norm.

Thus, our strategic goal in the field of science for the next five years is to fundamentally develop an open research environment that provides a basis for innovation and the development of talent and international and cross-sectoral collaboration, thereby increasing the competitiveness of Charles University and the societal impact of our research work. One of the guidelines for achieving this goal will be the conclusions, recommendations, and results of an almost two-year comprehensive evaluation of creative activity in all research fields, which is designed in accordance with the principles of *responsible research assessment* and guaranteed by prominent researchers working abroad. On this basis, we will assess, among other things, which research fields are of fundamental importance for promoting the university's research programme, while also taking into account the support of new areas of excellent research, strategic fields, and the resolution of complex research issues that require a multidisciplinary approach.

Thanks to intensive activity in recent years, Charles University's institutional success in the ERC competition is comparable at the pan-European level, and the amount of funding obtained clearly shows that, thanks to the work of our researchers and the relevant support departments at Charles University, we are gradually succeeding in increasing our income from foreign sources. However, the situation varies across our workplaces, and for the time being, we are not achieving the same results in this area as our partners from the 4EU+ Alliance.

In order for the university to attract international researchers, it is equally important to create a full-fledged international environment. Hence, we must continue to work intensively towards this goal in the future.

- Transformation of internal university programmes to support research, working with evaluation results (*Responsible person: Vice-Rector for Research*)
  - Based on a review of the results of an internationally guaranteed evaluation of creative activity at Charles University during the period 2019–2023, we are revising the Cooperatio programme, which is our basic institutional programme for financing and developing research at the university.
  - We will focus on maximizing the potential, opportunities, and synergies offered by the European university alliance 4EU+ and other highly rated partnerships and international networks based on identifying opportunities for excellent research, analysing the activities and results of joint research teams, supporting and developing already awarded projects (e.g. SEED4EU+), use of the *Grant Support Service* funding, and preparation of joint applications for European grants.
- Support for cutting-edge research and strategic fields (*Responsible person: Vice-Rector for Research*)
  - We will support the development of our profile fields of study and unique specializations reflecting current and future societal challenges (e.g. artificial intelligence, digitalization, sustainable development, biotechnology, quantum technologies, cybersecurity, etc.); with this intention in mind, we are revising our existing concept of university centres of excellence, among other things.
  - We will develop research and innovation focused on addressing global, regional, and local challenges in the area of sustainable development by supporting multidisciplinary teams and structures that bring together experts from different research fields. The aim is to create a flexible research environment that will enable a comprehensive view of current issues and the effective transfer of results into practice.
  - 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 key direction for Charles University's development:
    - In order to strengthen the potential and capacity of the university and all our faculties to actively and continuously draw on direct European funding from EU programmes, we will prepare a support framework for research teams that will include targeted consulting, project and administrative support, know-how sharing, and the development of strategic partnerships,
    - We will strengthen our existing institutional support for submitting top-quality grant applications with the aim of significantly increasing Charles University's success in prestigious competitions, particularly in European Research Council (ERC) programmes,
    - We will provide more intensive project support for Marie Skłodowska-Curie Actions Postdoctoral Fellowships and COFUND projects and other similar schemes, with the possibility of co-financing by the university,
    - We will create a motivational framework for the involvement of our research teams in preparing strategic research projects that reflect the major financial priorities of the European Union through targeted information support, sharing of good practice, expert advice, and highlighting successful cases. To this end, we will continuously monitor shifts in research funding at the European level and leverage the links to university alliances,
    - We will create a robust support infrastructure at the faculty and university level that will facilitate access to domestic and foreign grants, improve project support, and specifically promote international cooperation within the 4EU+ Alliance.
  - With the aim of initiating the creation of research teams capable of reflecting on complex societal challenges by linking different research perspectives and successfully participating in international grant competitions, we will strategically support interdisciplinary research across faculties and research fields with a special emphasis on the integration of social sciences and humanities (SSH) with science and technology (STEM) fields in line with the current and future priorities of European framework programmes; this support will include targeted interdisciplinary calls, project assistance, and the organization of expert workshops and seminars.
  - We will support education and skills development in the intersectional dimension of research, including gender, to ensure that research outputs are relevant and beneficial to diverse population groups.
- International competitiveness and internationalization (*Responsible persons: Vice-Rector for Research, Vice-Rector for International Affairs, Member of the Rector's Board for Social Affairs and Sustainable Development*)
  - With the goal of creating a fully-fledged international environment throughout the university, we will focus on:
    - Consistently implementing institutional bilingualism, also covering services and opportunities,
    - Establishing international selection procedures for filling academic and research positions and providing comprehensive care for international employees, including support for caregivers in line with the standards of prestigious European universities,
    - Reviewing and further developing institutional tools to support internationalization, such as grant programmes for mobility, administrative support for preparing international projects, or language and intercultural education,

with the aim of unifying and simplifying related processes. These tools should be easily accessible and transparent so that they can be used effectively by both staff and students.

- Open science and research ethics (*Responsible person: Vice-Rector for Research*)
  - We will support researchers at the university in all aspects of open science based on FAIR principles, in the ethical aspects of research and publishing, and in areas related to societal and technological changes in the broader landscape.
  - We will support Open Science and the accessibility of data and knowledge resources for the research community.
  - We will develop the concept of Citizen Science at Charles University as part of the university's third mission and an integral element of research.
  - We will further support education by incorporating the principles of sustainable development into scientific and research activities.
- Modernizing infrastructure and support systems for research (*Responsible persons: Vice-Rector for Research, Vice-Rector for Information Technologies*)
  - We will invest in research infrastructure and the digitalization of academic processes at the university and within the 4EU+ Alliance.
  - We will support the infrastructure necessary for implementing our sustainable development action plan and gender equality plan, meeting all the requirements of the European Commission and the relevant grant agencies.

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

Support for PhD studies and the development of young researchers is crucial for the future of high-quality, internationally competitive research and the sustainability of the academic environment. A review of the current situation indicates that the conditions for PhD studies at Charles University are still inconsistent and often somewhat unattractive for top applicants, especially in an international comparison. Thus, it is essential to harmonize and improve the structure of PhD programmes, to motivate young, talented researchers to pursue research careers, and to create an appropriate institutional, financial, and social environment. The strategic plan envisages the development of doctoral schools, the restructuring of grant support, targeted mobility programmes, and support for postdoctoral researchers, including those coming from abroad. Particular emphasis is placed on equal opportunities, work-life balance, and strengthening the international circulation of talent through tools such as MSCA or the 4EU+ Alliance. Our goal is to create an open, supportive, and competitive environment for the growth of a new generation of researchers.

- Support for PhD studies and talented young researchers (*Responsible person: Vice-Rector for Research*)
  - We will harmonize the structures and conditions of PhD study programmes at an appropriate level of aggregation.
  - We will evaluate the effectiveness and impact of the newly introduced system of incentive-based allocation of funds for PhD scholarships.
  - We will restructure Charles University's Grant Agency (or funds allocated through specific university research as a whole) with the aim of increasing the efficiency and transparency of support for PhD projects, creating an attractive environment for the research work of PhD students, and improving the university's competitiveness in the area of developing research talent.
  - We will further expand support for PhD students, including measures to help them balance their careers and family life during and shortly after their PhD studies.
  - We will strengthen the concept of doctoral schools and the university's Postdoctoral Hub.
- International mobility for PhD students and postdocs (*Responsible person: Vice-Rector for Research*)
  - In order to improve the international experience of PhD students in selection procedures for the individual types of mobility, we will give priority to the outgoing mobility of PhD students or we will introduce special mobility programmes for them.
  - We will systematize support for the postdoctoral stays of our graduates at the best international universities, for example, through targeted support from Marie Skłodowska-Curie Actions Outgoing Postdoctoral Fellowships; as part of this, we will also focus on motivating them to return to Charles University.
  - We will support the transition of graduates of PhD programmes at Charles University to highly qualified positions ("Highly qualified PhDs for highly qualified markets").
- Supporting human potential and talent (*Responsible persons: Vice-Rector for Research, Member of the Rector's Board for Social Affairs and Sustainable Development*)
  - We will further develop systematic support for postdoctoral researchers starting with their admission and continue this support through their education and mentoring and their evaluation and long-term cooperation.
  - We will increase our attractiveness to researchers, students, and employees with long-term international experience through return grants and fellowships, targeted HR policies that take international practice into account, high-quality institutional support for relocation and professional integration, and the development of an open, internationalized academic environment with sufficient opportunities for career development and international cooperation.
  - We will support parents studying at the university and students who care for another person during their PhD studies and postdoc assignment. We will also provide targeted support to young researchers from underrepresented groups or with some form of disadvantage.

- We will create high-quality facilities and offer adaptation programmes for academic and research staff from abroad.
- We will promote educational and research permeability between national and international institutions with an emphasis on the circulation of talented researchers, particularly within the 4EU+ Alliance. We will focus on developing visiting professorships, supporting individual mobility through programmes such as MSCA Postdoctoral Fellowships, and creating a joint MSCA COFUND programme for the alliance. These tools will strengthen international cooperation, researcher mobility, joint teaching and research activities (e.g. joint degree programmes, doctoral schools) and contribute to the systematic development of an international academic environment with appropriate organizational and institutional support.

## **PARTNERSHIPS FOR INNOVATION: INTERDISCIPLINARY AND INTERSECTORAL COOPERATION**

Charles University is aware of the need to strengthen its role in the knowledge economy and to make better use of its research potential in the area of innovation and applied research. Currently, cooperation with the application sphere is irregular and often dependent on individual initiatives, lacking systematic support for the transfer of knowledge and technology and broader links with the business and application environment. The inclusion of this priority in the strategic plan responds to the need to improve cooperation with industry, start-ups, and spin-offs, as well as with the public sector, to utilize the university's existing research capacity to address social and technological challenges, and to support innovation and entrepreneurship throughout the academic community. Tools such as industrial chairs, hybrid research centres, industrial PhD programmes, and idea and technology incubators will enable Charles University to systematically develop an innovation ecosystem, contribute to sustainable economic development, and offer students new career opportunities.

- Support for cooperation with industry and the commercial sector (*Responsible person: Vice-Rector for Research*)
  - We will strengthen cooperation between the university and the commercial and public sectors in the area of applied research:
    - Inspired by the good practices of faculties where this has already been put into action, we will introduce the concept of industrial and commercial chairs at the university as a strategic tool for connecting the academic sector with industry,
    - We will support the creation of hybrid academic-industrial research centres,
    - We will strengthen the links between Charles University and the business and innovation ecosystem, including innovative companies, start-ups, and spin-off companies, and actively participate in European and national innovation platforms. We will focus on developing startup programmes and technology incubators accessible to the entire academic community, targeted support for interdisciplinary teams in the area of applied research, and the effective use of grant and investment tools for the commercialization of results,
    - We will systematically support research collaboration with public institutions of state administration and local government.
- Supporting applied research and technology transfer (*Responsible person: Vice-Rector for Research*)
  - We will continue to develop a systematic strategy for knowledge and technology transfer and applied research at Charles University.
  - We will develop industrial/commercial PhD programmes as a tool for collaboration between the academic and commercial or application sectors and support young researchers in the area of industrial research and technology transfer.

## **THE UNIVERSITY AS A SOCIALLY RESPONSIBLE AUTHORITY**

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

A part of the mission of the university as an institution is to contribute directly to solving complex societal problems. This role is becoming increasingly important. Higher education institutions are not only perceived as centres of learning, science, and research; their scope of activity is also expanding to include support for public debate, the formulation of expert opinions, and cooperation with local, regional, national, and international institutions of public administration. In order for universities to fulfil this role to the greatest extent possible, they must be a clear, credible, and audible voice in the public sphere.

The growing challenges include not only the relationship between the imperatives of academic life (academic self-governance, freedom of research, critical thinking), ethics, and authority, but recently more and more the issue of trust in research in an information-overloaded public sphere where today's technological possibilities place greater demands on critical judgment and a responsible approach. Our active, open, informed, and clear communication in the public sphere, demonstrating research ethos and the importance of science, is essential for trust in research results.

- Active participation of the university in resolving key societal topics and challenges (*Responsible persons: Vice-Rector for Public Relations, Vice-Rector for International Affairs, Member of the Rector's Board for Social Affairs and Sustainable Development*)
  - Alongside our core activities, such as the holistic approach to the education of students and research focused on solving specific issues, it is the university's duty to engage in public debate on fundamental societal issues

and in the creation of public policy. In order to systematically involve the university in these activities, we will develop existing mechanisms and introduce new ones, such as supporting think tanks and expert groups dealing with key societal issues, offering experts who are prepared to provide expert opinions to the government, public institutions, and the media, and collecting, analysing, and presenting research data in public debate and decision-making processes for public administration. In addition, we will raise awareness of issues such as climate change, biodiversity conservation, population ageing, and ethics in artificial intelligence through educational and promotional activities.

- Based on cooperation with the Ministry of Foreign Affairs, the Ministry of Education, Youth and Sports, representative offices, and participation in diplomatic missions, we will support the Czech Republic's foreign diplomacy.
- With the aim of strengthening mutual understanding and linking academic expertise with the needs of municipalities and regions and to be an active partner in issues relating to sustainable development, education policy, cultural life, and addressing social challenges, we will develop systematic cooperation with local governments in Prague, Plzeň, and Hradec Králové at both the municipal and regional levels.
- Increasing the significance and impact of research work through targeted promotion and clear communication of relevant research outputs and transfer results (*Responsible person: Vice-Rector for Public Relations*)
  - Based on research into target groups and their needs, as well as other suggestions, we will supplement the university's marketing strategy by promoting and communicating scientific and research results.
  - With the aim of improving the presentation of achievements and results in science, research, and the transfer, promotion, and communication of science in general, we will focus on increasing the media literacy of our researchers, with special attention paid to junior researchers, including PhD students. Thanks to this, we will expand the university's base of media-savvy experts to include additional individuals capable of clearly presenting complex problems and possible solutions and communicating research and transfer.
  - In presenting and promoting science, we will ensure balanced representation of women and men, while promoting the involvement of researchers from different social and cultural groups throughout the academic environment.
  - In particular, using our Didaktikon educational centre, we will prepare and implement new educational and promotional programmes and projects aimed at talented students in lower levels of education.
- Supporting activities aimed at involving the public in research knowledge (*Responsible person: Vice-Rector for Public Relations*)
  - We will systematically raise public awareness of scientific research and its societal benefits, for example, through large public events promoting science (Researchers' Night, ScienceFest, Science Fair, etc.), activities at Campus Hybernská (e.g. FameLab, Café Collaborations, Science Café), and our partnerships with research and educational institutions and public and private media relating to joint promotional projects (Wikipedia, Czech Television, Planetum, the CAERPIN initiative, Elixír do škol, the National Museum, etc.).
- Strengthening transparent and effective communication with the public (*Responsible person: Vice-Rector for Public Relations*)
  - As a part of our ongoing efforts to ensure transparent and effective communication with the public and to build a unified brand for Charles University as a modern research and educational institution in the Czech Republic and abroad, we will design the administration and development of the university's website and other communication tools to meet the needs of modern society, and we will establish a Charles University visitors centre as a point of contact for the general public.

## **SOCIAL RESPONSIBILITY, ETHICS, AND FAIRNESS**

Society currently faces a number of unprecedented challenges, such as climate change, conserving biodiversity, social inequality, changes brought about by technology, particularly digitalization and the advent of artificial intelligence, and increased migration. Charles University is aware of these challenges and its societal responsibility, and thus must contribute to a solution through its internal and external activities, setting an example for society as a whole. In line with this, it is committed to the seventeen Sustainable Development Goals and other international, national, and institutional strategies, commitments, and values in the area of sustainable development.

The principles, goals, and values expressed in the United Nations document have been present to a greater or lesser extent in the everyday life of our university for a long time, for example, in the form of student volunteer and club activities such as Street Law, or programmes for the public. In order for Charles University to mobilize its internal potential for a gradual transformation into a sustainable university that serves as a role model for students and a model of social responsibility for other stakeholders, it has recently adopted its first sustainable development strategy, the main objective of which is to move Charles University towards more sustainable operations by 2030, not only through a responsible approach to its own operations, but also its educational and creative activities.

Our common goal is to be among the leading European schools that integrate the principles of environmental, social, and economic sustainability into their operations and activities by 2030. We want to be a climate-neutral university that reduces its environmental footprint, ensures fair treatment and the fulfilment of human needs in supply chains, and behaves responsibly and in a participatory manner towards its employees and students using the available resources – a university that educates students with the aim of developing key competencies for improving the quality of life and meeting the needs of current and future generations, thus contributing to solving global, regional, and local challenges through its science, research, and innovations with practical impact. Charles University wants to strengthen its third

mission and to be a key part of the public debate on sustainability in the local and national context and in the civic and corporate sectors.

Equal opportunities, fairness, and high ethical standards are values that Charles University espouses, considering them to be central pillars not only of academic life, but also supporting and promoting them in everyday university and broader societal practice. This is evidenced by the fact that approximately 1,300 students with various specific needs are currently studying at the university – more than two per cent of the total number of students and five hundred more students than five years ago. In this area, the university considers it important that all students and employees feel welcome and safe at the university and, at the same time, that everyone is given equal opportunities to successfully complete their studies or achieve their career goals. Hence, the university's goal is to continuously create a welcoming, supportive, and inclusive environment, to build and strengthen trust in the institution, its mechanisms, and ethical principles, which should accommodate all those who may find themselves in a vulnerable or disadvantaged position (e.g. students with specific needs or socioeconomic disadvantages or caregivers).

- Integration of environmental, social, and economic sustainability principles into all university activities (*Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development*)
  - We will enhance education focused on developing key competencies for sustainable development.
  - With the aim of further integrating environmental, social, and economic sustainability values and principles into the university's daily operations and activities over the next five years, we will:
    - Continuously implement, evaluate, and update our comprehensive sustainable development strategy until 2030,
    - Build and develop sustainable development management at all levels of the university,
    - Encourage our community of students and employees to participate in this area, including contributing to the preparation and implementation of strategic documents, reflecting our social needs, and balancing opportunities as a part of university life, and strengthen our sense of belonging and responsible behaviour through communication, awareness-raising activities, and building relationships among university stakeholders,
    - Support individual and team initiatives and interdisciplinary cooperation in the area of sustainability, and share examples of good practice in sustainable activities by students, employees, and individual workplaces throughout the university,
    - Share our experience and expertise in local, national, and international contexts and develop cooperation within national and international networks and platforms dealing with this area.
- Applying the principles of ethics, equality, and responsibility in all aspects of university life, including raising awareness of these values (*Responsible persons: Vice-Rector for International Affairs, Member of the Rector's Board for Social Affairs and Sustainable Development*)
  - We will continue to formulate a comprehensive university policy on equal opportunities in a regularly reviewed and updated equal opportunities plan.
  - In order to promote diversity and inclusion within the university environment, we will strengthen advisory services for students and employees in the area of inclusion and discrimination, including the development of the activities of ombudspersons, and we will organize thematic events.
  - We will improve the university community's awareness of key services and procedures relating to ethics and equal opportunities, the content of codes of ethics and how they are applied, and academic integrity (e.g. sharing information about mechanisms for protection against plagiarism and unethical practices in research and education), and we will recognize examples of good practice.
  - As part of ensuring the university's responsible approach to socially vulnerable groups, we will support students who come to the Czech Republic due to forced migration, strengthen cooperation with non-profit organizations on social projects, and develop volunteer and community programmes for students, employees, and the public.

## **TOGETHER FOR THE UNIVERSITY**

### **EFFECTIVE MANAGEMENT, ADMINISTRATION, AND COOPERATION**

Charles University is a large, multidisciplinary university with strong academic self-governance, consisting of seventeen faculties, four university institutes, and nine additional support units. The report from the international evaluation, which was one of the sources used to prepare the strategic plan, states in its conclusions that the university has made "significant progress in institutional management over the past five years, particularly in strengthening strategic planning, digital transformation, and coordination across faculties. The implementation of internal evaluation mechanisms and the HR Excellence in Research framework has strengthened institutional governance and career development. Financial management has improved thanks to targeted initiatives such as the Cooperatio programme, although differences in resource allocation persist due to the decentralized governance model. Digitalization efforts, including the modernization of student and administrative information systems, have contributed to operational efficiency, albeit with varying degrees of implementation across faculties. While harmonization of governance remains a challenge, progress in inter-faculty collaboration and policy standardization has laid the groundwork for greater institutional cohesion." Our intention is to build on this potential, develop it further in selected areas, and, in a continuous search for a balance between "centralized" and "decentralized", to create the conditions for Charles University to be a strong public institution in an environment characterized by many uncertainties.

For example, in the area of financing, Charles University has long enjoyed positive economic results, with less than half of its budget coming from sources other than basic institutional funding, thanks in part to the success of our researchers and academic staff in Czech and international grant competitions, education in study programmes in foreign languages provided by our teaching staff, and various supplementary activities. However, the individual faculties currently differ in the extent to which they obtain these resources, which, together with the below-average level of state funding for public universities compared to other OECD member countries, raises the issue of the remuneration of university employees and the university's competitiveness on the national and international labour market. In the upcoming years, the university will also have to cope with a gradual reduction in resources from European structural and investment funds, which in recent years have made it possible to finance a number of development activities and have made up a significant part of the budget.

In the upcoming period, attention will also need to be paid to supporting intra-university cooperation, simplifying processes and reducing the administrative burden on students and employees, and improving the efficiency of internal systems and processes so that they meet current requirements for the management and administration of academic institutions, including maximizing the potential offered by artificial intelligence in this area.

- Maintaining the economic stability of Charles University and its units (*Responsible persons: Vice-Rector for Development, Bursar*)
  - We will continuously update university schemes for the distribution of institutional funds in line with the priorities contained in our strategic plan and developments at the national level. For example, we will take greater account of the internationalization of education (foreign-language study programmes, mobility programmes, winter and summer schools, internship opportunities for students, courses in foreign languages, recognition of foreign experience, etc.).
  - With regard to ensuring sustainable financing for the individual units, we will create a framework enabling all faculties and other units to obtain additional resources beyond basic institutional financing, in line with their focus and potential.
  - We will strengthen economic sustainability and efficiency in all university activities, for example, through training employees in administration and management, strategic investment planning, digitalization, reducing the energy consumption of buildings, and more efficient use of university infrastructure.
  - In connection with the upcoming reduction in funds allocated to the Czech Republic through cohesion funds, we will focus on prioritizing objectives more emphatically, for which we will use project funds, and we will create conditions for a gradual transition to new or hitherto less used resources and subsidy instruments, thanks in part to the continuous expansion of the professional knowledge and skills of the staff of the Rectorate and dean's offices cooperating in supporting the project administration (project, economic, and HR departments): the competence to actively seek out financial resources according to the focus of the department or to prepare high-quality and competitive project applications for individual calls with the aim of achieving a high success rate in these subsidies.
- A process-based approach as a prerequisite for effective university management and development (*Responsible person: Vice-Rector for Information Technologies*)
  - In order to reduce the complexity and burden of administration while ensuring full compliance with applicable legislation, we will create and implement the necessary mechanisms and support for recording and continuously updating defined processes at the university and preparing and managing user roles and groups linked to assigned competencies.
- 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 (*Responsible person: Vice-Rector for Information Technologies*)
  - To ensure that data-driven decision-making becomes standard practice at all levels of university management and administration, we will create and implement Charles University's data policy as a concept for data management and storage where all data have a unique source and a standardized system. We will establish a role structure for persons responsible for defining and describing primary data sources, and we will provide IT support in the form of analytical and transformation tools providing data integration and aggregation.
- 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 (*Responsible person: Vice-Rector for Information Technologies*)
  - To improve internal information transfer across Charles University, we will use existing IT platforms and physical and digital channels with the maximum possible degree of automation, and we will define a university-wide hierarchy of roles for persons responsible for internal communication through these tools.
- 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 (*Responsible persons: Vice-Rector for the Development of Human Resources and New Technologies, Member of the Rector's Board for the Development of Teaching Competences of Academic Staff*)
  - We will prepare and implement a fair and transparent remuneration system at Charles University that is closely linked to career regulations and complies with the EU directive on transparency in remuneration, reflecting the heterogeneity of the university.
  - In order to strengthen the sense of belonging to the university, we will introduce comprehensive training for academic, research, and technical and administrative staff relating to the university's internal agendas (e.g.

sources of funding, implementation and provision of educational activities, science and research, and the specifics for the functioning of the university and its units).

- Counter-influence and cybersecurity strategy as a pillar of institutional resilience (*Responsible persons: Bursar, Vice-Rector for Information Technologies*)
  - In connection with the growing risks of illegitimate influence and with the aim of increasing institutional resilience and security in the research and academic environment of Charles University, we will focus on the effective and sensitive education of university employees and on the creation and development of an Information Security Management System that will respond to the constantly evolving environment of cyber threats and vulnerabilities.

## MODERN PHYSICAL AND VIRTUAL ACADEMIC SPACES

In recent years, Charles University has invested heavily in the renovation and development of its physical infrastructure, not only through various subsidies, but also from its own resources. It is addressing its historically established dislocation, which forces students and employees to travel between different buildings, primarily through the construction of mini-campuses, some of which have been completed during the past period, such as the Faculty of Medicine campus in Pilsen and the new Faculty of Humanities campus. Construction has also begun on others, such as the joint campus of the Faculty of Pharmacy and the Faculty of Medicine in Hradec Králové, the Motol campus being built for the Second Faculty of Medicine, and the Albertov Campus' Biocentre. In addition to new buildings, a number of complex or partial renovations of buildings for educational, research, and other purposes are also underway, and in many cases, these activities also contribute to the preservation of cultural heritage.

Charles University has responded to the significant need for investment funds, which has been caused by the necessity to complete or commence a number of major projects, by increasing the resources allocated to the relevant fund during the previous period. The construction of new university buildings, which has now begun, is ongoing, or has been completed, promises to add space to such an extent that the infrastructure of the faculties could be saturated. In addition, it will place significant demands on university resources and their management. This is why it is a challenge for us to reconcile the increased emphasis on a strategic approach to investment with infrastructure development so that it meets the demands placed on modern academic spaces in all respects.

In addition to its physical infrastructure, Charles University is also systematically developing its virtual infrastructure, i.e. IT systems to support education, research, management, and administration, with the aim of creating a modern, interconnected, and sustainable information ecosystem that will provide us with support and simplify all areas of university life. Although the university has been successful in strengthening and modernizing this infrastructure in recent years, for example, in the areas of distance and hybrid learning or the use of cloud services that support data sharing, collaboration on research projects, and flexible access to teaching materials, we face a number of challenging tasks during the next five years, such as completing the modernization of the student information system. The university's ambition in this area is not only to keep pace, but also to actively shape its academic space.

- Strategic approach to investments (*Responsible persons: Vice-Rector for Development, Vice-Rector for Information Technologies, Bursar.*)
  - When preparing investments, we will focus on:
    - The strategic development priorities of the university, its faculties, and other units, including their realistic, quantified needs and a calculation/expert estimate of the costs of managing and operating key physical and virtual infrastructures,
    - Creating material conditions (including the necessary facilities) for the introduction of progressive forms of teaching and new teaching technologies, and providing machinery, simulation equipment, and interior furnishings for high-quality teaching, science, and research; we will involve learning spaces experts in the project preparation of new investment projects for this purpose,
    - Introducing measures to reduce the energy consumption of buildings and increase safety in university buildings,
    - Creating conditions to balance family and work life in university premises.
  - We will complete the construction of key university mini-campuses and large infrastructure projects (e.g. Albertov, Hradec Králové, Jinonice, Motol, Veleslavín, Pelc-Tyrolka, and the Ruská campus) and implement new construction, modernization, renovation, and partial reconstruction of buildings, sports facilities, and sports centres at the university to ensure high-quality spatial conditions and infrastructure for education, science, research, and leisure activities.
  - With respect to accommodation and food services for students and employees, we will take steps to ensure that, in the future and in line with the programmes of the Ministry of Education, Youth, and Sports, it will be possible to complete the capacity of our dormitories. We will support the reconstruction and modernization of existing infrastructure and improve accommodation standards by optimizing the scope, quality, and availability of services provided (e.g. a customer-oriented approach, bilingualism). If students are interested, we will conduct a pilot test of private accommodation offered through the university.
  - We will evaluate the feasibility study and the potential benefits of constructing the Central Library of Charles University.
  - With the aim of creating an interactive and accessible environment, including support for the efficient and secure operation of technologies, we will prepare and implement the concept of a Smart Campus:

- With regard to increasing user comfort and optimizing the use of real estate (e.g. energy savings and security), we will significantly improve the digital database for the management and development of university infrastructure. For example, we will implement Building Information Management principles and procedures in all phases of construction and throughout the entire life cycle of buildings to ensure compliance with the planned legislation (e.g. more efficient management of building information through a shared CDE data environment, especially for the preparation and implementation phases of construction). To support the operation of our buildings, we will develop a unified property management system (Computer-Aided Facility Management) and connect it to other university systems, such as the Student Information System or the Digital Map of Public Administration system. We will use a geographic information system (GIS) for the analysis and visualization of building data;
- We will create a university-wide overview of key university equipment and IT facilities with defined parameters (e.g. life cycle, utilization, location, expected resources for renewal) with an emphasis on the information needs of the individual faculties and units and with regard to prioritizing the needs for the renewal of equipment and information technology and finding suitable resources for these purposes.
- Established and interconnected IT systems (*Responsible persons: Vice-Rector for Information Technologies, Bursar*)
  - We will focus on the consistent implementation of IT development and changes based on the digitalization and electronization of agendas throughout the university with an emphasis on user comfort and maximum simplification, meeting the conditions of external and internal legislation and methodologies, and other requirements such as cyber security and personal data protection.
  - We will gradually transition to a new generation of the Student Information System, which will be modern, sustainable, dynamically developed, and user-friendly.
  - We will create the architecture of information systems based on mutually integrable modules with widespread use of service-oriented architecture (SOA).
  - We will implement IT system functionalities based on processed analyses and defined processes (process portal) and across university-defined roles and user groups.
  - We will prepare and implement a central model for the development, procurement, and management of IT systems with university-wide methodological support and consulting (active support for the sharing of knowledge and experience in the use of information systems throughout the university and between the academic community and IT specialists).
  - We will systematically support the development of digital skills among academic, research, and other staff, for example, through training, whether carried out as a part of the Erasmus+ programme or by university units, as well as through informal sharing of experiences and the university-wide transfer of good practices.
- New technologies in the fields of information, consulting, and education with a special focus on AI (*Responsible person: Vice-Rector for Information Technologies*)
  - We will develop a platform for the rapid creation of AI assistants supporting target groups within the university.
  - We will launch a university-wide Research Software Engineering platform enabling low-threshold access for academic and research staff to use computing technologies and tools in research and teaching (especially AI technologies and high-performance computing).

## **A FAVOURABLE ENVIRONMENT FOR STUDYING, WORKING, AND MEETING PEOPLE**

We are currently witnessing dynamic changes in academic life and the working environment that require continuous adaptation and innovation, because only in an environment where welcoming and supportive conditions prevail, can everyone truly develop their potential. Thus, our activities to date have included the development of well-being, inclusion, diversity, and equal opportunities, and it is precisely these values that are increasingly anchoring us within the international higher-education landscape, where caring for the community is seen as an essential part of a university's excellence.

If we want to be the university of choice for Czech and international colleagues, these principles must be consistently reflected in our priorities. Hence, Charles University aims to be a place where not only education, but also professional development and personal well-being of students, employees, and graduates are key priorities. We also emphasize the openness of campuses to the wider community and the provision of high-quality infrastructure for informal meetings, which will help improve interpersonal relationships and strengthening the university spirit.

- The active role of the university in promoting a supportive atmosphere for studies and work (*Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development*)
  - In order to promote a welcoming and supportive atmosphere at the university, we will organize regular discussions and informal meetings.
  - As a part of ensuring an inclusive environment for all students, we will improve awareness of support for students with specific needs in English, expand support for socioeconomically disadvantaged students, and ensure greater availability of study materials in digital form.
  - We will strengthen our existing activities relating to resilience and well-being both at the level of direct support (e.g. individual psychological counselling sessions or supportive group sessions) and by expanding the range of educational opportunities for the development of well-being and resilience for students and employees. Another key step will be to develop greater awareness and education in the area of mental health, which will support the

- Charles University community in destigmatizing mental health and acquiring self-help techniques and resources. Our long-term goal is to develop individual and community competencies to cope with crisis or stressful situations throughout life, thereby equipping students with key skills for their future career paths and personal development.
- Additional development of activities within the HR Excellence in Research (HR Award) project (*Responsible person: Vice-Rector for the Development of Human Resources and New Technologies*)
    - We are implementing the new European Charter for Researchers.
  - Strengthening the role of the university as a guarantor of Healthy Campus certification (*Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development*)
    - Over the next five years, we will make improvements in selected areas of each of the seven pillars of the Healthy Campus award (management, physical activity and sport, nutrition, disease prevention, mental and social health, prevention of risky behaviour, sustainability), which aims to promote a healthy university environment and the health of the university community. To ensure the long-term sustainability of this certification and strengthen the university's role in international cooperation, we will create a plan for regular updates and improvements in selected criteria and develop partnerships with foreign and Czech universities to share best practices and experiences.
    - We will raise awareness of the Healthy Campus brand and its contents among students and applicants with the aim of increasing the attractiveness of Charles University as a favourable place to study.
    - We will strengthen Charles University's role in international initiatives and projects focused on health and sustainability.
  - Developing cooperation between various groups in the academic community (*Responsible persons: Vice-Rector for Public Relations, Member of the Rector's Board for Social Affairs and Sustainable Development*)
    - We will strengthen interdisciplinary cooperation between faculties and other units of the university by creating joint study programmes and courses, organizing interdisciplinary workshops and conferences, and creating research exhibitions at the Didaktikon educational centre.
    - To strengthen communication and cooperation between students and university staff, we will support their joint projects, focus on organizing informal meetings and events, and further develop internal communication platforms.
    - In order to develop a supportive environment for all, it is important for the community members to be directly involved in shaping it. In line with the values of equality, diversity, and inclusion, it is even more important for this active participation to be supported among those who face obstacles or may not feel part of the majority community. Thus, we will focus on supporting the participation of the academic community in university activities, including the empowerment of disadvantaged, vulnerable, or underrepresented groups.
    - We will strengthen cooperation with associations in promoting education and integrating new students into the academic community (including tutoring and mentoring). In addition, we will provide educational cycles to develop the skills of the representatives of associations, who, as student leaders, will use these skills in their associations and professional lives.
    - We will continue to fulfil the vision of Campus Hybernská as an interdisciplinary innovation platform and a place with a significant community dimension where our ongoing task is to create a distinctive programme that reaches both the public and the university.
  - Open university campus (*Responsible persons: Vice-Rector for Public Relations, Member of the Rector's Board for Social Affairs and Sustainable Development*)
    - We will seek opportunities for co-working in existing university campuses and buildings in order to create shared spaces for students (e.g. the use of Campus Hybernská) and will make them a requirement for new spaces ("learning spaces") co-financed from university resources.
    - We will focus more on the possible use of university premises for activities carried out for the wider community of all members of the academic community. Through informal events, we want to contribute to connecting employees and students. We will address graduates and current students with interesting formats for various events.

## **BUILDING AND DEVELOPING THE UNIVERSITY COMMUNITY**

Building and the long-term, strategic development of the university community across generations is a priority in our strategic plan, because a strong, connected community is the foundation for a high-quality academic and professional life.

Charles University recognizes that relationships with our alumni are essential for maintaining continuity between past, present, and future generations of students. Graduates are not only the successful completion of the educational process (approximately 8,000 students graduate each year), but they are also bearers of the university's legacy and values who can contribute to its further development with their professional experience, knowledge, and contacts.

Strengthening these relationships enriches students' experiences with expert advice and mentoring from those already working in the field and also contributes to strengthening the connection between the academic and professional worlds. This approach to community building will ensure the long-term sustainability of our university as an open and dynamic space.

- Strengthening relationships with alumni and creating opportunities for their involvement in university life (e.g. mentoring, professionals participating in teaching) (*Responsible person: Member of the Rector's Board for Social Affairs and Sustainable Development*)

- We will strengthen the role of graduates and their connection with the student community: we will increase the proportion of our alumni involved as professionals in teaching, mentoring programmes, workshops, and career counselling by identifying and reaching out to relevant graduates, organizing regular networking meetings with students, creating platforms for sharing experiences and career opportunities, and promoting examples of good practice in cooperation with this group in the academic community.
- We will strengthen ties between the alumni community and current and former university employees, international students (Erasmus and degree programmes), and other friends of the university. Their experiences at Charles University can complement each other, and bringing them together under one platform will facilitate the communication of knowledge and the reach of the university's third mission.
- We will support graduate initiatives that contribute to university life.
- We will actively involve graduates in promotional and recruitment activities.
- We will strengthen the ties between graduates and Charles University through community activities such as alumni days, thematic meetings, and other university or faculty events, as well as through the development of benefits.
- We will actively seek ways to recognize the contributions of professionals who participate in teaching, for example, through certification. Their involvement is crucial both for the quality of education provided by the university and for connecting the academic and professional worlds.
- The Charles University Endowment Fund as a tool for supporting students, employees, and the entire institution (*Responsible person: Chancellor*)
  - In line with the approved strategy of the Charles University Endowment Fund, we will continuously update our funding priorities.
  - Through active fundraising and outreach to our graduates, friends, partners, and the organization of fundraising events, we will increase the amount of funds available through the Endowment Fund and regularly inform the academic community about its activities. We will also raise awareness of its existence and activities in a targeted manner by strengthening marketing and communication activities, implementing a promotional campaign on its significance and impact, and sharing information about its purpose and activities at events organized and supported by the university.

## INDICATORS FOR THE STRATEGIC PLAN

We will monitor the extent to which we achieve the goals set out in our strategic plan on an annual basis using the following indicators:

### 1. Graduates employable now and in the future: competence, innovation, and permeability

- Employment of graduates (unemployment rate, average salary, and evaluation of selected aspects of educational activities, such as sufficient practical experience, preparation for work in an international environment, or working with AI)
- A functional system for recognizing prior formal and informal education
- A comprehensive and functional micro-credential system linked to the application sphere and reflecting both the current and long-term needs of society

### 2. Relevant, flexible, and sustainable study programmes

- An innovative system for creating and implementing study programmes that reflects the concept of educational activities at Charles University
- An established system of support and training for study programme guarantors
- The share of international students in the total number of students

### 3. Supporting academic success: Satisfied and confident graduates of Charles University

- Graduation rate in bachelor's and master's degree programmes
- An established system of support for student tutors
- Satisfaction with studies

### 4. Open research environment

- Share of international academic and research staff in the total number of academic and research staff
- Number of awarded ERC grants
- Amount of funds obtained from international projects
- All open access journals published at Charles University meet international standards in the area of open science

### 5. Young science (PhD students and postdocs): To the forefront of science by working with talented individuals

- Graduation rate in PhD study programmes

- Number of postdoctoral researchers
  - Share of PhD students and postdoctoral researchers from abroad or with international experience
6. Partnerships for innovation: Interdisciplinary and intersectoral cooperation
- Number of industrial/commercial chairs
  - Revenues from knowledge and technology transfer
7. Promoting science and open and clear communication as a tool for addressing societal challenges
- Number of events aimed at involving the public in scientific knowledge
  - Number of educational and outreach programmes and projects at the Didaktikon centre
  - Feedback from the public on the quality of events and programmes
8. Social responsibility, ethics, and fairness
- Degree of fulfilment of the goals of [Charles University's Sustainable Development Strategy: Towards Sustainability 2030](#)
9. Effective management, administration, and cooperation
- Share of funds beyond basic institutional funding at the university and its individual units
  - Functional process portal (methodology, deployment, number of processes, scope of topics covered, implementation in operational deployment)
  - Established system for the administration of identities and roles (number of connected systems, number of roles and groups)
  - Functional data-driven management (data governance)
10. Modern physical and virtual academic spaces
- Completed university mini-campus and large infrastructure projects
  - Modern, interconnected, sustainable, and resilient information ecosystem (share of agendas fully converted to digital form, number of new modules deployed, number of interconnected modules, number of API interfaces, user feedback)
  - Completed modernization of the student information system
  - Number of Smart Campus modules/services for students and staff
  - Support system for improving the digital skills of students and employees (number of employees trained, RSE and AI technologies implemented and used, number of AI assistants deployed for different target groups, and number of their users)
11. A favourable environment for studying, working, and meeting people
- Maintaining the HR Award certificate
  - Improvement in a selected area of each of the seven pillars of the Healthy Campus award
  - Satisfaction of students and employees with conditions and studies or work at the university, with special regard to persons with special needs
12. Building and developing the university community
- Response rate to communication from the Endowment Fund
  - Amount of funds available through the Endowment Fund
  - Number of calls for proposals organized by the Endowment Fund