IMPLEMENTATION OF THE STRATEGIC PLAN OF CHARLES UNIVERSITY FOR 2023

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INTRODUCTION

For 2023, which is the third year of implementing the strategic plan for 2021 to 2025, **Charles University has set five priorities** that it considers extremely essential for this period:

1. The first priority concerns the **reform of PhD studies connected to the demand for a significant increase in student scholarships**, which can be anticipated as a result of the adoption of an amendment to the Higher Education Act. Hence, Charles University will prepare in particular a new funding system, incorporate the framework and subject-area sensitive demands on students and standards for supervisors, and verify the form of the system for evaluating the quality of study programmes for PhD studies.

2. The second priority involves **deliberation on the existing system of programmes for the support of research and preparation of a proposal for their functioning starting from 2024 so that high-quality research work is supported even more at the university**. This includes in particular the proposal for their financing, evaluation of the first year of operation of the Cooperatio programme, preparation of the 3rd round of the UNCE programme, and adjustment of the rules for the Primus programme in order to attract even more outstanding talents from abroad.

3. **In the area of education,** the university is awaiting **evaluation of the synergy between the recently introduced evaluation system for study programmes and the accreditation system and possible adjustments so that both systems complement each other and form an integral whole** that will allow all respective participants to focus on conceptual and content matters, as will be defined in the **university's strategy for the quality of educational activities**.

4. This priority, based on the current environmental, economic, and political situation, which is mainly affected by climate change and the war in Ukraine, is an **endeavour to achieve economy and an overall sustainable approach in the area of energy**.

5. The **strides made in computerizing Charles University** will also contribute to the economical handling of resources, especially work carried out on two fundamental systems – **the new economic system** and **the new student information system**, while data from other parts of the university's information ecosystem will be synchronized and integrated with the new parts to the maximum possible extent.

I. THE BEST PEOPLE MAKE THE BEST UNIVERSITY

- For the development of talented students and for their involvement in international teams, we will make greater use of the facilities provided by the 4EU+ alliance, especially thanks to the following:
  - Participation of our students in the 4EU+ Flagships educational activities (e.g. *case challenges*, *case competitions*);
  - Evaluation of the pilot round of 4EU+ student mini-grants, as a part of which the projects initiating research cooperation between undergraduate students and PhD students are supported (e.g. research and educational conferences organized by students with the participation of partners from the alliance) with the understanding that, if successful, we will prepare the form of the mini-grants system for future years;
  - Establishment of a PhD forum that will facilitate communication between students and researchers from all participating universities.

  (Responsible person: Vice-Rector for Education, Vice-Rector for Research, Member of the Rector's Board for 4EU+) (I.1, I.2, I.4, I.5)

- **In the area of PhD studies:**
  - **With regard to the comprehensive reform of funding, which we expect based on the amendment of the Higher Education Act, we will prepare a new system of funding for PhD studies at Charles University;**
  - **We will prepare framework, subject-area sensitive requirements for students and standards for supervisors;**
  - **We will finalize and pilot test the system for evaluating the quality of study programmes for PhD studies.**

  (Responsible person: Vice-Rector for Research, Vice-Rector for the Conception and Quality of Education, Vice-Rector for Strategic Cooperation and Development, Vice-Rector for Education, Member of the Rector's Board for strategies, analyses, and transfer) (I.3, I.4, I.5, III.1)

- As part of the support offered by the CU Staff Welcome Centre, we will adapt the existing services that assist international academic staff and researchers and their families with integration into the Charles University community and life in the Czech Republic (visas, accommodation, physicians, starting at the university, Czech language courses, etc.) so that they are better targeted to individual needs, we will introduce selected elements of onboarding and centralize the services for the arrival and departure of employees who are employed both in the Czech Republic and abroad (mandatory statutory contributions). (Responsible person: Member of the Rector's Board for social affairs and sustainable development) (I.7)

- We will expand the support system for postdoctoral fellows to include a framework for structured mentoring, including assistance in finding a suitable mentor, and a common space in the Hybernská Campus where they will be able to meet each other or other members of the academic community and carry out educational or other activities. (Responsible person: Vice-Rector for Research) (I.1, I.7, I.9)

- With the aim of ensuring adequate methodological and other support, we will evaluate the career development rules and the related evaluation of academic, research, and administrative staff at the faculties and units of the university. (Responsible person: Rector, Bursar, Vice-Rector for Academic Appointments, Member of the Rector's Board for strategies, analyses, and transfer) (I.10, I.11)

- In the area of associate professorship and appointment procedures, we will carry out an in-depth analysis of the recommended aspects of evaluation and prepare the respective Rector's directives to further increase the quality and prestige of academic degrees

obtained at Charles University. (Responsible person: Vice-Rector for Academic Appointments, Vice-Rector for Research) (I.11)

- Through consultation and training, we will support head employees in both academic and administrative positions to improve their competencies in the areas of evaluation, feedback, and motivation of employees, which will help them develop their teams. (Responsible person: Rector, Bursar, Member of the Rector's Board for strategies, analyses, and transfer) (I.8, I.10, I.12)

- With respect to management skills, we will expand the range of topics in English and provide systematic education, especially for head employees and their deputies. (Responsible person: Member of the Rector's Board for developing the educational competence of academic employees) (I.12)

- As part of the continuing education of our employees and PhD students, we will focus on the creation of a system of education in pedagogical skills, in particular:
  – We will incorporate education in the area of pedagogical skills into the regulations relating to career advancement at the university;
  – We will support the development of centres for pedagogical skills at the faculties;
  – We will support new lecturers and academic staff who will be involved in the development of pedagogical skills with consultation, materials and premises, and funding;
  – We will expand the basic educational module in pedagogical skills in Czech and English as well as related seminars;
  – As a part of instructional lectures aimed at supporting academic integrity, we will support the use of technical tools for checking the originality of works;
  – We will provide in this area the opportunity to take internships at selected partner universities;
  – we will create a new educational portal and a new visual form for the Paedagogium platform in Czech and English and increase the promotion for its activities.
  – (Responsible person: Member of the Rector's Board for developing the educational competence of academic employees) (I.12, III.2, III.8, III.10, IV.4, V.4)

- In the area of improving social conditions and equal opportunities:
  – We will carry out surveys and analyses focusing on the main topics arising from the audit of equal opportunities at Charles University (e.g. an analysis of the offer and target groups of employee benefits and the drawing of funds from the social fund at the individual units with the aim of presenting a proposal for the harmonization of conditions in those cases where there should be the same practice throughout the entire university or an analysis of the conditions and opportunities for taking creative leave with the aim of improving the availability and use of this type of leave);
  – With regard to mobility, we will develop a service for students with special needs and confirm our membership in the European Commission's InclusiveMobility platform;
  – We will establish an award for contributing to equal opportunities.
  – (Responsible person: Member of the Rector's Board for social affairs and sustainable development, Vice-Rector for International Affairs) (I.8, I.11, I.13, IV.8)

- We will prepare a new strategy for the Alumni Club and work with our graduates, as well as for development of the Charles University Endowment Fund, and we will strengthen the media coverage of those alumni who work in successful companies or in important positions in state administration and public functions. (Responsible person: Member of the Rector's Board for social affairs and sustainable development, Vice-Rector for Public Affairs) (I.15, V.6)

II. INTERNATIONALLY COMPETITIVE RESEARCH

- With the goal of further developing research cooperation, we will revise the overview of key research areas, *Major Research Areas*, also taking into account the results of the evaluation of research at Charles University and the university's activities in the 4EU+ alliance. (Responsible person: Vice-Rector for Research) (II.1)

- We will update the rector's directive on the evaluation of creative activity at Charles University, we will set up an international board that will manage the entire process, we will collect the basic data to be included in the evaluation, and we will carry out other preparatory work so that the next cycle for evaluating creative activity at Charles University can commence in 2024. (Responsible person: Vice-Rector for Research) (II.3)

- **With respect to our institutional programmes for the support of research:**
  - **We will prepare a proposal for its financing starting in 2024;**
  - **We will evaluate the first year of operation of the Cooperatio programme and subsequently update it so that it better enables Charles University to implement the research development strategy with regard to the specifics of individual research disciplines;**
  - **We will prepare the 3rd round of the UNCE programme;**
  - **We will adjust the rules of the Primus programme so that it continues to be successful in acquiring excellent talent from abroad (preferential treatment for completed internships abroad, prioritization of international applicants) and so that the bureaucracy is reduced.**

  (Responsible person: Vice-Rector for Research) (II.4)

- With the goal of increasing our success in international grant competitions:
  - In cooperation with other Czech universities, we will complete the creation of the institutional framework for the Expert Group to support applicants in ERC calls;
  - In cooperation with supervisors, we will work individually with exceptionally gifted PhD students so that they can submit an application for an ERC grant;
  - We will join the newly emerging Czech Association of Managers and Administrators in Research CZARMA, which is intended to be a platform for sharing experience, know-how, and good practice for the continued professional development of employees in the field of research management and administration and to contribute to the development and cultivation of Czech and European research space.
  - (Responsible person: Member of the Rector's Board for ERC and other instruments for research activity, Vice-Rector for Research) (II.6, I.1, I.4, IV.7)

- As a part of the Association of Research Universities, we will increase the cooperation of participating schools to such a level that we can participate more in the creation of strategic decisions regarding higher education (e.g. reform of PhD studies, development and sharing of research infrastructures, evaluation of science and research, transfer of research results and new technologies into practice, or international cooperation). (Responsible person: Vice-Rector for Research and Projects, Vice-Rector for Strategic Cooperation and Development) (II.7)

- We will support the presentation and application of the excellent results of our research in the following manner:
  - We will prepare and publish a university-wide database of media-savvy and experienced experts (in Czech and English versions);
  - We will use the potential of the Hybernská Campus and the university's subsidiary Charles University Innovations Prague a.s. to make the social benefits of research

output and innovation more visible while supporting the potential of the humanities and social sciences;

– We will create the concept of the CU Young PI Forum where budding scientists will share their experiences, e.g. from working abroad, from participation in foreign scientific research projects, etc.

(Responsible person: Vice-Rector for Public Affairs, Vice-Rector for Research, Member of the Rector's Board for strategies, analyses, and transfer) (II.8, I.1)

- We will complete the reconfiguration of the ecosystem implementing the transfer of knowledge and technology into practice at Charles University with an emphasis on the high quality of the provided services and will resolve the issue of reporting income from the transfer. (Responsible person: Member of the Rector's Board for strategies, analyses, and transfer) (II.9)

- We will begin to implement the strategy of intersectoral cooperation reflecting the current development of the national and European discussion on the cooperation of academic and other sectors, also with the aim of verifying the established principles and possibilities for implementing cooperation in practice, including monitoring the impact of research results. (Responsible person: Vice-Rector for Strategic Cooperation and Development, Member of the Rector's Board for strategies, analyses, and transfer) (II.9)

- We will ensure such conditions for all five projects of top research institutions established as a consortium of the best research workplaces in the Czech Republic in the EXCELES programme so that they are implemented at a high level and so that they are an integral part of the research life of Charles University. (Responsible person: Vice-Rector for Research) (II.10, II.1)

- We will actively participate in the creation of a national system in the area of open science, prepare our university system, and connect it to the national one. For these purposes, we will strengthen staffing, including new job positions (e.g. data stewards). In cooperation with partners from the 4EU+ alliance, we will prepare training workshops and seminars for PhD students to acquaint them with Open Access publishing. (Responsible person: Member of the Rector's Board for developing the educational competence of academic employees, Member of the Rector's Board for eGovernment and security) (II.10)

- To ensure the best visibility for the publications of Karolinum Press, we will use the ONIX international metadata format. As part of the English programme, we will set up "*Print on Demand*" options for worldwide distribution. (Responsible person: Vice-Rector for Academic Appointments) (II.11)

III. EDUCATION FOR THE FUTURE AND EDUCATION TOWARDS THE FUTURE

- **With the goal of supporting the continued development of our study programmes:**
    - **Based on previous experience with the study programme evaluation system, we will evaluate its synergy with the accreditation system and, if necessary, propose adjustments so that they complement each other and form an integral system that monitors within individual study programmes the parameters of educational activity, the development of which Charles University considers to be a key matter;**
    - **We will codify and put into practice a new version of the study programme evaluation system (amendment of the relevant provisions of the internal regulation Rules for the System of Quality Assurance and the Internal Evaluation of Quality and the related directives of the rector, refinement of data collection and processing, including data from university-wide surveys, which serve as a basis for evaluation);**
    - **Within the university, we will open discussions on how to further develop the students' evaluations of faculty teaching in the context of evaluating the**

study programmes and how to innovate this system in terms of methodology and technology so that it contributes as much as possible to increasing the quality of study programmes;

– **We will begin preparations for a university strategy relating to the quality of educational activities, which will include, among other things, topics such as the internationalization of education, the status of professionally oriented study programmes, the involvement of practitioners in instruction or the conceptual support of study programmes preparing experts for socially essential professions or those that are unique or have perspective in an international context;**

– We will prepare a draft regulation (or methodology) codifying the basic parameters of joint international study programmes (definitions, requirements for an agreement, options for diplomas or accreditation);

– Based on the systematization of university-wide surveys, we will conduct pilot surveys for applicants, students (including those who left their studies early), and graduates in a new format.

(**Responsible person: Vice-Rector for the Conception and Quality of Educational Activities**, Member of the Rector's Board for strategies, analyses, and transfer) **(III.1, III.2, III.3, III.4, III.5, III.6, III.9)**

- With respect to strengthening the link between our education and practice, we will offer educational activities aimed at developing entrepreneurship and creativity to undergraduate students and PhD students, we will propose ways to expand this agenda with a mentoring programme based on collaboration with external partners, and we will create a website for career services at the university, including practical experience and internships from partners from the application sphere. (Responsible person: Member of the Rector's Board for social affairs and sustainable development, Member of the Rector's Board for strategies, analyses, and transfer) (III.2, III.6)

- For the purposes of recognition, we will continue to provide access to the Ecctis international database and the central administration of the Student Regime and continue to cooperate with the Ministry of the Interior in reporting persons with visa obligations. (Responsible person: Vice-Rector for Education) (III.7)

- In response to students' interest in supplementing instruction with visual teaching materials, we will create a new, modern, and user-friendly platform for making Charles University's videos accessible and integrate it into the university-wide e-learning system. (Responsible person: Member of the Rector's Board for developing the educational competence of academic staff) (III.8)

- To increase the chances of students finishing their studies:

    – We will prepare a proposal for a pilot programme for secondary school students aimed at connecting study opportunities, information and counselling services for applicants and students, and diagnoses of study and career prerequisites;

    – As part of the Fit & Smart cycle, we will connect students of foreign language study programmes with students in Czech in order to increase their integration into the university's academic community, and in the content of seminars, we will take into account current topics, which can prevent complications during studies if addressed at an early stage;

    – With the aim of prevention and timely assistance in the case of burnout syndrome and building mental resilience, we will organize psychological resilience courses, organize a Mental Health Day, introduce a new student peer programme aimed at supporting students with an increased risk of developing mental illnesses, and update the list of related services provided by non-profit organizations.

(Responsible person: Member of the Rector's Board for social affairs and sustainable development) (III.9)

- We will create a university system of education in the form of microcredentials, and we will develop a proposal for recognition mechanisms. (Responsible person: Vice-Rector for Education, Member of the Rector's Board for developing the educational competence of academic staff) (III.8, III.10, IV.1)

- We will expand the offer of lifelong learning with a new course aimed at acquiring professional knowledge and skills for those interested in jobs in the bodies and institutions of the European Union. (Responsible person: Member of the Rector's Board for developing the educational competence of academic staff) (III.2, III.8, III.10, IV.1)

- As a part of the goal to create a unified system of services for Charles University's Library:
  - We will launch the new Database Search module and integrate this search engine into the unified UKAŽ interface;
  - We will implement the university repository of publishing activities as a unified place for storing and accessing documents published by our publishing houses and units;
  - With instructional lectures focused on academic integrity, we will support the use of technical tools for checking the originality of works.

(Responsible person: Member of the Rector's Board for developing the educational competence of academic staff) (III.11, III.12)

IV. INTERNATIONALIZATION IS A CRITICAL PREREQUISITE FOR QUALITY AND COMPETITIVENESS

- In the 4EU+ alliance, we will focus on in particular:
  - Engaging the newly joined member, Université de Genève, in the existing activities of the alliance;
  - Pilot verification of the 4EU+ Chairs, the aim of which is to consolidate existing or establish new research teams from at least two member universities and contribute to the development of educational and creative activities within the alliance (participation in courses at host universities in the form of lectures and seminars, creation of joint educational modules or programmes, transformation of teaching methods, preparation of summer or winter schools, management of a scientific research group or team, use of shared research infrastructure, organization of high-level conferences);
  - Development of multilingualism policies, including the use and teaching of the languages of countries in which the universities are located;

(Responsible person: Vice-Rector for International Affairs, Member of the Rector's Board for 4EU+) (IV.1)

- We will develop new types of mobility (virtual, blended, and short-term) and find a place for them in the university system. (Responsible person: Vice-Rector for International Affairs) (IV.1, IV.8)

- With respect to improving the procedural settings of the international mobility system, we will continue to digitalize the agendas primarily within the scope of the Erasmus without Paper initiative, the goal of which is to digitalize the process of outgoing and incoming mobility. In the case of employee mobility, we will digitalize the nomination process and recordkeeping of all employee mobility. (Responsible person: Vice-Rector for International Affairs, Member of the Rector's Board for eGovernment and security) (IV.1)

- With respect to partnerships, we will focus on expanding cooperation with partner universities from North America and Asia and on increasing the number of our faculties and research teams that are involved in these types of cooperation, for example, by connecting the grant departments of individual universities. In addition, we will continue to explore potential partners from the Latin American region as another dynamically

developing system of higher education, based on a discussion with the faculties about their priorities and existing cooperation, also in accordance with the strategies of the European Union and partner European universities towards this region (e.g. as a part of the Coimbra Group Working Group Latin America) (Responsible person: Vice-Rector for International Affairs) (IV.2, IV.3)

- We will adapt the educational activities offered by the Institute of Language and Preparatory Studies to the different range of interested parties; thanks to the support of foundations, we will implement programmes for graduates of Ukrainian secondary schools. (Responsible person: Vice-Rector for International Affairs) (IV.5)

- We will intensify our activities in the working groups of the Coimbra Group, the LERU-CE7 platform, and the projects of the European University Foundation, also with the aim of increasing the number and success of our applications for Erasmus+ projects. (Responsible person: Vice-Rector for International Affairs) (IV.10)

- Based on the signed memorandum, we will launch cooperation within the Eastern Partnership and promote the creation of a special fund to support scientific and research activities. (Vice-Rector for International Affairs) (IV.10)

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

- We will organize or publicize events relating to important anniversaries and events, such as the establishment of the independent Czech Republic and its acceptance as a member of the United Nations, the 75th anniversary of the start of communist totalitarianism in Czechoslovakia, the 150th anniversary of the birth of Jan Jánský, the anniversary of the country's accession to NATO, the 75th anniversary of Jan Palach's birth, the 55th anniversary of the occupation of Czechoslovakia by Warsaw Pact troops in August 1968, or the adoption of the Maastricht Treaty. (Responsible person: Vice-Rector for Public Affairs) (V.1)

- We will start the operational phase of the DIDAKTIKON project, one of the main goals of which is introducing innovations in education in Prague and popularizing subject areas cultivated at Charles University (especially preparing future teachers). (Responsible person: Vice-Rector for Public Affairs) (V.1, V.5, V.6)

- We will establish the volunteer centre of Charles University as a facility for those interested in this type of activity. (Responsible person: Member of the Rector's Board for social affairs and sustainable development) (V.1, V.6)

- **With regard to sustainable development and costs, we will focus on cost-cutting and an overall sustainable approach in the area of energy. (Responsible person: Bursar) (V.2, V.8)**

- We will finalize the sustainable development strategy of Charles University; as part of the University Leaders in SDG project, we will strengthen cooperation in this area between Czech universities, and within the university, we will motivate the relevant parts of faculties and other units that have not yet been involved in the university-wide solution to the sustainable development agenda in all its aspects (academic, research, development, and other potential). (Responsible person: Member of the Rector's Board for social affairs and sustainable development) (V.2)

- We will conduct research on the understanding and perception of the Charles University brand in the target group of applicants and their parents. (Responsible person: Vice-Rector for Public Affairs) (V.3)

- We will implement into the processes of the university the conclusions obtained from the analyses relating to internal communication, which were developed on the basis of surveys among faculties, other units, and the workplaces of the rector's office. (Head of the Rector's Office) (V.3, V.5)

- We will expand the use of electronic tools for sharing template documents for the preparation and implementation of projects. (Responsible person: Vice-Rector for Strategic Cooperation and Development, Member of the Rector's Board for strategies, analyses, and transfer) (V.5)

- In order to fulfil the third role of Charles University:

  – We will create a set of examples for good practice in the area of knowledge and technology transfer summarizing and promoting successful cases with the aim of supporting the acceleration of these activities at the university and in the national context;

  – We will use the analytical team of our subsidiary to search for socially applicable solutions and subsequently find relevant external partners for them through the "TechZone" matchmaking platform.

  (Responsible person: Member of the Rector's Board for strategies, analyses, and transfer) (V.6, V.10)

- Based on a wide-ranging university discussion, we will reach an agreement on the principles of Charles University's funding for the upcoming period, the main pillars of which will be a multi-year outlook, stability of funding, and support for activities and quality indicators aimed at fulfilling the goals of the University's Strategic Plan. (Responsible person: Rector, Bursar, Member of the Rector's Board for strategies, analyses, and transfer) (V.7)

- We will formulate a strategy for the systematic use of funds from the Endowment Fund of Charles University and adapt the calls for drawing on funds to it. (Responsible person: Head of the Rector's Office) (V.8)

- **With respect to increasing the computerization of the university: (V.9, V.12, V.13, I.6)**

  – **We will select a supplier for the new economic system and begin implementing it, including the gradual introduction of a unified economic methodology (unification of code lists, procedures for asset recordkeeping, and other selected procedural measures) (Responsible person: Vice-Rector for Information Technology, Bursar, Member of the Rector's Board for eGovernment and security);**

  – **As part of the new student information system, we will launch modules for enrolment in courses, applications, and accommodation and social scholarships (Responsible person: Vice-Rector for Information Technology);**

  – **We will carry out business and IT analyses of additional modules and make adjustments triggered by the adoption of the act amending certain acts in connection with the continued computerization of the procedures of public authorities (DEPO) (Responsible person: Vice-Rector for Information Technology, Member of the Rector's Board for eGovernment and security);**

  – **With respect to the establishment of a specialized workplace in the Computer Science Centre, we will continue the university-wide deployment of the Microsoft 365 cloud services (Responsible person: Vice-Rector for Information Technology);**

  – **We will start implementing the structures, import interface, and data synchronization of other parts of the university's information system into the data warehouse and analyse the possibility of integrating outputs/reports from the data warehouse into the new student information system (Responsible person: Vice-Rector for Information Technology);**

– We will complete the implementation of the new information system for associate professorship and appointment procedures (Responsible person: Vice-Rector for Information Technology);

– We will start work on upgrading the system for the electronic passporting of real estate and implementing the Building Information Modelling system (Responsible person: Vice-Rector for Information Technology, Member of the Rector's Board for eGovernment and security);

– In the pilot operation, we will verify a new application that will enable the administration of selection procedures for job positions (entering advertisements for vacant positions and the university's own selection procedures in a uniform format and with all essential requirements, evaluation of candidates' written materials, communication with applicants, voting by selection committees) (Responsible person: Vice-Rector for Information Technology, Member of the Rector's Board for eGovernment and security);

– We will modify the app for the CU Strategic Development Plan so that it enables the annual interim and final evaluation of fulfilling the Programme for the Support of Strategic Management of Charles University, and we will launch a database of project applications and projects, which will reduce the administrative burden in the preparation and implementation of projects financed from the European Structural and Investment Funds and the National Recovery Plan. (Responsible person: Vice-Rector for Information Technology)

- We will strengthen the internal management of development investment and dislocation activities and establish a platform for supporting decision-making at the central level with a connection to national programmes, asset management, and the management of priority actions. (Responsible person: Vice-Rector for Strategic Cooperation and Development) (V.11)

- We will complete and put into operation the university mini-campus of the Faculty of Social Sciences in Jinonice, we will start the construction of mini-campuses in Hradec Králové (MEPHARED 2), at Albertov (Biocentre), and in Motol (multifunctional building of the 2nd Faculty of Medicine), or reconstruction of the buildings of the Faculty of Arts in Opletalová Street, the buildings of the Faculty of Education in Rettigová Street, and the building of the Protestant Theological Faculty in Černá Street. (Responsible person: Vice-Rector for Strategic Cooperation and Development) (V.12)

- In the area of security:

  – Based on an analysis, we will establish a list of high-risk study programmes and research projects and propose measures to mitigate the influence of foreign power at the university; we will update the individual risk factors and areas for the specific issue in line with European and Czech legislation;

  – We will introduce e-learning for employees in the area of institutional resilience (anti-influential action) and cyber security;

  – With respect to adoption of the Cyber Security Strategy 2022+, we will implement some of the vulnerability scanning technologies and at least five other security policies as part of the information security management system;

  – We will complete a comprehensive analysis of soft targets at the university.

  (Responsible person: Member of the Rector's Board for eGovernment and security) (V.13)