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I offer my services to the university.

Over the past four years, I have gotten to know our university in detail, its strengths and the areas where it needs support. These have been years full of external challenges, but also a time when we have had to address inadequately resolved issues: underfunding and remuneration, security, conditions in dormitories and cafeterias, and many others.

I am aware of the mistakes we have made in these difficult situations. That is why I now know even better what needs to be done next: rely on data, strengthen teamwork across faculties, and translate our vision into steps that will improve the daily lives of students and staff.

We have fulfilled more than 90% of the commitments in my first program. Thanks to this, we are now building on a solid foundation and can look ahead with courage and confidence.

Despite the extremely difficult period of recent years, we have managed to maintain stability and ensure the growth of Charles University. From 2022 to 2025, the operating budget increased by 22%, or CZK 2.995 billion, the contribution to educational activities by 21%, and supplementary activities by 60%. The investment budget has even increased by more than 150%. The average salary at Charles University has increased by 34% during this period. These results prove that our strategy is working and that we are able to strengthen the university and its future even in difficult times.

Together with the Academic Senate of Charles University, we will ensure quality, predictability, and a fair environment. I want to lead Charles University as an open, trustworthy, and kind institution that combines tradition with modern practice and is a partner to the state, cities, and European institutions.

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How to read this program

The following text summarizes the vision and steps that will shape Charles University in the coming years. First, I offer a brief overview of the vision and priorities. This is followed by the program pillars, ten main priorities, and three symbolic projects that show where we want to take Charles University. In conclusion, we take a critical look at ourselves, admit what has not worked, and how we have learned from it.

Why this way

I believe that a university program should be clear and open. Therefore, I offer both a brief summary for quick orientation and a more detailed elaboration for those who want to understand all the details.

CU Vision for 2030: digital brain, student heart, European voice

Digital brain

Data, technology, quality. One environment and one identity, fact-based decision-making, services that are understandable and accessible to all.

Student heart

Modern dormitories, support, wellbeing, and an open community. A university you can rely on every day.

European voice

Respect in Europe and at home, academic freedom, and meaningful social impact.

The five pillars on which we build

Education for the future

flexible study, high-quality teachers, strong student support.

Science and research

top teams and a supportive and motivating environment, open science, global impact.

A university open to

society and a European

leader a voice in Europe, a partner for the state and the public, protecting freedoms.

One digital university

one environment, one login, secure data and services for everyone.

Investment and

modernization

smart and visible investments in campuses, dormitories, and

Three symbolic projects for the future

Symbolic projects are bold visions whose fulfilment often extends beyond a single rector's term. Some will yield results soon, while others require more time and are just entering the preparatory phase. The important thing is to start and persevere, as this is the only way Charles University will be among the European leaders in 2030.

AI CU Twin — a digital model of the university for change management, prediction, and transparency.

Renaissance House — the 24/7 student heart of CU: library, coworking space, makerspace, start-up hub.

Open Europe@UC — mobility, joint programs, easy recognition of studies, and leadership in Central Europe.

Ten key priorities for 2026–2030

1. **Complete existing infrastructure and continue to build new infrastructure** — Albertov Biocentre, Mephared 2, Multifunctional building of 2. LF, reconstruction of PF and PedF, Veleslavín Campus, building B of 3. LF and others.
2. **Stable finances and fair remuneration** — strengthening institutional funding, focusing on remuneration across CU.
3. **Reform of doctoral studies** — modern doctoral studies and support for junior researchers.
4. **Excellence in science** — top-notch teams, a motivating and supportive environment, open science, global impact.
5. **High-quality education** — permeable programs, data for decision-making, economic sustainability.
6. **Student comfort** — modern dormitories and cafeterias, wellbeing, mobility.
7. **Artificial intelligence for CU** — a tool for science, teaching, and management.
8. **One digital university** — enterprise architecture.
9. **Modernization of the rector's office** — less administration, more support for faculties.
10. **CU as a public authority** — a respected institution in the Czech Republic and Europe.

Five principles of CU leadership

The principles of leadership are not just rules of management, but an expression of the spirit of our university. They define how we interact with each other, how we make decisions, and how we draw on tradition and modern knowledge.

Data & transparency

we make decisions based on facts, not impressions.

Teamwork

Faculty and Senate are partners.

Tradition with modernity

we cherish the values and culture of CU, but we are not afraid to innovate.

Openness & fairness

equal opportunities, clear rules, respect.

European framework

CU as a respected leader in Central Europe.

The brief overview showed the direction we want to take. Now comes a deeper look: five pillars, ten key priorities, and three symbolic projects that form the core of the entire vision. Including an assessment of what we have failed to achieve and how we have learned from it. These are not just points in the program, but a commitment that the university will develop where people will feel it most—in teaching, science, the environment, and European cooperation.

5 pillars

A university is only strong when it has solid foundations. Our pillars were not created in the quiet of offices, but in discussions with faculties, the academic senate, and students, based on feedback, experiences, victories, and defeats. Now we want to turn them into steps that will be visible in everyday life.

*Each pillar bears a part of the responsibility: **education, science, openness, digitization, and investment**. Together, they form a framework that allows Charles University to grow and inspire both at home and in Europe.*

To make our program clear, we offer four perspectives for each pillar:

- ***Priorities** that define the direction,*
- ***What we have achieved**, because we are building on solid foundations and completed projects,*
- ***New goals and directions** that will take the university to the next level,*
- *and finally, an example of the **Impact on individual groups** – students, academics, faculties, the rector's office, and society – to outline what our steps mean in practice.*

Pillar 1 – Education for the future

Priorities for the future

The fundamental basis for further development will be **quality as a benchmark for decision-making**. We will systematically evaluate study programs based on data, feedback, and economic sustainability. Reaccreditation will not be a formal process, but a strategic management tool – programs that do not prove their worth will undergo transformation or be discontinued.

Charles University must be a **leader in higher education** in Central Europe – an institution that combines academic excellence with social responsibility. We want to be a university that cultivates education while demonstrably increasing the employability of our graduates and their impact on society as a whole.

As a university with ambitions to be a leading academic institution in Central Europe, we will continue to target applicants with the highest potential and academic interest, not only from the Czech Republic but also from abroad. At the same time, however, we will provide targeted support to all students we accept, including those who enter their studies with disabilities or in difficult life situations.

In brief

- **Flexible and permeable bachelor's degree programs** – reduction of duplication, introduction of modular formats, and the possibility of specialization during studies.
- **Development of simulation-based teaching**, use of virtual reality (VR) / augmented reality (AR), and strengthening of digital skills across disciplines.
- **Systematic support for teachers**: mentoring, professional development, new tools, and recognition of teaching quality.
- **Reaccreditation** based on data and strategies prepared jointly with the faculties: quality, employability of graduates, economic sustainability of programs. Reduction of redundancy and fragmentation of programs and strengthening of their relevance.

- **Internationalization:** mobility windows, programs in English, micro-certificates, “internationalization at home”.
- **Academic Success Centres** – centres for supporting academic success and well-being, combining counselling, mentoring, and tutoring.
- **Linking undergraduate and lifelong education,** certification of graduate career development.

What has been achieved in the field of education in the past period

During the past period, Charles University has taken significant steps to **improve the quality of teaching and the study environment**. In the area of developing the pedagogical competencies of academic staff, new workshops, seminars, and methodological recommendations (Framework for Effective Teaching) have been created, which are specifically aimed at improving the skills of teachers. Systematic support has been launched through the emerging infrastructure of **teaching support centres and an educational portal** for employees and doctoral students.

In the area of **study program quality**, accreditation standards have been revised to reflect an emphasis on learning outcomes, language skills, and the overall coherence between teaching objectives and graduate employability. At the same time, analytical work has been introduced to correlate admission results with academic success, providing important data for further development.

The university actively addressed the issue of **internationalization of teaching**, support was created for the establishment of mobility windows in study programs, and we focused on the development of language skills and cooperation with foreign partners through the 4EU+ alliance and beyond. Administrative and informational support for study abroad programs has also improved, although we are certainly not yet satisfied in this area and will continue to work on further simplifying processes in the future.

In the area of student support, **the foundations were laid for a systematic approach to increasing academic success**. Study data analyses were carried out and work began on preparing systems for the early identification of student needs. Support for well-being, counselling, and adaptation activities has become a stable part of our environment. Social support for students in difficult life situations has also been significantly strengthened – social scholarships have been increased and the system has been modified to make it more accessible and responsive to urgent needs.

Another important step was the creation of a platform for reforming student surveys, which offered faculties methodological support for preparing questions and sharing best practices.

Last but not least, **a concept of micro-certificates** was launched, enabling flexible and targeted expansion of knowledge and skills across various forms of study. The university is thus responding to the need for modern lifelong learning and expanding its offer with new formats relevant to both current students and the public.

An amendment to Charles University’s internal regulations has also been initiated in response to changes in higher education legislation. This process is also being carried out with the ambition of unifying procedures across Charles University in relevant cases.

Our new goals and direction in education

We know that **ensuring the quality of study will not be possible without bolder steps**, such as reducing duplicate programs or reevaluating unsustainable fields of study. This process will be transparent, data-driven, and carried out in cooperation with the faculties.

We will respond to the needs of a new generation of students who expect **meaningfulness, flexibility, and a digital environment**. We will introduce support tools that will enable them not only to master their studies, but also to grow as responsible individuals in a rapidly changing world. A modern university must actively create conditions not only for knowledge, but also for individual growth. Therefore, in the coming period, we will introduce changes that will strengthen the quality of teaching, openness, and responsibility towards society and students.

In the coming years, we will promote **greater flexibility in bachelor's programs** and systematically create broadly focused bachelor's programs that allow for internal variability and specialization during the course of study. We will increase permeability between programs and streamline the structure of study. The goal is to adapt teaching to the needs of students and remove barriers between disciplines.

The modernization of teaching will be based on the **development of simulation methods and technologies**, such as teaching using virtual and augmented reality, especially in professional fields. We will support the creation of new forms of practical teaching that will enable students to apply theoretical knowledge in the context of a specific profession.

We will continue to digitize study and administrative processes and introduce advanced data analytics. Effective data management will help monitor the course of study, identify risks, and target support where it is most needed. A unified environment will be created that will connect administrative systems and offer greater user comfort.

An important step will be to **expand funding to support innovation** in teaching and study materials. We already have a high-quality tool to support the creation of new teaching texts, so it is necessary to ensure that sufficient financial resources are available for its use in the future.

A key step will be the **training of guarantors and the establishment of Study Program Councils** (or councils for broader fields of study), which will strengthen the strategic management of teaching quality. We will expand the range of teaching support, mentoring, and tutoring. We will review the study load and focus on the systematic integration of key competencies, such as digital literacy, information literacy, teamwork, and critical thinking, into all relevant study plans. We will improve the teaching skills of academic staff in the area of examination and testing and will pay maximum attention to the fairness of examinations.

The quality of study programs will be systematically managed based on a newly defined program life cycle, which will include an analysis of relevance and differences from existing fields, discussions with stakeholders, including employers, an economic assessment of feasibility, and feedback from the application sphere.

The European ECTS methodology for determining study load will be binding **during reaccreditation waves**, together with a link to the economic balance sheet of study programs (balance sheet on the economic sustainability of the study program) and an evaluation of overlaps between programs. We will also focus on reducing redundancy and fragmentation in study programs, especially where there is overlap in content. The goal is to have a comprehensible and strategically managed offering that will be based on quality rather than quantity of study options, with clear outcomes for both practice and science.

We will also expand the **range of training offered to study program guarantors**, including regular round tables, university-wide feedback collection, and systematic sharing of best practices.

Academic success will be systematically supported in the coming period based on a university strategy that will combine structural, pedagogical, and support tools. We will focus on introductory camps, remedial courses, and support courses, especially in the first year. We will expand the teaching support centres at the faculties with “**Academic Success Centres**” – places that combine teaching and learning support, offering individual consultations, mentoring, career and study counselling, and the organization of tutoring activities.

In the area of **internationalization**, we will focus not only on supporting study abroad programs, but also on strengthening the concept of internationalization at home. Our ambition is for all students to experience the international dimension of their studies – through teaching in English, foreign guests, joint projects, and digital formats. We will support the creation of new joint programs and the development of students' language skills.

The university will specifically promote **equal access to education** regardless of social or health disadvantages. Scholarship programs in this area will be expanded, support for students with specific needs will be strengthened, and counselling services will be offered. The university ombudsman system will be supported. The “**Na Karlovku**” platform will serve as the main hub for various groups – applicants, students, graduates, and lifelong learners. It will be modernized and supplemented with tools that will bring the university closer to users of different generations: an interactive admissions simulator, personalized recommendations for study programs based on the applicant's interests, virtual tours of the university premises, and an interactive chatbot guide. The website will be integrated with social networks and will reflect the experiences of current and former students. The goal is to create a lively digital environment that will facilitate orientation, support decision-making when choosing a study program, and strengthen the public's relationship with the university.

Lifelong learning will not be just an add-on – we will integrate it into the everyday academic environment as one of the pillars of Charles University's academic culture. Micro-certificates and modular teaching formats will enable the continuous expansion of knowledge during and after studies. We will link these forms with practice, start-ups, and interdisciplinary cooperation. We will introduce tools for monitoring and certifying the career development of graduates.

In professionally oriented programs such as medicine, law, or education, we will strive to ensure that Charles University is not only an educational institution but also a guarantor and certifier of lifelong professional competence.

Examples of impacts for students, employees, institutions, and society:

- **Student:** a clear and flexible path through their studies, timely support, the opportunity to gain European experience without having to travel abroad.
- **Academics:** systematic support, new opportunities for professional growth, less administration, recognition of teaching quality.
- **Faculty:** reliable data for decision-making, a more attractive offer for applicants, enhanced prestige thanks to high-quality teaching.
- **Society:** graduates equipped with knowledge and skills, ready to succeed in a changing labour market and contribute to the development of society as a whole.

Pillar 2 – Science and research

“Excellence is not a skill. It is an attitude.” LERU, March 2025

By 2030, we want to be a **recognized European research university** that educates and attracts top scientists and young talent even more than it does now. Charles University will be a place for deep knowledge, open discussion, and science with impact. It will offer an inspiring and supportive environment, which will be specifically nurtured at both the university and faculty levels. Our research teams will collaborate across disciplines and borders and contribute to solving key global and local challenges, from healthcare and education to sustainability and technological security.

Priorities for the future period in brief

- **Strengthening a high-quality and open environment for science** – data-driven management and modern evaluation (CoARA), support for scientific personalities, and care for young talent.
- Developing the **Cooperatio, Donatio**, project support platforms (**REFRESH** for international grants) and grant support pipelines (ERC/MSCA).
- **Reforming doctoral studies:** doctoral schools, effective supervision of dissertations, support for postdocs, and “brain circulation”.
- Strengthening the principles of **open science**, FAIR data management, research ethics, and citizen science (communication of science to the public with effective feedback to the university).
- **Deepening partnerships with the application sphere, the state, and industry;** development of an innovative ecosystem and effective knowledge transfer.
- **Support for the international mobility** of scientists and involvement in European and global networks.

Achievements in science and research in the past period

Charles University has made significant progress in **creating a transparent and open research environment**. A new round of internal evaluation of scientific and creative activities was based on modern international principles (ARRA, CoARA), and at the same time, a **system of performance indicators** was launched, which links the evaluation of current data and outputs with science funding. We were the first university in the Czech Republic to receive the “**HR Award**”.

Project support and the internationalization of research have developed significantly. A number of support activities were launched as part of the **REFRESH** project, which focuses on the development of project competencies, grant support, and care for scientists. Charles University has actively joined international networks and partnerships (e.g., LERU-CE7, Science Business, CoARA) and expanded its existing support for applicants for prestigious **European grants** (e.g., ERC), both in the area of the ERC pipeline led by Prof. Strakoš and in the new format of individual mentors (“light bearers”).

In the area of doctoral studies, there has been a significant shift towards greater coordination and quality. A **reform of doctoral studies** was launched, which has resulted in regular meetings with faculty management, communication with subject and coordination councils, the development of educational activities within the Doctoral Platform, and increased mobility for doctoral students. Information about supervisors has been made more transparent in the SIS system, and the publication of dissertation topics has been introduced. Standards have been established for the work of supervisors and for doctoral study programs (DSP), which are intended to contribute to the improvement of doctoral studies at Charles University.

Support for young scientists has also been developed, ranging from undergraduate students involved in research activities, through the strengthening of postdoctoral support, to the establishment of a long-term strategy for human potential development. The Donatio Universitatis Carolinae program has been modified and career counselling and international stays have been developed.

Overall, it has been possible to **link science management at Charles University with data and quality**, while creating a basic structure for a deeper reform of the doctoral and postdoctoral system.

Our new goals and direction in science and research

I believe that a **strong and confident research university**, such as Charles University is and can be even more, is built on science that cultivates knowledge, challenges the status quo, and provides new answers for a world in motion. Science is not a luxury, but a commitment: to students, society, and the future. That is why we will systematically support scientific work, protect its independence, and at the same time emphasize its quality, ethics, and applicability.

Open research environment

Charles University will continue to develop its role as a trusted source of knowledge and an institution that provides critical reflection. We want to protect the space for questioning, searching for new interpretations, and professional opposition—even in situations where it is socially or politically inconvenient. Science should be not only practical but also critical, as this contributes to the freedom and responsibility of a democratic society.

We want to further develop the scientific environment at Charles University as an **open, inspiring, and internationally competitive space**. The fundamental starting point will be **quality as a measure of strategic decision-making** – we will systematically evaluate scientific performance and its institutional funding based on data, relevance, and ethics. We will build on the new science evaluation system in accordance with European principles (ARRA, CoARA) and will consistently work with the evaluation results when revising programs such as Cooperatio and other strategic decisions.

We will strengthen support for cutting-edge science and the development of strategic fields such as artificial intelligence, quantum technologies, sustainability, biotechnology, biomedicine, cyber security, and others. In the future, **“chairs”, i.e., newly established positions** focused on a specific area of science, will play a role in this system, as will scientific cooperation within the **4EU+ alliance and its so-called flagships** (both in the area of joint research teams and grants, and in the sharing of infrastructure and human resources). We will effectively **support** the development and **promote the social relevance of the humanities and social sciences**.

Furthermore, we will **develop open science**, FAIR data, support for ethical publishing, and the concept of Citizen Science as a tool for the third role of the university. We will actively support scientific communication and the popularization of science towards society, the media, and students. We will expand support for research infrastructure and investment in the digitization of the research process.

Young science – from doctorate to scientific independence

Scientific excellence begins with caring for young scientists. Charles University will develop a healthy and inspiring doctoral and postdoctoral ecosystem as a fundamental pillar of the scientific environment. **We will complete the reform of doctoral studies**, harmonize the structure and conditions, and move towards a system of so-called doctoral schools. Support for mobility and transparent, high-quality supervision of dissertations will also be a tool for improving quality.

In 2028, we will face a wave of reaccreditations of doctoral study programs. In order to make effective use of this wave of reaccreditations, we must have a clear strategy for these reaccreditations that is communicated between the faculties within the university. Therefore, my team will include a new position of Vice-Rector for Doctoral Study Programs, who will be responsible for this task.

We will provide systematic support for postdoctoral researchers, including mentoring, international mobility, and facilitating their establishment in the academic community. We will build on programs such as Marie Skłodowska-Curie Actions (MSCA) COFUND and create a foundation for “brain circulation” – the arrival and return of researchers with international experience.

In cooperation with the faculties, we will develop targeted support for the career development of young scientists – from doctoral studies through postdoctoral research to a stable academic career. Support for undergraduate involvement in research (e.g., SVV, GAUK) will continue and will be better linked to subsequent doctoral studies.

Academic integrity, democratic values, and ethical culture

Charles University will finalize and implement **standards for assessing plagiarism** (especially in the field of AI, this now requires constant attention), expand educational activities focused on research ethics, freedom of expression, conflict of interest prevention, and the responsibility of scientists in society. **Academic integrity** will be understood as a key pillar of the democratic academic space. The university will introduce training for academic and non-academic staff focused on ethics, conflicts of interest, and the protection of academic freedoms. A conflict-of-interest prevention policy will be created, and we will cultivate rules for cooperation with commercial and public partners. The university will be inspired by proven foreign models (e.g., the Anglo-American system) that ensure a balance between academic independence and social responsibility.

Protection of academic freedoms and security culture

Charles University will create **mechanisms to protect academic staff from external pressures**, support mediation, and promote professional safety. A system of regular training on academic freedoms, cyber security, and ethical conduct will be introduced. The university will **intensify cooperation with institutions such as NÚKIB**. An internal system for reporting suspicious influences and violations of security rules will be created.

The scientific councils of the faculties and the university will certainly be an effective support in the above processes in the future, especially if we as a university agree across the board on the recommended criteria for members of our scientific councils.

Through joint efforts, we should aim for the **Nakladatelství Karolinum** to play a more significant international role among academic publishers. I believe this is an achievable goal, and I want to open a university-wide debate on this topic and strengthen the importance and role of the publishing house as soon as possible.

It is necessary to **strengthen the coordination of Cooperatio programs** and communication between them, facilitate cooperation, and, based on the results of the evaluation of scientific areas, open a debate with Cooperatio management and faculty management on the topic of adjusting the functioning of Cooperatio in the coming years.

Examples of impacts for students, employees, institutions, and society:

- **Student:** more opportunities to get involved in science already during undergraduate studies, better chances at doctoral and postdoctoral levels, European mobility as standard.
- **Young scientist:** clear rules for career growth, mentoring and grant support, conditions for international experience.
- **Faculty:** better data for decision-making, stable funding for research teams, clear standards for evaluation and quality.
- **Society:** open science with practical impact, the university as a guarantor of ethics, freedom, and trustworthy knowledge.

Pillar 3 – A university open to society and a European leader

By 2030, Charles University will consistently fulfil its social mission. It will be an **open and respected institution** rooted in democratic values, connected with the public, both professional and lay, actively contributing to solving social challenges.

Priorities for the future period in brief

- ♦ **Protection of academic freedom, promotion of integrity and ethical culture;** prevention of conflicts of interest and transparent decision-making.
- ♦ **Active voice of Charles University in educational,** scientific, and social policy – creation of policy briefs as expert background materials for decision-making at the national and European levels.
- ♦ **Partnerships with public administration, civil society, and business;** systematic and strategic development of the university's third role.
- ♦ **Equal opportunities** for all students and employees; strengthening the role of the university ombudsman and developing support systems – promoting mental health, well-being, and healthcare at Charles University; development of benefits and support for students and employees in difficult situations; strengthening of social life, community activities, and university-wide events; work with career rules, systematic support for employee development, fair remuneration.
- ♦ **Healthy Campus and university-wide security culture** – physical and cyber security.
- ♦ **Open Europe@UK** – easy recognition of qualifications, mobility, joint programs, and internationalization at home.
- ♦ **Building ties with graduates,** alumni programs, and fundraising.
- ♦ Developing the third role of the university, including strengthening the
- ♦ role of the Hybernská Campus
- ♦ Supporting an international personnel environment.
- ♦ **An active role for UK in public and educational policy in the Czech Republic and the EU.**
- ♦ **Developing partnerships with public administration,** society, and the cultural sphere; cooperation with the application sphere and the innovation ecosystem; supporting innovation, sharing good practices, and developing competencies for coping with challenging situations; partnerships for innovation and social impact;
- ♦ supporting socially responsible projects and the participation of students and employees.
- ♦ Science communication, popularization, and civic engagement.
- ♦ **Defence of academic freedoms and democratic values.**
- ♦ **Strengthening academic ethics, preventing plagiarism, and supporting research integrity.**

Achievements in caring for the university community

Charles University has **significantly strengthened its care for its students and employees** in the past period. The capacity and services of the Carolina Centre have been expanded, including in the areas of **mental health, basic health care, and counselling services**. Cooperation with faculty coordinators has been strengthened in a number of areas, new centres have been established (e.g., the **Resilience Center and the Center for Mental Health on the Hybernská Campus**), and the university has actively participated in international projects in the area of well-being and resilience.

The **office of ombudswoman** and faculty contact persons was established, and Charles University obtained **Healthy Campus certification** (an international certification in the area of university service quality). In the area of employee care, benefit programs were developed, including the Multisport card, and another children's group was established. In 2023, framework career rules were introduced for technical and economic staff (THP). In the area of community life, a strong platform for cooperation with university associations was created and support for students with specific needs was intensified.

The Hybernská Campus has become a key centre for the **third role of Charles University**, with more than 1,300 events per year, including the popularization of science, culture, and public discussion. The development of internationalization continued through the Café Collaborations format. The development of graduate programs was strengthened – golden graduations, garden parties, and cooperation with the Alumni Club and the Charles University Endowment Fund took place. The gradual professionalization of fundraising and the development of the Charles University Endowment Fund are ongoing. A project to build a university visitor centre was launched.

We have built a network of foreign alumni ambassadors, whose activities in promoting Charles University abroad will have a long-term effect. The **International Student Hub** is a place offering comprehensive services to support foreign-language students and promote Charles University abroad using a variety of tools.

Charles University **strengthened its role as a public and socially responsible institution**. In the area of ethics and integrity, draft standards for assessing plagiarism were developed, and the work of the Ethics Committee and the Ombudsman was supported. Charles University also began to systematically expand education focused on research integrity and academic honesty.

As part of its cooperation with the public and civic sectors, Charles University has participated in a number of projects, for example with the City of Prague in the development of the Hybernská Campus (e.g., the **Didaktikon Science Centre**), and has established partnerships with organizations such as **Díky, že můžem, Cesta domů, Elixír do škol, Matika Česku, the National Gallery, and the National Museum**. These activities develop the civic and community dimension of the university and support student engagement.

Charles University has systematically worked to **increase security, transparency, and accountability in decision-making processes**. A draft measure and policy on conflicts of interest has been developed, the university has become involved in activities to strengthen security, and has begun cooperating with relevant institutions in the field of cyber security. In the area of equal opportunities, scholarship programs for students from disadvantaged backgrounds were strengthened and the range of support for students with specific needs was expanded.

Our new goals and direction

Partnerships with the public

Charles University will **continue to develop partnerships with cities, regions, and the non-profit sector**. We will support the creation of interdisciplinary teams that will analyse and propose solutions to social challenges at the local and global levels. We will expand volunteer activities, the Junior University, and the University of the Third Age, including new modules focused on digital skills, AI, and civic participation.

Charles University is and will continue to be a university that prides itself on a sense of belonging, dignified working conditions, and an active community. It will be an institution where students and employees can rely on a **strong support system**, develop their skills, seek a balance between their personal and professional lives, and share responsibility for the functioning of the academic community. Charles University will not only be an academic space, but also a **community base**.

I believe that the university is **not only a place of education and science, but also a real community. A community** where people feel safe, are respected, and have the opportunity to grow personally, professionally, and socially. I therefore want to continue striving to make Charles University an example of caring for its people. Caring is not a weakness. It is the strength of a university built on trust, cohesion, and empathy.

We will **continue to develop counselling and health services** – we will strengthen the personnel and financial resources of the Carolina Centre, expand mental health services, including prevention, crisis intervention, and cooperation with external experts. We will introduce a conceptual plan for mental health care and well-being support, following on from the Healthy Campus project and the activities of the Resilience Centre.

We will support the **network of ombudsmen** and ensure their systematic training and development. We will **continue to develop employee benefit programs, support the creation of children's groups, and increase the availability of starter apartments**. We will also focus on equal access to healthcare and raising awareness of available services, especially for international students.

We will continue to **strengthen association and community life** – the university will actively support student initiatives, organize community events, and create space for sharing and collaboration. We will ensure adequate space and material resources for association activities and expand consultations and mentoring for associations and student projects.

We will continue to **develop and implement career paths** for all employee groups and support their professional growth through training, coaching, and sharing best practices. We will also take care of non-academic staff, including systematically mapping their needs and motivations.

We will continue to ensure the functional interconnection of strategic documents of the university, faculties, and other components, as well as related action plans, and the comprehensibility of these documents for all members of our university's academic community, key external stakeholders, and the public.

Charles University will continue to **strengthen its role as a public institution** that not only produces knowledge but also actively contributes to the cultivation of society, the defence of democratic values, and the protection of the integrity of the academic environment. The key aspects of this priority correspond to both the Czech context and the trends formulated in European and international strategies.

We will continue to build relationships with graduates – **we will strengthen alumni programs, mentoring, fundraising activities, and links with the professional world.** The Charles University Endowment Fund will develop into an effective tool for the strategic support of Charles University's development and the support of its students and employees.

We will develop the **Hybernská Campus** as a **vibrant centre for the third role of the university** – a community space, a place for education, culture, dialogue, and international cooperation. University-wide events, care for all employee groups, and support for a safe and open environment – all this will shape the culture of the university as a place where it is good not only to study, but also to live and work.

Charles University, together with the City of Prague and the Municipal and National Library, has already begun **preparations for the construction of a new large library**, which would provide modern facilities for study and meetings not only for Charles University students, but also for students from other Prague universities.

Charles University wants to be a **driving force for social and technological progress. We will therefore focus on strengthening cooperation with the application sphere, industry, and public institutions** through applied research, technology transfer, and innovation. We will support the development of industrial/commercial PhDs, entrepreneurship, the start-up environment, and innovation platforms.

We will **develop cross-sector and cross-disciplinary cooperation** – including the creation of hybrid academic-industrial teams and centres. At the same time, we will involve Charles University even more intensively and systematically in the creation of science and innovation policies at the national and European levels in the future.

The basis for this will be a **robust support infrastructure for researchers at the faculty and rectorate levels** – from project offices and consulting on project calls to support for public communication of results. Our goal is to create an environment where scientists are perceived as creators and partners for social change.

The university **expanded its lifelong learning offerings**, launched the online platform NaKarlovku.cz, and piloted micro-certificates, which enable Charles University to further collaborate with employers and relevant public administration stakeholders, including the Labour Office and relevant ministries. In the area of European cooperation, Charles University deepened its involvement in the European university alliance 4EU+ and other international networks, thereby strengthening its ability to influence science and education policy at the European level. 4EU+ opened its office in Brussels, establishing a permanent presence for Charles University in close proximity to the bodies and structures of the European Commission and the European Research and Education Area (ERA and EHEA).

Communication and popularization of science and expert input into public debate

The university will strengthen the media skills of scientists, develop a database of experts, and support their involvement in public debate. We will develop popularization formats, such as FameLab, for various audiences, including schools, professional and lay communities, and the media.

In the area of knowledge transfer, we are already working on a clear separation of roles between the Centre for Knowledge and Technology Transfer (CPPT) and its subsidiary Charles University Innovations Prague a.s. (CUIP) as intermediaries between research and practice. We will continue to ensure that their roles are clearly defined and linked to practice. We will support the creation of spin-off companies and applied research.

Examples of impacts for students, employees, institutions, and society:

- ♦ **Student:** fair conditions, high-quality health and wellbeing support, international experience as standard, active community life.
- ♦ **Academic:** clear ethical rules, protection of academic freedoms, opportunity to engage in public debate and innovative projects.
- ♦ **Faculty:** partnerships with public administration and business, greater support for community and outreach activities, stable ethical environment.
- ♦ **Society:** the university as a trusted partner, a source of knowledge, and an open space for dialogue and socially responsible projects.

Pillar 4 – One digital university

Digital transformation is not a goal in itself, but a **tool to better serve people and society**. Charles University must be an institution that can effectively use data, technology, and innovation without losing its academic identity and values. By 2030, we want to be a university that is connected, secure, user-friendly, and sustainable. The digital environment must simplify everyday life for students and staff, support education and science, and open the university to Europe and the world.

Priorities for the future period in brief

- ♦ **Enterprise architecture** – complete the implementation of the strategy and connect all key systems (study, science, finance, HR) into a unified environment; CU will retain its own **process know-how and knowledge of business processes** so that it is not solely dependent on external suppliers.
- ♦ **Cybersecurity and digital literacy** – systematically increase security awareness and competencies across the entire academic community; strengthen technical measures and training for employees and students.
- ♦ **Modern study information system** – modular, sustainable, capable of long-term development and management; based on an architecture that allows flexible response to changing needs.
- ♦ **Equal access to information resources** – ensuring accessibility for all groups of students, including foreign students, so that Charles University is a truly open and fair environment.
- ♦ **Interconnection of agendas** – digitalization and integration of processes in study, research, economics, HR, and management; unified workflow and reduced administrative burden.
- ♦ **Ecosystem One-UK** – a user-friendly environment for all services, less paperwork, the possibility of fully remote study, and efficient electronic processes.
- ♦ Collaborative digital environment – tools for communication, study, and work that will support collaboration across the university and with foreign partners.
- ♦ **CU mobile application** – a unified tool for the everyday life of students and employees; expansion of functionalities to include study, work, and community agendas.
- ♦ **Cloud services** – a secure, reliable, and accessible environment for teaching, research, and administration; emphasis on central management and equal access.
- ♦ **Artificial intelligence** – use of AI for teaching, research, and administration; platform for rapid creation of AI assistants and simulation of decision impacts; support for fair and ethical use of AI.
- ♦ **Smart Campus** – gradual introduction of smart campus elements: digitization of buildings, controlled access, data for increasing security, efficient use of classrooms, laboratories, and entire campuses, and support for sustainable operation.
- ♦ **Sustainability** – integration of climate responsibility into infrastructure.
- ♦

Achievements in the past period

In recent years, Charles University has made **significant progress in the areas of digitization, infrastructure, and sustainability**. The capabilities of the **Moodle** platform have been expanded, and tools such as **MS Teams, Zoom, and Turnitin** have been more deeply integrated. The **educational portal** has been modernized as a single point of entry for courses and educational opportunities. The university has also prepared an **electronic form of diplomas**, which will facilitate the verification of educational documents in the Czech Republic and abroad.

A **university-wide IT strategy was adopted, an IT services catalogue was created, and an action plan for system development** was developed. Security was strengthened through the introduction of an information security management system and cooperation with NÚKIB and the Czech Ministry of the Interior. The digital skills of employees were improved, and support for administrative, mobility, and scientific data systems was expanded.

Our university has joined the **European Higher Education Interoperability Framework** as part of the 4EU+ alliance, which allows us to test the possibilities of sharing educational offerings between European universities. We are actively involved in the development of this framework and have become one of the first pilot sites.

There has also been progress in the area of **FAIR data** and open access policy – an institutional repository of scientific data has been created and the **Open Access policy** has been strengthened.

In the area of sustainability, the university adopted a sustainable development strategy, created related action plans, introduced new courses and competitions for students, and implemented measures to promote green mobility.

At the same time, the foundations were laid for the **systematic integration of artificial intelligence into teaching, research, and administrative processes**. The university has begun to develop methodological and technological support for working with AI – from personalization of teaching, adaptive testing, and analysis of study needs to tools enabling the modelling of the impacts of strategic decisions. AI is becoming an aid not only for students and teachers, but also for scientific and managerial work.

At the university level, we also focused on a **structured description of key processes and their connection to modern IT support**. This made it possible to begin reducing the administrative burden while increasing the quality of support.

Our new goals and direction

I am convinced that a **modern university must systematically develop the digital skills of both students and teachers**, including the ability to use **artificial intelligence (AI)** tools critically, safely, and creatively. The study programs will include education in the field of AI, its ethics, possibilities, and risks. We will provide teachers and students with methodological and technological support for the use of AI in teaching, learning, and evaluation.

Support for FAIR data policy and open access to data (The principles of FAIR data policy describe how data should be processed to make it more findable, accessible, interoperable, and reusable).

We will **continue to develop teaching systems (e.g., Moodle, SIS)** with artificial intelligence-based tools that enable personalized teaching, adaptive testing, analysis of study needs, and support for individual student development.

Artificial intelligence will serve as an aid and relevant tool for scientific and creative activities, educational activities, and management and administration. The **AI model of the university** will allow us to model the impacts of planned measures and thus distribute processes across different levels of management in a controlled and effective manner.

I consider it a necessary priority to focus on implementing a **university-wide IT strategy, increasing system security, and supporting the digital literacy of the entire academic community**. It is important to me that Charles University is open and sustainable – not only in terms of its science and education, but also in how it uses its resources, how it supports innovation, and what facilities it provides to students and employees.

We will complete the **implementation of a university-wide IT strategy and secure its funding**. We will strengthen digital competencies across the university – among both employees and students – and we will support the sharing of best practices between faculties. We will ensure the conceptual development of key information systems, including systems for economics, study, and science and research.

We will **describe the key processes taking place at the university in a structured manner** and strive to make them more efficient while providing them with high-quality IT support. We will also make appropriate use of AI in these processes. These steps have the potential to reduce the number of administrative staff across Charles University and the administrative burden as such.

We will strengthen the university's data policy – including data management, sharing, and analysis, with an emphasis on data quality, ethical use, and compliance with FAIR principles. We will continue to support open science, including the development of repositories and Open Access policies.

In the area of sustainability, we will continue to implement the adopted strategy and fulfil its action plans, support green mobility, and expand educational opportunities in this area for students and employees. We will support projects with a direct impact on the university's climate and environmental responsibility.

The rector's office must evolve in the same way as all dynamic parts of the university (sometimes at the level of individual departments, sometimes at the level of faculties). We will reduce routine administrative activities by using artificial intelligence (machine learning). The rector's office cannot be reduced blindly or recklessly and do less – on the contrary, it must ensure more services and provide relevant methodologies in the long term. In an institution the size of our university, internal communication is always a big challenge. Therefore, if we learn to share good practices more effectively and use know-how across the university, the entire institution will prosper.

Examples of impacts for students, employees, institutions, and society:

- ♦ **Student:** a clear digital environment, less administration, support for academic success, and an accessible mobile app.
- ♦ **Academic:** efficient systems, less bureaucracy, clear data, and support for the use of AI in teaching and research.
- ♦ **Faculty:** better coordination of processes, high-quality infrastructure, data for decision-making, and a lower administrative burden.
- ♦ **Society:** a university that manages its finances transparently, sustainably, and uses public funds efficiently.

Pillar 5 – Investment and modernization

Investments are not just about buildings – they are about the certainty that the university can be relied upon every day. **Modern dormitories, well-designed buildings, state-of-the-art laboratories, accessible libraries, and efficient services for faculties and workplaces:** this is the infrastructure that underpins the quality of teaching and research. By 2030, we want to be a university that invests visibly and wisely, with a clear plan, stable funding, and a high degree of transparency.

Priorities for the future period in brief

- ♦ **Public investment map** – with clearly defined milestones, budgets, responsibilities, and priorities, so that it is clear when and where construction is taking place, how much it costs, and who is responsible for it.
- ♦ **Stable financing** – a combination of external sources, the Mikuláš fund, and the internal university bank for flexible use of funds across Charles University.
- ♦ **Strategic constructions** – completion of the Albertov Biocenter and Mephared 2 in Hradec Králové, systematic development of campuses and all workplaces.
- ♦ **Renaissance House** – the new 24/7 student heart of Charles University: library, makerspace, VR centre, incubator, and coworking space.
- ♦ **Dormitories and cafeterias (KaM)** – clear quality standards, regular audits, and transparent publication of results.
- ♦ **Data-driven decision-making** – in all key areas, from investments to programs and KaM management.
- ♦ **Defending the interests of CU** – active participation in statutory representations of universities, advisory bodies, and working groups.
- ♦ **Economic stability and fair remuneration** – comparative international analysis of financing, advocacy for greater institutional support and fairer rules, continuous innovation of the Principles for the Distribution of Funds.

Achievements in the past period

We strengthened internal coordination and communication across the university. There were **regular meetings between members of the management team and the faculties, deeper cooperation between the rector's office and the dean's offices**, and an intensive exchange of information, particularly in the areas of study, science, and project agendas. The launch of the university intranet and the connection of faculties and departments represented a significant step forward. Among the less formal activities, the “breakfasts with the rector” proved to be successful, providing authentic feedback from departments and institutes. One shortcoming remains: we were unable to establish regular university-wide meetings of the academic community – this is a task for the next term.

We strengthened the rector's Office as a professional service institution. There was employee development, implementation of measures under the **HR Award**, and enforcement of the principle of data-based decision-making. In some areas, this was more successful than in others. In the future, it will be necessary to complete the IT infrastructure and maintain and further strengthen highly qualified personnel capacities.

We have significantly increased external funding. The university has obtained **funding from European Structural Funds** (ESIF) and increased its success rate in ERC, MSCA, and Erasmus+ grant schemes. The REFRESH project has strengthened Charles University's readiness for international grants and helped plan the transition to new frameworks, including the Cohesion 2028+ programming period.

A new phase has begun in technology transfer. The new teams at Charles University Innovations Prague (**CUIP**) and the Centre for Knowledge and Technology Transfer (**CPPT**) are establishing closer cooperation with the faculties in order to create a clearer interface of services and more effective support in the area of transfer and innovation.

The distribution of funds has become more transparent. Current data has been incorporated into the Principles for Contributions and Grants – “floating FIX” in education, **performance indicators in science**, etc. Transparency has been increased by an appendix with detailed calculation methods. A professional team has been set up at the rector's office, which is available to the faculties. However, the debate on the economic aspects of study programs remains open and needs to be advanced in the next period.

In the area of investments, the university is implementing projects worth more than CZK 14 billion. This required increased co-financing, which is why we increased the Mikuláš Fund, adjusted the rules for its use, and proposed an “intra-university bank” model. This also involved intensive communication with the Ministry of Education, Youth and Sports regarding the financing of large construction projects.

A number of tasks were successfully completed in the dormitories and cafeterias (KaM). Selected dormitories are undergoing renovation, the range of meals on offer has been expanded (including vegetarian and vegan options), technology has been modernized, and centrally subsidized “social meals” have been introduced. Support for foreign students has also been strengthened. However, it was not possible to introduce a central KaM strategy or regular external quality audits – these goals remain a challenge for the next period.

Our new goals and direction

Predictable investments, visible plan

We will introduce a public investment map – a clear overview of what is being built, where, for how much, and who is responsible for it. Each project will have a “project passport” (purpose, budget, milestones, operational sustainability). This will reduce the risk of delays and strengthen trust both internally and externally. At the same time, we will strengthen the coordination of university-wide agendas and modern internal communication tools to make processes more efficient and predictable.

Strong financial base

We will ensure stability through a **combination of European and national resources, the Mikuláš Fund, and the internal university bank**. We will actively negotiate at the national level to strengthen institutional funding and modernize the rules for its distribution. We will continue to innovate our internal Principles for the Distribution of Contributions and Subsidies to reflect the strategic priorities of Charles University and the quality of its outputs.

Complete key construction projects, prepare others

We will complete the Biocentre Albertov and Mephared 2 projects in Hradec Králové. We will begin preparations for further investments according to the map and move Renaissance House into the implementation phase, or at least to the “shovel-ready” stage (project documentation, permits, financing). This will also include systematic support from the rector's Office and the sharing of know-how in the areas of planning, implementation, and operation of investments.

KaM: standards, audits, feedback

We will introduce **university-wide quality standards for dormitories and cafeterias**, external audits, and regular publication of results. We will involve not only public but also, where appropriate, private sources in the financing of renovations and new construction. Decisions will be based on data – occupancy, waiting times, student satisfaction, and operating costs.

Professional service and less administration

We will continue to professionalize the rector's office and administration as a whole – shared methodologies, training, internal consultations. The goal is to reduce the administrative burden and improve service for faculties. Decision-making will be reflected in the Principles to motivate quality and sustainability.

Strong projects from European frameworks

We will increase competitiveness in ERC, MSCA, Horizon Europe, and other programs. We will ensure a coordinated transition from ESIF to new sources of European funding. We will support faculties both in terms of projects (grant offices, mentoring, shared know-how) and financially (funding from the internal university bank where appropriate).

CU Archive and digital memory

We will complete the digitization of the CU Archive and set up its long-term management and accessibility. The university's memory is part of its identity and trustworthiness – preserving and making documents accessible will be a priority.

Examples of impacts for students, employees, institutions, and society:

- **Student:** shorter waiting times for dormitories, better quality housing and meals, visible improvements where you study and live.
- **Academic:** functional laboratories and classrooms, less administration, a clear plan for investment and support.
- **Faculty:** a predictable investment plan, “project passports,” accessible consultations, and fair principles.
- **Society:** a university that manages its finances transparently and is a visible investor in education, science, and public infrastructure.

From pillars to priorities

The five pillars form the basic framework according to which Charles University will develop in the coming years. These are long-term directions that hold our vision together and give the university stability. In order to transform this vision into concrete results, we have defined ten key priorities for the period 2026–2030. These priorities determine what needs to be done in the next term of office so that the pillars do not remain merely on paper, but have a visible impact on students, academics, faculties, and society. The pillars are a permanent framework; the ten priorities are our action plan for the most important things.

Ten key priorities for the period 2026–2030:

- 1. Successful implementation of key infrastructure construction** – from projects already underway, such as Mephared 2 and Biocentre Albertov, the Multifunctional Building of the Second Faculty of Medicine, and the reconstruction of the buildings of the Faculty of Law and the Faculty of Education, to all others.
- 2. Economic stability and prosperity of the university and an emphasis on equal pay for equal work.** We will conduct a comparative international study in the area of financing at both the national and institutional levels, and thanks to our strong representation in the Czech Rectors' Conference and the Association of Research Universities, we will advocate at the national level not only for an increase in institutional financing, but also for adjustments to the rules for its distribution among universities. We will also continuously innovate and modify the Principles for the Distribution of Contributions and Subsidies at Charles University.
- 3. Continuation of the reform of doctoral studies and care for junior scientists.**
- 4. “Excellence is not a skill. It is an attitude.”** LERU, March 2025. Internationally competitive science. We will develop an environment and ensure that it is inspiring and motivating in all areas of our university's activities.
- 5. High-quality and economically sustainable educational activities.**
- 6. Student comfort and a pro-student environment** – from the renovation of dormitories and cafeterias to the construction of new dormitories, care for comprehensive student well-being, and easier and less administratively demanding international mobility.
- 7. Artificial intelligence as an aid and relevant tool** for scientific and creative activities, for educational activities, and for management and administration. AI model of the university.
- 8. In the area of IT, implementation of the enterprise architecture strategy.**

9. The rector's office must evolve in the same way as all dynamic parts of the university (sometimes at the level of individual departments, sometimes at the level of faculties). **We will reduce administrative activities by using artificial intelligence (machine learning).** The rector's office cannot be reduced blindly or recklessly and do less – on the contrary, it must ensure more services and provide relevant methodologies in the future. In an institution the size of our university, **internal communication** is always a major challenge. Therefore, if we learn to share good practices more effectively and use know-how across the university, the entire institution will prosper.

10. Charles University as a public authority.

3 Symbolic projects

The ten priorities represent our action plan for the next term, specific steps that will ensure the day-to-day functioning of the university. But to make it clear where we are headed in the longer term and what will symbolize a new era for Charles University, we are presenting three grand visions.

These projects are not mere investments or organizational changes. They are powerful stories that connect tradition with modernity, science with society, and university life with the European and global context. Each of them has the potential to become a symbol of a new era for Charles University.

Some results will be visible quickly, while others require long-term preparation and extend beyond a single rector's term. The important thing, however, is that we start now and persevere in our efforts. Only then can Charles University be among the leaders in Europe.

AI twin of CU

digital brain of the university, a tool for data-driven management and transparent decision-making.

Renaissance House

the modern heart of Charles University, a space for creativity, community, and innovation.

Open Europe@UK

a platform that will make the European experience the standard for every student and academic and strengthen the role of Charles University as a European leader.

AI twin of Charles University

What is it?

A digital twin is a computer model of an entire university that behaves like an exact copy of it. It contains data on students, teaching, science, finances, investments, dormitories, and cafeterias – in short, all the main processes at Charles University. This makes it possible to **simulate changes** and immediately see what impact they will have before they are actually implemented.

Why do we need it?

Charles University is a huge and complex institution, with 17 faculties, thousands of employees, tens of thousands of students, hundreds of buildings, and budgets in the billions. **When we consider changes** today (e.g., merging programs, investing in dormitories, setting tariffs), there is often endless discussion without any data to back it up.

AI twin of CU will provide clear figures and scenarios, showing

- how investments will affect capacity and finances,
- what merging programs will do to the study load,
- and what impact wage settings will have in different models.

What good will it do?

Discussion on centralization vs. decentralization: the twin will show what is worth doing centrally and what, on the contrary, is better handled by the faculties.

Wage policy: instead of guesswork, simulations will be available to show how changes in tariffs or the number of programs will affect academics' wages.

Investment: helps decide whether it is more worthwhile to invest in dormitories, laboratories, or libraries, and how long it will take for the investment to pay off.

Study: reveals where there is a risk of academic failure, course overload, or lack of capacity.

Science and research: enables simulation of the impact on science funding of varying degrees of success in grant competitions.

How it will work?

A **unified data model** will be created, connected to all major CU systems (SIS, Moodle, HR, finance, grants, KaM).

Every decision made by the management or faculty will be able to be “run” through a simulation and immediately see the predicted result.

The university community and the public will see **transparent indicators in real time** showing how many students are studying where, what the scientific results are, how much the investment costs, and where the risks lie.

What this will bring to individual groups?

Students: certainty that the university manages its study programs wisely, provides timely reinforcement where problems arise, and reduces administrative burdens.

Academics: fewer endless discussions, more time for teaching and research, fairer wage policy.

Faculties and rector's office: a high-quality basis for negotiations with the state, the ability to clearly demonstrate the impact of the proposed changes.

Society: an open and trustworthy university that manages public funds efficiently and transparently.

Renaissance House

What is it?

Renaissance House is a planned modern building for students and academics that will serve as the **heart of Charles University**.

It will operate 24/7 and connect the library, study rooms, laboratories, makerspace, coworking space, and spaces for start-ups and associations. It is not just a building, but a **living space for study, creativity, meeting, and relaxation**, where students from all faculties and disciplines can come together.

It symbolically follows on from the “Renaissance” – a time of transformation, courage, and new thinking. Just as then, the university is undergoing its own transformation today.

Why do we need it?

Charles University has a great tradition and strong academic quality, but it often lacks a **common centre** for students and staff. Today’s students lack modern spaces for social life, interdisciplinary collaboration, and wellbeing.

Academics and young scientists need an environment where they can share ideas, test prototypes, and engage in interdisciplinary projects.

The public expects the university to be visibly present in the life of the city and to offer a space that is not closed only to “insiders.”

How it will work?

Continuous 24/7 operation – a university “third space” between home and faculty.

Multifunctionality: library and study rooms, laboratories, VR and simulation spaces, coworking, start-up hub, space for clubs and community events.

Openness: for students from all faculties, academics, and partners from the city and society.

Symbolism: architecture and concept that combines tradition and modernity – a place where Aristotle is read and Python is programmed.

What this will bring to individual groups?

Students: modern facilities for studying, relaxation, and social life; accessible space for wellbeing and community.

Academics and scientists: opportunities for interdisciplinary collaboration, use of laboratories, makerspace, and space for innovation.

The university as a whole: a clearly visible symbol of the investment strategy – “we invest where everyone will feel the benefits.”

The public: an open space that connects the university with the city and strengthens its third role.

Open Europe@UK

What is it?

Open Europe@UK is Charles University's platform for European cooperation, mobility, and leadership. It will **enable every CU student to have a European dimension to their studies**, whether through a trip abroad, an international program in Prague, or a joint course with universities in Europe.

It will strengthen Charles University's role as a **respected European partner** and leader in Central Europe.

Why do we need it?

Charles University is part of the 4EU+ alliance and a number of European networks, but only a fraction of students and academics actually take advantage of these opportunities.

We need the **European dimension** to become the **norm, not the exception**.

European cooperation strengthens science, teaching, and the prestige of Charles University, while also helping to defend **academic freedom and democratic values**.

How it will work?

Mobility for everyone: “mobility window”, short-term internships and blended mobility.

Internationalization at home: more courses in English, common European subjects, “European semester” in Prague.

Simpler recognition: digitized documents, uniform standards for credit recognition.

Policy-briefs and a voice in Europe: systematic representation of Charles University in Brussels and active involvement in European education and science policies.

What this will bring to individual groups?

Students: simpler and wider range of study abroad opportunities, joint programs, easy recognition of courses, possibility of a “European diploma.”

Academics: more space for international projects, grants, and joint teams (ERC, MSCA, 4EU+).

Faculties: access to European partners, shared infrastructure, and innovative forms of teaching.

University: greater prestige, a stronger voice in European politics, and a better position in negotiations with the state.

Society: a university that brings Europe to Czechia and Czechia to Europe.

What went wrong and how we will deal with it in the future

Strong leadership can also be recognized by its ability to openly admit its weaknesses, analyse them, and turn them into concrete steps for improvement. We have made many fundamental changes in recent years, but we also know that in some areas the pace was not fast enough, communication could have been handled better, or mistakes were made that undermined trust. We take these experiences as a serious lesson and a commitment for the future.

1. Conflict of interest and ethical rules

In order to prevent conflicts of interest, we will regularly review internal regulations in this area and provide ongoing training and education to CU employees. We will establish preventive and control mechanisms across the university and pay sufficient attention to this issue.

2. Digitalization and IT services

Information technology at Charles University must change more quickly and efficiently in the future. The progress made over the last 3-4 years should accelerate in the coming years as we catch up on many years of lost time in an environment where it is not easy to boost IT services or finance and coordinate them, as we are a very fragmented institution. We must overcome these challenges in IT in the coming years.

3. Equal pay

Equal pay for university employees, whether in academic or non-academic positions, is a major challenge for the coming years. Although we have secured an additional CZK 3 billion for the budget and increased salaries by 34%, Charles University deserves even more. This issue must be addressed at all relevant levels:

It is essential to obtain more funding for Charles University, both from the state budget and from other relevant national and international sources.

- Institutional funding for educational, scientific, research, and creative activities must be strengthened from state sources so that we in the Czech Republic can at least reach the average of what is spent on these areas as a percentage of GDP in OECD or EU countries. To lobby for this increase, Charles University can significantly help by playing a leading role in at least one of the two official representations of higher education institutions, e.g., in the Czech Rectors' Conference. Since I managed to defend my position as chair after my first term and we were successful in lobbying for 2025 in 2024 (almost an extra billion for Charles University), I know that this position can be an effective lever in the future as well.
- In addition to the volume of funds, the rules for distributing funds from the state should also be innovated so that they reward, for example, international excellence or the fulfilment of a social role, etc. So-called contract financing is a direction for the future that could meaningfully help develop universities in the Czech Republic.

Institutional and university level.

- In the program, I mention the so-called Principles for the Distribution of Contributions and Subsidies in several places in the text above. This document, which is widely discussed each year with faculties, deans, secretaries, the Academic Senate, etc., is a key tool for the financial management of Charles University, including motivating faculties to pursue quality, internationalization, etc.

- Another role of the university level is to help faculties obtain external resources. At Charles University, the most significant external resources include project funds and funds obtained from foreign language teaching, lifelong learning, etc. The rector's office has significantly strengthened (as described above) its support for international project schemes and the promotion and implementation of foreign language study programs, but there are certainly other opportunities for support that need to be developed in the coming period.

Faculty level.

- At the faculty level, it is necessary to refine career rules and regulations for non-tariff components of salaries. This cannot be pushed "from above" – these refinements must be based on the situation at the faculties, which currently varies significantly across Charles University.

4. Knowledge transfer

The mistake was a lack of clarity in the services provided in the area of technology transfer. The new management of both departments, which have been involved in technology transfer at our university at the central level for several months, namely the Centre for Knowledge and Technology Transfer (CPPT) and the subsidiary Charles University Innovations Prague a.s. (CUIP), are currently preparing a precise interface between their roles in the area of services they provide, but have also committed themselves to communicating with all faculties, their management, scientists, researchers, and students in a new, effective, responsive, and maximally client-oriented manner. Our goal is also to achieve maximum transparency in all processes related to technology transfer. To this end, a document is being drafted that will be discussed with the Academic Senate and will clearly regulate the mechanisms of information and control in these processes.

5. Communication of rewards

The year 2024 was extremely challenging. The university management prepared an internal evaluation of science, an international evaluation of the strategic plan, the 4EU+ alliance strategy, we applied for large European programs from structural funds, both infrastructures supported by the National Recovery Plan, namely Mephared 2 and Biocentre Albertov, required our full attention, and part of the team faced daily tasks related to the need to manage the situation after the tragedy of 21.12.2023. I therefore stand by the rewards for my team. It was an extreme burden, which we actually managed to cope with. I am very sorry and troubled that communication on this issue was not handled well, and I take it as a great lesson.

6. Breakdown of the team

The university management team was under unusual pressure in both 2024 and 2025. It was not easy for anyone to cope with. The departure of some members, especially the manner of their departure, may be regrettable from a human perspective, but the important thing is that the institution as such and our management never slowed down, never slacked off, we dealt with all the tasks and mastered all the challenges. We can look back on almost four years of tremendous work (see above).

Final lesson

Charles University and its leadership are not perfect. But it is precisely the ability to see one's own weaknesses, admit mistakes, and turn them into strengths that makes the university alive and credible. From what has not worked, we take away a commitment: to be more open, more consistent, and better prepared even in the most difficult moments.

Final summary of the election program

Charles University is entering a new era. In recent years, we have passed tests that we could not have imagined before. The crises we have experienced and the mistakes we have made have shown us that a university is not just a collection of buildings and regulations, but above all a living community of people, students, academics, and employees.

Today, we stand on solid ground. We have clearly defined pillars that hold our university together, as well as bold projects that open doors to the future. We know that the road ahead will not be easy, but we have the experience, courage, and vision to rely on.

Our ambition is not only to be the largest university in Czechia, but also to be a university that inspires. A university that can combine tradition with modern challenges, science with the needs of society, Europe with home. A university that is a partner to the state and the city, and at the same time a place where every student feels welcome and supported.

By 2030, we want Charles University to be a symbol of trust, quality, and openness, both for the Czech Republic and for Europe. We want our students to be able to say with pride that their studies were European, modern, and meaningful. We want academics to have the conditions to create world-class science. So that faculties and institutions know that they are on the side that provides them with fair and predictable support.

I know that the university is only strong when we stand together. That is why I offer leadership based on dialogue, trust, and joint effort. Only together can we ensure that Charles University will not only be a European leader in 2030, but also a home we can all be proud of.

Charles University's vision for 2030: digital brain, student heart, European voice!

Proposal for the division of responsibilities within the Rector's Council for the period 2026-2030

Rector

Vice-Rector for Scientific and Creative Activities

Vice-Rector for Doctoral Studies

Vice-Rector for Education Concept and Quality

Vice-Rector for Academic Affairs

Vice-Rector for International Affairs

Vice-Rector for External Relations

Vice-Rector for Digitalization and Information Technology

Vice-Rector for Development

Vice-Rector for Innovation and Technology Transfer

Member of the Rector's Council for Social Affairs and Sustainable Development

Member of the Rector's Council for Internal Communication

Member of the Rector's Council for Lifelong Learning

Bursar of Charles University

Chancellor of Charles University

Student representative

Chair of the Academic Senate of Charles University

Members supplementing the traditional composition of the Rector's Council:

Chair of the Equal Opportunities Council

Chair of the Grant Council

Ombudsman / Ombudswoman

Prof. Milena Králíčková

**Candidate for Rector of
Charles University**



Curriculum Vitae

Prof. MUDr. Milena KRÁLÍČKOVÁ, Ph.D., neé Beranová

Personal data: date of birth 04.02.1972, Strakonice, Czech Republic.

Education:

1986 - 1990: Strakonice Grammar School

1990 - 1996: Faculty of Medicine, Charles University in Pilsen - MUDr.

1996 - 2000: Faculty of Medicine, Charles University in Pilsen (postgraduate studies) – Ph.D.

Employment:

1996 - present: Institute of Histology and Embryology, Faculty of Medicine, Charles University in Pilsen 2011–2022: Head of the Institute

2012 - 2022 Supervisor of the DSP Anatomy, Histology, and Embryology

2014 - 2022: Head of Research Program 2, Biomedical Center.

1996 - 2022: Gynaecology and Obstetrics Clinic, Faculty of Medicine, Charles University and University Hospital – secondary physician 2010 - 2014 Vice-Dean for Development, Faculty of Medicine, Charles University in Pilsen

2014 - 2022: Vice-Rector for Academic Affairs at Charles University

HABILITATION AND APPOINTMENT PROCEDURE:

2008 - habilitated in anatomy, histology, and embryology at the Faculty of Medicine in Pilsen, Charles University. Title of the thesis: Study of embryo-endometrial communication during embryo implantation: leukaemia inhibitory factor (LIF) and gonadotropin-releasing hormone (GnRH) as regulatory factors of peri-implantation processes.

2016 - appointed Professor in the field of anatomy, histology, and embryology at Charles University.

CERTIFICATION:

2002 - First degree certification in gynaecology and obstetrics

2006 - Specialized qualification as a physician in gynaecology and obstetrics

SCHOLARSHIPS:

- Academic year 1998/1999:

Fulbright Commission scholarship: Massachusetts General Hospital, Department of Reproductive Endocrinology, Harvard University, Boston, U.S.A., fellowship supervisor Prof. William F. Crowley, M.D.

- December 2006:

internship at the Regea Institute at the University of Tampere, Finland, under the supervision of Prof. Outi Hovatta

MEMBERSHIPS:

Member of the scientific councils of Charles University, Masaryk University, Brno University of Technology, and University of West Bohemia Member of faculty scientific councils – Faculty of Science, Charles University

Member of the CEITEC MUNI International Scientific Council

Member of the Commission for Awarding the Minister of Education, Youth and Sports Prize for Outstanding Educational Activities at Universities

Member of the National Convention on Education Member of the Czech Medical Academy

GRANTS:

Principal researcher:

2002 - 2004: GA ČR: Identification and characterization of mutations in the gene for leukaemia inhibitory factor in women with idiopathic infertility. Project registration number: 301/02/1232. Evaluation: completed.

2005 - 2007: GA ČR: Identification of mutations in genes encoding key cytokines of embryo-endometrial communication in women with idiopathic infertility and repeated treatment failure. Project registration number: 301/05/0078. Evaluated: completed with commendation.

2001: FR VŠ: Introduction of immunohistochemical methods into practical histology exercises.

Co-researcher:

2007 - 2009: IGA MZ: Polymorphism of HLA-G and KIR genes as a potential marker of female fertility disorders – embryo transfer failure and recurrent miscarriage. Principal researcher: MUDr. Jindřich Madar, CSc. Institute for the Care of Mother and Child – Prague. Project registration number: NR/9135 – 3.

Member of the research team:

1998 - 2000: GA AV ČR: The role of the adrenal glands in neuro-endocrine-immune relationships. Project registration number: A7020809/1998. Evaluated: completed.

Since 2012 - Honorary Ambassador of the Fulbright Commission.

Overview of publications:

94 scientific papers

According to WOS, 2,406 citations (2,290 without self-citations)